

## 14 REPORT OF THE CHIEF OPERATING OFFICER

### 14.1 January 2024 Monthly Financial Report

CSP Objective: Outcome 5.1: Public funds and assets are managed strategically, transparently, and efficiently

CSP Strategy: 5.1.1 Public funds are managed in accordance with Financial Management Standards and the Local Government Act.

Delivery Program: 5.1.1.1 Improved financial reporting and legislative compliance through reporting, scrutiny oversight and processes

#### Summary

This report provides a year-to-date Statement of Financial Position and Income Statement for Council's various business activities and at a consolidated level. This report aims to outline and explain any material deviations from budget year to date.

#### Financial implication

This report relates directly to the financial performance of Council.

#### Policy

*Local Government Act 1993*

*Local Government (General) Regulation 2021*

#### Consultation (internal)

Chief Executive Officer

Chief Financial Officer

Management Accountants

#### Communication/Community engagement

N/A

#### Attachments

1 Financial Statements - January 2024 [↓](#)

#### Enclosures

Nil

## RECOMMENDATION

That Council

1. Notes the Monthly Financial Report for January 2024.
2. Allocate \$100K budget for safety upgrade works at domestic waste handling facility.

Report of the Chief Operating Officer

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## Background

The Monthly Financial Report for January 2024 has been prepared to deliver transparency on the current financial state of Council on year-to-date basis. This report aims to highlight the operational performance against budget of each of the Council's main business activities and at a consolidated level.

Council has recently completed a review of its Waste services operations, which includes Domestic Waste, Commercial Waste, Cleaning Services and Hire Services. The associated changes were adopted along with the Quarterly Budget Review (QBR) for the quarter ended December 2023. In the coming months, these operations will be reported on separately from Council's general operations in the attached financial statements. This month, a brief analysis is provided.

## Consolidated Income and Expenditure Statement

Please note that all budget variance figures, and analysis provided in this report now incorporate quarterly budget review changes from QBR 2, which were adopted by Council at the January 2024 ordinary meeting. Therefore, variances and commentary described in this report are compared to the newly updated budget.

At a consolidated level, year-to-date to 31 January 2024, Council has achieved an operational surplus of \$3.9M. The budget for the same period was estimated to be a surplus of \$6.4M, resulting in an unfavourable variance of \$2.5M. This variance is due to operational revenue being \$1M or 1.6% unfavourable to budget, while concurrently operational expenditure is over budget (unfavourable) by \$1.5M or 2.6%.

In the context of income from continuing operations, if the unfavourable variances related to capital grants of \$2.9M are excluded, the consolidated revenue variance would be \$1.9M favourable. This revenue \$1.9M favourable would then better compare to the expenditure \$1.4M unfavourable. This is reflected by the net operating variance excluding capital grants and contributions which presents a \$416K or 11.4% favourable variance to budget (See Table 1).

The most significant variance in expected revenue is derived from timing delays in the receipt of capital grant funding. A review of the adopted budgets classification of grant income between operating and capital is being undertaken to address the capital budget for 2023/24 in conjunction with establishing reserve balances for the 2022/23 financial year audit. This work is expected to progress in the coming months which will lead to adjustments to the amount and timing of expected capital grant revenue. A delay in receiving capital grant revenue also impacts Council's unrestricted cash position as noted in Council's Investment Report.

Other material income and expenditure variance explanations and financial analysis of each of Council's entities are detailed below:

**Table 1. The following table presents variances in operating results to the adopted budget, per entity as at January 2024**

\$'000	Consolidated	Council General Operations*	Blue Haven	Holiday Parks	Pavilion
Income Actual	61,851	37,988	16,088	7,222	553
Income Budget	62,869	40,473	14,965	6,951	480
<b>Income Variance \$</b>	<b>(1,018)</b>	<b>(2,485)</b>	<b>1,124</b>	<b>271</b>	<b>73</b>
<b>Income Variance %</b>	<b>(1.6%)</b>	<b>(6.1%)</b>	<b>7.5%</b>	<b>3.9%</b>	<b>15.2%</b>
Expenses Actual	57,914	34,228	18,882	4,234	571
Expenses Budget	56,429	34,666	16,607	4,566	589
<b>Expenses Variance \$</b>	<b>(1,485)</b>	<b>439</b>	<b>(2,274)</b>	<b>333</b>	<b>18</b>
<b>Expense Variance %</b>	<b>(2.6%)</b>	<b>1.3%</b>	<b>(13.7%)</b>	<b>7.3%</b>	<b>3.0%</b>
Actual operating results	3,937	3,761	(2,793)	2,988	(19)
Budgeted operating results	6,440	5,807	(1,642)	2,384	(109)
<b>Operating results Variance \$</b>	<b>(2,503)</b>	<b>(2,046)</b>	<b>(1,151)</b>	<b>604</b>	<b>90</b>
<b>Operating results Variance %</b>	<b>38.9%</b>	<b>35.2%</b>	<b>(70.1%)</b>	<b>25.3%</b>	<b>82.7%</b>
Actual operating results (before capital income)	(3,223)	(3,399)	(2,793)	2,988	(19)
Budgeted operating results (before capital income)	(3,639)	(4,272)	(1,642)	2,384	(109)
<b>Operating results Variance \$ (before capital grants and contributions)</b>	<b>416</b>	<b>873</b>	<b>(1,151)</b>	<b>604</b>	<b>90</b>
<b>Operating results Variance % (before capital revenue)</b>	<b>11.4%</b>	<b>20.4%</b>	<b>(70.1%)</b>	<b>25.3%</b>	<b>82.7%</b>

\*Council General Operations exclude Blue Haven, Holiday Parks and Pavilion.

## Income

### **User charges and fees**

Council has recorded an additional \$771K in user charges and fees above budgeted expectations to January 2024. Council's business entities have each recorded higher than expected income from user charges and fees. Council's General Fund is \$314K favourable to budget, largely due to the Leisure Centre which has recorded more than \$182K above forecast to January 2024 due to peak Holiday season revenue. Additionally in general fund, Building and Development revenue is favourable by \$133K and the Pavilion is ahead of budget by \$43K due to a surge in event bookings. Conversely, Council's Hire Services operations which form part of Council's general operations has recorded \$159K less hire income year to date in comparison to budget.

Report of the Chief Operating Officer

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### **Interest on Investments**

Current Bank Bill Swap Rates (BBSW) on Council's invested funds are in line with the adopted budget expectations. However, an unfavourable variance of \$155K has arisen year-to-date to January 2024. This is largely due to actual cash at bank and investment balances being lower than budgeted, rather than lower than estimated interest rates. It is expected however that the current unfavourable variance will see improvement as Council has recently divested of property, specifically the Akuna St South Carpark in November 2023 and Irvine St, Kiama in February 2024. This additional cash inflow will bolster Council's cash position in the form of additional interest income. Lastly, the RBA has held the cash rate at 4.35% which will continue to contribute to increased interest revenue on new investments above budgeted interest rate estimates. Please refer to monthly Investment Reports for further details.

### **Net gain/(loss) from the disposal of assets**

There is an overall favourable variance of \$228K in the income statement relating to the net gain/(loss) from the disposal of fleet assets. Council is awaiting the completion of the 2022/23 financial statements audit, before processing accounting entries for the disposal of the sold assets in 2023/24.

### **Expenses**

#### **Consolidated Employee Benefits**

Employee benefits to January 2024 are unfavourable to budget by \$422K (\$324K general fund and \$143K Blue Haven, partially offset by small positive variances in other areas). General Fund negative variance is predominantly due to additional work required during holiday season (cleaning, waste, etc.). Another contributing factor is lower than anticipated capitalisation of wages. Blue Haven overspend relates to additional engagement of casual employees whilst permanent employees took leave during holidays.

From a natural accounts perspective, unfavourable variances relate to overtime (\$228K), casual staff wages and associated penalty rates (\$197K), and employee allowances (\$200K). Additionally, undercapitalisation of wages is contributing to the variance with only \$167K being capitalised year to date against an expected \$583K.

#### **Materials and Services**

Consolidated Materials and services are \$776K over budget year to date to January 2024. Blue Haven is the main contributor to this unfavourable position, being \$1.8M overspent. Detailed analysis and insights on this matter are contained within the Blue Haven section of this report. Council's General Fund and Holiday Parks are favourable with regards to materials and services by \$816K and \$228K respectively. See Holiday Park section of this report for further details.

Another large contributor to the favourable materials variance in General fund is an underspend on IT operational costs of \$385K, primarily due to timing of actual expenditure to budget. It is expected this variance will reduce in the second half of the year. The timing of expected audit fees to budget is also favourable by \$176K, however will reduce once the financial statement audit has been completed and invoiced.

With regard to Council's use of contractors, consultants and agency staff, both General Fund and Holiday Parks are tracking in line with budget, however Blue Haven's use of agency staff and contractors to support its operations has continued, leading it to exceed budget by \$1.3M year to date.

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### **Overview by Business Unit**

#### **Blue Haven**

##### **Blue Haven Care Consolidated**

Blue Haven at a consolidated level, year-to-date to 31 January, has a net operational deficit of \$2.8M, comparing unfavourably to budget by \$1.2M

This is a result of revenue being higher than expected by \$1.1M due to increased funding, as well as expenses being higher than expected by \$2.3M due to unfavourable variance in agency costs and other materials and services, partially offset by the higher funding noted above. It is important to note these variances (and also noted below) are based on the recently adjusted increased QBR2 budget.

##### **Blue Haven Bonaira Residential Aged Care (RAC)**

The RAC recorded a net deficit of \$2.7M. RAC revenue of \$8.5M is \$450K ahead of budget, however, does not offset Materials and services unfavourable variance of \$1.7M for RAC and \$1.8M overall.

Agency contractors are contributing \$1.2M of the \$1.7M unfavourable variance. Negative budget variance was anticipated as backlog of December invoices was processed in January.

As mentioned in December QBR report, RAC achieved an overall increase in the revenue compared to the budget for the period ended 31 December 2023 and this trend continues into January 2024. The main factor behind the revenue rise was an increase in the residential aged care subsidy rates by the government (July and December). In line with changes to allowable AN-ACC fees a new hotelling supplement of \$10/resident/day was introduced. In addition, there has been a focus on steadily increasing the occupancy which impacts subsidy, fees, means tested care fees and accommodation payments. There was also an increase in the number of residents eligible for higher subsidy rates from the government under the AN-ACC classification compared to the budget.

Conversely, the increase in occupancy has also impacted overall expenses of RAC, which continue to exceed budget, agency costs in particular, in order to meet staffing ratios and requirements.

##### **Blue Haven Bonaira Community Programs**

Community Programs recorded a minor net deficit of \$113K for the first 7 months.

##### **Blue Haven Bonaira Independent Living Units (ILUs)**

The Bonaira ILU's recorded a net surplus of \$462K. Revenue was recorded at \$1.7M and expenditure at \$1.3M. Both revenue and expenses actuals are slightly unfavourable comparing to the budget. As explained previously, this operating revenue and result includes amortisation of deferred management fees (ie reduction of resident entry accommodation payment – liability) ie \$1.5M at January 2024.

##### **Blue Haven Terralong Independent Living Units (ILUs)**

The Terralong ILU's recorded a minor net deficit of \$164K, comparing to budget surplus of \$188K. Revenue was recorded at \$2M and expenditure at \$2.2M, with materials and contracts materially unfavourable to budget due to previously deferred maintenance items being brought up to date. Contractor costs have also been required to undertake most of the

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maintenance works as well as review some building and refurbishment issues. This trend continues throughout this financial year as maintenance works progress.

Similarly, the revenue amount includes amortisation of deferred management fees (ie reduction of resident entry accommodation payment – liability) ie \$1.35M at January 2024.

### **Holiday Parks**

Overall, Holiday Parks operating results are \$604K or 25.3% favourable compared to budget, resulting from a large favourable variance in operational expenditure of \$333K, in addition to \$271K favourable operating income.

Despite a re-phasing of the expected timing of Holiday Park revenue, modelled on the actual income received each quarter in the 2022/23 financial year, Holiday Park revenue (User charges and fees) has exceeded budgeted expectations by \$146K year to date. This can be attributed to a busier than usual Holiday season.

Council was successful in receiving \$83K in operational grant funding under the Crown Land Flood Recovery Program for use on storm and flood event repair works on the Holiday Parks. This income was not considered in the original budget.

From an expenditure perspective, Kiama's Holiday Parks combined have underspent on budget by \$333K or 7.3% year to date. This variance in other expenses can be, in -part explained by a timing difference in the payment of the quarterly Crown reserve levy to Revenue NSW versus the budget phasing. This difference will correct by the next monthly report.

Employee costs at the Holiday parks are in line with budget, being slightly favourable by \$29K, in part due to the use of fewer casual employees and some vacancies.

With regards to materials and services, Kiama Councils Holiday Parks are favourable by \$228K. Park maintenance work is still marginally behind schedule and the use of contractors and agency staff is below expected amounts.

### **The Pavilion**

The Pavilion has seen a favourable variance of \$73K in its revenue from its ongoing operations year to date to January 2024. A sustained rise in the demand for community and corporate events and weddings at the Pavilion from both local and intrastate clients has seen it achieve consistently favourable results to budget this financial year. Internal revenue is favourable by \$29K which relates to revenue generated from the Pavilions use by internal Council requirements. The Pavilions total expenditure from continuing operations is in line with budget, with only minor variations in employee costs and materials and services, highlighting that internal cost control measures are being implemented effectively.

The overall result of favourable income and expenditure has seen a favourable operating result of \$90K or 82% above budget expectations.

It is important to note that corporate overheads are yet to be allocated to Pavilion business unit which will be reflected in QBR3.

### **Waste Services operations (Commercial Waste, Domestic Waste, Cleaning Services and Hire Services)**

As noted in the January 2024 Monthly Financial Report (13 February 2024 meeting), a review and re-design of Council's Waste Services Operations has now been completed. A brief

Report of the Chief Operating Officer

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outline of the performance of each operation is detailed below. Future reports will feature a separate income statement for Hire Services business unit.

**Domestic Waste** services are tracking in line with budget in both revenue and expenditure.

It is recommended that Council allocate a budget of \$100,000 towards capital works aimed at resurfacing high-traffic areas within the Minnamurra Waste and Recycling Facility. These areas include the co-mingled recycling bay, the fuel bowser, truck parking, turning and loading areas, as well as pedestrian pathways. The purpose of this allocation is also to prevent further deterioration of these crucial areas. Funding for this project will be sourced from the Waste Reserve, ensuring that it does not impact the Council's unrestricted cash position.

**Commercial Waste Services** are performing favorably to budget with revenue in line with expectations and consolidated expenditure 15% underbudget. February will see a significant improvement in revenue due to the completion of accounting entries to record internal commercial waste income.

**Cleaning Services** are tracking unfavorable to budget, primarily due to higher than forecast employee costs. Expenditure on material and services, however, are in line with budget.

**Hire Services** are underperforming against forecasts, largely due to external hire revenue being lower than predicted. In addition, the internal use of assets allocated for external hire have yet to be accounted for. This will somewhat improve the current 15% unfavorable variance in revenue.

**Table 2.** The following table shows the operating performance of each of Councils waste services operations as at January 2024, compared to budget.

Cost centre	Year to date Actuals to January 2024	Year to date budget to January 2024	Budget Variance
Domestic Waste Services	(1,868,632)	(1,785,510)	83,122
Commercial Waste Services	91,143	154,001	62,859
Cleaning Services	949,395	828,806	(120,590)
Hire Services	238,635	102,990	(135,644)
<b>Total</b>	<b>(589,459)</b>	<b>(699,713)</b>	<b>(110,253)</b>

**Consolidated Statement of Financial Position**

It should be noted that year end accounting entries relating to June 2023 are currently in progress and may materially change the previously presented consolidated statement of financial position for June 2023 (subsequently effecting the 2023/24 opening balances). The final statement of financial position will be presented as part of the 2022/23 Audited Financial Statements.

The balance sheet has remained largely unchanged with the stable balance of assets and liabilities.

**Current Asset Ratio**

The current asset ratio measures a company's ability to pay its short-term obligations. The consolidated current asset ratio is 0.36 as at January 2024, decreasing marginally from 0.37

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in December 2023. This is in part due to a reduction in cash and cash equivalents and investments of \$2.58M. Please see the Statement of Investments – January 2024 for further details on this reduction. Note this ratio would be approximately 1.3 if adjusted for Blue Haven resident liabilities and average length of stay assumptions.

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# KIAMA MUNICIPAL COUNCIL Income Statement - Consolidated

For the Period Ending 31 January 2024



	Year to Date		Variance 2023/24 \$'000	Full Year	
	Actual 2023/24 \$'000	Adopted Budget 2023/24 \$'000		Last Year Actual 2022/23 \$'000	Adopted Budget 2023/24 \$'000
<b>Income from continuing operations</b>					
Rates and annual charges	16,401	16,515	(114)	15,104	26,494
User charges and fees	14,778	14,007	771	14,512	23,530
Other revenue	3,860	3,817	43	3,821	5,913
Grants and contributions provided for operating purposes	10,159	9,422	738	9,789	20,130
Grants and contributions provided for capital purposes	7,159	10,079	(2,919)	4,181	17,138
Interest and investment income	1,237	1,392	(155)	443	1,314
Other income	-	0	(0)	-	1,859
Net gain/(loss) from the disposal of assets	3,108	2,880	228	16,873	7,834
Internal Revenue	5,148	4,755	392	4,707	7,088
<b>Total income from continuing operations</b>	<b>61,851</b>	<b>62,869</b>	<b>(1,018)</b>	<b>69,430</b>	<b>94,162</b>
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	22,496	22,074	(422)	20,730	35,638
Materials and services	20,999	20,224	(776)	15,398	34,034
Borrowing costs	296	296	(0)	903	1,263
Depreciation, amortisation and impairment for non financial assets	8,521	8,521	-	6,525	10,574
Other expenses	462	568	107	505	1,045
Internal Expenditure	5,140	4,746	(394)	4,699	7,088
<b>Total Expenses from continuing operations</b>	<b>57,914</b>	<b>56,429</b>	<b>(1,485)</b>	<b>48,760</b>	<b>89,642</b>
<b>Operating result from continuing operations</b>	<b>3,937</b>	<b>6,440</b>	<b>(2,503)</b>	<b>20,670</b>	<b>4,520</b>
<b>Net operating results for the year</b>	<b>3,937</b>	<b>6,440</b>	<b>(2,503)</b>	<b>20,670</b>	<b>4,520</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(3,223)</b>	<b>(3,639)</b>	<b>416</b>	<b>16,488</b>	<b>3,206</b>
					<b>14,756</b>

# KIAMA MUNICIPAL COUNCIL



## Income Statement - Consolidated (excluding Blue Haven, Holiday Parks, Pavilion)

For the Period Ending 31 January 2024

	Year to Date			Full Year	
	Actual 2023/24 \$'000	Adopted Budget 2023/24 \$'000	Variance 2023/24 \$'000	Last Year Actual 2022/23 \$'000	Adopted Budget 2023/24 \$'000
<b>Income from continuing operations</b>					
Rates and annual charges	16,401	16,515	(114)	26,494	28,175
User charges and fees	4,018	3,704	314	6,726	6,288
Other revenue	910	892	18	1,424	1,236
Grants and contributions provided for operating purposes	1,074	1,132	(58)	7,455	3,113
Grants and contributions provided for capital purposes	7,159	10,079	(2,919)	1,314	17,794
Interest and investment income	1,119	1,119	0	1,449	1,919
Other income	-	-	-	-	-
Net gain/(loss) from the disposal of assets	3,105	2,878	227	7,834	27,443
Internal Revenue	4,202	4,153	48	5,750	7,108
<b>Total income from continuing operations</b>	<b>37,988</b>	<b>40,473</b>	<b>(2,485)</b>	<b>58,447</b>	<b>93,077</b>
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	14,337	14,012	(324)	22,478	23,743
Materials and services	11,618	12,434	816	19,688	22,201
Borrowing costs	43	43	(0)	101	83
Depreciation, amortisation and impairment for non financial assets	5,387	5,387	-	9,499	9,236
Other expenses	308	348	40	637	726
Internal Expenditure	2,535	2,441	(93)	3,006	4,185
<b>Total Expenses from continuing operations</b>	<b>34,228</b>	<b>34,666</b>	<b>439</b>	<b>55,409</b>	<b>60,173</b>
<b>Operating result from continuing operations</b>	<b>3,761</b>	<b>5,807</b>	<b>(2,046)</b>	<b>3,038</b>	<b>32,903</b>
<b>Net operating results for the year</b>	<b>3,761</b>	<b>5,807</b>	<b>(2,046)</b>	<b>3,038</b>	<b>32,903</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(3,399)</b>	<b>(4,272)</b>	<b>873</b>	<b>1,724</b>	<b>15,109</b>

# KIAMA MUNICIPAL COUNCIL

## Income Statement - Blue Haven

For the Period Ending 31 January 2024



	Year to Date			Full Year	
	Actual 2023/24 \$'000	Adopted Budget 2023/24 \$'000	Variance 2023/24 \$'000	Last Year Actual 2022/23 \$'000	Adopted Budget 2023/24 \$'000
<b>Income from continuing operations</b>					
Rates and annual charges	-	-	-	-	-
User charges and fees	3,151	2,883	268	2,787	5,007
Other revenue	2,942	2,924	18	2,923	4,487
Grants and contributions provided for operating purposes	9,002	8,290	713	6,974	12,675
Grants and contributions provided for capital purposes	-	-	-	-	-
Interest and investment income	118	273	(156)	191	409
Other income	-	0	(0)	-	-
Net gain/(loss) from the disposal of assets	-	-	-	-	-
Internal Revenue	875	595	281	708	1,247
<b>Total income from continuing operations</b>	<b>16,088</b>	<b>14,965</b>	<b>1,124</b>	<b>13,583</b>	<b>23,825</b>
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	7,834	7,691	(143)	7,228	12,600
Materials and services	5,909	4,095	(1,813)	3,279	8,396
Borrowing costs	222	222	-	798	1,076
Depreciation, amortisation and impairment for non financial assets	2,481	2,481	-	733	385
Other expenses	40	5	(35)	2	3
Internal Expenditure	2,397	2,114	(283)	1,607	3,234
<b>Total Expenses from continuing operations</b>	<b>18,882</b>	<b>16,607</b>	<b>(2,274)</b>	<b>13,648</b>	<b>25,695</b>
<b>Operating result from continuing operations</b>	<b>(2,793)</b>	<b>(1,642)</b>	<b>(1,151)</b>	<b>(65)</b>	<b>(1,870)</b>
<b>Net operating results for the year</b>	<b>(2,793)</b>	<b>(1,642)</b>	<b>(1,151)</b>	<b>(65)</b>	<b>(1,870)</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(2,793)</b>	<b>(1,642)</b>	<b>(1,151)</b>	<b>(65)</b>	<b>(1,870)</b>

**KIAMA MUNICIPAL COUNCIL**  
**Income Statement - Blue Haven Per Area**

For the Period Ending 31 January 2024



	RACF		ILLU		Community Programs		Barroll House		BH Management		Total Bluehaven			Full Year		
	Actual		Actual		Actual		Actual		Actual		Adopted Budget		Last Year Actual		Adopted Budget	
	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	2022/23	2022/23	2023/24	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from continuing operations</b>																
Rates and annual charges	2,232	808	-	-	-	-	-	-	-	-	-	-	2,787	5,007	-	4,943
User charges and fees	6	2,858	14	63	-	-	-	-	-	-	-	-	2,923	4,487	-	5,013
Other revenue	6,267	-	2,736	-	-	-	-	-	-	-	-	-	6,974	12,675	-	14,025
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest and investment income	47	64	6	-	-	-	-	-	-	-	-	-	191	409	-	468
Other income	-	-	-	-	-	-	-	-	-	-	-	-	(156)	-	-	0
Net gain/(loss) from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	(0)	-	-	0
Internal Revenue	-	-	243	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total income from continuing operations</b>	<b>8,553</b>	<b>3,731</b>	<b>3,109</b>	<b>63</b>	<b>633</b>	<b>633</b>	<b>16,088</b>	<b>1,124</b>	<b>13,583</b>	<b>23,825</b>	<b>25,468</b>					
<b>Expenses from continuing operations</b>																
Employee benefits and on-costs	5,262	166	1,896	199	310	310	7,834	(443)	7,228	12,600	12,976					
Materials and services	4,098	931	485	60	334	334	5,909	4,095	3,279	8,396	7,020					
Borrowing costs	155	67	-	-	-	-	222	-	798	1,076	593					
Depreciation, amortisation and impairment for non financial assets	731	1,750	-	-	-	-	2,481	-	733	385	4,253					
Other expenses	40	-	-	-	-	-	40	-	(35)	2	9					
Internal Expenditure	955	520	842	21	60	60	2,397	(283)	1,607	3,234	3,628					
<b>Total Expenses from continuing operations</b>	<b>11,241</b>	<b>3,433</b>	<b>3,223</b>	<b>280</b>	<b>705</b>	<b>18,882</b>	<b>(2,274)</b>	<b>13,648</b>	<b>28,278</b>	<b>25,695</b>	<b>28,278</b>					
<b>Operating result from continuing operations</b>	<b>(2,689)</b>	<b>298</b>	<b>(113)</b>	<b>(217)</b>	<b>(72)</b>	<b>(1,151)</b>	<b>(1,642)</b>	<b>(1,151)</b>	<b>(65)</b>	<b>(1,870)</b>	<b>(2,810)</b>					
<b>Net operating results for the year</b>	<b>(2,689)</b>	<b>298</b>	<b>(113)</b>	<b>(217)</b>	<b>(72)</b>	<b>(1,151)</b>	<b>(1,642)</b>	<b>(1,151)</b>	<b>(65)</b>	<b>(1,870)</b>	<b>(2,810)</b>					
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(2,689)</b>	<b>298</b>	<b>(113)</b>	<b>(217)</b>	<b>(72)</b>	<b>(1,151)</b>	<b>(1,642)</b>	<b>(1,151)</b>	<b>(65)</b>	<b>(1,870)</b>	<b>(2,810)</b>					

# KIAMA MUNICIPAL COUNCIL

## Income Statement - Holiday Parks

For the Period Ending 31 January 2024



	Year to Date		Variance 2023/24 \$'000	Full Year	
	Actual 2023/24 \$'000	Adopted Budget 2023/24 \$'000		Last Year Actual 2022/23 \$'000	Adopted Budget 2023/24 \$'000
<b>Income from continuing operations</b>					
Rates and annual charges	-	-	-	-	-
User charges and fees	7,096	6,950	146	7,145	10,939
Other revenue	8	1	7	1	2
Grants and contributions provided for operating purposes	83	-	83	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-
Interest and investment income	-	-	-	-	-
Other income	-	-	-	-	-
Net gain/(loss) from the disposal of assets	-	-	-	-	-
Internal Revenue	35	-	35	36	-
<b>Total income from continuing operations</b>	<b>7,222</b>	<b>6,951</b>	<b>271</b>	<b>7,182</b>	<b>10,941</b>
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	185	214	29	199	397
Materials and services	3,207	3,435	228	3,080	6,252
Borrowing costs	32	31	(1)	45	73
Depreciation, amortisation and impairment for non financial assets	500	500	-	-	857
Other expenses	114	215	102	133	430
Internal Expenditure	196	171	25	133	294
<b>Total Expenses from continuing operations</b>	<b>4,234</b>	<b>4,566</b>	<b>333</b>	<b>3,590</b>	<b>8,302</b>
<b>Operating result from continuing operations</b>	<b>2,988</b>	<b>2,384</b>	<b>604</b>	<b>3,592</b>	<b>2,638</b>
<b>Net operating results for the year</b>	<b>2,988</b>	<b>2,384</b>	<b>604</b>	<b>3,592</b>	<b>2,638</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>2,988</b>	<b>2,384</b>	<b>604</b>	<b>3,592</b>	<b>2,638</b>

# KIAMA MUNICIPAL COUNCIL

## Income Statement - The Pavilion

For the Period Ending 31 January 2024



	Year to Date			Full Year	
	Actual 2023/24 \$'000	Adopted Budget 2023/24 \$'000	Variance 2023/24 \$'000	Last Year Actual 2022/23 \$'000	Adopted Budget 2023/24 \$'000
<b>Income from continuing operations</b>					
Rates and annual charges	-	-	-	-	-
User charges and fees	514	471	43	489	807
Other revenue	-	-	-	-	-
Grants and contributions provided for operating purposes	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-
Interest and investment income	-	-	-	-	-
Other income	-	-	-	-	-
Net gain/(loss) from the disposal of assets	3	2	1	-	3
Internal Revenue	36	7	29	13	13
<b>Total income from continuing operations</b>	<b>553</b>	<b>480</b>	<b>73</b>	<b>685</b>	<b>823</b>
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	140	157	17	125	262
Materials and services	266	259	(7)	56	445
Borrowing costs	-	-	-	-	-
Depreciation, amortisation and impairment for non financial assets	153	153	-	-	263
Other expenses	-	-	-	-	-
Internal Expenditure	13	20	7	4	34
<b>Total Expenses from continuing operations</b>	<b>571</b>	<b>589</b>	<b>18</b>	<b>186</b>	<b>1,003</b>
<b>Operating result from continuing operations</b>	<b>(19)</b>	<b>(109)</b>	<b>90</b>	<b>49</b>	<b>(181)</b>
<b>Net operating results for the year</b>	<b>(19)</b>	<b>(109)</b>	<b>90</b>	<b>49</b>	<b>(181)</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(19)</b>	<b>(109)</b>	<b>90</b>	<b>49</b>	<b>(181)</b>

## KIAMA MUNICIPAL COUNCIL

## Consolidated

Statement of Financial Position  
For the Period Ended 31 January 2024

	Notes	Actual 7 months 2023/24 \$'000	Actual 7 months 2022/23 \$'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	6,112	-2,416
Investments	C1-2	42,087	72,440
Receivables	C1-4	3,022	2,759
Inventories	C1-5	336	319
Contract assets and contract cost assets	C1-6	216	216
Current assets classified as 'held for sale'	C1-7	-	16,426
Other		1,748	1,081
Unclassified assets		-	-
<b>Total current assets</b>		<b>53,520</b>	<b>90,824</b>
<b>Non current assets</b>			
Investments	C1-2	750	6,000
Receivables	C1-4	202	194
Infrastructure, property, plant and equipment	C1-8	553,975	539,502
Investment property	C1-9	139,030	139,030
Intangible assets	C1-10	-	-
Right of use assets	C2-1	122	122
Investments accounted for using equity method	D1-2	-	-
Other		-	-
<b>Total non current assets</b>		<b>694,079</b>	<b>684,848</b>
<b>Total assets</b>		<b>747,599</b>	<b>775,672</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	C3-1	137,850	129,193
Contract liabilities	C3-2	2,497	2,674
Lease liabilities	C2-1	36	36
Borrowings	C3-3	336	1,397
Employee benefit provisions	C3-4	6,398	7,757
Unclassified liabilities		-	-
Unclassified suspense		-	-
<b>Total current liabilities</b>		<b>147,117</b>	<b>141,058</b>
<b>Non current liabilities</b>			
Payables	C3-1	18	24
Lease liabilities	C2-1	6	6
Borrowings	C3-3	20,494	50,427
Employee benefit provisions	C3-4	601	741
<b>Total non current liabilities</b>		<b>21,120</b>	<b>51,198</b>
<b>Total Liabilities</b>		<b>168,237</b>	<b>192,256</b>
<b>Net Assets</b>		<b>579,362</b>	<b>583,417</b>
<b>EQUITY</b>			
Retained earnings		195,266	187,204
Revaluation reserves		380,155	376,063
Other reserves		-	-
Council equity interests		-	-
Minority equity interests		-	-
Current Year Net Earnings		3,941	20,150
<b>Total equity</b>		<b>579,362</b>	<b>583,417</b>

**14.2 Statement of Investments: February 2024**

CSP Objective: Outcome 5.1: Public funds and assets are managed strategically, transparently, and efficiently

CSP Strategy: 5.1.1 Public funds are managed in accordance with Financial Management Standards and the Local Government Act.

Delivery Program: 5.1.1.1 Improved financial reporting and legislative compliance through reporting, scrutiny oversight and processes

**Summary**

This report provides an overview of Council's cash and investment portfolio and investment performance at February 2024 and endorsement of the restricted funds position.

**Financial implication**

Investments are undertaken based upon the best rate on the day and after consideration of spreading Council's Investment risk across various institutions as per the Investment Policy and section 625 of the Local Government Act 1993. The distinction between restricted and unrestricted funds is a key operational and financial understanding.

**Risk implication**

The risk related to this information is non-compliance with Council's Investment Policy and Office of Local Government guidelines for appropriate monitoring and reporting of changes and the position of restricted funds.

**Policy**

Clause 625 of the *Local Government Act 1993*

Clause 212 of the Local Government (General) Regulation 2021

Kiama Municipal Council – Investment Policy

Kiama Municipal Council – Restricted Funds Policy

**Consultation (internal)**

Chief Executive Officer

Chief Financial Officer

Financial Accountant

**Communication/Community engagement**

N/A

**Attachments**

1 February 2024 Investment Report [↓](#)

**Enclosures**

Nil



**RECOMMENDATION**

That Council:

1. Notes the information relating to the Statement of Investments as at 29 February 2024.
2. Establishes an external restricted reserve required under the Roads Act 1993 Part 4 Division 6 Section 43.4.

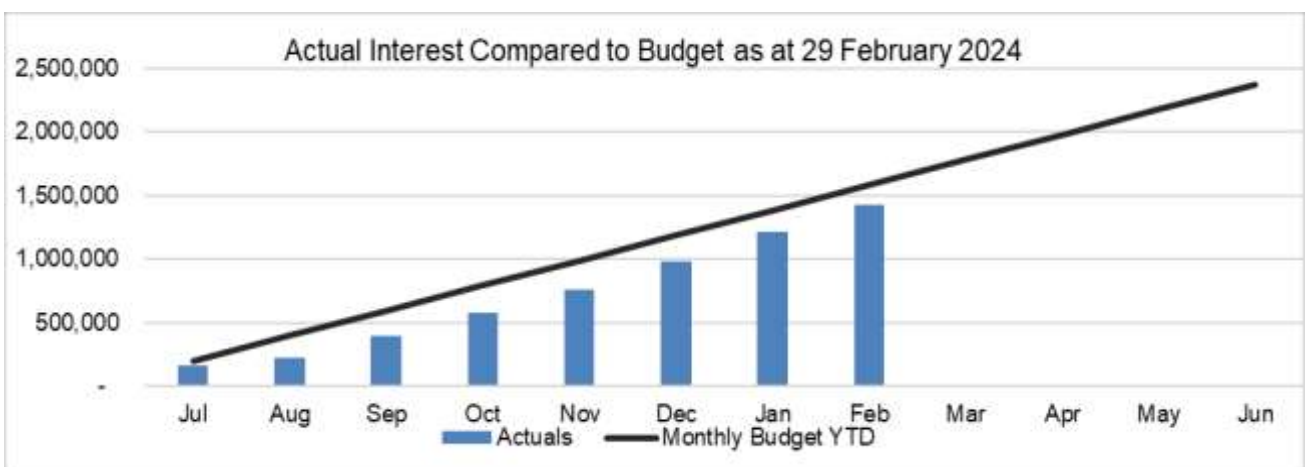
Item 14.2

**Background**

Council is required to invest its surplus funds in accordance with the Ministerial Investment Order and Office of Local Government guidelines. The Order reflects a conservative approach and restricts the investment types available to Council. Council Investment Policy provides a framework for the credit quality, institutional diversification, and maturity constraints that Council’s portfolio can be exposed to. Council’s investment portfolio was controlled by Council’s Finance Department during the period to ensure compliance with the Investment Policy. External investment advisor advice is also considered at the time.

**Return on Investments**

For the month of February, excluding cash, the total portfolio provided a return of +0.42% (actual) or +5.42% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.34% (actual) or +4.42% p.a. (annualised). The monthly performance has improved over the recent months reflective of the maturity of lower yielding term deposits that are being replaced by higher yielding term deposits, providing greater overall returns to the portfolio.

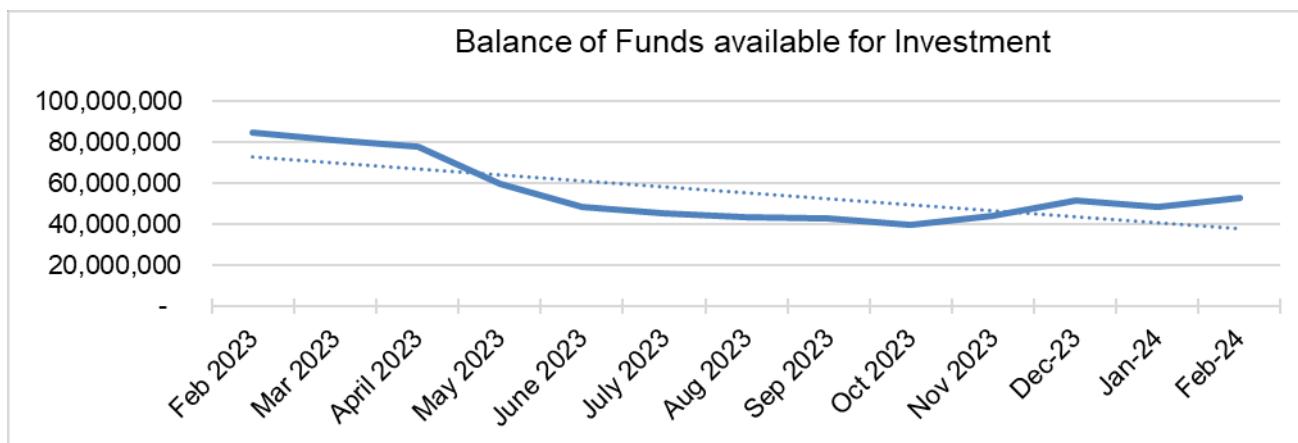


**Movement in Investments**

Compared to February 2023 Council’s investments portfolio decreased by \$32M. Repayment of TCorp loan tranches of \$30M (excluding interest payments) being key outflows, offset by operational cash flows.

Report of the Chief Operating Officer

14.2 Statement of Investments: February 2024 (cont)



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Matured trades for February:

Issuer	Rating	Type	Interest	Purchase	Maturity	Rate %	Value
Commonwealth Bank	AA-	TD	At Maturity	28/08/2023	26/02/2024	5.27	2,000,000
Totals							2,000,000

New trades entered under delegation, during February:

Issuer	Rating	Type	Interest	Purchase	Maturity	Rate %	Value
NAB	AA-	TD	At Maturity	26/02/2024	26/02/2025	5.08	2,000,000
NAB	AA-	TD	At Maturity	26/02/2024	26/06/2024	5.05	2,000,000
Total							4,000,000

Report of the Chief Operating Officer

14.2 Statement of Investments: February 2024 (cont)

Portfolio Summary:

Issuer	Rating	Type	Interest	Purchase	Maturity	Rate %	Value
NAB	AA-	TD	At Maturity	22/11/2023	11/03/2024	5.06	1,000,000
Commonwealth Bank	AA-	TD	At Maturity	18/09/2023	18/03/2024	5.09	2,000,000
Commonwealth Bank	AA-	TD	At Maturity	25/09/2023	25/03/2024	5.13	2,000,000
NAB	AA-	TD	At Maturity	11/09/2023	11/04/2024	5.10	2,000,000
BOQ	BBB+	TD	At Maturity	22/11/2023	16/04/2024	5.23	1,000,000
Suncorp	A+	TD	At Maturity	11/10/2023	13/05/2024	5.15	2,000,000
Suncorp	A+	TD	At Maturity	04/12/2023	03/06/2024	5.28	1,000,000
NAB	AA-	TD	At Maturity	10/01/2024	12/06/2024	5.10	4,000,000
NAB	AA-	TD	At Maturity	26/02/2024	26/06/2024	5.05	2,000,000
Suncorp	A+	TD	At Maturity	30/10/2023	30/07/2024	5.35	2,000,000
BOQ	BBB+	TD	At Maturity	21/11/2023	21/08/2024	5.40	1,000,000
NAB	AA-	TD	Annual	18/12/2023	18/09/2024	5.13	1,000,000
AMP Bank	BBB	TD	Annual	27/09/2022	26/09/2024	4.95	750,000
ING Direct	A	TD	At Maturity	16/10/2023	16/10/2024	5.23	2,000,000
Commonwealth Bank	AA-	TD	At Maturity	23/10/2023	23/10/2024	5.26	2,000,000
ING Direct	A	TD	At Maturity	15/11/2023	15/11/2024	5.48	2,000,000
Suncorp	A+	TD	At Maturity	21/11/2023	21/11/2024	5.40	1,000,000
Suncorp	A+	TD	At Maturity	28/11/2023	28/11/2024	5.50	2,000,000
Suncorp	A+	TD	At Maturity	04/12/2023	04/12/2024	5.35	1,000,000
Suncorp	A+	TD	At Maturity	13/12/2023	13/12/2024	5.30	2,000,000
ING Direct	A	TD	Annual	21/12/2023	18/12/2024	5.23	2,000,000
ING Direct	A	TD	At Maturity	10/01/2024	09/01/2025	5.22	1,000,000
NAB	AA-	TD	At Maturity	26/02/2024	26/02/2025	5.08	2,000,000
ING Direct	A	TD	At Maturity	22/11/2023	23/09/2025	5.35	1,000,000
Suncorp	A+	TD	At Maturity	21/11/2023	21/11/2025	5.36	1,000,000
ING Direct	A	TD	At Maturity	04/12/2023	04/12/2025	5.25	1,000,000
ING Direct	A	TD	Annual	18/12/2023	18/12/2025	5.20	2,000,000
ING Direct	A	TD	Annual	10/01/2024	14/01/2026	4.96	1,000,000
Westpac	AA-	CASH	Monthly	29/02/2024	29/02/2024	4.25	9,493,398
<b>Totals</b>							<b>54,243,398</b>

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## Report of the Chief Operating Officer

## 14.2 Statement of Investments: February 2024 (cont)

**Restricted Funds Movements**

The restricted funds movement for this month and balances are presented in the table below.

Cash and Investments Held	Jan-24	Movement	Feb-24
Cash at Bank - Transactional Account	8,100,524	1,392,875	9,493,398
Other Cash and Investments	42,750,000	2,000,000	44,750,000
<b>Total Portfolio Balance (agrees to Arlo Advisory report)</b>	<b>50,850,524</b>	<b>3,392,875</b>	<b>54,243,398</b>
Cash on Hand	6,110		6,110
Bank Reconciliation items	(1,998,482)	718,694	(1,279,788)
<b>Book Value of Cash and Investments</b>	<b>48,858,152</b>	<b>4,111,568</b>	<b>52,969,720</b>
Developer Contributions	12,541,323	128,754	12,670,077
Unexpended Grants	1,158,511	1,718,633	2,877,144
Domestic Waste	3,976,804	1,750,745	5,727,549
Blue Haven Terralong ILU Maintenance Levy	1,873,322	150,000	2,023,322
Blue Haven Bonaira ILU Maintenance Levy	312,035	83,527	395,562
Blue Haven RAC Prudential Liquidity Management	5,000,000		5,000,000
Blue Haven Community Transport Vehicle	315,000		315,000
Blue Haven Home Care Client credit Balance	193,817		193,817
Crown Holiday parks	4,760,261	(7,723)	4,752,537
Leisure Centre Unspent Loan Funding	500,000		500,000
Stormwater Levy	228,947		228,947
Security bonds, Deposits & Retentions	2,011,687	(13,344)	1,998,343
<b>Externally Restricted</b>	<b>32,871,707</b>	<b>3,810,591</b>	<b>36,682,298</b>
Council Elections	49,776		49,776
Employee Leave Liabilities	3,367,000		3,367,000
Land development	3,527,227		3,527,227
Plant replacement	-		-
Risk Improvement Incentive	99,097		99,097
Waste Business Unit	865,308		865,308
Waste and Sustainability	558,180		558,180
Blue Haven ILU Prudential Cover	4,300,000		4,300,000
<b>Internally Restricted</b>	<b>12,766,587</b>	<b>0</b>	<b>12,766,587</b>
<b>Unrestricted Funds</b>	<b>3,219,858</b>	<b>300,977</b>	<b>3,520,835</b>

February's reserve movements include:

- An increase in the Developer Contribution reserve of \$129K
- A decrease in the Crown Holiday Parks reserve of \$8K
- A decrease in the Security and Bonds, Deposits and Retentions reserve of \$13K.

The following transfers to reserves relate to 2022/23 end of year reserve balances calculations:

Report of the Chief Operating Officer

14.2 Statement of Investments: February 2024 (cont)

- An increase in the Unexpended Grants reserve of \$1.7M
- An increase in the Domestic Waste reserve of \$1.8M
- An increase in the Blue Haven Terralong ILU Maintenance Levy reserve of 150K
- An increase in the Blue Haven Bonaira ILU Maintenance Levy of \$84K

The 2022/23 Draft Financial Statements are currently being finalised, with further adjustments expected to the reserves in the coming months. These adjustments stem from historical issues related to the delayed preparation of annual financial statements. The Council is actively addressing this issue to ensure timely compliance with statutory reporting deadlines, thereby resolving the underlying problem.

Overall increase in cash is explained in unrestricted cash section of this report.

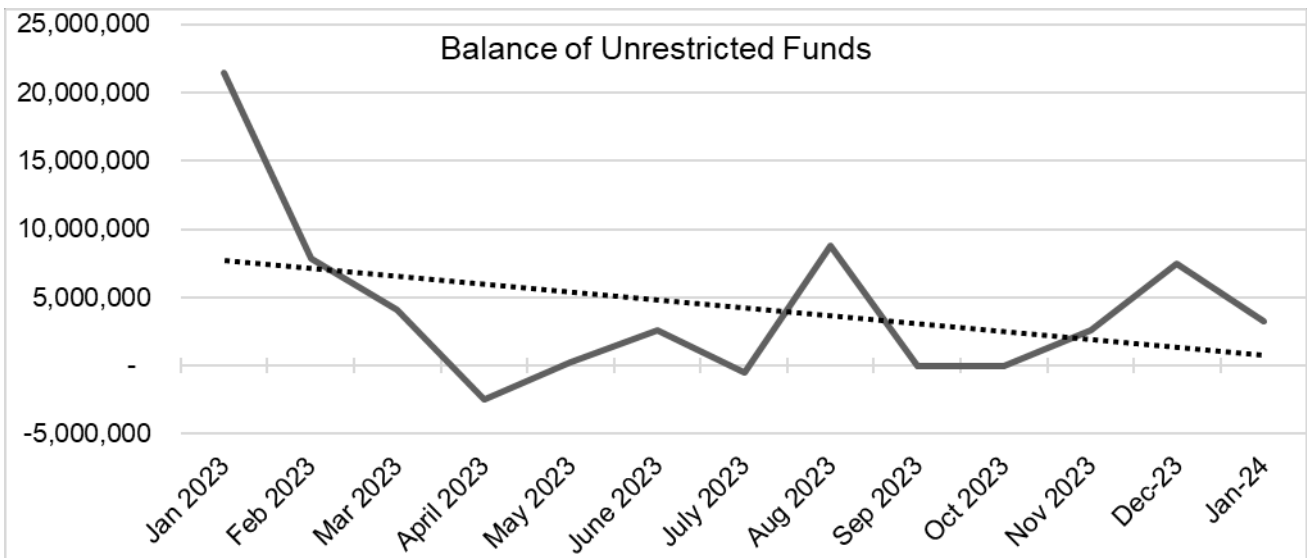
**Introduction of new External Restricted Reserve**

A new external restricted reserve in relation to the sale of land comprising former public roads is required. The recommendation to this report includes that such a reserve is established.

Under the Roads Act 1993 Part 4 Division 6 Section 43.4, money received by council from the proceeds of sale of the land has restricted use toward acquiring land for public roads or for carrying out road work on public roads.

Proceeds from sale of former public roads land are required to be transferred in this reserve under legislation mentioned above. This reserve will be subsequently used to fund various road works.

**Unrestricted Funds for Future Strategic or Operational Expenditure**



Council adopted an unbalanced 2023-24 Budget with an estimated unrestricted cash deficit of \$8M. In other words, the budget anticipates an average monthly reduction in unrestricted cash of \$667K. As outlined in 2023-24 budget and LTFP, this unrestricted cash deficit will be offset by proceeds from sale of assets in line with the divestment strategy. As such, it is

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Report of the Chief Operating Officer

14.2 Statement of Investments: February 2024 (cont)

anticipated for unrestricted cash balance to reduce during periods when no assets proceeds are being received.

Council's overall cash balance increased from \$49M in January to \$53M by the end of February despite anticipated deficit. This \$4M increase is mainly associated with new RAD and ILU deposits and cash inflow from rates (third rates instalment was due in February). There were no significant RAD refunds processed in February. It is expected that positive cash inflow from Blue Haven will be offset by significant cash outflows in upcoming months (currently \$2.8M are awaiting refund pending receipt of grant of probates).

The unrestricted funds balance as at 29 February increased by \$300K to \$3.5M. This is in line with the overall cash increase in February. Overall net movement of unrestricted funds was affected by the above mentioned adjustments to reserves.

The summary of transfers from internal reserves in order to replenish unrestricted cash as per previous Council resolutions is summarised below:

Reference	Date Effective	Reserve	Amount	Reason
23/126OC	30/04/2023	Land Development Reserve	-5,000,000	insufficient unrestricted cash balance
23/195OC	31/07/2023	Land Development Reserve	-500,000	insufficient unrestricted cash balance
23/256OC	31/08/2023	Land Development Reserve	-1,800,000	insufficient unrestricted cash balance
23/329OC	31/10/2023	Land Development Reserve	-2,174,773	insufficient unrestricted cash balance
23/365OC	30/11/2023	Land Development Reserve	2,000,000	transfer to increase reserve
24/018OC	29/02/2024	Land Development Reserve	1,000,000	transfer to increase reserve
	<b>Total:</b>		<b>-6,474,773</b>	

**Consolidated Cash Position and Cash Flow Forecast**

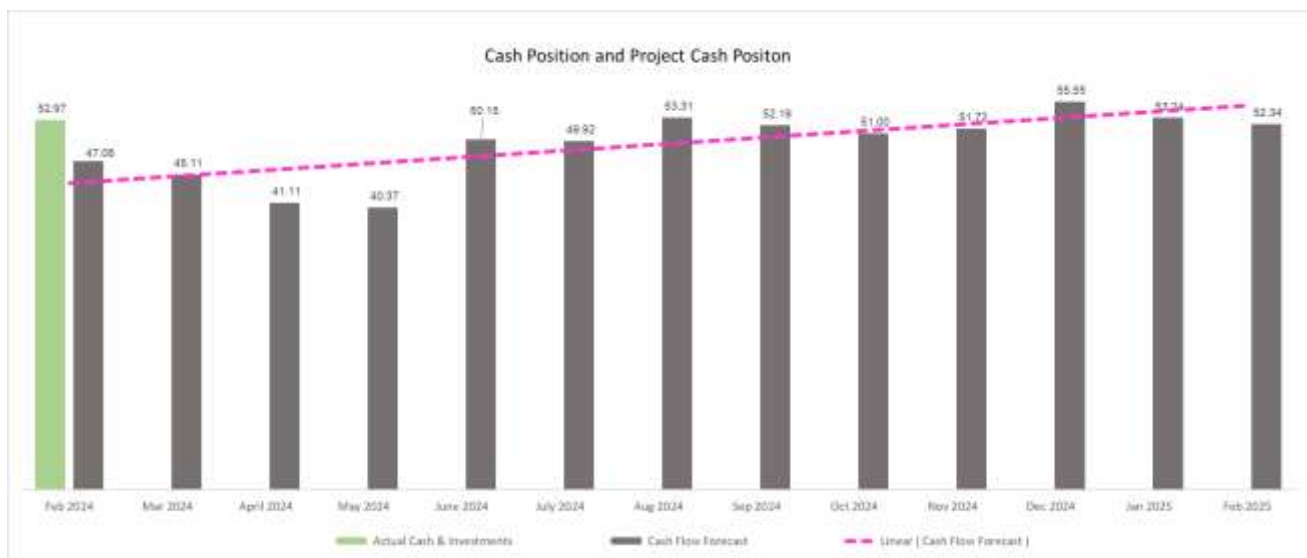
Council's Forecasted Cashflow was reviewed, updated, and presented to the Financial Advisory Committee in February.

The below graph depicts the revised cash forecast for the coming 12 months, whilst comparing the current cash reserve balance to the predicted cash reserve balance.

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Report of the Chief Operating Officer

14.2 Statement of Investments: February 2024 (cont)



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**Certification – Responsible Accounting Officer**

I hereby certify that the investments listed in this report have been made in accordance with Section 625 of the *Local Government Act 1993*, clause 212 of the *Local Government (General) Regulation 2021* and Council’s Investment Policy.

Olena Tulubinska  
**Chief Financial Officer**

07/03/2024



## Monthly Investment Review



**KIAMA MUNICIPAL COUNCIL**  
your council, your community

February 2024

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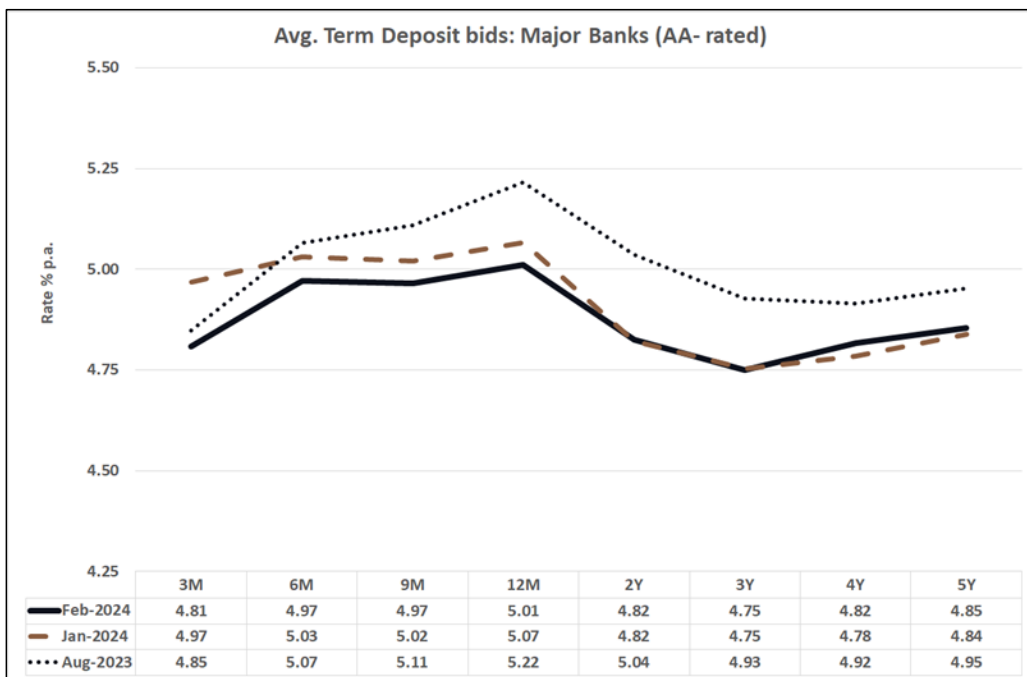




### Market Update Summary

Financial markets continued their rally in February largely reflective of the overall continued easing in inflation globally. Focus remains on when central banks will begin their interest rate cuts this year.

Over February 2024, movements for major bank term deposit rates were mixed compared to the previous month (January 2024). Major bank deposit rates dropped by as much as 16bp across the shorter-tenors (3-12 months), whilst flat across the medium term (2-3 years), and was slightly up by around 2-3bp across the longer-tenors (4-5 years). Interestingly, major bank deposit rates are approximately 10-22bp lower than what they were 6 months ago (August 2023), clearly pricing in the future rate cuts expected later this year.



Source: Imperium Markets

With a global economic downturn and multiple interest rate cuts being priced in coming years, investors should consider taking an ‘insurance policy’ against a potentially lower rate environment by investing across 2-5 year fixed deposits, targeting rates above or close to 4¾-5% p.a. (small allocation only).



## Kiama Municipal Council’s Portfolio & Compliance

### Asset Allocation

The majority of the portfolio is directed to term deposits (82.5%), with the remainder in cash (17.5%).

Senior FRNs remain relatively attractive as spreads have generally widened over the past 2 years. New issuances may be considered again on a case by case scenario. In the interim, staggering a mix of fixed deposits between 9-12 months to 3 years remains a more optimal strategy to maximise returns over a longer-term cycle.

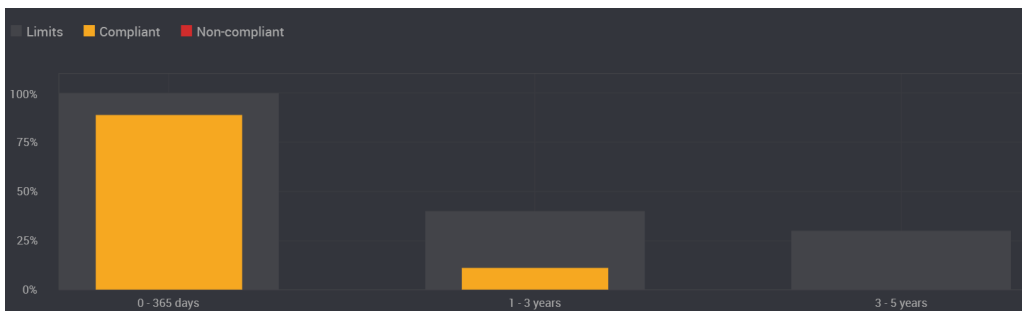
With multiple rate cuts and a global economic downturn being priced in coming years, investors can choose to allocate a small proportion of longer-term funds and undertake an insurance policy against any potential future rate cuts by investing across 2-5 year fixed deposits, locking in and targeting yields close to or above 4¼-5% p.a.



### Term to Maturity

The portfolio is highly liquid with the majority maturing within 1 year (~89%). We recommend a more diversified maturity profile to optimise the overall returns of the portfolio in the long-run.

All the maturity policy allocations are compliant, with substantial capacity to invest in 1-3 year terms particularly amongst the higher rated ADIs. Where ongoing liquidity requirements permit, we recommend Council to invest a higher proportion in deposits with a minimum term of 9-12 months, with a smaller allocation to 2 year deposits.





Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 365 days	\$48,243,398	88.94%	0%	100%	\$5,336,325
✓	1 - 3 years	\$6,000,000	11.06%	0%	40%	\$13,961,034
✓	3 - 5 years	\$0	0.00%	0%	30%	\$14,473,019
✓	5 - 10 years	\$0	0.00%	0%	30%	\$14,473,019
		<b>\$54,243,398</b>	<b>100.00%</b>			

### Counterparty

As at the end of February, all individual counterparties are within limits and compliant. Overall, the portfolio is lightly diversified across the investment grade credit spectrum with zero exposure to the unrated ADI sector.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	CBA	AA-	\$6,000,000	11.06%	40%	\$15,697,359
✓	Westpac	AA-	\$9,493,398	17.50%	40%	\$12,203,961
✓	NAB	AA-	\$12,000,000	22.12%	40%	\$9,697,359
✓	Suncorp	A+	\$12,000,000	22.12%	30%	\$4,273,019
✓	ING	A	\$12,000,000	22.12%	30%	\$4,273,019
✓	BoQ	BBB+	\$2,000,000	3.69%	15%	\$6,136,510
✓	AMP	BBB	\$750,000	1.38%	15%	\$7,386,510
			<b>\$54,243,398</b>	<b>100.00%</b>		



### **Fossil Fuel Investments**

#### **What is Council's current exposure to institutions that fund fossil fuels?**

Using the following link <http://www.marketforces.org.au/banks/compare>, based on the Council's investment portfolio balance as at 29/02/2024 (~\$54.2m), we can roughly estimate that ~74% of the institutions invested have some form of exposure. Note this is purely based on the institution/counterparty and not the actual underlying investments themselves.

Council's exposure is summarised as follows:

Counterparty	Rating	Funding Fossil Fuel
CBA	AA-	Yes
WBC	AA-	Yes
NAB	AA-	Yes
Suncorp	A+	No
ING	A	Yes
BoQ	BBB+	No
AMP Bank	BBB	Yes

Source: <https://www.marketforces.org.au/info/compare-bank-table/>

Summary	Amount	Invested %
Yes	\$40,243,398	74%
No	\$14,000,000	26%
	<b>\$54,243,398</b>	<b>100%</b>

#### **Transition to investments without major exposure to fossil fuels**

Council has not made a formal decision to divest from the current portfolio of investments which have exposure to fossil fuels. To do so would have unfavourable implications to the credit quality, rating and interest income forecasts.

However, where possible, and within the ministerial and policy guidelines, Council will continue to favour newly issued fossil fuel free investment products, providing it does not compromise the risk and return profile.

In time, it is Councils intention to move to a more balanced portfolio which has less exposure to fossil fuels, providing it is prudent to do so.

#### **What would be implications on our portfolio credit rating?**

By adopting a free fossil fuel policy or an active divestment strategy, this would eliminate the major banks rated "AA-" as well as some other potential "A" rated banks (e.g. Macquarie and ING). Council would be left with a smaller sub-sector of banks to choose to invest with.



**What would be risks and implications on Council’s portfolio performance?**

Some implications include:

- High concentration risk – limiting Council to a selected number of banks;
- Increased credit/counterparty risk;
- May lead to a reduction in performance (e.g. should Council choose to invest in securities, most of the senior FRN issues are with the higher rated ADIs);
- Underperformance compared to other Councils which could result in a significant loss of income generated – could be in excess of hundreds of thousands of dollars per annum.

It may actually be contrary to Council’s primary objective to preserve capital as the investment portfolio’s risk would increase (all things being equal). Council may not be maximising its returns – this is one of the primary objectives written in the Investment Policy.

**Credit Quality**

The portfolio is diversified from a credit ratings perspective, with exposure down to the BBB category. All ratings categories are within the Policy limits:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AAA Category	\$0	0.0%	100%	\$54,243,398
✓	AA Category	\$27,493,398	50.7%	100%	\$26,750,000
✓	A Category	\$24,000,000	44.2%	70%	\$13,970,379
✓	BBB Category	\$2,750,000	5.1%	30%	\$13,523,019
✓	Unrated Category	\$0	0.0%	0%	\$0
		<b>\$54,243,398</b>	<b>100.0%</b>		



### Performance

Council's performance (excluding cash holdings) for the month ending February 2024 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.34%	1.07%	2.11%	2.80%	4.09%
AusBond Bank Bill Index	0.34%	1.09%	2.12%	2.88%	4.10%
Council's Portfolio <sup>^</sup>	0.42%	1.29%	2.53%	3.25%	4.45%
Outperformance	0.08%	0.20%	0.40%	0.37%	0.35%

<sup>^</sup>Total portfolio performance excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.35%	4.35%	4.27%	4.22%	4.09%
AusBond Bank Bill Index	4.42%	4.43%	4.31%	4.34%	4.10%
Council's Portfolio <sup>^</sup>	5.42%	5.28%	5.13%	4.90%	4.45%
Outperformance	0.99%	0.85%	0.82%	0.56%	0.35%

<sup>^</sup>Total portfolio performance excludes Council's cash account holdings.

For the month of February, excluding cash, the total portfolio provided a return of +0.42% (actual) or +5.42% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.34% (actual) or +4.42% p.a. (annualised). The monthly performance has improved over the recent months reflective of the maturity of lower yielding term deposits that are being replaced by higher yielding term deposits, providing greater overall returns to the portfolio.



## Recommendations for Council

### Term Deposits

Going forward, Council may consider altering its longer-term strategy by placing a slightly larger proportion of deposits and stagger investments across 12–24 months terms. Over a cycle and in a normal market environment, this may earn up to  $\frac{1}{4}$ – $\frac{1}{2}$ % p.a. higher compared to purely investing in shorter tenors. There is a growing belief that multiple rate cuts and a global economic downturn is not too far away and so locking in rates above or close to 4 $\frac{3}{4}$ –5% p.a. across 2–3 year tenors may provide some income protection against a lower rate environment.

As at the end of February 2024, Council's deposit portfolio was yielding around 5.22% p.a. (down 1bp from the previous month), with a weighted average duration of 236 days (~8 months). ***We commend Council for improving its weighted average duration in recent months reflective of investments in high yielding term deposits in 1 and 2 year tenors. We continue to recommend Council to increase the portfolio's duration closer to 9 months incrementally over the current financial year (with a view to extending closer to 12 months in the medium-term).***

Please refer to the section below for further details on the Term Deposit market.

### Securities

Primary (new) FRNs (with maturities between 3–5 years) continue to be appealing (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario.

Please refer to the section below for further details on the FRN market.



## Term Deposit Market Review

### Current Term Deposits Rates

As at the end of February, we see value in the following:

Index	LT Credit Rating	Term	Rate % p.a.
ING	A	5 years	5.04%
BoQ	BBB+	5 years	5.00%
ING	A	2 years	4.95%
BoQ	BBB+	4 years	4.95%
ING	A	4 years	4.92%
Australian Unity	BBB+	2 years	4.90%
ING	A	3 years	4.87%
Suncorp	A+	2 years	4.85%
BoQ	BBB+	2 years	4.85%
Westpac	AA-	5 years	4.82%
Westpac	AA-	2 years	4.82%
NAB	AA-	2 years	4.75%

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term.

For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (we stress that rates are indicative, dependent on daily funding requirements and different for industry segments):





Index	LT Credit Rating	Term	Rate % p.a.
NAB	AA-	5-8 months	5.10%
ING	A	12 months	5.08%
Suncorp	A+	6 months	5.08%
NAB	AA-	12 months	5.05%
Westpac	AA-	12 months	5.05%
Suncorp	A+	9 months	5.05%
BoQ	BBB+	9 months	5.05%
Hume Bank	BBB+	12 months	5.04%
Bendigo	BBB+	9 months	5.03%
BoQ	BBB+	6 months	5.00%

If Council does not require high levels of liquidity and can stagger a proportion of its investments across the longer term horizons (1-5 years), it will be rewarded over a longer-term cycle. Investing a spread of 12 months to 3 year horizons is likely to yield, on average, up to ¼-½% p.a. higher compared to those investors that entirely invest in short-dated deposits (under 6-9 months).

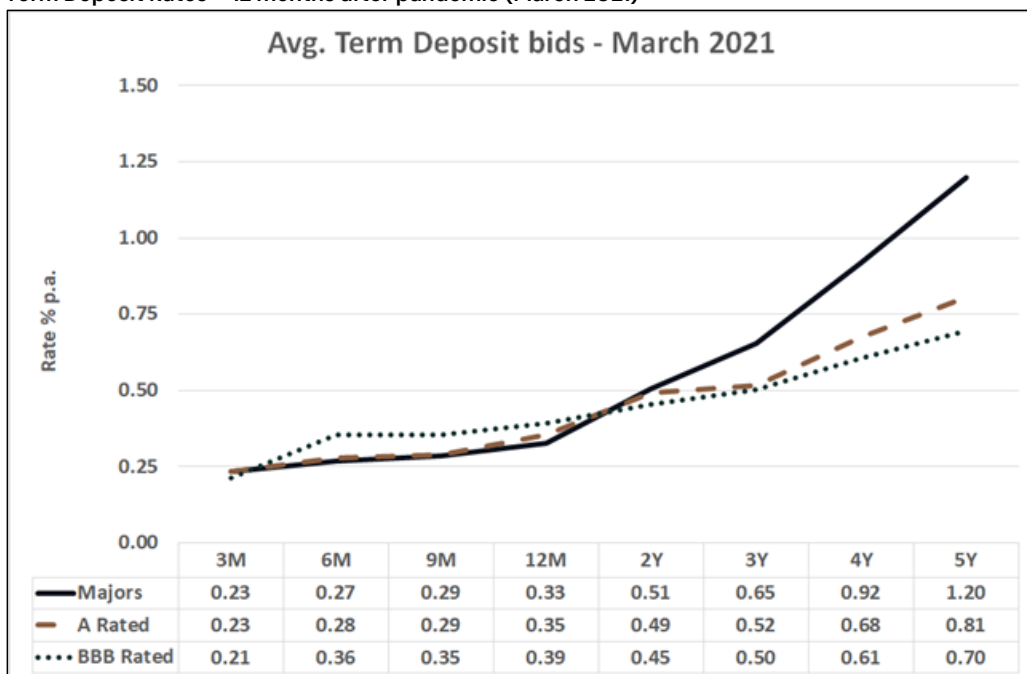
With a global economic slowdown and rate cuts being priced in coming years, investors should strongly consider and allocate some longer term surplus funds to undertake an insurance policy by investing across 2-5 year fixed deposits and locking in rates close to or above 4¼-5% p.a. This will provide some income protection with central banks now likely to cut rates at some stage later this year.



**Term Deposits Analysis**

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) during mid-2020, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past three years.

**Term Deposit Rates – 12 months after pandemic (March 2021)**



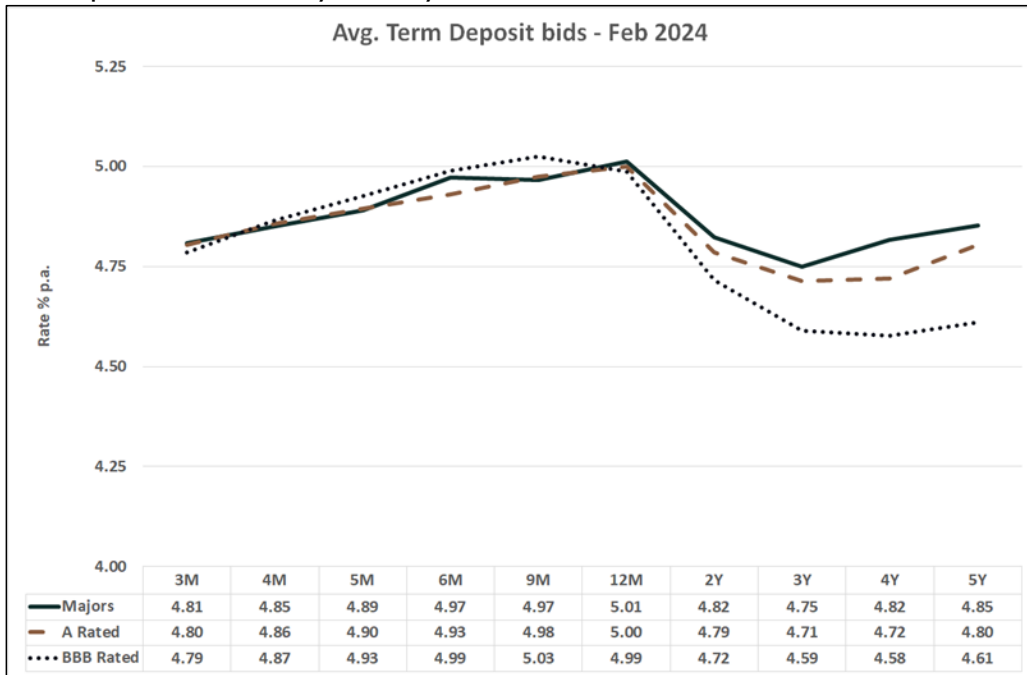
Source: Imperium Markets

The abnormal marketplace experienced during the pandemic is starting to reverse as the competition for deposits slowly increases. In recent months, we have started to periodically see some of the lower rated ADIs (“A” and “BBB” rated) offering slightly higher rates compared to the domestic major banks (“AA” rated) on different parts of the curve (i.e. pre-pandemic environment). Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.



Going forward, Council should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry. We are slowly seeing this trend emerge, although the past few months have been an exception, with the major banks repricing more rapidly to the movement in the bond market than their lower rated counterparts. This reversed somewhat over the past few months with the lower rated institutions (mainly "A" rated) lagging the major banks in dropping their rates:

**Term Deposit Rates – Currently (February 2024)**



Source: Imperium Markets

**Regional & Unrated ADI Sector**

Ratings agency S&P has commented that "mergers remain compelling for mutual lenders" in providing smaller lenders greater economies of scale and assisting them in being able to price competitively and will see "the banking landscape will settle with a small number of larger mutual players". S&P expects that consolidation to continue over the next two years.

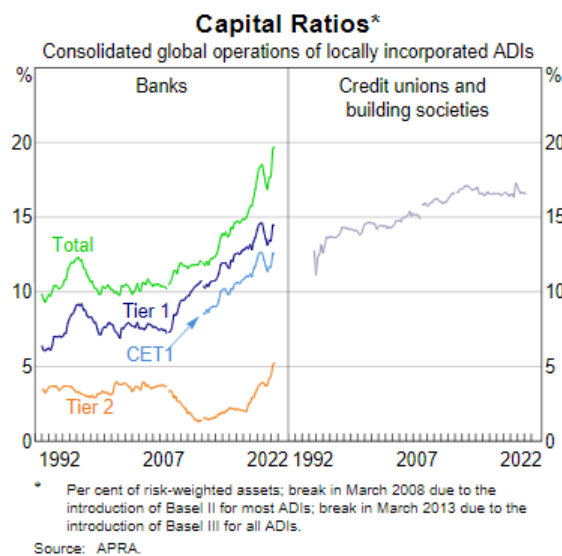
We remain supportive of the regional and unrated ADI sector (and have been even throughout the post-GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25-40% more capital than the domestic major banks, and well above the Basel III requirements.



Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). The financial regulator, APRA has noted that the Common Equity Tier 1 capital of Australian banks now exceeds a quarter of a trillion dollars. It has increased by \$110 billion, or more than 70%, over the past ten years. Over the same time, banks' assets have grown by 44%. Some of the extra capital is supporting growth in the banking system itself but clearly, there has been a strengthening in overall resilience and leverage in the system is lower.

We believe that deposit investments with the lower rated ADIs should be considered going forward, particularly when they offer 'above market' specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio's overall returns. The lower rated entities are generally deemed to be the more 'ethical' ADIs compared to the higher rated ADIs.

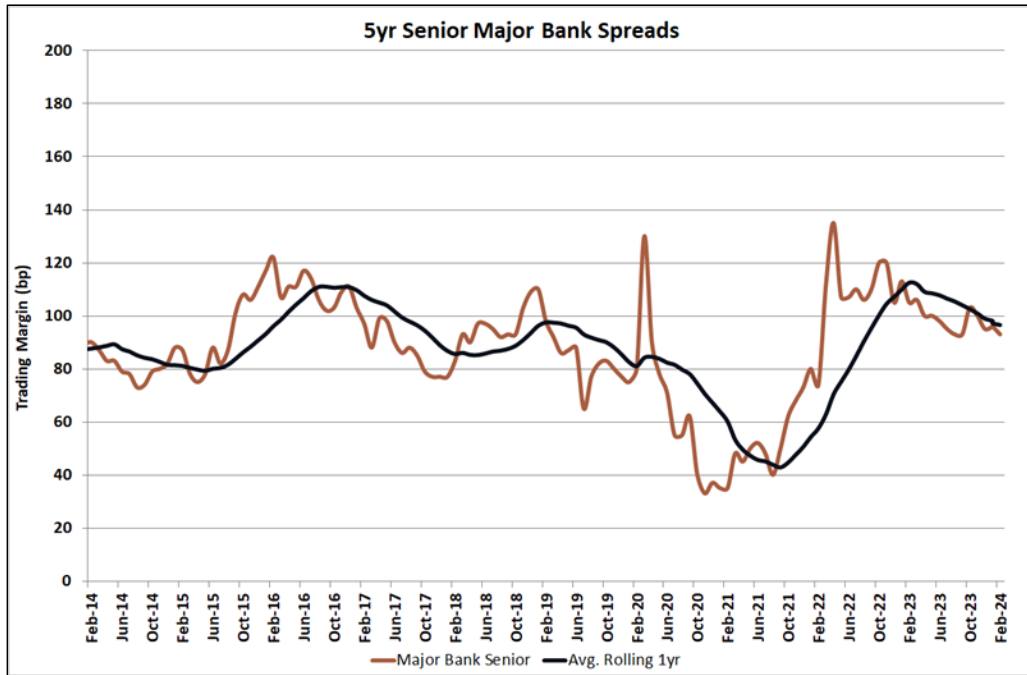
In the current environment of high regulation and scrutiny, all domestic (and international) ADIs continue to carry high levels of capital. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC and the pandemic period. APRA's mandate is to "protect depositors" and provide "financial stability".





## Senior FRNs Market Review

Over February, amongst the senior major bank FRNs, physical credit securities tightened by around 3-7bp at the long-end of the curve. Major bank senior securities remain at fair value on a historical basis (5yr margins around +93bp level).



Source: IBS Capital

During the month, there were several new (primary) issuances including:

- Heritage (BBB) 3 year senior FRN at +160bp
- Newcastle Greater (BBB) 5 year senior FRN at +185bp
- Bank Australia (BBB) 4 year senior FRN at +170bp
- DBS Bank (AA-) 3 year senior security at +77bp
- Rabobank Australia Branch (A+) 3 & 5 year senior security at +87bp and +103bp respectively
- MUFG Bank Sydney Branch (A) 3 & 5 year senior FRN at +85bp and +99bp respectively
- Members Banking Group (RACQ Bank) (BBB+) 3 year senior FRN at +160bp
- OCBC Sydney Branch (AA-) 3 year senior FRN at +72bp



Amongst the "A" rated sector, the securities tightened by around 12-20bp at the longer-end of the curve, whilst the "BBB" rated sector widened by around 12bp at the 3 year part of the curve. Overall, credit securities are looking much more attractive given the widening of spreads over the past 2 years and as more primary issuances become available. FRNs will continue to play a role in investors' portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment).

Senior FRNs (ADIs)	29/02/2024	31/01/2024
"AA" rated – 5yrs	+93bp	+96bp
"AA" rated – 3yrs	+73bp	+80bp
"A" rated – 5yrs	+105bp	+125bp
"A" rated – 3yrs	+87bp	+99bp
"BBB" rated – 3yrs	+160bp	+148bp

Source: IBS Capital

We now generally recommend switches ('benchmark' issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before early 2026 for the "AA" rated ADIs (domestic major banks);
- On or before early 2025 for the "A" rated ADIs; and
- Within 6-9 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last few years are now generally holding sub optimal investments and are not maximising returns by foregoing realised capital gains. In the current challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.



## Senior Fixed Bonds – ADIs (Secondary Market)

With global inflation still high by historical standards, this has seen a significant lift in longer-term bond yields over the past 2 years (valuations have fallen) as markets have reacted sharply.

This has resulted in some opportunities in the secondary market. We currently see value in the following fixed bond lines, with the majority now being marked at a significant discount to par (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0278174	UBS	A+	Senior	26/02/2026	1.99	1.10%	5.01%
AU3CB0280030	BoQ	BBB+	Senior	06/05/2026	2.18	1.40%	5.16%
AU3CB0299337	Bendigo	BBB+	Senior	15/05/2026	2.21	4.70%	5.08%
AU3CB0296168	BoQ	BBB+	Senior	27/01/2027	2.91	4.70%	5.13%



## Economic Commentary

### International Market

Financial markets continued their rally in February largely reflective of the overall continued easing in inflation globally. Focus remains on when central banks will begin their interest rate cuts this year.

Across equity markets, the S&P 500 Index gained +5.17% over the month, whilst the NASDAQ surged +6.12%. Europe’s main indices also experienced material gains, led by Italy’s FTSE MIB (+7.34%), Germany’s DAX (+4.58%), and France’s CAC (+3.54%). UK’s FTSE (-0.01%) was the exception, which was largely flat against the rally in global equity markets.

In the US, January CPI was +0.3% m/m vs +0.2% expected, with the core reading at +0.4% m/m (+2.8% y/y) vs +0.3% expected.

In Europe, the CPI was +2.8% y/y in January, down from +2.9% y/y recorded in December. Additionally, wage growth declined to +4.5% y/y in January (from +4.7% the previous month).

UK CPI data for January also came in lower than expected, where the headline rate held at +4.0% (expected +4.1%), as did core at +5.1% (versus +5.2% expected). UK Q4 GDP fell -0.3% in Q4 following the -0.1% contraction in Q3, resulting in a technical recession. The UK labour market data was stronger than expected, with the unemployment rate 0.2% lower than expected at 3.8% and wages inflation not falling as fast as expected.

Canadian CPI was +2.9% in January from a year ago, which was much lower than the expected +3.3%. Additionally, unemployment in Canada fell to 5.7% vs. 5.9% expected and employment was +37.5k vs. +15.0k expected.

Whilst in Japan, core CPI eased to +2.0%/y/y in January compared with +2.3%/y/y in December.

In China, the People’s Bank of China lowered the five-year loan prime rate by 25bp to 3.95%. This surprise cut is aimed to revive China’s property sector as it could improve affordability for buyers by lowering mortgage rates.

The MSCI World ex-Aus Index rose +4.22% for the month of February:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+5.17%	+11.57%	+28.36%	+10.17%	+12.85%	+10.61%
MSCI World ex-AUS	+4.22%	+10.43%	+23.37%	+7.12%	+10.01%	+7.31%
S&P ASX 200 Accum. Index	+0.79%	+9.39%	+10.64%	+9.32%	+8.61%	+7.95%

Source: S&P, MSCI





**Domestic Market**

According to the RBA February Board meeting minutes, the Board had considered to hike the cash rate by 25bp or to hold steady; however, it ultimately decided to hold the cash rate steady given recent signs inflation had moderated further. However, the minutes stated, “it was not yet possible to rule in or out further increases in interest rates” and it would take “some time” to have sufficient confidence inflation was on track.

The monthly consumer price index (CPI) fell -0.3% in January, leaving the annual rate unchanged at +3.4% y/y (which was lower than market expectations of +3.6% y/y). When excluding volatile items, the annual rise was +4.1%, down from +4.2% recorded in December.

The Wage Price Index (WPI) was +0.9% over the December 2023 quarter and +4.2% over calendar 2023 (the highest annual growth since the March 2009 quarter). The annual growth in the WPI exceeded forecasts and was driven by newly-implemented enterprise agreements in the public sector. Wages growth in the public sector rose by +4.3% y/y, outpacing the +4.2% y/y wages growth in the private sector.

The unemployment rate rose to 4.1% from 3.9% (consensus 4.0%), though unrounded it rose only by 0.1% to 4.0577%. Employment growth was flat at +0.5k vs. the +25.0k consensus, and hours worked fell sharply by -2.5% m/m. The participation rate also fell by 0.1% to 66.8% from 66.9% and underemployment rose by 0.1% to 6.6%.

Retail sales increased +1.1% m/m in January, which was lower than expectations of +1.6% m/m, but rebounded from the -2.7% recorded in December.

Dwelling approvals fell sharply in December by -9.5% m/m, driven by a sharp fall in the volatile non-house component (i.e. apartments; -25.3% m/m).

The December goods trade surplus fell slightly to \$10.96bn from \$11.8bn (consensus \$10.5bn). The largely on consensus print was driven by a partial rebound in imports (+4.8% m/m after last month’s -8.4%; or \$1.7bn).

The Australian dollar slightly fell -0.84%, finishing the month at US65.19 cents (from US65.74 cents the previous month).

**Credit Market**

The global credit indices tightened over February as risk markets continued their rally. They are now back to their levels in early 2022 (prior to the rate hike cycle from most central banks):

Index	February 2024	January 2024
CDX North American 5yr CDS	52bp	55bp
iTraxx Europe 5yr CDS	55bp	60bp
iTraxx Australia 5yr CDS	64bp	68bp

Source: Markit



## Fixed Interest Review

### Benchmark Index Returns

Index	February 2024	January 2024
Bloomberg AusBond Bank Bill Index (0+YR)	+0.34%	+0.37%
Bloomberg AusBond Composite Bond Index (0+YR)	-0.30%	+0.21%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.53%	+0.44%
Bloomberg AusBond Credit Index (0+YR)	+0.05%	+0.41%
Bloomberg AusBond Treasury Index (0+YR)	-0.36%	+0.16%
Bloomberg AusBond Inflation Gov't Index (0+YR)	-0.48%	-0.69%

Source: Bloomberg

### Other Key Rates

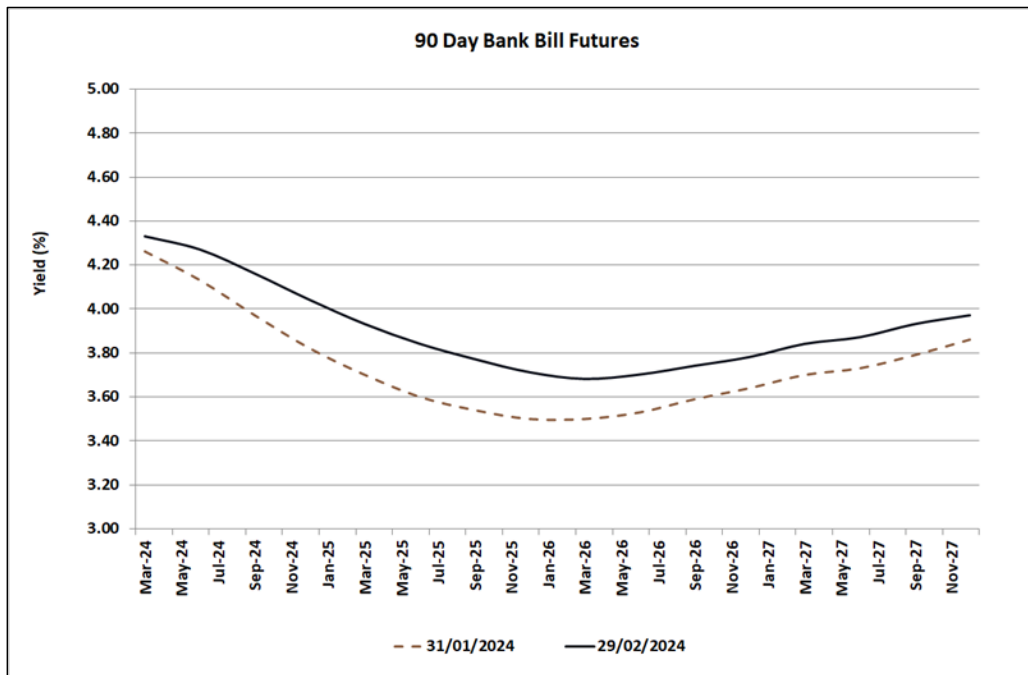
Index	February 2024	January 2024
RBA Official Cash Rate	4.35%	4.35%
90 Day (3 month) BBSW Rate	4.34%	4.35%
3yr Australian Government Bonds	3.71%	3.56%
10yr Australian Government Bonds	4.14%	4.02%
US Fed Funds Rate	5.25%-5.50%	5.25%-5.50%
2yr US Treasury Bonds	4.64%	4.27%
10yr US Treasury Bonds	4.25%	3.99%

Source: RBA, ASX, US Department of Treasury



**90 Day Bill Futures**

Bill futures increased across the board this month, following the movement in the global bond market. The focus from the market remains on when the first rate cut will be delivered:



Source: ASX

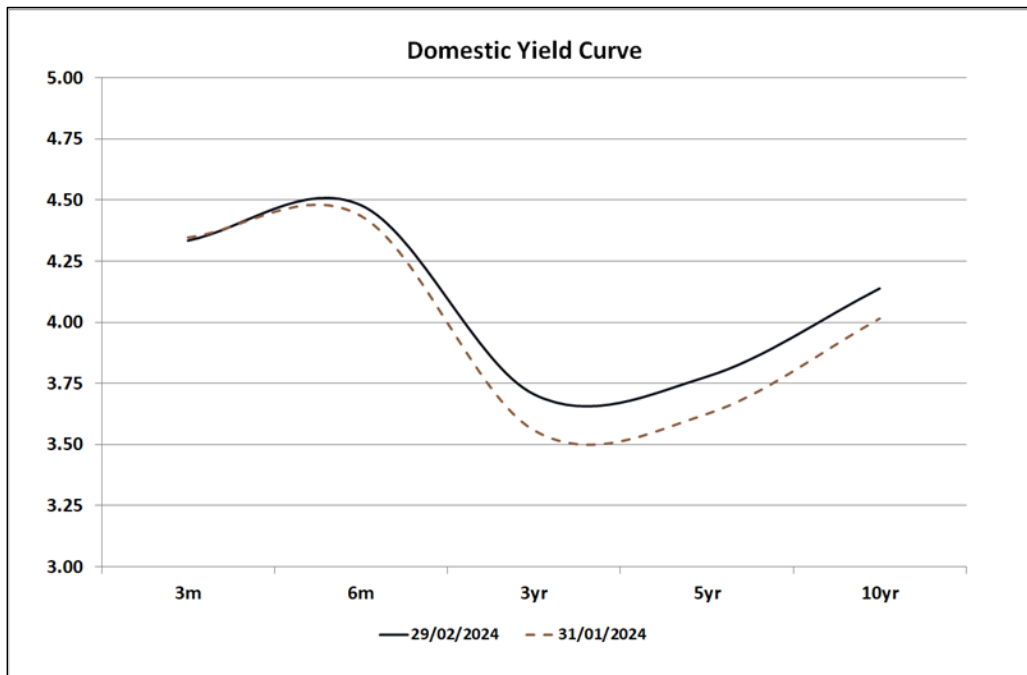


## Fixed Interest Outlook

There is uncertainty when central banks will start to cut official rates in 2024. The latest minutes of the US Federal Reserve’s latest meeting stated significant progress has been made to date on inflation; however, policymakers noted “restrictive” policy has more work to do. This suggests the Fed is therefore in no rush to cut rates as it wants to see more evidence inflation is firmly on a downward path to the 2% target before lowering interest rates. Financial markets are currently pricing in around 80bp of US Fed rate cuts in 2024, with the first cut expected at the Fed’s July meeting.

Domestically, the RBA currently remains on a mild tightening bias and appears to be comfortable with the current level of the cash rate being restrictive enough. The RBA February Board meeting minutes stated, “it was not yet possible to rule in or out further increases in interest rates” and it would take “some time” to have sufficient confidence inflation was on track. The Board therefore wants to keep the optionality in the event of future shocks. Nevertheless, financial markets anticipate the RBA to cut rates by year end.

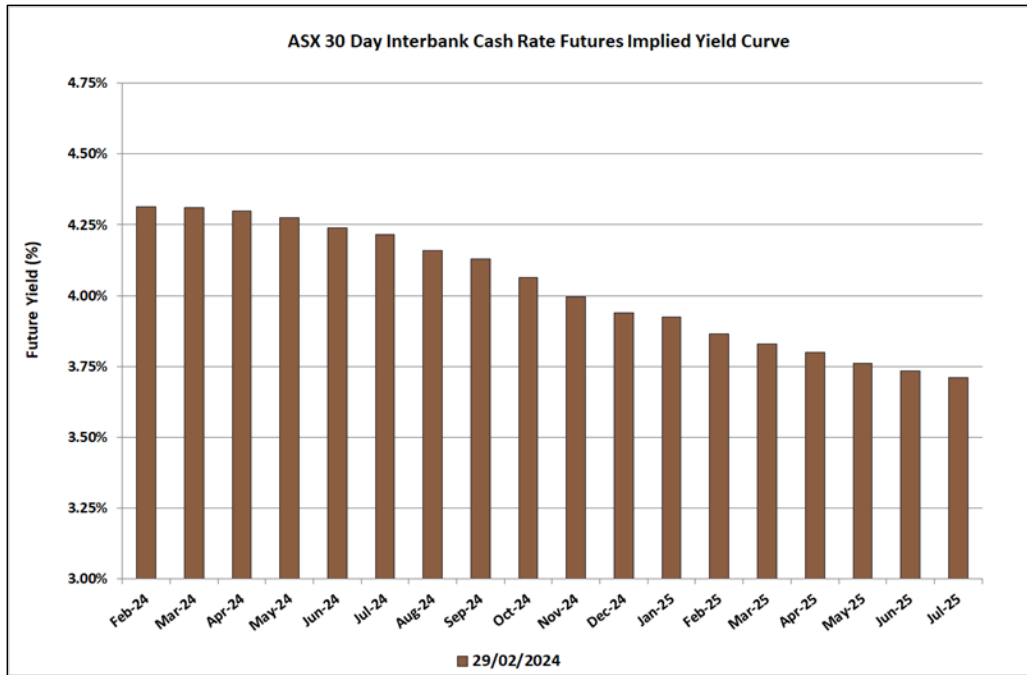
Over the month, longer-term yields rose up to 15bp at the very long end of the curve:



Source: ASX, RBA



The consensus from the broader market is that we have reached the peak of the interest rate cycle, with financial markets pricing in the first rate cut by October 2024:



Source: ASX

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**14.3 Half Yearly Report - Delivery Program and Operational Plan - July 2023 to December 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.

Item 14.3

**Summary**

This report provides an update on progress of the 2022 – 2026 Delivery Program and 2023-2024 Operational Plan for the July to December 2023 period.

**Financial implication**

The annual Operational Plan is aligned with the corresponding Budget process.

**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 the Operational Plan and updates in this report.

**Communication/Community engagement**

The Delivery Program 2022-2026 and Operational Plan 2023-2024 were developed following engagement with the community and were adopted after being placed on public exhibition for 28 days.

**Attachments**

- 1 DP-OP Jul to Dec 2023 for Council report [↓](#)

**Enclosures**

Nil

**RECOMMENDATION**

That Council notes the half-yearly progress report of the Delivery Program 2022-2026 and the Operational Plan 2023-2024 for the period July to December 2023

Report of the Chief Operating Officer

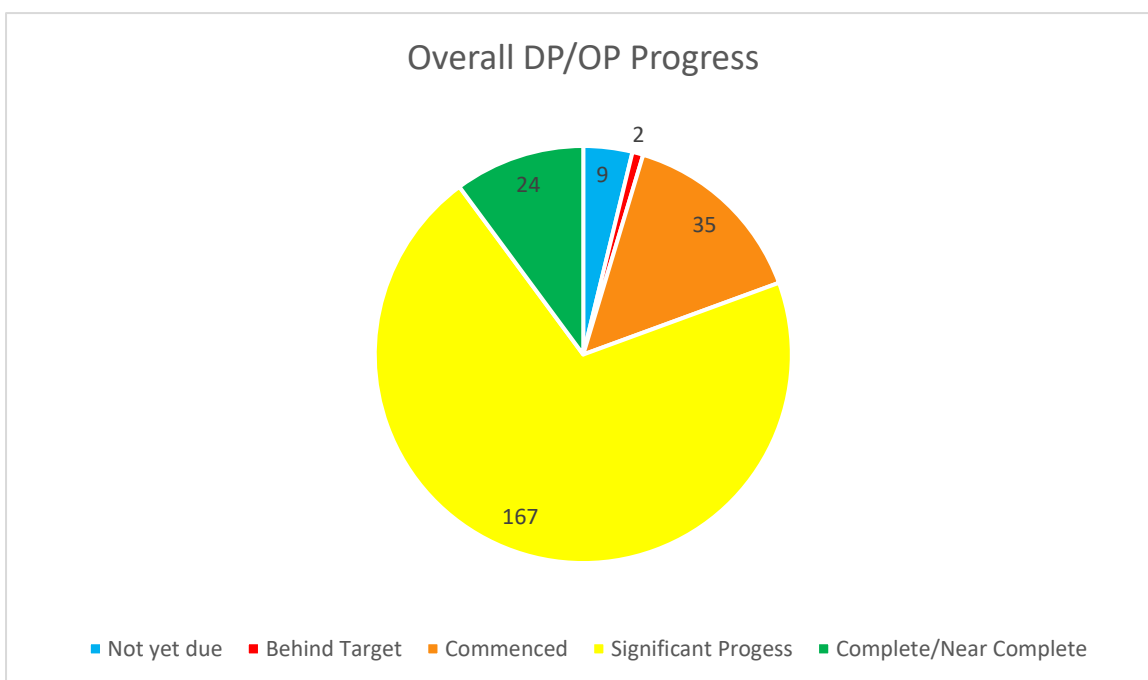
14.3 Half Yearly Report - Delivery Program and Operational Plan - July 2023 to December 2023 (cont)

**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 2023-2024.

**Item 14.3**



There are a total of 237 actions in the Delivery and Operational Plan (DPOP). The chart above shows:

- 10% (24) actions complete or near complete.
- 70% (167) actions are significantly progressed.
- 15% (35) actions have commenced.
- 1% (2) actions are behind target.
- 4% (9) actions are not yet due to for commencement.

Given we are at the midway point of the delivery cycle, with 80.2% of actions either complete or having significant progress and a further 9% not yet due to begin, council and our community will be able to observe, enjoy or derive benefit from the many improvements to date and during the upcoming six months.

**Some key highlights achieved include:**

- A framework encouraging and supporting volunteers with Council on a range of programs and activities has been developed and implemented.

## Report of the Chief Operating Officer

## 14.3 Half Yearly Report - Delivery Program and Operational Plan - July 2023 to December 2023 (cont)

- 
- Kiama Leisure Centre service review is well progressed. The completion of consultation, interviews and the scope of works has occurred. A draft report has been developed, including recommendations and findings. This report is being provided to both the Finance Advisory Committee and Council before being finalised.
  - Council hosted the 2023 Local Government Regional NAIDOC Week Awards at The Pavilion, on Saturday 29 July 2023. The Regional NAIDOC Week Awards is delivered annually in partnership with Shellharbour City Council, Wollongong City Council and Shoalhaven City Council. Themed 'For Our Elders', the event comprised of cultural activities, performances, and the Award presentation. The event was attended by approximately two hundred members of the Aboriginal community, Elders, dignitaries, the wider community, community services and government agencies.
  - Council is working toward development of its first Reconciliation Action Plan (RAP). This work is guided by the Reconciliation Australia's RAP Framework and will be developed in consultation with the local community members.
  - The Kiama Heritage Planning Proposal was adopted and placed in the NSW Government Gazette this quarter. This Planning Proposal introduced several additional heritage items into the Local Environmental Plan. It also created two Heritage Conservation Areas in the Kiama Town Centre.
  - The Stage 3 Kiama Coastline Coastal Management Program (CMP) Report has been completed and made publicly available on Council website.
  - Erosion control measures for the Blue Angle Creek in Seven Mile Beach Holiday Park were completed in December 2023.
  - Contemporary Bushfire Mapping has been published in accordance with NSW Rural Fire Service's requirement. Bushfire mapping project completed in 2022/23 ahead of schedule.
  - Council's Economic Development staff successfully delivered the Careers at Council program, which saw 80 students from Kiama High School experience work in different functional areas within council.
  - Council Work Experience Program updated by Economic Development and Human Resources Teams.
  - The 2024 Kiama Visitor Guide was launched in December 2023 and is distributed from the Kiama Visitor Information Centre, locally to partner businesses, and statewide via our distribution company to hotels and visitor touch points around NSW.
  - A great start to the year with the Red Hot Summer Tour, Kiama Show and a Mathematical Conference for 4 days taking place which generated economic growth within the local area with accommodation and tourist attractions by delegates and alike.



## Report of the Chief Operating Officer

## 14.3 Half Yearly Report - Delivery Program and Operational Plan - July 2023 to December 2023 (cont)

- A Draft Agritourism Development Control Plan chapter has been drafted and exhibited.
- The annual road safety action plan was approved for funding by Transport for NSW in Quarter 1 and actions are progressing.
- Road safety programs have been undertaken for Learner Driver training and another round is programmed for April 2024 and National Road Safety Week events in May 2024.
- Hopwood report 'review of governance arrangements' substantially complete and reported to the Audit, Risk and Improvement Committee.
- Asset conditions assessment of road and associated infrastructure has been completed.
- The Akuna Street car park sale settled in November 2023 for \$5.5 million (excluding GST) making a significant contribution towards the 2023/24 budget for income through the divestment of land assets.
- The Tender Process for the sale of Blue Haven has been undertaken. A report to Council was presented in February 2024.
- Kiama Council's first Media Strategy developed and put on public exhibition in Oct-Nov for comment.
- Complaints handling policy on exhibition December 2023, followed by endorsement in January 2024.
- The final compliance report was submitted to the Office of Local Government on 30 June 2023. The Minister is reviewing the submitted reports and appointed an independent reviewer. Council is working with the Office of Local Government as they complete this process. Note the independent reviewer will be onsite during January 2024 and their report provided to OLG.

**Activities not commenced.**

The tables below reflect the actions that have not commenced (<7%) in this period, highlighted as possible risks in the context of meeting objectives and complying with legislation.

Code	Action	Comment
1.1.1.1.3	Implement Council's Grants and Donations Policy and Programs.	The Cultural Grants program is currently in review as Council implements a new policy and procedures framework across all grant programs, as such this action is not yet due for commencement.

## Report of the Chief Operating Officer

## 14.3 Half Yearly Report - Delivery Program and Operational Plan - July 2023 to December 2023 (cont)

Code	Action	Comment
2.1.3.2.2	Undertake scoping of Kiama Coastal Walk extension from Gerringong to Gerroa to support the lodgment of a funding submission with State Government	These works are programmed for Quarter 3 and 4 of the current planning cycle (first half 2024).
2.2.1.1.2	Undertake a town centre planning study for the township of Gerringong.	Due to resourcing constraints during the current financial year and other Strategic Planning priorities, this project is not anticipated to commence until next financial year and will likely form part the LEP and DCP reviews rather than a stand-alone item.
2.3.1.1.2	Undertake Service Review of Waste Services and operations.	A consultant for the service review has been engaged and the project is programmed to be completed by May 2024.
2.3.2.1.1	Implement Regional Litter Grant as managed by Illawarra Shoalhaven Joint Organisation (ISJO).	This grant was not applied for by ISJO. No longer relevant.
2.4.1.1.3	Update Development Control Plan and Policy frameworks to reflect State government policy direction on resilience and natural disasters.	This action has not commenced. It will be informed by the completion of the Kiama Coastal Management Plan and work being undertaken by the ISJO on natural hazards and the best practice management and resilience to them in the region.
3.1.4.1.1	Develop an agricultural lands strategy.	Council is yet to develop an agricultural lands strategy. This will likely commence following the finalisation of the Housing and Growth strategy which is due to start with extensive community engagement next quarter.
4.3.1.1.2	Maintain currency of information about the accessibility of Council's public toilets, on the National Public Toilets Register.	Registry will be updated by end of financial year should our public toilet inventory or status change.
4.3.2.2.4	Review priority actions from Draft Traffic and Parking Study for Kiama Town	Anticipate quarter 3 or 4 of the current planning period (first half of 2024)

Item 14.3

Report of the Chief Operating Officer

14.3 Half Yearly Report - Delivery Program and Operational Plan - July 2023 to December 2023 (cont)

Code	Action	Comment
	Centre for further investigation and action including paid parking options.	
5.2.4.1.1	Develop a suite of community indicators to enable council to measure how effectively we are working towards the objectives of the Community Strategic Plan.	Rather than developing a suite of indicators for Kiama Council, we will aim to participate in the Local Government Professionals Performance Excellence Program which include the Comparative Council Analysis Tool (CCAT). The CCAT gives councils the ability to sub-segment results at a deeper level so they are able to benchmark across clusters of councils with a similar size or characteristics. The next program commences July 2024, so this action will not be completed this year.
5.3.1.1.5	Implement Human Resources (HR) module of TechnologyOne program.	The final HR modules remain outstanding as IT and project resources were unable to be allocated this period. It is being considered in new planning processes and anticipated in the next 6 months.
5.3.2.1.5	Establish a Project Management Office (PMO) that supports continuous improvement and oversight of projects across all areas of Council.	The PMO roles were advertised three times and a regional solution considered, but without that taken up CEO re-considering use of resources.

**Item 14.3**



# Half Yearly Performance Report

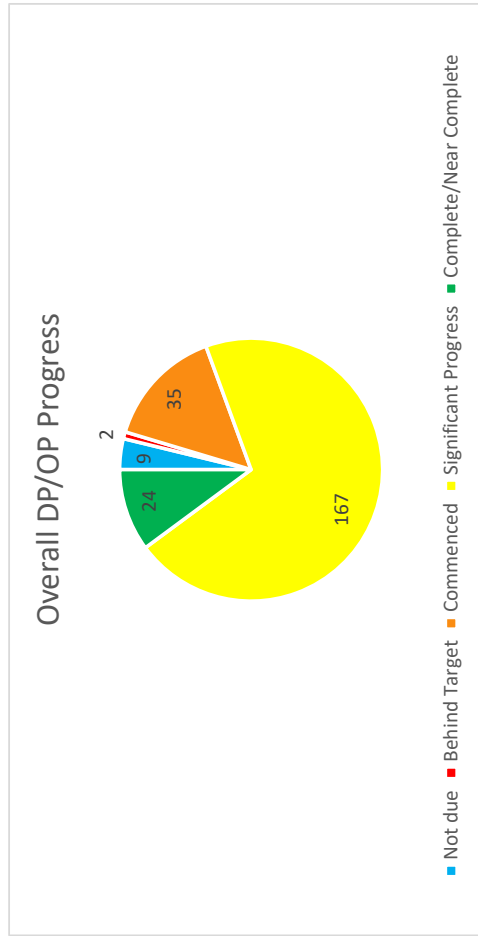
## July – December 2023

# How to read this report

Term used in the plan	Cascading Code e.g.	What this term means.
Pillars	1	Pillars reflect the aspirations of the community, supporting the Community Vision. Our Community Vision and aspirations have been grouped into five key headings.
Outcomes: Where do we want to be?	1.1	Outcomes are the goals we aim to achieve and are linked to the focus areas of the vision. They are numbered as 1.1. 1.2 and so on.
Strategies: How will we get there?	1.1.1	Strategies are how we will achieve the outcomes. They reflect the 2022-2032 Community Strategic Plan (CSP). They are numbered as 1.1.1, 1.1.2 and so on.
Delivery Plan: 4-year strategy	1.1.1.1	How will Council contribute to delivering the vision of the CSP? They are numbered 1.1.1.1, 1.1.1.2 and so on.
Operational Plan	1.1.1.1.1	What actions are Council doing to contribute to the Delivery Program outcomes? They are numbered 1.1.1.1.1, 1.1.1.1.2 and so on. This report provides an update and status on each action as per the legend below

Activity Status Legend	
90% +	Complete or Near Complete
50% to 89%	Significant Progress
10% to 49%	Commenced
10% or less	Behind Target
0%	Not yet due/ No longer relevant

# Half Yearly Performance Summary



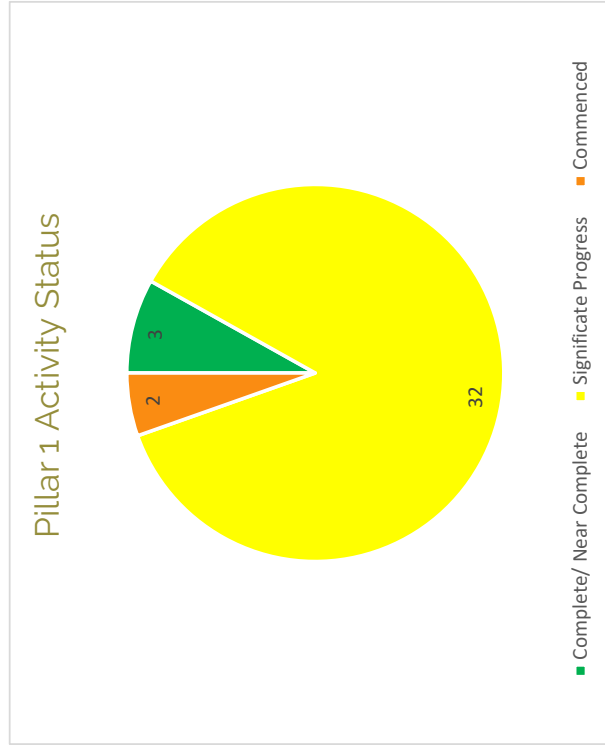
There are a total of 237 actions in the Delivery and Operational Plan (DPOP). The chart above shows:

- 10% (24) actions complete or near complete.
- 70% (167) actions are significantly progressed.
- 15% (35) actions have commenced.
- 1% (2) actions are behind target.
- 4% (9) actions are not yet due to for commencement.

# Pillar 1 | Community We belong and contribute.

## Highlights

- Volunteer framework encouraging and supporting volunteers to with Council on a range of programs and activities have been developed and implemented.
- Seasonal Beach Patrol Program, beach access and patrol developed and implemented for 2023/24 season.
- Kiama Leisure Centre review is well progressed. The completion of consultation, interviews and the scope of works has occurred. A draft report has been developed, including recommendations and findings. This report is being provided to both the Finance Advisory Committee and Council before being finalized.
- Council hosted the 2023 Local Government Regional NAIDOC Week Awards at The Pavilion, on Saturday 29 July 2023. The Regional NAIDOC Week Awards is delivered annually in partnership with Shellharbour City Council, Wollongong City Council and Shoalhaven City Council. Themed 'For Our Elders', the event comprised of cultural activities, performances, and the Award presentation. The event was attended by approximately two hundred members of the Aboriginal community, Elders, dignitaries, the wider community, community services and government agencies.
- Council is proud and committed to support and work with our First Nations people. Over the past six-months, Council has worked with the Aboriginal community on various initiatives. Highlights include:



- Youth Yarn Up - Planning has been completed for 'Youth Yarn Up', a weekly program at Sentral Youth Services for young people to engage and learn about Aboriginal culture. This program is commencing in February 2024.
- The Australia Day community event on 26 January at Jones Beach was attended by local Aboriginal community members and featured a 'Welcome to Country', Smoking Ceremony and Aboriginal cultural performances. The activities and performances were key highlights of the program and encouraged the wider audience to participate.
- Council is working toward development of its first Reconciliation Action Plan (RAP). This work is guided by the Reconciliation Australia's RAP Framework and will be developed in consultation with the local community members.
- The Kiama Heritage Planning Proposal was adopted and placed in the NSW Government Gazette this quarter. This Planning Proposal introduced a number of additional heritage items into the LEP. It also created two Heritage Conservation Areas in the Kiama Town Centre.

### Items not yet commenced




- Implement Council's Grants and Donations Policy and Programs – on hold as part of Council wide implementation of new grant programs policy and procedures framework.
- Manage the Public Health and Safety Legislation – on-site sewerage legislative compliance – recruitment challenges.




**Outcome 1.1** We want a strong sense of community and belonging, where social and cultural life can flourish, and 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: Review Council's Arts and Cultural Strategy and policy framework and implement priority actions.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.1.1	Review Kiama's Arts and Culture Strategy (BIS) and update priorities and actions.	Library & Cultural Hubs	<b>40%</b>	A review of the previous Arts and Cultural Strategy (BIS) has been undertaken by Council's Cultural Development Officer. The 2017-2020 plan is overdue and we are working towards a new 3 year cultural plan (2024-2027). A preliminary community engagement action plan is in place to commence the community consultation component.	
1.1.1.1.2	Manage and support council owned exhibition spaces, including the old fire station and libraries, to provide ongoing support for the creative industry.	Library & Cultural Hubs	<b>50%</b>	The Old Fire Station proves to be a popular destination for artists and visitors alike. During the July to December period, the space was host to 26 exhibitions and attracted approximately 18,000 visitors, of which included locals and/or visitors to Kiama.  The Gerringong Gallery (GLaM) continues to grow in popularity. During this period the space was host to 7 exhibitions. The Council Chambers, Gerringong Gallery and the Old Fire Station are exhibition spaces that continue to be valued from our creative community.	
1.1.1.1.3	Implement Council's Grants and Donations Policy and Programs.	Library & Cultural Hubs	<b>40%</b>	Grants and Donations policy under development for submission in Q3 (first half of 2024). The Cultural Grants program is currently in review as Council implements a new policy and procedures framework across all grant programs.	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.1.4	Review Council's current Art collection and de acquiesce works as required by the review findings.	Library & Cultural Hubs	50%	<p>A new policy framework has been prepared for Klama Council's Permanent Art Collection and Public Art Collection. These include the:</p> <ul style="list-style-type: none"> <li>• Art Collection Policy</li> <li>• Art Deaccessioning Procedure</li> <li>• Art Acquisition Procedure</li> <li>• Public Art Policy</li> <li>• Public Art Procedure.</li> </ul> <p>We anticipate the approval of these documents by our Executive Leadership Team (ELT).</p> <p>The Cultural Development team are working towards a public database of the Art and Public Art Collection whereby these collections can be viewed online and at any time. Similarly, a viable storage system to archive the permanent art collection is currently being investigated.</p>	


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	In partnership with Shellharbour Council, convene and manage the Illawarra Inter-agency.	Community Hubs	<b>50%</b>	<p>The locally award-winning Illawarra Interagency, co-convened by Kiama and Shellharbour councils, supports community organisations, agencies, associations, clubs, groups, and charities to meet, network, build capacity, collaborate and take action, delivered through bi-monthly in-person or online meetings, networking events or training.</p> <p>During this period, the Illawarra Interagency offered its members opportunities in capacity building, networking and professional development, with themed meetings and events that included information on the Death &amp; Dying industry, a traditional Yarning Circle, an update from the Community Industry Group Peak Body and a Networking Event. The Interagency provided via its website, over 40 blog posts to its 424 subscribers, promoting Illawarra based activities, events, projects and services, which attracted over 4,605 views by approximately 2,595 visitors.</p>	
1.1.1.2.2	Develop and implement a strategy and policy framework which encourages and supports volunteers to work with Council on a range of programs and activities.	Community Hubs	<b>100%</b>	Develop and implement a strategy and policy framework which encourages and supports volunteers to work with Council on a range of programs and activities.	


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	Develop a youth engagement strategy and action plan.	Community Hubs	50%	<p>Following recent organisational restructure, development of a standalone youth strategy and action plan was postponed to review current service and options to maximise Council resource for a holistic and coordinated approach to service provision. The Sentral Youth Services has now been combined with the Community Development team to leverage on partnerships and to broaden the natural alignment of service planning and delivery across the youth and community sectors.</p> <p>The Community Hubs team are working on a Community Development Strategy inclusive of actions that respond to needs and interests of all target groups, including young people. Once drafted young people and broader community and partner agencies will be consulted for input.</p>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.3.2	Partner and reimagine our youth services, using our assets as the hub for youth engagement and activity.	Community Hubs	80%	<p>In consultation with staff and young people participating in programs, a recent survey and a comprehensive review of program and services across the Community Hubs team, the youth services directions and outcomes areas has been reimagined to enhance programs, activities and youth engagement activities. Key improvement areas include:</p> <ul style="list-style-type: none"> <li>• Combine youth services team with the Community Development team to break down silo practices, leverage on broader community networks and partnerships, and improve internal processes to enable youth workers focusing on direct service provision.</li> <li>• Improvement to various programs by refining objectives such as Drop-In, recording studio, outreach program, etc.</li> <li>• Introduction of workshops and training to the program delivery.</li> <li>• Review and updating procedures for advocacy, referral and partnership.</li> <li>• Building new partnerships based on recommendations from the White Paper.</li> </ul>	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.3.3	In partnership with Libraries and Cultural Hubs, develop and implement an annual program of activities and events to support young people in our Local Government Area (LGA).	Community Hubs	<b>50%</b>	<p>Kiama Library in conjunction with SENTRAL Youth Services have held two Youth gigs in the last six months. The events have been facilitated by young members of our community with youth contributing to the organisation and management of the events and also playing in the bands. The library gigs have provided young people with the opportunity of appearing in their first live gig in a safe and welcoming space amongst family and friends.</p> <p>Sentral and library staff have established a program of youth events for the rest of the reporting period.</p>	

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	Implement the priority actions of the Council's Disability Inclusion Action Plan.	Community Hubs	50%	<p>Council endorsed its new Disability Inclusion Action Plan (DIAP) and Implementation Plan (IP) in November 2023 which is aligned with the NSW Disability Inclusion Plan with key focus areas being positive community attitudes and behaviours, liveable communities, meaningful employment and better systems and process.</p> <p>The DIAP is a four-year plan that outlines actions Council will undertake to improve access and inclusion for people with a disability, including:</p> <ul style="list-style-type: none"> <li>• Accessibility improvements to Council community facilities and public spaces, pathways, website, events.</li> <li>• Consult with people with a range of disability types on matters of importance and create opportunities to participate in decision making.</li> <li>• Deliver accessible community events and programs.</li> <li>• Provide training to staff and community.</li> </ul> <p>The Implementation Plan is being incorporated into all business areas of Council. A report on outcomes and achievements will be provided at the annual reporting cycle.</p>	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.4.2	Review with the intent to improve our halls and community facilities usage, asset maintenance, program offerings and support for Council and community purposes.	Community Hubs	50%	<p>Council has a network of six community halls, distributed across the municipality, which comprise of older style and single purpose facilities. It has been a lengthy period since condition, utilisation and maintenance of these assets have been reviewed.</p> <p>A high-level assessment of Council halls, including their current asset and utilisation status has been undertaken and it has identified a number of gaps and opportunities for improvement. Key areas for consideration found to be the underutilisation, maintenance status and the absence of a long-term vision for community facilities. Council is currently working through the recommendations and options to increase activation and development of a long-term plan for management and operation of the community halls.</p> <p>Additionally, Council's new Disability Inclusion Action Plan (DIAP) includes various actions to improve accessibility and increase utilisation of community facilities.</p>	





Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.1.1.4.3	Undertake an assessment of all Council owned halls and community facilities to determine asset status and required needs to improve maintenance and usage.	Community Hubs	60%	<p>Council has a network of six community halls, distributed across the municipality, which comprise of older style and single purpose facilities. It has been a lengthy period since condition, utilisation and maintenance of these assets have been reviewed.</p> <p>A high-level assessment of Council halls, including their current asset and utilisation status has been undertaken and it has identified a number of gaps and opportunities for improvement. Key areas for consideration found to be the underutilisation, maintenance status and the absence of a long-term vision for community facilities. Council is currently working through the recommendations and options to increase activation and development of a long-term plan for management and operation of the community halls.</p> <p>Additionally, Council's new Disability Inclusion Action Plan (DIAP) includes various actions to improve accessibility and increase utilisation of community facilities.</p>	

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.	Tourism & Events	50%	<p>This financial year Council's Tourism and Events Department have continued to support the local events industry.</p> <p>Kiama Winter Festival invested in an ice-skating rink that saw each session almost at full capacity. The Eat Like a Local ancillary event allowed for local food operators (eight) to offer on-site food, with stall fees, infrastructure and power free of charge, this meant Kiama food proprietors were not disadvantaged with food trucks being brought in.</p> <p>Jamberoo JAM Street Festival ran in collaboration with Jamberoo Rural Fire Service, Jamberoo Red Cross and Jamberoo Village Markets. The closure of the street allowed for a range of volunteer and paid musicians on two stages, a children's musical playground and circus activities, hair braiding and more.</p> <p>In order to safely and effectively run family friendly events Council staff, volunteers and suppliers engaged in child safe training, this allowed for a greater variety of free kid's activities on offer at our events.</p>	
1.1.1.5.2	Provide opportunities for focused industry development and capacity building, fostering excellence and quality in our local service offering.	Tourism & Events	50%	<p>Tourism After Hours' continues to be well attended by Destination Kiama partners. Winter Tourism After Hours was staged in July at the Kiama Winter Festival, the Spring event was held at Stoic Brewing in Gerringong and the Summer, Christmas event was held overlooking the Kiama Harbour at Diggies. The Above and Beyond Award continues to highlight exceptional local service within our community.</p>	

<b>Outcome 1.2</b>		We love where we live; we have the services and facilities we need the natural beauty of our surroundings enhances our safe, active healthy lifestyle.			
<b>1.2.1</b>		Provide spaces, services and initiatives that foster a proud, inclusive connected community for all.			
<i>1.2.1.1: Make our libraries the hub of community activity and service. Manage Council's libraries, encompassing Family History Centre and the Gerringong Library and Museum to ensure programs meet community needs and the Public Library Standards.</i>					
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.1.1	Review and update Library Strategy	Library & Cultural Hubs	50%	The Public Library Consultant from the State Library of NSW has visited Kiama and Gerringong Libraries as well as the Family History Centre. The consultant interviewed library staff, both onsite and via phone, over a number of days so that a wide range of experiences and responses were gathered. We are expecting the report will be provided to us early February 2024 for review.	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.1.2	Provide and maintain a high-quality library collection	Library & Cultural Hubs	50%	<p>660 new physical items have been purchased, processed and made available to our community during the last quarter. 22,914 physical loans have been made during the last quarter with 48,098 physical items being borrowed during the last 6 months. Our library members have access to over 60,000 e-resources and have accessed 7,422 digital items (e-book and e-audio, e-magazines).</p> <p>Our community has accessed Kanopy our movie streaming platform and viewed 398 movies during the last quarter and 855 during the last six months.</p> <p>Weekly collection management reports are consulted to ensure items in high demand are identified and additional copies acquired if required or loan periods reduced to allow items to be circulated quickly.</p> <p>A collection evaluation survey is currently being compiled and will be distributed to library members and the community in March 2024. Regular feedback is provided to the South Coast Cooperative Libraries selection staff across all genres and collections.</p>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.1.3	Deliver quality digital and online library services to the community;	Library & Cultural Hubs	50%	<p>Our library members have access to over 47,000 digital resources through the Borrow Box, Libby and Indyread platforms. 7,801 online loans were made during the last quarter and 13,510 over the last 6 months.</p> <p>11,683 website sessions were recorded during the last quarter with 21,762 page views being made by a total of 8,120 users. During the last six months 48,684 pages were viewed by 17,859 users in 25,308 sessions.</p> <p>The library has a strong presence on social media platforms with 3,845 followers on Facebook and a total reach of 133,633 during the last quarter via 105 posts. Some of our most popular posts include #bookfriday with a reach of 1.8K, #throwbackthursday featuring Tory's Hotel 24.5K. Our Instagram account has 1,271 followers and 100 posts were made during the last quarter. Popular posts include our regular #bookfriday with the Bridgeton post achieving a reach of 379.</p> <p>The Library newsletter was distributed twice during the last quarter to 4,204 subscribers.</p>	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.1.4	Make library heritage collections available online	Library & Cultural Hubs	50%	<p>Fifty files from the Local History vertical file collection have been uploaded to the Digital Access Management System (DAM) and are currently being tagged and categorised to make them discoverable by the community via the library website.</p> <p>The Family History Centre volunteers are currently researching local service men and women listed on the Kiama Memorial Arch for inclusion in 'Stories of Those Served' on the library website.</p> <p>Three archive boxes containing over 500 items of historic Council information has been digitised ready for uploading to the DAM.</p>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.1.5	Provide early literacy programs and events that meet guidelines and standards and outcome measure for Australian Public Libraries	Library & Cultural Hubs Division	50%	<p>The library provides a range of early literacy sessions across both our libraries. In the last quarter, 5 Baby Story Time sessions were held with 108 attending, 10 Toddler Tales sessions were provided with 152 attending and 20 Preschool Story Time sessions were held with 444 attending.</p> <p>During the last six months 11 Baby Story Time sessions were held with 82 attending, 20 Toddler Tales sessions were held with 354 attending and 40 Preschool programs with 797 attending.</p> <p>Six school holiday events were held in the last quarter with 127 children enjoying Lego and craft activities.</p> <p>July saw the return of the ever popular Diagon Alley Twilight Markets held at Gerringong Library. Approximately 1,000 people attended and enjoyed browsing a variety of magic themed market stalls, concocting magic potions and magical pendants, while enjoying the variety of entertainment on offer.</p>	

1.2.1.2. Partner with stakeholders to develop a Strategy for Open Spaces and Recreation Places within Kiama LGA



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.2.1	Finalise and implement Open Spaces and Recreation Strategy.	Property & Recreation	<b>60%</b>	The draft Open Space and Recreation Strategy document is currently being reviewed for consolidated feedback by internal staff. It is anticipated that this will be completed and the Strategy reported to Council in 2024.  Work has been continuing on other grant funded projects alongside the Strategy.	


1.2.1.3. 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
1.2.1.3.1	Manage and maintain the safe operation of a seasonally used outdoor pool at Jamberoo in accordance with statutory obligations and community expectations. Lifeguard recruitment, identify risks and implement relevant safety actions to meet statutory obligations.	Property & Recreation	<b>50%</b>	Lifeguard recruitment completed on time, with two additional staff recruited.  The pool was opened ahead of schedule on 20 November 2023 to meet the requests of the Jamberoo community, and in anticipation of higher summer temperatures during this swimming season.	




1.2.1.4: 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
1.2.1.4.1	Manage and maintain the safe operation of leisure centre services including indoor aquatic facility, swim and fitness programs, sports hall and gym.	Property & Recreation	<b>50%</b>	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.	
1.2.1.4.2	Undertake service level review of Leisure Centre.	Property & Recreation	<b>90%</b>	The Kiama Leisure Centre service review is well progressed. The completion of consultation, interviews and the tasks as outlined within the scope of works has occurred. A draft report has been developed, including recommendations and finThe Kiama Leisure Centre service review is well progressed. The completion of consultation, interviews and the tasks as outlined within the scope of works has occurred. A draft report has been developed, including recommendations and findings. This report is being provided to both the Finance Advisory Committee and Council before being finalized. This report is being provided to both the Finance Advisory Committee and Council before being finalized.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.1.4.3	Leisure Centre Services and programs provision considering all risks and meet a wide range of needs.	Property & Recreation	<b>50%</b>	Centre run programs continue to follow centre procedures including identifying and managing risks. Regular updates on the Centre's operating system - Envibe, continues to enhance the online portal and associated platforms to provide customers with improved services. Incidents reports and actions have been completed and sent to Council's Risk Management Team. Service review has commenced and is expected to be complete by June 2024.	



**1.2.2** Take steps to feel safe wherever we are, any time of day or night.


*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.*

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.2.1.1	Develop and deliver Seasonal Beach Patrol Program, beach access and patrol.	Property & Recreation	<b>100%</b>	The program is being implemented for the 2023/24 season	


<b>1.2.3</b>		Look after each other in times of disaster				
<i>1.2.3.1: Contribute to the Local Emergency Management Committee.</i>						
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	Infrastructure and Liveability	<b>50%</b>	Council officers continue to attend scheduled Local Emergency Management Committee meetings as well as additional council and agency liaison meetings as they arise.		
1.2.3.2.1	Manage the Companion Animals Register and comply with requirements, responsibilities and legislation as outlined in the Companion Animals Act and relevant regulations.	Environment & Health	<b>50%</b>	45 Companion animal complaints were received for this period and 100% of those investigated within the 2-day time frame - 1 dog attack investigated, 2 infringements were issued at a value of \$1,650.00 - 13 other infringements were issued for a breach of Companion Animals Act with a value of \$3,575.00 proactive patrols for companion animal matters. 224 pro-active patrols conducted in this period.		

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.	Environment & Health	50%	Council's Environmental Health Officers have been working closely with the Public Health Unit to priorities the completion of inspections. Ongoing updating and maintenance of the skin penetration register with a focus on identifying unregistered skin penetration premises and raising awareness of industry standards for hygiene and safety in the skin penetration, beauty, and hairdressing industries.	
1.2.3.3.2	Manage and implement requirements of the Public Health Act and Regulations, in relation to water quality of public swimming pools, drinking water, skin penetration and legionella in accordance with legislative requirements.	Environment & Health	50%	Currently Council's Environmental Health Officers are partnering with the Public Health Unit from the Illawarra Shoalhaven Local Health District to conduct inspections of public non-reticulated drinking water. Inspections have begun regarding registered public swimming pools in relation to water quality. There have been no skin penetration inspections for this period as Council has not received any registrations for new skin penetration businesses. Council's Environmental Health Officers will continue to work with stakeholders and the wider community to promote and protect public health.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.3.33	Maintain compliance through maintenance of registers, scheduled inspections and action to rectification of breaches as required by the Swimming Pool Act and Regulations.	Environment & Health	50%	<ul style="list-style-type: none"> <li>11 Private Swimming Pools were inspected by Kiama Council during this reporting period in accordance with the Swimming Pools Act 1992. Sec 22D.</li> <li>15 Private Swimming Pools were received from Private Certifiers, due to being non-compliant for Kiama Council to follow-up.22E (Sale of a Home OR Tenancy Agreement).</li> <li>7 Private Swimming Pools were issued a Certificate of Compliance. 22D's.</li> <li>4 Private Swimming Pools were issued a non-compliant Certificate (Resulting in reinspection's)</li> </ul> <p>Private Swimming Pools continue to be certified and inspected through direct requests to Council as part of contracts of sale, tenancy agreements or occupation certificates. A previous action plan has now been developed, where Kiama Council has activated a Swimming Pool Compliance Program, where Pool and Safety Education will be covered by a designated officer attached to the Environment and Regulations Team.</p>	


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 and implement requirements of the Food Act and Regulations through a scheduled inspection program and rectification of breaches. Education and provision of food safety information and education.	Environment & Health	50%	Council's Environmental Health Officers have inspected 50% of the food shops operating in the municipality. There has been 4 Food Safety Failures reported for this period which have been rectified through implementing a graduated enforcement approach by conducting re-inspections. A risk-based approach that have failed their food inspections. A risk-based approach is utilised by Council's Officers during inspections and as such the Officers are actively working with local business owners to ensure compliance with the relevant legislative requirements, promoting food safety at the forefront of practice.	

1.2.3.5: Manage the Public Health and Safety Legislation and compliance – On-site sewerage 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	Environment & Health	40%	Consultants have been engaged to conduct the inspections to support staff due to current vacancy in team. There are 116 high risk systems and 16 of these were inspected and found to be compliant this period. There are 828 low risk systems and 53 were inspected during this period with all systems being found as satisfactory hence no enforcement action has been necessary.	


1.2.3.6: Manage environmental complaints about pollution.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.2.3.6.1	Investigate pollution complaints	Environment & Health	<b>50%</b>	58 Noise, 15 - Air/smoke/dust/odour, 5 Water, 9 sewer surcharges, 3 other pollution, 4 Stormwater, 3 Asbestos total of pollution complaints with reporting period 97.	


**Outcome 1.3** Our heritage matters: we want to learn, preserve and share both the Aboriginal history of this area and the history since 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 Engage with local and regional First Nations peoples; seek knowledge with intent to learn, share and protect.

*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 National Aborigines and Islanders Day Observance Committee (NAIDOC) Awards in partnership with Wollongong, Shellharbour and Shoalhaven Councils.	Community Hubs	70%	<p>Council hosted the 2023 Local Government Regional NAIDOC Week Awards at The Pavilion, on Saturday 29 July 2023. The Regional NAIDOC Week Awards is delivered annually in partnership with Shellharbour City Council, Wollongong City Council and Shoalhaven City Council. Themed 'For Our Elders', the event comprised of cultural activities, performances and the Award presentation. The event was attended by approximately two hundred members of the Aboriginal community, Elders, dignitaries, the wider community, community services and government agencies.</p> <p>Council is supporting and actively participating in the planning of the 2024 Regional NAIDOC Week Awards, hosted by Shoalhaven City Council. Additionally, Council will deliver programs in Kiama to acknowledge and showcase the contribution of our First Nations people, including art exhibition and cultural activities.</p>	




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.3.1.1.2	In partnership with our First Nations Community implement an annual calendar of cultural events and commemorations.	Community Hubs	50%	<p>Council is proud and committed to support and work with our First Nations people. Over the past six-months, Council has worked with the Aboriginal community on various initiatives. Highlights include:</p> <ul style="list-style-type: none"> <li>Youth Yarn Up – Planning has been completed for 'Youth Yarn Up'; a weekly program at Sentral Youth Services for young people to engage and learn about Aboriginal culture. This program is commencing in February 2024.</li> <li>The Australia Day community event on 26 January at Jones Beach was attended by local Aboriginal community members and featured a 'Welcome to Country, Smoking Ceremony and Aboriginal cultural performances. The activities and performances were key highlights of the program and encouraged the wider audience to participate.</li> <li>Council is also working toward a program of activities to mark the National Sorry Day in May and NAIDOC Week in July.</li> </ul>	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.3.1.1.3	Develop an engagement plan and process to engage with our First Nations Community on the Uluru Statement from the Heart.	Community Hubs	50%	<p>Council is working toward development of its first Reconciliation Action Plan (RAP). This work is guided by the Reconciliation Australia's RAP Framework and will be developed in consultation with the local community members. The RAP will consolidate initiatives and programs Council will undertake in collaboration with the community to strengthen relationship with our First Nation Peoples. The RAP will be a successive plan that will guide and shape Council and community efforts toward reconciliation.</p> <p>Further, Council is working on development of an Aboriginal Cultural Protocol, to guide Council and the wider community on culturally appropriate practices and activities and to strengthen awareness, respect and relationship.</p>	

1.3.1.2: 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
1.3.1.2.1	Continue to undertake reviews of heritage items to maintain and improve the protection of heritage with the Local Government Area (LGA).	Planning & Economic Development	50%	<p>The review of heritage Items continues. The Kiama Heritage Planning Proposal was adopted and placed in the NSW Government Gazette this quarter. This Planning Proposal introduced a number of additional heritage items into the LEP. It also created two Heritage Conservation Areas in the Kiama Town Centre.</p>	

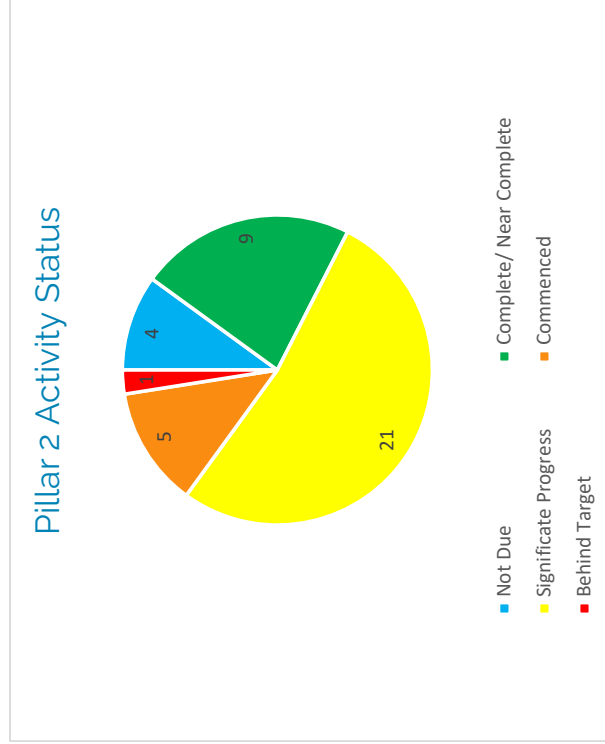
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
1.3.1.2.2	Engage with First Nations peoples locally and regionally, as well as relevant specialists, to identify Aboriginal Cultural sites to ensure they are correctly identified and protected	Planning & Economic Development	50%	Aboriginal Cultural Heritage Sites continue to be identified and protected through assessments undertaken as part of Development Proposals as well as through the use of the Aboriginal cultural Heritage Development Assessment Toolkit. Staff continue to engage and consult with First Nations peoples to identify and protect culturally significant areas.	

# Pillar 2 | Natural Environment

## We thrive in a sustainable environment.

### Highlights




- The Stage 3 Kiama Coastline Coastal Management Program (CMP) Report has been completed and made publicly available on Council website. The draft Stage 4 Kiama CMP has been prepared and presented to council in the November, where Council endorsed the draft document to go out to Public Exhibition. Public exhibition ended on the 15th of January. Feedback from submissions, as well as further feedback from Agency and internal Council stakeholder consultation has already been incorporated into the final draft CMP.
- Erosion control measures for the Blue Angle Creek in Seven Mile Beach Holiday Park were completed in December 2023.
- Regional approach to biodiversity management working with ISJO, Local Land Services, Wollongong, and Shellharbour Councils to deliver a consistent approach to biodiversity challenges adopted.
- National tree day activities delivered.
- Project 'Operation Slim' - assessment of FOGO and recycling bins from urban/rural households to determine contamination levels and bins too heavy to be serviced implemented. Draft report developed with full report available Q3. Proposed recommendations will assist Council to develop targeted educational campaigns to further reduce contamination rates.




- Contemporary Bushfire Mapping has been published in accordance with NSW Rural Fire Service's requirement. Bushfire mapping project completed in 2022/23 ahead of schedule.



### Items not yet commenced

- Undertake scoping of Kiama Coastal Walk extension from Gerringong to Gerroa to support the lodgement of a funding submission with State Government – scheduled for commencement in Q3/4.
- Undertake a town centre planning study for the township of Gerringong – not yet scheduled for commencement.
- Establish Household Chemical Clean Out Collection in accordance with NSW Environment Protection Authority (EPA) requirements – not yet scheduled for commencement.
- Update Development Control Plan (DCP) and Policy frameworks to reflect State government policy direction on resilience and natural disasters - not yet scheduled for commencement as this will be informed by completion of Kiama Coastal Management Plan by Illawarra Shoalhaven Joint Organisation (ISJO).
- Implement Regional Litter Grant as managed by Illawarra Shoalhaven Joint Organisation (ISJO) – As this grant was not applied for by ISJO this action is no longer relevant.


<b>Outcome 2.1</b>		We protect our people, our place, our flora and fauna through our planning and our actions				
<b>2.1.1</b>		Protect our coast, our estuaries and waterways.				
<i>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</i>						
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	Environment & Compliance	<b>60%</b>	The Stage Three Report has been completed and made publicly available on Council's website. The draft Stage Four Kiama Coastline Coastal Management Program (draft CMP) has been prepared and was presented to Council in the November meeting.		
2.1.1.1.2	Review existing Coastal Zone Management Plans and implement priority actions through a staged delivery program.	Environment & Compliance	<b>50%</b>	The Stage Three Report has been completed and made publicly available on Council's website. The draft Stage Four Kiama Coastline Coastal Management Program (draft CMP) has been prepared and was presented to Council in the November meeting.		
2.1.1.1.3	Implement erosion control measures for the Blue Angle Creek in Seven Mile Beach Holiday Park. (CZMP Action 2.1)	Environment & Compliance	<b>90%</b>	Contractors completed work in late December. Grant to be acquitted by May 2024.		

<b>2.1.2</b>		Protect our biodiversity, native plants and animals.			
<i>2.1.2.1. Facilitate and encourage the protection of our natural environment and biodiversity.</i>					
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 & Economic Development	<b>100%</b>	Regional approach to biodiversity management working with ISJO, Local Land Services, Wollongong and Shellharbour Councils to deliver a consistent approach to biodiversity challenges.	




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	Ensure Council's planning instruments facilitate the recommendations of the adopted Illawarra Biodiversity Strategy and Municipal Vegetation Study.	Environment & Compliance	50%	The review of the Kiama Local Environmental Plan will consider the proposed Housing and Growth Management Strategy. That strategy will also contain recommendations for the management of existing Environmentally significant land as well as recommending sustainable and appropriate uses or conservation of those lands. Also, viable agricultural enterprises have been supported through updates to Development Control Plan 2020 and the Local Environment Plan 2011.	
2.1.2.2.2	Implement and update Council Tree Management Development Control Plans and Local Environment Plan (LEP) provisions.	Environment & Compliance	50%	Council continued to implement Council's Tree Management Development Control Plans and Local Environment Plan (LEP) provisions.	








<b>2.1.3</b>		Protect and maintain our natural areas; conserve areas of natural significance.			
<i>2.1.3.1: Protect and maintain our natural areas.</i>					
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	Environment & Compliance	<b>50%</b>	<p>Council investigated feasible options for grant funding for natural area restoration under Coast and Estuary funding. Councils financial position and ability to contribute to a 1:1 funding ratio was taken into consideration. One project was put forward and an application was made. Project titled "Restoration of Coastal Wetland surrounding Minnamurra Waste and Recycling Facility". This project aims to significantly reduce the percentage of weed cover throughout the site, by implementing best practice weed control techniques.</p> <p>Primary weed control will focus on the heavily disturbed vegetation dominated by weeds to the south of the site encroaching into the Swamp Oak Flood Plain Forest (EEC) and Coastal Salt Marsh (EEC) fringe, then spread out to sweep through the remainder of the site.</p> <p>By targeting this priority area, the seedbank will also be dramatically reduced, which will further benefit Coastal Wetland areas down stream. Council's application was successful.</p>	



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	Environment & Compliance	<b>100%</b>	National Tree Day activities delivered	
2.1.3.2.2	Undertake scoping of Kiama Coastal Walk extension from Gerringong to Gerroa to support the lodgment of a funding submission with State Government.	Engineering & Technical Services	<b>5%</b>	These works are programmed for Quarter 3 & 4 of the current planning cycle (first half 2024).	
2.1.3.2.3	Partner and collaborate to support or deliver community education and engagement programs to enhance environmental sustainability initiatives.	Environment & Compliance	<b>30%</b>	National Tree Day was completed successfully on the 31st 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. Kiama Council have collaborated with Endeavour Energy to support the installation of our municipalities first community battery in Kiama Downs. Installation is now complete. Launch date is dependent on Endeavour Energy being supplied with a waiver from the Australian Energy Regulator for approval to operate it as a community battery. Council has supported many other environmental sustainability initiatives such as the great Aussie bird count, SunSpot, DPI Fisheries "Leave no trace. Keep it clean" initiative, NSW Government EV Ready buildings program, Frog ID Week, as well as educating the public about endangered Shorebirds and dog off-leash regulation through social media campaigns.	


<b>Outcome 2.2</b>		Our natural environment of spectacular beaches, rainforests and rolling hills define our place.				
<b>2.2.1</b>		Celebrate our natural environment and share the values that protect it with our families, friends and visitors to the region.				
<i>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.</i>						
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status	
2.2.1.1.1	Undertake ongoing review of Council Development Control Plan (DCP) and development policies.	Planning and Economic Development	50%	A draft amendment to the DCP to incorporate the agritourism guidelines developed by the Department of Planning was prepared and exhibited this quarter. It is anticipated that this will be finalised and reported to Council in the next quarter.		
2.2.1.1.2	Undertake a town centre planning study for the township of Gerringong.	Planning and Economic Development	0%	Due to resourcing constraints during the current financial year and other Strategic Planning priorities, this project is not anticipated to commence until next financial year and will likely form part the LEP and DCP reviews rather than a stand-alone item.		
2.2.1.1.3	Commence scoping strategy and implementation plan for the review of Kiama's Local Environmental Plan.	Planning and Economic Development	50%	The review of the Kiama Local Environmental Plan will be informed by the proposed Housing and Growth Management Strategy. The two projects are anticipated to be undertaken alongside of each other commencing next quarter with extensive community engagement.		

2.2.2		Retain and promote our natural environment and our scenic rural landscapes.				
2.2.2.1: 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	
2.2.2.1.1	Support the change to the Local Environmental Plan (LEP) to support the State Government Agribusiness reforms.	Planning and Economic Development	<b>50%</b>	The Kiama Local Environmental Plan 2011 has been updated by the State Government to now include the Agritourism Reforms. Appropriate guidelines have also been drafted and exhibited for inclusion into the Kiama Development Control Plan 2020.		
2.2.2.1.2	Develop Council's Housing and Strategy.	Planning and Economic Development	<b>50%</b>	The proposed Housing and Growth Management Strategy is proposed to commence next quarter. That strategy will also contain recommendations to respect our values and retain our local character through the implementation of good design principles to integrate new and old dwellings.		


<b>2.2.3</b>		Develop strategies and plans for our current and future generations.				
<i>2.2.3.1: Kiamā's Local Environment Plan is current and facilitates development in keeping with the local character.</i>						
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status	
2.2.3.1.1	Commence scoping strategy and implementation plan for the review of Kiamā's Local Environmental Plan (LEP).	Planning & Economic Development	<b>25%</b>	he review of the Kiamā Local Environmental Plan will coincide with the development of the Housing and Growth Management Strategy which is due to commence in the next quarter. In the interim the existing LEP contains contemporary provisions.		
<b>Outcome 2.3</b>						
We use our natural resources in efficient and sustainable ways; managing, improving or enhancing through protection, restoration and maintenance.						
<b>2.3.1</b>		Responsibly manage resources and waste; Limit the waste we send to landfill				
<i>2.3.1.1: Meet our future waste infrastructure and service needs through promotional, service delivery and infrastructure programs.</i>						
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status	
2.3.1.1.1	Develop Waste Strategy 2023-2033 and complete a site masterplan	Manager Waste Services	<b>20%</b>	Initial Consultation meeting on site masterplan took place in this reporting period. The project will be undertaken through to June 2024		
2.3.1.1.2	Undertake Service Review of Waste Services and operations.	Manager Waste Services	<b>10%</b>	A consultant for the service review has been engaged and the project is programmed to be completed by May 2024.		

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.3.1.1.3	Undertake Waste Audits to establish baseline data to assist with future waste education programs.	Manager Waste Services	<b>100%</b>	Project 'Operation Slim' - assessment of FOGO and recycling bins from urban/rural households to determine contamination levels and bins too heavy to be serviced. ISJO were engaged to ride in the waste services truck, view the onboard monitor for contamination and place an explanatory letter in the offending property's letterbox. These bins were still serviced and details recorded. However, process impacted on service deliverables, therefore only bins deemed too heavy, received a letter and a sticker was placed on the bin which identified the issue. Residents were required to rectify the issue and contact Waste Services. A full report will be available next quarter, however, the draft report shows the visual contamination rate, on average, was 10.45% for recycling (predominantly soft plastics) and 2.7% by FOGO (predominately non-organic items). Proposed recommendations identified will assist Council in developing targeted educational campaigns to further reduce contamination rates.	
2.3.1.1.4	Maintain and develop waste related content for website to support customer needs and expectations.	Manager Waste Services	<b>50%</b>	Website updated regularly	





Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.3.1.1.5	Design, develop and conduct waste, recycling and resource recovery education and promotion events, workshops and activities.	Manager Waste Services	50%	Home Composting Workshop held 4 November at the Kiama Community Garden with 14 attendees. Attended Council's Career Day Expo, held at The Pavilion for Kiama High School Year 10 students. The expo gave students an insight into various areas of Council, including Waste Services. Students heard from Waste representatives about their career path, an overview of Council's Waste Services and a brief exercise/activity aimed at understanding the difference between rubbish that will break down in the environment and rubbish that won't.	
2.3.1.1.6	Apply for waste and resource recovery funding programs (former Better Waste Recycling Fund).	Manager Waste Services	50%	Assisted with applying for a NSW EPA regional grant to develop and implement new communication and educational material for all households that receive a FOGO service in line with the NSW EPA Position Statement. As per the new position statement released in September 2023, it formalises that only food and garden materials (including compostable caddy liners) will now be accepted in the FOGO waste service. The statement follows recent testing and research by the EPA into FOGO compost in NSW to limit contamination in order to maintain the quality of compost produced from organic waste, protecting recycling markets and human health. The grant was submitted by Illawarra Shoalhaven Joint Organisation on behalf of Kiama, Wollongong and Shellharbour Council.	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.3.1.1.7	Implement actions identified in the Regional Community Recycling Centre Communications Strategy.	Manager Waste Services	<b>50%</b>	A DL sized double-sided flyer promoting the Community Recycling Centre and Household Bulky Waste Drop Off Event, was distributed to all households. Tonnages received at the CRC during the Household Bulky Waste event increased by 50%. In this quarter, 1,400 vehicles dropped off at the CRC.	

*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 Environment Protection Authority (EPA) requirements.	Manager Waste Services	<b>100%</b>	Completed in Quarter 1.	
2.3.1.2.2	Conduct Household Bulky Waste Drop Off Events for urban and rural households.	Manager Waste Services	<b>50%</b>	Event held 7-15 October with 1,410 registrations and 1,232 attended. A total of 236.39 tonnes received, with 124.87 tonnes recycled representing 53% resource recovery. This is down by approximately 7% from the previous event held in March.	




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.3.1.2.3	Provide high quality cleaning services.	Manager Waste Services	<b>50%</b>	Council Cleaning Services were stretched in Q2. Clearly Music Festival, Changing Tides Music Festival and various other community events such as Christmas Carols and weekend markets, coupled with the already increased tourist trade through the school holidays saw added pressure put on Council cleaners to deliver services. The shutdown of Council facilities such as libraries, offices and halls over the period allowed staff to apply resources to other areas to assist with the workload. The massive increase in public toilet usage was managed by the installation of additional maxi-roll holders in the public toilets in Kiama but also, weekend shift length was increased to provide a second clean on weekends when big events were scheduled.	
2.3.1.2.4	Provide weekly recycling and organics and fortnightly garbage collections to residents of the Municipality.	Manager Waste Services	<b>50%</b>	Ongoing domestic waste collection increased in the Q2 reporting period due to increased frequency of collections over the Christmas period. This did place added pressure on resources, however the waste Services team overcame the adversity and delivered high quality waste collection to the residents of the municipality.	
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	Manager Waste Services	<b>100%</b>	The Minnamurra Depot continues to provide a publicly accessible facility for the receipt of green waste, steel and other recyclable materials.	
2.3.1.2.6	Undertake all monitoring and reporting to maintain Waste Depot Licence	Manager Waste Services	<b>50%</b>	All monitoring was completed during the reporting period.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.3.1.2.7	Undertake Waste Depot rehabilitation as required	Manager Waste Services	<b>100%</b>	Waste depot rehabilitation is an ongoing program of works that was 100% completed during this review period.	

*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	Environment & Compliance	<b>50%</b>	Compliance Officer 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 with 3 PINs issued of a face value of \$2,250.00 PINs issued.	
2.3.1.3.2	Investigate complaints of instances relating to illegal dumping	Environment & Compliance	<b>50%</b>	Compliance Officer 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 with 3 PINs issued of a face value of \$2,250.00 PINs issued.	



<b>2.3.2</b>						
Limit our reliance on non-renewable natural resources.						
<i>2.3.2.1: Deliver education programs, services and infrastructure that will improve the cleanliness of public places and reduce litter.</i>						
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 (ISJO).	Environment & Compliance	0%	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.


**2.4.1** Understand climate risks and our impacts and take action against these.

*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	Contribute to NSW Government and Illawarra Shoalhaven Joint Organisation (ISJO) Resilience Planning Projects and initiatives to improve Council's controls and knowledge of natural hazards management.	Planning and Economic Development	<b>100%</b>	Contemporary Bushfire Mapping has now been published in accordance with NSW Rural Fire Service's requirements.	
2.4.1.1.2	Finalise the Bushfire mapping project.	Planning and Economic Development	<b>100%</b>	Completed in previous financial year, ahead of schedule.	
2.4.1.1.3	Update Development Control Plan (DCP) and Policy frameworks to reflect State government policy direction on resilience and natural disasters.	Planning and Economic Development	<b>0%</b>	This action has not commenced. It will be informed by the completion of the Kiama Coastal Management Plan and work being undertaken by the Illawarra Shoalhaven Joint Organisation (ISJO) on natural hazards and the best practice management and resilience to them in the region.	

2.4.2		Mitigate and adapt to climate change and protect our environment.					Status
2.4.2.1: Develop Flood Studies and Risk Management Plans to inform land use planning.							
Action Code	Action Name	Responsible Officer Division	Progress	Comment			
2.4.2.1.1	Seek funding for Catchment Flood Studies and associated Risk Management Studies/Plans.	Engineering & Technical Services	50%	Continuing to apply for funding as further opportunities arise.			
2.4.2.1.2	Deliver Priority actions from Gerringong and Jamberoo Flood investigations.	Engineering & Technical Services	30%	Funding for some implementation works in Jamberoo has been confirmed and designs are being refined to allow delivery of some of the priority works adjacent to the School of the Arts building (Jamberoo Preschool). Further design works on priority action for Bridges Road Gerringong are also being progressed.			

2.4.2.2: 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
2.4.2.2.1	Establish an annual implementation strategy for the Corporate Emissions Strategy.	Environment & Compliance	40%	Procurement of the Renewable PPA is complete, this was for supply of electricity for our large scale sites and street lighting from 01/01 2023 – 31/12/2030. Expression of interest to host EV fast charging infrastructure to the NSW EV Strategy Program was unsuccessful. ISJO and council submitted an application to the AREA for Community Battery grant. Council was unsuccessful. Feasibility study for EV fast charging conducted by Charge works was completed it is being used to inform a grant applications. Information from the feasibility study will support us in developing our 'EV Charging Infrastructure on Public Land' Policy. Solar PV systems installed on the Leisure Centre, Library and Administration building continue to be monitored. Investigations have begun for Fleet transition to Hybrids or EVs, and Council currently have 10% Hybrid fleet, and one EV. LED streetlights conversions is almost complete. Council continue to work with ISJO in a to address sustainability issues.	

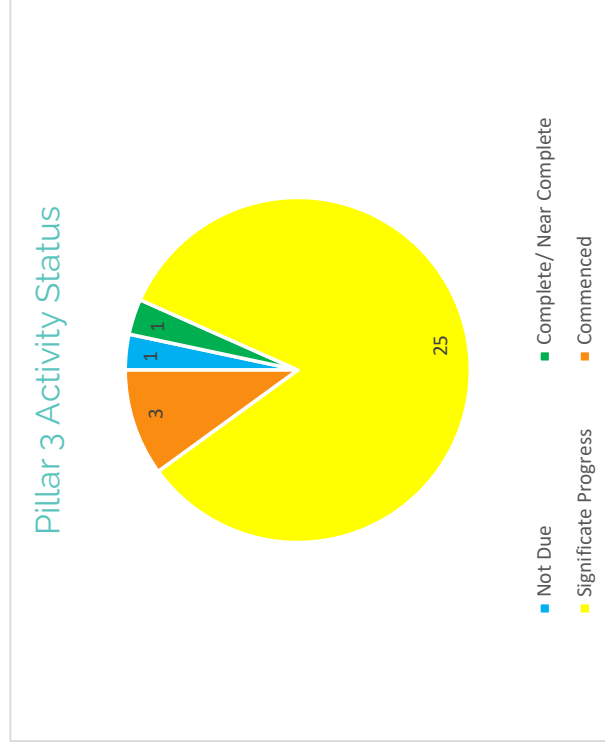
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
2.4.2.2.2	Ensure Council's planning instruments facilitate the recommendations of the adopted Community Emissions Strategy.	Environment & Compliance	50%	Kiama Council continues to work collaboratively on a regional level with our neighbours and the Illawarra Shoalhaven Joint Organisation (ISJO). We are assisting ISJO through a Project Control Group to deliver a Regional Energy Strategy to guide net zero options and pathways and shape our own community's plan. This is being achieved through the NSW Government's Net Zero Plan Stage 1 (2020-2030) that provides a range of programs and strategies to move the state of NSW to a sustainable, low carbon basis. Council is also working collaboratively with a number of third parties to investigate Electric Charging infrastructure possibilities.	

# Pillar 3 | Economy

## We create a strong and diverse economy.

### Highlights

- Council's Economic Development staff successfully delivered the Careers at Council program, which saw 80 students from Kiama High School experience work in different functional areas within council.
- Delivered a free barista training program for local young people at SENTRAL youth service and liaised with the local business community create a pipeline from training to employment.
- Council Work Experience Program updated by Economic Development and Human Resources Teams.
- The 2024 Kiama Visitor Guide was launched in December 2023 and is distributed from the Kiama VIC, locally to partner businesses, and statewide via our distribution company to hotels and visitor touch points around NSW.
- Destination Kiama have a busy calendar of events designed for the active participation of members in projects and upskilling programs.
- Holiday Park operations are continuing with good occupation rates being achieved indicating that we are meeting customer expectations.
- A great start to the year with the Red Hot Summer Tour, Kiama Show and a Mathematical Conference for 4 days taking place which generated economic growth within the local area with accommodation and tourist attractions by delegates and alike.





- Pavilion continues to achieve pleasing results. Commercial, Community and Other events have continued to grow with repeat clients booking events at The Pavilion in 2024. A major contributor is that service levels provided by Pavilion staff to clients are sitting at a 9/10.
- Holiday Park operations are continuing with good occupation rates being achieved indicating that we are meeting customer expectations. We are currently on track to deliver to budget of the 2023/24 period.
- Develop an Agricultural lands strategy – will commence following finalisation of Housing and Growth strategy which will commence community engagement next quarter.

Items not yet commenced


**Outcome 3.1** A strong economy, vibrant local businesses and local economic growth.

**3.1.1** Help our local businesses grow strong.

*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 & Economic Development	50%	Council has been working on the preparation of an Economic Health Check report. A draft of that report is expected to be completed next quarter. Council officers have also been collecting and reviewing information from previous Economic Development policies in Kiama, as well as strategies from comparable local government areas. Utilising these sources, work has now commenced and will continue towards drafting an Economic Development Strategy.	

3.1.2.1: Work collaboratively with key stakeholders to support local businesses.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.1.2.1.1	Rebuilding and establish relationships with local businesses, business chambers and other business organisations.	Planning & Economic Development	75%	<p>Council's Economic Development staff continued to promote both Kiama &amp; District Business Chamber and Business Illawarra.</p> <p>Council officers worked closely with the Service NSW's business concierge service, conducting a survey of local business priorities for economic development.</p> <p>Council's partnership with Shellharbour City Council's economic gardening program was renegotiated such that we can continue offering this service to local businesses.</p> <p>Council also became a member of the Illawarra-Shoalhaven Regional Defence Network. The economic benefits of the network to local businesses and Council were highlighted at a number of information sessions and events held in Kiama.</p> <p>Economic Development Staff continued to support Council's Tourism and Economic Advisory Committee. In this regard, staff assisted to attract interested parties, particularly local businesses, to work with the rainforest center to fill their newly completed cafe space.</p>	


3.1.3.1: In collaboration with regional partners implement the Regional Economic Development Strategy.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.1.3.1.1	Work with the Greater Cities Commission and the NSW Department of Planning and Environment (DPE) to implement the recommendations of the Regional Economic Development Strategy (REDS).	Planning & Economic Development	<b>50%</b>	Council continued to work with the Greater Cities Commission (Six Cities Commission) and the NSW Department of Planning and Environment (DPE) to implement the recommendations of the Regional Economic Development Strategy (REDS).	
3.1.3.1.2	Develop an Employment lands strategy.	Planning & Economic Development	<b>50%</b>	Collaboration with our Regional Partners through ISJO continues as we implement the Regional Economic Development Strategy.	


3.1.4.1: Support a wide range of business opportunities through land use planning.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.1.4.1.1	Develop an Agricultural lands strategy.	Planning & Economic Development	<b>0%</b>	Council is yet to develop an Agricultural lands strategy. This will likely commence following the finalisation of the Housing and Growth strategy which is due to start with extensive community engagement next quarter.	

3.1.5.1: Support employment and business opportunities through partnerships that enhance lifelong learning.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.1.5.1.1	Explore opportunities to partner with University of Wollongong (UOW) social enterprise hub and other leadership development programs. Explore opportunities to collaborate with Community College, TAFE, local training providers and schools.	Planning & Economic Development	75%	<p>Economic Development Staff met with iAccelerate, University of Wollongong's social enterprise program, to discuss opportunities for partnership. These opportunities include connecting local business leaders and experienced professionals with the iAccelerate program to act as mentors for growing local and regional businesses.</p> <p>A free barista training program for local young people took place at the SENTRAL youth service. The training was delivered by Kiama Community College. Economic development staff liaised with the local business community to create a pipeline from training to employment, ensuring that participants gain skills in customer service.</p> <p>Discussions were facilitated between NSW Dept of Education's head teacher careers and council's HR team to update Council's work experience program.</p> <p>Council has partnered with Innovative Training Employment &amp; Careers (ITEC) to offer a course in leadership &amp; management to council staff, with funding from the NSW state government.</p>	

3.1.6.1: Enhance opportunities to create a range of jobs for all residents.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.1.6.1.1	Partner and collaborate with University of Wollongong (UOW) to explore opportunities to support: innovation and entrepreneurship; local education; leadership programs; research activities; and environmental sustainability.	Planning & Economic Development	<b>75%</b>	Council's Economic Development Staff have met with both the University of Wollongong's Innovation and Commercial Research team as well as iAccelerate, UOW's social enterprise program, to discuss potential opportunities for partnership.	

3.1.7.1: Support the development of small and medium businesses through partnerships that enhance local education, training employment outcomes with a focus on: - regional and local innovation / entrepreneurship - collaboration - leadership development



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.1.7.1.1	Utilise volunteering and work experience to expand skills of young people seeking employment and training.	Planning & Economic Development	<b>100%</b>	Council's Economic Development staff successfully delivered the Careers at Council program, which saw 80 students from Kiama High School experience work in different functional areas within council.  Separately staff have facilitated discussions between NSW department of education's head teacher careers and council's HR team to update our work experience program.  Economic Development Staff also assisted the delivery of a free barista training program for local young people at SENTRAL youth service and liaised with the local business community create a pipeline from training to employment.	

**Outcome 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.



3.2.1 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 Tourism and Economic Advisory Committee (TAC) to provide leadership and support to tourism industry.	Tourism & Events	50%	The Tourism Advisory Committee has recently taken on the role of economic development and is now known as the Tourism and Economic Advisory Committee (TEAC). The unchanged committee members still meet bi-monthly and now also accepts reports from Council's Economic Development Coordinator and Manager.	
3.2.1.1.2	Take a proactive approach to attracting and retaining tourism investment, creating, and linking key tourism products within the region to create compelling touring experiences.	Tourism & Events	50%	Our Tourism and Events strategy and Marketing plan actions actively link our tourism product through the use of itineraries, guidebooks and maps. Examples this year have included our creative campaign, linking our local galleries and studios, our winter campaign, and more recently our 'Kiama Makers' marketing exercise.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.1.1.3	Enact the Events Action Plan 2022-2026. A diverse mix of events conducted annually that reflect the areas character and bring economic and social benefits to the local community. Two (2) rounds of the Destination Event Funding Program accomplished, exhausting budget. Annual review of the Destination Events Action Plan.	Tourism & Events	<b>50%</b>	The Destination Event Funding Program considered twelve applications in the first round of funding. The internal assessment panel reviewed each application and scored against the prescribed weighted criteria. A balanced mix of sporting and music / cultural events, scheduled throughout the year, were included in the list of successful applicants. Round two of the funding opened on 1 December 2023.	
3.2.1.1.4	Work in partnership with key agencies to map and develop natural and cultural site experiences.	Tourism & Events	<b>50%</b>	Council has had a consistent dialogue with state and regional agencies to develop and incorporate cultural experiences into development plans. Example of these include the Sydney Surrounds South Destination Management Plan 2030 and the Kiama Regional Economic Development Strategy.  Currently Council's Aboriginal Liaison Officer is working to map sites of indigenous significance in the area. Once complete, the tourism department can support to enhance these areas of significance through storytelling and assist in protecting the historic and cultural value.	



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.1.1.5	Foster a supportive regulatory environment which enables Kiama to be recognised as an event-friendly destination.	Tourism & Events	<b>50%</b>	Council has engaged a consultant to review the support Council provides to local events. Kiama Major Event Impact Review will consult a number of stakeholders through surveys and workshops and gather data to assist in informing Council on the best way to support the industry and gain the most benefit. Recommendations will emerge that define the 'sweet spot' where community benefits are highest and detrimental impacts are minimal. This body of work comes about following a season of large scale events in the Kiama area.	
3.2.1.1.6	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.	Tourism & Events	<b>75%</b>	Destination Kiama have a busy calendar of events designed for the active participation of members in projects and upskilling programs. The calendar is adapted annually, focusing on business needs which are determined through surveys and also support requests and themes that present themselves in discussions with our partnership base.	



3.2.2		Support sustainable local business development, visitations and events.				Status
3.2.2.1: Deliver Kiama Tourism and Events Strategic Plan 2022- 2026.						
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status	
3.2.2.1.1	Deliver the Tourism and Events Strategic Plan and associated Action Plan, supporting positive community and industry engagement in tourism locally.	Tourism & Events	50%	The Tourism and Events Strategic Plan continues to be the Tourism and Events Department's guiding document. In order to refresh the accompanying Action Plan, a survey was distributed to the local community and a face-to-face community consultation took place on 27 July 2023. The consultation provided Council with insight into their views on priority areas for the industry locally, what they identified as the barriers and what role they could play in improvement.		
3.2.2.1.2	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.	Tourism & Events	50%	The 2024 Kiama Visitor Guide was launched in December 2023 and is distributed from the Kiama VIC, locally to partner businesses, and statewide via our distribution company to hotels and visitor touch points around NSW. The Destination marketing plan has been enacted with two major campaigns to date focusing on our high yield target markets. A new style guide for the Destination Kiama brand was also compiled during this reporting period adding to the colour swatches and refining the font options.		




3-2.3		Welcome visitors to the region and show off our iconic attractions.				
3.2.3.1: Manage the Kiama Visitor Information Centre for the seamless provision of accurate, timely and friendly visitor information on tourism related services, attractions events support visitors.						
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status	
3-2.3.1.1	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.	Tourism & Events	50%	The Kiama Visitor Information Centre have successfully retained a level one accreditation in Visitor Services. The current Business Plan continues to have a key focus on customer service and maintaining relationships with local business owners. This is supported through promoting businesses and attractions with flyers at the Visitor Information Centre, information in the annual Visitor Guide, as well as in house publications that are produced monthly, or annually as required.  Regular training and education familiarisation tours are provided to staff and volunteers to ensure they can service visitors to the highest possible standard.		
3-2.3.1.2	Increase the opportunity to use the Kiama Visitor Information Centre to diversify and raise revenue through event and attraction ticket sales.	Tourism & Events	50%	Although merchandise revenue has been rising, the Visitor Information Centre continues to see a decline with ticket sales and accommodation bookings. The Visitor Services Coordinator and Tourism Manager are discussing remedies to reinvigorate the ticket and online booking offering, whilst also investing in the retail product offering, growing the locally made produce and local artist's work.		

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.3.13	Grow and develop the volunteer program at the Kiama Visitor Information Centre and build on positive culture. Focus on improving customer service, via upskilling Kiama Visitor Information Centre staff and volunteers to align visitor enquiries with destination experiences that may appeal to their interests.	Tourism & Events	50%	The volunteer program at the Visitor Information Centre provides local members of the community the opportunity to interact with visitors, assist at events and provide support to the paid staff. The volunteers participated in three familiarisation tours during this reporting period. The first tour visited local operators, the second an Aboriginal Experiences Tour at Minnamurra, and thirdly, a volunteer joined a staff member on a recent Shoalhaven local knowledge tour. The Visitor Centre also participated in Council's Volunteer Expo held in May 2023 in a bid to bolster the team, two applications were received via this expo.	
3.2.3.14	Visitors are able to access information via a range of mediums that encourages increased spend, dispersal through the region and higher satisfaction.	Tourism & Events	50%	Destination Kiama, through its partnership program, destination website kiama.com.au, social accounts and printed collateral, provides for visitors' linkages between each of the area's attractions and businesses. The Tourism and Events Department have been involved in regional projects that include business events and the South Coast Marine Tourism harbour and waterway strategy.	

3.2.4		Foster economic diversity to attract and retain investment in our Municipality.				
3.2.4.1: Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider.						
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status	
3.2.4.1.1	Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider.	Property & Recreation	50%	Holiday Park operations are continuing with good occupation rates being achieved indicating that we are meeting customer expectations. The business is currently on track to deliver to budget of the 2023/24 period.		
3.2.4.1.2	Deliver identified maintenance, capital works and improvement programs across all Holiday Parks.	Property & Recreation	40%	The maintenance and capital renewal programs are being rolled out to plan		
3.2.4.1.3	Meet all legislative and accreditation requirements for Holiday Parks and seasonal camping grounds through delivery of compliance program.	Property & Recreation	35%	Detail investigations and design processes for the improvement works have been progressing. Capital expenditure for the improvement works be revised in early 2024 as final designs are completed, procurement commences and implementation programs are confirmed by the successful contractors.		
3.2.4.1.4	Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider.	Property & Recreation	50%	Holiday Park operations are continuing with good occupation rates being achieved indicating that we are meeting customer expectations. The business is currently on track to deliver to budget of the 2023/24 period.		
3.2.4.1.5	Undertake service review of Holiday Parks operation. (Duplicate of 5.1.5.2.3)	Property & Recreation	35%	Following a period of data gathering the service review has commenced.		

3.2.4.2: Undertake the commercial operation of The Pavilion Kiama as an income stream and investment of Council

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.4.2.1	Delivery of a venue that exceeds industry standards, is financially sustainable, operating profitably as a commercial arm of Council.	Tourism & Events	<b>50%</b>	<p>Pavilion continues to achieve pleasing results for Q2 being above average. Commercial, Community and Other events have continued to grow with repeat clients booking events at The Pavilion in 2024. A major contributor is that service levels provided by Pavilion staff to clients are sitting at a 9/10 gathered via ZoHo surveys that are emailed out after each event and customers providing feedback on various aspects for business attributes increasing revenue and more events. Our ongoing marketing plan also contributes to the rise in confirmed events.</p> <p>The Pavilion accelerates with a dedicated main function room and breakout rooms, allowing flexible seating to enable a variety of learning environments. High speed internet. Airconditioning, access to audio-visual in house equipment. Flexible meeting packages, skilled conference planner assigned to each booking. Trained staff. Outdoor access for breaks. Environmentally sustainable practices.</p>	
3.2.4.2.2	The Pavilion Kiama is an inclusive, accessible venue.	Tourism & Events	<b>50%</b>	<p>The Pavilion prioritises accessibility to the venue, with a hearing loop available, ramp access and upper and lower-level disability friendly amenities. The Pavilion is a perfect venue for all accessibility requirements. The Pavilion has also increased font size on collateral and included details about the accessibility on the website.</p>	

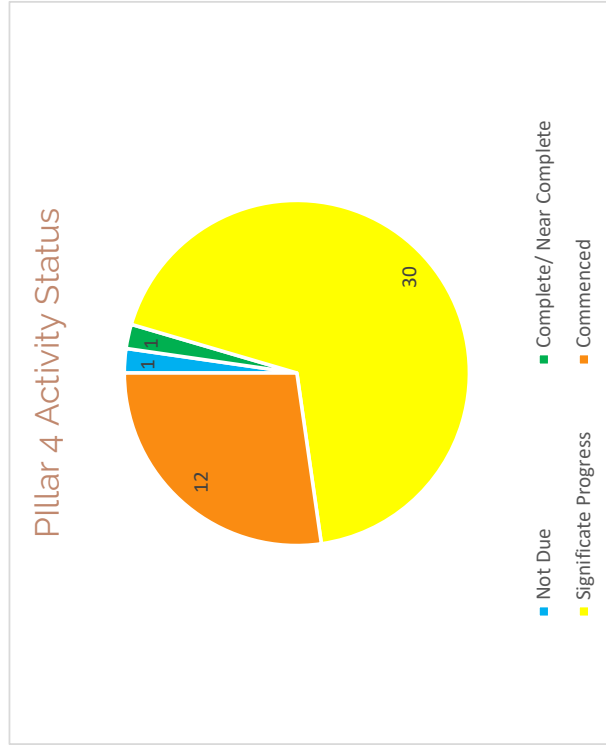
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
3.2.4.2.3	The Pavilion Kiama manages the balance between community expectations and profitability via commercial opportunities.	Tourism & Events	<b>50%</b>	Q2 was a great start to the year with the Red Hot Summer Tour kicking off in January also along with the Kiama Show and a Mathematical Conference for 4 days taking place which generated great economic growth within the local area with accommodation being snapped up and tourist attractions being visited by delegates and family members visiting the area. The Pavilion have alliances with local accommodation providers to promote more events being held at the Pavilion whilst offering a small discount to confirmed bookings in the process.	
3.2.4.2.4	The Pavilion Kiama upholds high standards of physical appearance and cleanliness to meet industry standards.	Tourism & Events	<b>50%</b>	Pavilion is investigating the lift maintenance agreement and has included in the next budget for the building to be repainted as the building is exposed to the high sea salt and is weathering at a high rate currently. Pavilion is maintaining all other areas of the building whilst operational.	
3.2.4.2.5	Carry out a Service Review process on The Pavilion Kiama.	Tourism & Events	<b>50%</b>	Service review of the Pavilion is underway currently.	

# Pillar 4 | Built Environment

## We are part of a connected and liveable community.

### Highlights

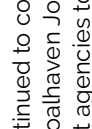

- A Draft Agritourism DCP chapter has been drafted and exhibited. It is anticipated that it will be finalised and reported to Council in the next quarter.
- The footpath and cycleway condition assessment project is approaching completion and will allow programming of renewal work going forward.
- The detail design process for the Jamberoo shared path is continuing (Browns Land to Jamberoo) with construction works currently programmed for 2024/25.
- The annual road safety action plan was approved for funding by Transport for NSW in Quarter 1 and actions are progressing.
- Construction of the Crooked River Road urban gateway treatment project is programmed for early 2024.
- Road safety programs have been undertaken for Learner Driver training and another round is programmed for April 2024 and National Road Safety Week events in May 2024.
- The next Learner Logbook event is programmed for April 2024.








Items not yet commenced

- Review priority actions from Draft Traffic and Parking Study for Kiama Town Centre for further investigation and action including paid parking options - not yet scheduled for commencement.

<b>Outcome 4.1</b>		We love where we live, our housing reflects our values			
4.1.1		Collaborate and partner through ISJO to develop a regional response to affordable housing supply.			
4.1.1.1: Collaborate and partner through ISJO to develop a regional response to affordable housing supply.					
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.1.1.1	Collaborate and partner through Illawarra Shoalhaven Joint Organisation (ISJO) and State Government agencies to develop a regional response to affordable housing supply.	Planning & Economic Development	50%	Council continued to collaborate and partner through Illawarra Shoalhaven Joint Organisation (ISJO) and State Government agencies to develop a regional response to affordable housing supply.	
4.1.2		Facilitate development that is respectful of the local characteristics of the Municipality.			
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	Support and strengthen our diverse communities through regional collaborations and local connections.	Planning & Economic Development	50%	Council continued to implement the Regional Economic Development Strategy through liaising with the Local Business Chamber and other local businesses. Staff also supported and attended the Illawarra Business Awards as well as various Kiama Business Chamber events.	

4.1.3		Manage growth sustainably and thoughtfully.			
<i>4.1.3.1: Local Housing Strategy facilitates the provision of adequate housing supply within the Municipality</i>					
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.1.3.1.1	Meet the Greater City Commission Targets set for housing.	Planning & Economic Development	<b>30%</b>	The Greater City Commission (Six Cities Commission) housing targets are yet to be set, given State Government direction may influence further. A Housing and Growth Management Strategy is expected to commence during the next quarter to ensure targets are achievable and how best they can be met.	
4.1.3.1.2	Assess Planning proposals in accordance with Council and regional strategies and targets.	Planning & Economic Development	<b>50%</b>	Planning proposals continued to be processed in a way that is consistent with Council and regional strategies and targets.	
4.1.3.1.3	Monitor housing and land supply to ensure demand is being met by reporting to Council on the number of dwellings approved and completed and provide data on Council's website and annually to the Urban Development Programs.	Planning & Economic Development	<b>50%</b>	Council continued to monitor and report on local housing supply. Staff also worked with consulting firm Remplan on baseline reporting and projections based on the latest census data.	


**Outcome 4.2** We are well connected within our local community, and to our region.

4.2.1 Retain and promote our unique rural landscape, farms and food markets

4.2.1.1: Facilitate and encourage sustainable and appropriate uses of rural lands


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.1.1.1	Undertake a review of Council's Local Environment Plan (LEP) and associated strategies to provide a contemporary planning framework for Kiama Local Government Area (LGA).	Planning & Economic Development	25%	The review of the Kiama Local Environmental Plan will consider the proposed Housing and Growth Management Strategy which is expected to commence next quarter. That strategy will also contain recommendations for the management of existing rural land as well as recommending sustainable and appropriate uses of those lands.	
4.2.1.1.2	Implement the Agritourism legislative changes and commence work on required Development Control Plans (DCP) controls for this change.	Planning & Economic Development	70%	A Draft Agritourism DCP chapter has been drafted and exhibited. It is anticipated that it will be finalised and reported to Council in the next quarter.	

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




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.1.2.1	Work with the Illawarra Shoalhaven Joint Organisation (ISJO) and neighbouring Councils to lobby the State Government to make changes to the Standard Instrument Local Environmental Plans (LEP) and other relevant environmental planning instruments.	Planning & Economic Development	50%	Council continued to advocate with ISJO to State Government for updates to Local Environment Plan to facilitate viable agricultural enterprises and practices.	

4.2.2 Manage land-use planning to retain distinct towns and villages




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	Prepare and adopt a contemporary Development Assessment Process Policy to ensure Council's planning systems and processes are contemporary and transparent.	Planning & Economic Development	50%	The A Draft Development Assessment Process Policy has been drafted and endorsed by Council for consultation.	

4.2.2.2: Council meets the legislative requirements for Planning and Assessment.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.2.2.1	Deliver the Development Assessment Reform Program and Implement required actions to meet legislation, best practice and strive to meet customer service targets and policy.	Planning & Economic Development	50%	This quarter Council continued to deliver the Development Assessment Reform Program and Implement required actions to meet legislation, best practice and strive to meet customer service targets and policy. Staff also undertook the necessary work to transition to Department of Planning Notice of Determination Template and Conditions.	
4.2.2.2.2	Manage development assessment processes in accordance with state government best practice guidelines.	Planning & Economic Development	50%	Requests for Additional Information, Assessment Reports, Notices of Determination and Stamped Plans are now publicly available on Council's DA Tracker. This quarter work also continued on the transition to the Department of Planning Notice of Determination Template and Conditions as required by legislation.	
4.2.2.2.3	Continue to review and enhance Council's Development Assessment (DA) templates and work practices reflect the adopted Development Assessment Process Policy, the NSW Government's Development Assessment Best Practice Guide and current legislation.	Planning & Economic Development	50%	Ongoing improvements have been made to DA templates and workflow processes to ensure we meet Policy Guides and legislation requirements.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.2.2.2.4	Assess Development Applications in accordance with adopted timeframes and targets.	Planning & Economic Development	50%	Development Applications continue to be assessed in accordance with adopted timeframes and targets when resourcing allows. However, there have been some challenges with recruitment for planners which has delayed assessments.	
4.2.2.2.5	Undertake building inspections as principal certifying authority.	Planning & Economic Development	50%	Council continued to provide a service to the community to undertake building inspections as principle certifying authority in accordance with legislative requirements.	
4.2.2.2.6	Process complying development, occupation and construction certificates within legislative timeframes.	Planning & Economic Development	50%	Council continued to provide a service to the community to process Complying Development Certificates, Occupation and Construction Certificates within legislative timeframes.	
4.2.2.2.7	Inspect and issue approval for caravan parks to operate as required by the Local Government Act.	Planning & Economic Development	50%	Council Officers continued to inspect and issue approval for caravan parks to operate as required by the Local Government Act.	
4.2.2.2.8	Make timely decisions and submissions regarding proponent-led planning proposals.	Planning & Economic Development	50%	Council has continued to make timely decisions and submissions regarding proponent-led planning proposals.	
4.2.2.2.9	Make a Local Environmental Plan, which has been delegated to Council, in the timeframes specified in a Gateway Determination.	Planning & Economic Development	50%	All Draft Local Environmental Plans are developed in accordance with Gateway Determination timeframes and requirements. In addition, all proponent-led planning proposal are submitted for a Gateway determination within 90 days of Council indicating its support.	


<b>Outcome 4.3</b>		Our built environment is safe and inclusive; our infrastructure is well planned and well managed.			
4.3.1		Create a regional network of interconnected roads, shared pathways and cycleways to maximise access to key destinations and facilities.			
<i>4.3.1.1: Manage recreation and open space infrastructure to cater for current and future generations.</i>					
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.3.1.1.1	Identify priorities within the Open Space and Recreation Strategy for capital works program.	Engineering & Technical Services	<b>25%</b>	The master planning projects have been delayed by some site issues identified during the consultation phase and will recommence in Quarter 3.	
4.3.1.1.2	Maintain currency of information about the accessibility of Council's public toilets, on the National Public Toilets Register.	Engineering & Technical Services	<b>25%</b>	Not in this quarter. Registry will be updated by end of financial year should our public toilet inventory or status change	
4.3.1.1.3	Improve accessibility of recreational facilities including wheelchair access to seating, shaded areas, outdoor exercise and play equipment.	Engineering & Technical Services	<b>15%</b>	Construction of the new play space within Hindmarsh Park is programmed to commence early 2024 and this will deliver significant improvements to accessibility, seating and shade facilities in Kiama funded by the NSW Government's Public Spaces Legacy, Stronger Country Communities and Active Transport Programs.	




4.3.1.2: 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
4.3.1.2.1	Deliver the approved recreation and open space programs to meet community needs.	Operations & Maintenance	45%	The open space maintenance program has been under pressure due to the hot and wet weather we have experienced lately. Our teams are expecting to be back on track as the grass growing season ends.	
4.3.1.2.2	Deliver community building asset maintenance and capital programs.	Operations & Maintenance	50%	Building maintenance program is on track and all CRMs have been actioned within agreed timeframes. Completed capital include new kitchen and flooring to Minnamurra tennis club canteen.	
4.3.1.2.3	Deliver stormwater asset maintenance and capital programs.	Operations & Maintenance	50%	GPT maintenance program is progressing as scheduled. All CRM's have been actioned within agreed timeframes. Planning is underway for the installation of additional stormwater management on the coastal walking track.	


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



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.3.1.3.1	Manage and maintain the three (3) operating cemeteries.	Infrastructure & Liveability	50%	Council continues to manage the cemeteries to service our community and customers. The Cemetery Operating Policy was adopted at Council's November 2023 meeting.	

4.3.1.4: Remain engaged with Federal, State and Regional Planning

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.3.1.4.1	Attend, participate in and engage with, State Government planning reforms, workshops, reference groups and planning processes that relate to Kiama Local Government Area (LGA) and the region, particularly with the Great Cities Committee.	Planning & Economic Development	50%	Council Officers continued to liaise with the local representatives of the Greater Cities Commission (Six Cities Commission) throughout the quarter. Also continued to pursue adopted advocacy items.	


4.3.1.5: Provide timely and accurate planning advice.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.3.1.5.1	Ensure Council's spatial planning data is accurate and current.	Planning & Economic Development	50%	Planning spatial data is reviewed and updated with legislation updates weekly and/or as notified by other government agencies. Development of an annual review program is planned and in the interim datasets are continually monitored and updated throughout the period as required.	

4.3.1.5.2	Issue Planning Certificates within required timeframes and targets.	Planning & Economic Development	50%	86.85% of applications for Planning Certificates were issued within 3 business days. A total of 388 certificates were issued in the reporting period: 288 - 10.7(2) Certificates and 100 - 10.7(2) & (5) Certificates with an average overall processing time of 2.69 days which remains under the target of 3 business days.	
4.3.1.5.3	Provide timely, informative useful information to customers about the Development Application process and associated plans to support community understanding and engagement.	Planning & Economic Development	50%	Council's website provides timely, informative useful information to customers and reflects the NSW Government's Development Assessment Best Practice.	


4.3.2 Actively plan how we travel and create safe travel routes whether we are walking, cycling, driving or accessing public transport.




4.3.2.1: Implement footpaths and cycleways program.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.3.2.1.1	Implement footpath and cycleway asset maintenance and capital programs.	Operations & Maintenance	50%	Footpath maintenance program is on track and all CRMs responded to within agreed timeframes. Jamberoo cycleway extension is in detail design phase.	



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.3.2.1.2	Review and extend the footpath and cycleway renewal and upgrade schedule.	Operations & Maintenance	<b>90%</b>	The condition assessment project is approaching completion and will allow programming of renewal work as future budgets allow. The detail design process for the Jamberoo shared path is continuing (Browns Land to Jamberoo) with construction works currently programmed for 2024/25	
4.3.2.1.3	Apply for appropriate grants to fund improvements to the footpath and cycleway networks with less impact on Council's budget capacity.	Operations & Maintenance	<b>50%</b>	Councils Grants Officer is investigating opportunities for external funding and applying as appropriate.	

4.3.2.2: *Implement road safety and traffic management programs and responsibilities.*




Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.3.2.2.1	Manage Roads Act permits to ensure safety standards maintained.	Engineering & Technical Services	<b>50%</b>	Applications are processed and assessed as received. With the filling of a long-term vacant position with the Engineering & Technical Services team as review of the processes for managing the permits will be undertaken in Quarter 3.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.3.2.2.2	Implement local funded Road Safety projects and programs.	Engineering & Technical Services	<b>40%</b>	Construction of the Crooked River Road urban gateway treatment project is programmed for early 2024. Road safety programs have been undertaken for Learner Driver training and another round is programmed for April 2024 and National Road Safety Week events in May 2024.	
4.3.2.2.3	Prepare Local Road Safety Action Plan to allow inclusion on funded works programs and grant applications.	Engineering & Technical Services	<b>45%</b>	The annual road safety action plan was approved for funding by Transport for NSW in Quarter 1 and actions are progressing. Construction of the Crooked River Road urban gateway treatment project is programmed for early 2024. Road safety programs have been undertaken for Learner Driver training and another round is programmed for April 2024 and National Road Safety Week events in May 2024 The next Learner Logbook event is programmed for April 2024 and procurement for the Crooked River Road "gateway" for treatment are being undertaken in early 2024	
4.3.2.2.4	Review priority actions from Draft Traffic and Parking Study for Kiama Town Centre for further investigation and action including paid parking options.	Engineering & Technical Services	<b>0%</b>	Not this quarter. Anticipate quarter 3 or 4 of the current planning period (first half of 2024).	

4.3.2.3: 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
4.3.2.3.1	Conduct scheduled parking patrols to support effective traffic and parking management.	Environment & Health	<b>50%</b>	During this period 221 active parking patrols were conducted. The number of fines issued during this period was 257. this provided a face value of fines equating to \$57,026.00. Received 102 illegally parked vehicle complaints and 25 abandoned vehicle complaints received and investigated. 2 abandoned vehicles removed, 3 fines valued at \$3,960.00 face value issued.	
4.3.2.3.2	Investigate and action parking, traffic and abandoned vehicle complaints. Make Legal determination for non-compliance (Caution/Warning/Infringement).	Environment & Health	<b>50%</b>	During this period 221 active parking patrols were conducted. The number of fines issue during this period was 257. this provided a face value of fines equating to \$57,026.00. Received 102 illegally parked vehicle complaints and 25 abandoned vehicle complaints received and investigated. 2 abandoned vehicles removed, 3 fines valued at \$3,960.00 face value issued. In addition to this 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.	

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

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.3.2.4.1	Identify and prioritise asset infrastructure renewal and upgrade projects for inclusion in the Capital Works Program together with other appropriate funding sources.	Engineering & Technical Services	<b>50%</b>	Asset condition assessment for roads and footpaths have been undertaken and will inform the drafting of the 2024/25 works program.	
4.3.2.4.2	Identify and seek available appropriate external funding opportunities for infrastructure programs to improve Council's infrastructure portfolio with lower impact on Council's budget.	Engineering & Technical Services	<b>50%</b>	Council continues to apply for external funding as opportunities arise. During this reporting period we were notified that we had been successful in our application under the Australian & NSW Government funded Infrastructure Betterment Fund in the amount of \$4.5 million for improvements works on Jamberoo Mountain, Foxground and Wallaby Hill Roads. It is anticipated that the funding deed for the Betterment program will be executed in early 2024 with investigations and design works to be commenced in Quarter 3. A program will be developed and published to keep the community informed on progress on this significant funding and construction program.	
4.3.2.4.3	Implementation of priority actions from the Gerringong and Jamberoo Flood Investigation Study.	Engineering & Technical Services	<b>35%</b>	Funding for some implementation works in Jamberoo has been confirmed and designs are being refined to allow delivery of some of the priority works adjacent to the School of the Arts building. Further design works on priority action for Bridge Street Gerringong are also being progressed.	

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

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
4.3.2.5.1	Deliver Hindmarsh Park Redevelopment.	Engineering & Technical Services	<b>15%</b>	Following completion of preliminary works a contract has been formed for the construction of the new facilities and works will commence in late January 2024 for a programmed completion in September 2024.	
4.3.2.5.2	Deliver Jamberoo Cycleway and other Active Transport funded projects.	Engineering & Technical Services	<b>25%</b>	The detail design process for the Jamberoo shared path is continuing (Browns Land to Jamberoo) with construction works currently programmed for 2024/25.	
4.3.2.5.3	Deliver priority actions from the Gerringong and Jamberoo Flood Investigation Study.	Engineering & Technical Services	<b>40%</b>	Funding for some implementation works in Jamberoo has been confirmed and designs are being refined to allow delivery of some of the priority works adjacent to the School of the Arts building. Further design works on priority action for Bridge Street Gerringong are also being progressed.	

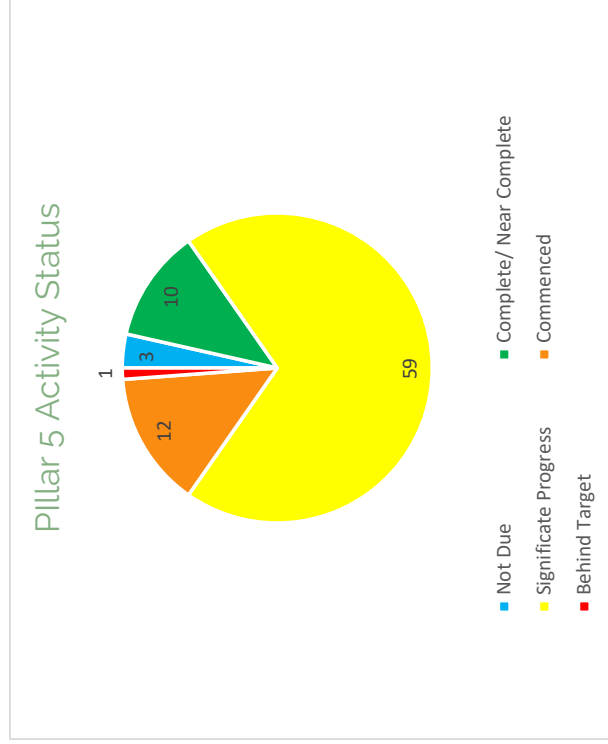


# Pillar 5 | Civic Leadership





## We expect accountable and transparent leadership; a financially sustainable Council.

### Highlights




- Hopwood report 'review of governance arrangements' substantially complete and reported to ARIC. An updated review is also commission for work Q3.
- Asset conditions assessment of road and associated infrastructure has been completed.
- The Akuna Street car park sale settled in November 2023 for \$5.5 million (ex GST) making a significant contribution towards the 2023/24 budget for income through the divestment of land assets.
- An Operational Plan has been completed for Blue Haven to better deliver high levels of services and improve cost effectiveness.
- The Tender Process for the sale of Blue Haven has been undertaken. A report to Council will be prepared for February 2024.
- Kiama Council's first Media Strategy developed and put on public exhibition in Oct-Nov and will go to Council for final endorsement / adoption. Social Media Policy has been implemented and being used.





- Regular news articles/press releases posted on Council website and shared via social channels (average 72 posts/month), alongside other Council information and public service announcements to inform community of Council projects, plans, actions, and outcomes.
  - A Customer Service Charter / Policy has been drafted and is undergoing review.
  - Complaints handling policy on exhibition December 2023.
  - The final compliance report was submitted to the Office of Local Government on 30 June 2023. The Minister is reviewing the submitted reports and has appointed an independent reviewer. Council is working with the Office of Local Government as they complete this process.
  - The internal audit plan is being delivered on schedule. Internal audits completed during the year included payroll and leave management, general procurement, fraud and corruption control, and council papers. Internal audit reports are provided to the Audit, Risk, and Improvement Committee, including audit findings, recommendations, and a timeframe for implementation.
- Items not yet commenced**
- Asset Management Policy and Plans up-to-date and comply with the Local Government Act. Review and update Asset Management Policy and Plans - not yet scheduled for commencement.
  - Develop a suite of community indicators to enable council to measure how effectively we are working towards the objectives of the Community Strategic Plan – replaced with participation in the Local Government Professionals Performance Excellence Program which include the Comparative Council Analysis Tool (CCAT). The CCAT will give the ability to sub-segment results at a deeper level allowing benchmarking across clusters of councils with comparable size or characteristics.
  - Implement Human Resources (HR) module of Technology One program – awaiting IT readiness for implementation.
  - Establish a Project Management Office (PMO) that supports continuous improvement and oversight of projects across all areas of Council – recruitment challenges and resources being reconsidered by CEO.

<b>Outcome 5.1</b>		Public funds and assets are managed strategically, transparently, and efficiently			
5.1.1		Public funds are managed in accordance with Financial Management Standards and the Local Government Act.			
<i>5.1.1.1: Improved financial reporting and legislative compliance through reporting, scrutiny and oversight processes.</i>					
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.1.1	Finalise Office of Local Government's Performance Improvement Orders (PIO).	Chief Executive Officer	<b>70%</b>	The final compliance report was submitted to the Office of Local Government on 30 June 2023. The Minister is reviewing the submitted reports and has appointed an independent reviewer. Council is working with the Office of Local Government as they complete this process.	
5.1.1.1.2	Long Term Financial Plan (LTFP) developed and regularly updated.	Chief Financial Officer	<b>50%</b>	Long Term financial plan development commenced this period for the upcoming budget.	
5.1.1.1.3	Implement regular, complete and timely financial reporting.	Chief Financial Officer	<b>50%</b>	Monthly financial reports are provided to managers and presented to Council in a timely manner. 2022/23 financial statements are ready for audit, which brings council into a regular statutory reporting cycle.	
5.1.1.1.4	Budget software functional and relevant staff trained so that appropriate financial reports can be delivered with confidence in a timely way.	Chief Financial Officer	<b>70%</b>	Software is working satisfactorily; training has been provided to managers. Refresher training to be schedule ongoing.	

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	Audit, Risk and Improvement Committee (ARIC) provide support to the Chief Executive Officer through the provision of strategic oversight and guidance to meet Council continuous improvement priorities.	Chief Executive Officer	50%	The Audit, Risk, and Improvement Committee has met every 2 months and will continue to do so. The 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 providing feedback and reviewing Council's financial statements for 2022. Continuous improvement priorities include an annual internal audit plan and monitoring the implementation of audit items.	
5.1.1.2.2	Implement recommendations adopted from Audit, Risk and Improvement Committee (ARIC) to increase oversight, risk management and compliance.	Chief Financial Officer	50%	ARIC action plan is added to relevant work plans, and progress reports prepared routinely for update.	
5.1.1.2.3	Undertake all procurement and public tendering in accordance with Council policy and relevant legislation. Establish and implement Project Management Framework.	Chief Financial Officer	40%	Procurement and tenders processes are undertaken per legislative requirements. Procurement coordinator has commenced a detailed review of compliance of tendering process. Finance team will be a stakeholder for input into Project Framework design.	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.24	Maintenance of system that minimises the potential of fraud within Council.	Internal Auditor	50%	The internal audit plan is being delivered on schedule. Internal audits completed during the year included payroll and leave management, general procurement, fraud and corruption control, and council papers. Internal audit reports are provided to the Audit, Risk, and Improvement Committee, including audit findings, 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.	
5.1.1.25	Embed systems to support continuous improvement. Develop strategic priorities plan for implementation of audit reports received.	Chief Executive Officer	50%	The Audit, Risk, and Improvement Committee meets every 2 months. The Committee takes an active role in reviewing and monitoring Council's financial and risk management strategies, governance, internal audit activity, and external accountability responsibilities.  Internal audit reports are provided to the Audit, Risk, and Improvement Committee and include audit findings, recommendations for improvement, 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. Outstanding audit recommendations represent 17% of total audit recommendations.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.1.2.6	Develop and deliver annual plan to implement priorities identified through Forsyths' report and other audits.	Chief Financial Officer	<b>50%</b>	Finance team workplan has been based on Forsyth report, PIO and other audits.	
5.1.1.2.7	Develop and deliver annual plan to implement strategic priorities identified through Hopwood Report regarding governance, risk and Integrated Planning and Reporting.	People & Performance	<b>75%</b>	Hopwood report 'review of governance arrangements' substantially complete and reported to ARIC. An updated review is also commission for work Q3.	

5.1.2 Financial reporting is accurate, relevant and timely; to support decision makers and the community to understand how public funds and assets are managed.



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

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.2.1.1	Establish grant funding objectives and annual strategic priorities to support opportunities to maximise revenue sourced from external funding and grants.	Chief Financial Officer	<b>50%</b>	Grants officer completing strategy work.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.2.1.2	Undertake pricing review on Retirement Village accommodation entry payments.	Chief Financial Officer	50%	In October, the pricing structure was reviewed and increased as benchmarked against market rates and indexation.	
5.1.2.1.3	Manage Council's investments in accordance with Local Government Act, Ministerial Order and Councils' investment policy to maximise investment returns.	Chief Financial Officer	50%	Completed, ongoing compliance required with any new investment.	
5.1.2.1.4	Invoices and rates notices are sent within statutory timeframes.	Chief Financial Officer	50%	Completed within statutory timeframes.	
5.1.2.1.5	Debt collection processes ensure money owed to Council is received within required timeframes.	Chief Financial Officer	50%	This process is activated as required, and debt recovery is actively pursued, including litigation if required.	

5.1.3	Assets are managed to understand the relevance, importance and lifecycle needs involved in the provision of infrastructure
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5.1.3.1: 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
5.1.3.1.1	Update the developer contributions policy to ensure adequate collection of fees and charges for refurbished assets, alongside analysis of existing and future needs.	Planning & Economic Development	50%	<p>During this quarter a review of development contributions expenditure was carried out by the Development Contributions Planner. This review included identifying suitable projects and allocating funds in the 2023/24 financial year.</p> <p>An internal working group, the Development Contributions Coordination Group (DCCG), was established and held its first meeting. This meeting agenda included a Draft Terms of Reference, revised Planning Agreement delegations and Draft Expenditure Guidelines.</p>	
5.1.3.1.2	Ensure a contemporary governance framework is established to ensure development contributions are levied and spent appropriately.	Planning & Economic Development	50%	<p>During this quarter a review of development contributions policy and framework was carried out by the Development Contributions Planner. This included the repeal of the three Section 7.11 Contribution Plans, with all development now levied under the Section 7.12 Contribution Plan. This will provide a simpler and more transparent method of levying contributions and provide additional flexibility for the expenditure of funds.</p>	



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

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.3.2.1	Asset Management Policy and Plans up-to-date and comply with the Local Government Act. Review and update Asset Management Policy and Plans.	Engineering & Technical Services	<b>15%</b>	Asset revaluation commenced. Shortfall of the current asset management system is being identified and addressed during the process.	
5.1.3.2.2	Undertake asset re-evaluations on all classifications of assets to address the mandatory and statutory requirements of the Act to the agreed schedule.	Engineering & Technical Services	<b>85%</b>	Asset conditions assessment of road and associated infrastructure has been completed	
5.1.3.2.3	Utilise Asset Management Plan to guide lifecycle management and decision making in capital and maintenance program development.	Engineering & Technical Services	<b>50%</b>	Asset condition assessment for roads and footpaths have been undertaken and will inform the drafting of the 2024/25 works program.	

5.1.3.3: 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
5.1.3.3.1	Undertake strategic review of all Council land holdings.	Commercial Services	30%	The review of the remaining lands is Scheduled for Quarter 4 as the priority for Q1, Q2 and now Q3, due to some progress in the statutory process for some sites requiring application of resources to progress to the next stage, has been achieving the land divestment program.	
5.1.3.3.2	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.	Commercial Services	80%	The divestment program is continuing. The Akuna Street car park sale process was settled in November 2023 for \$5.5 million (ex GST) which is a significant contribution towards the 2023/24 budget for income through the divestment of land assets.  Several sites are progressing through the various statutory process (road closures, land registration, preparation for sale) with the sale process for 22B Irvine Street to start in early 2024, after the Christmas period, for an auction in February. Settlement is expected in March/April if the auction is successful.	

5.1.4	Commercial investments are managed to maximise their value; and in accordance with legislative obligations.
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5.1.4.1: Commercial investments are managed to maximise their value; and in accordance with legislative obligations.



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.4.1.1	Develop and implement priority actions of the Financial Sustainability Strategy.	Chief Financial Officer	50%	Priority actions determined by council and Financial Advisory Committee. Finance team add into the workplan respective actions as delegated to their team.	
5.1.4.1.2	Review fees and charges to maximise opportunities for revenue increases in line with community expectations.	Chief Financial Officer	50%	2024/25 draft budget was commenced	
5.1.4.1.3	Repricing on retirement villages in line with market fees.	Chief Financial Officer	50%	Annual price increases are implemented in accordance with retirement villages legislation.	

5.1.4.2: Continue to implement Council Resolution 22/1040C for Blue Haven & Resolution 23/0530C

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.4.2.1	Implement the strategic actions outlined in Council Resolution 22/1040C to support stability, maintain systems and processes ensure all service levels continue to be delivered to a high level.	Aged Care Operations	50%	Blue Haven operations continue at a high standard. RACF accreditation action plan implemented, re-accreditation expected early 2024	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.4.2.2	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 and the Retirement Villages Act.	Aged Care Operations	<b>100%</b>	An Operational Plan has been completed for Blue Haven.	
5.1.4.2.3	Prepare for, and undertake accreditation processes for Blue Haven Home Care programs to maintain approved provider status. Ensure Residential Aged Care maintains same compliance. Monitor Aged Care Reform Agenda. Continue to maintain compliance with the Retirement Villages Act.	Aged Care Operations	<b>50%</b>	All operational aspects of Blue Haven are occurring as required. RACF accreditation satisfied. Home Care internal reviews prepared.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.4.2.4	Prepare and execute a decommission strategy for the disused aged care facility at Havilah Place.	Chief Operating Officer	<b>35%</b>	<p>A consultant is being engaged via a procurement process to undertake the necessary site investigations and subdivision options for the site. Engagement will be completed early in the third quarter of the 2023/24 financial year</p> <p>The detailed condition assessments by the specialist contractor for Stages 1 to 5 of the Terralong have been completed toward the end of the reporting period and will be subject of an internal review and comparison to previous valuations in order to produce a maintenance and capital investment plan</p>	
5.1.4.2.5	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.	Aged Care Operations	<b>45%</b>	Asset Management Plan report is currently being prepared by external consultants with a report expected in the first quarter 2024.	
5.1.4.2.6	Continue to improve and address governance matters for Blue Haven and its associated services.	Aged Care Operations	<b>100%</b>	Action plan submitted to ACQSC late 2023 and successful accreditation assessment Jan 2024.	
5.1.4.2.7	Review and ensure compliance with Prudential Standards for year ending June 2024.	Aged Care Operations	<b>100%</b>	Prudential standard update completed, presented to council July 2023. Prudential compliance is an ongoing matter.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.4.2.8	Prepare and manage the sale of Blue Haven Bonaira Aged Care and Independent Living Unit Services.	Chief Operating Officer	<b>50%</b>	The Tender Process for the sale of Blue Haven has been undertaken. A report to Council will be prepared for February 2024.	
5.1.4.2.9	Develop and implement a Community Engagement Plan regarding the Council Resolution 22/1040C.	Communications and Community Engagement	<b>100%</b>	14 e-newsletters sent to Blue Haven mailing list (approx. 1,400 subscribers) during Oct-Dec reporting period with updates on Blue Haven divestment, among other relevant topics. Social media followers 682 as at December. Regular news updates on the Blue Haven website. Blue Haven quarterly newsletter (Spring 2023 edition) was printed and distributed in October, next one is scheduled for Q3.	




5.1.5 Council delivers the functions of local government sustainably and in accordance with community expectations. All services and functions delivered by Council will be reviewed in accordance with IP&R requirements within the 4-year cycle of council election.

5.1.5.1: The Community Strategic Plan and its associated documents are delivered in line with the IP&R framework

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.1.5.1.1	Review the Delivery Program, Operational Plan and ensure Integrated Planning and Reporting (IPR) document suite reviewed six monthly and annual reporting is completed.	People & Performance	<b>50%</b>	Timeline for 23/24 half yearly report completed , 24/25 Operational review commenced.	





5.1.5.2: 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
5.1.5.2.1	Undertake service review of Leisure Centre operations.	Planning, Environment & Communities	0%	This is a duplicate in the system	
5.1.5.2.2	Undertake service review of Waste Services and operations.	Infrastructure & Liveability	25%	A specialist consultant has been engaged to undertake the service review and the data gathering process has commenced with internal consultation programmed for early 2024.	
5.1.5.2.3	Undertake service review of Holiday Park operations.	Infrastructure & Liveability	35%	Following a period of data gathering the service review has commenced.	
5.1.5.2.4	Conduct Council's Hire Services to provide high quality contracted services to clients.	Manager Waste Services	50%	Council's Hire Services financial statements were rationalized in this reporting period and demonstrated gaps in revenue generation. This has narrowed the focus for the coming reporting periods to ensure all revenue is captured for the current financial year.	


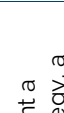
<b>Outcome 5.2</b>		Governance is transparent and builds trust.				
5.2.1		Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.				
<i>5.2.1.1: Provide Public Access to Council business through Council meetings, briefings, public access forums and Council committee meetings.</i>						
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	Office of Chief Executive Officer	<b>50%</b>	Council held 6 Ordinary meetings. 4 meetings being chaired by the Mayor, 2 meetings being chaired by the Deputy Mayor conducted in accordance with the Code of Meeting Practice.		
5.2.1.1.2	Facilitate Councillor workshops, briefings and public forums as required	Office of Chief Executive Officer	<b>100%</b>	Council has facilitated 6 public forums and council meetings, 7 councillor workshops and briefings.		
5.2.1.1.3	Review and establish Council Committees and consultative bodies in conjunction with a review of Council's Community Engagement Policy.	Planning & Economic Development	<b>100%</b>	Committees have been established and are functioning in accordance with Council policy and governance procedures.		





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


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.1.2.1	Maintain currency of Council's insurance portfolio and support the management of claims.	People & Performance	<b>70%</b>	Insurance renewal documentation and declarations have been submitted by the due date. The renewal of Council's general insurance policies has been finalised. Insurance property valuations with the insurer has commenced in preparations for next financial year renewal. Insurance The workers compensation policy renewal has been finalised and insurance renewed successfully.	
5.2.1.2.2	Maintain regular meetings and discussions with SafeWork to maintain Councils cooperative partnership.	People & Performance	<b>50%</b>	Attendance at LG network meetings completed. No improvement notices received from SafeWork. Positive cooperative communications continue.	
5.2.1.2.3	Manage Council records in accordance with legislative requirements.	Information, Customers and Technology	<b>50%</b>	Records Management Assessment Tool is due to be submitted to State Records NSW in April. This reports alignment with the regulatory framework. A gap analysis has been conducted from the previous year's report, and work is progressing to minimise any gaps. Key initiatives include prioritising the digitisation program and working to identify high risk / high value information assets.	
5.2.1.2.4	Deliver functions to improve information and data management with a focus on privacy, security, ethics, quality and sharing.	Information, Customers and Technology	<b>50%</b>	A major upgrade to Council's Records and Document Management System is in progress. This will improve the security and quality of our data management. Council has embarked on a Digitisation project which will result in improved legislative compliance for Records and Information Management.	



Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.1.2.5	Proactive disclosure program of information release with the application of legislation, underpinned by open data principles to all appropriate documents.	People & Performance	<b>50%</b>	Informal and Formal GIPAs are responded to in accordance with legislative requirements	
5.2.1.2.6	Manage and address perceived and actual conflict of interest with all staff, volunteers, and Councillors.	People & Performance	<b>50%</b>	Conflict of interest forms available, annual reminder to all staff, and mitigations considered and registered.	
5.2.1.2.7	Effectively manage complaints in accordance with legislation.	People & Performance	<b>50%</b>	Complaints handling policy on exhibition and due for endorsement mid January 2024. Business Ethics statement to be updated to include Public Interest Disclosure and Child Safe complaint requirements.	

5.2.2	Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect.				
<i>5.2.2.1: Council's external and internal communications, including 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.</i>					
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.2.1.1	Facilitate internal communications to support outward communications.	Communications and Community Engagement	<b>100%</b>	Monthly staff newsletters and CEO updates (monthly and/or ad hoc as required) emailed to all staff. Information posted on Kacey (staff intranet) and Depot screens, as well as print-outs in tea rooms, posters around office and on back of toilet doors. Monthly Cross-Council Communications meetings with staff who have communications & marketing components to their roles in various departments.	
5.2.2.1.2	Develop and implement a Communications Strategy, a Media Strategy, implement Social Media Strategy and continue to work through Website Content Strategy.	Communications and Community Engagement	<b>70%</b>	Kiama Council's first Media Strategy developed and put on public exhibition in Oct-Nov and will go to Council for final endorsement / adoption in Q3. Social Media Policy has been implemented and being used. Social media editorial matrix is currently being developed. Communications Strategy in progress and Website Content Strategy continues to be worked through.	


Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.2.1.3	Effectively communicate the projects, plans, actions and outcomes of Council to inform our community in a timely and accessible way.	Communications and Community Engagement	<b>100%</b>	Average 21 news articles/press releases posted per month on Council website and shared via social channels (average 72 posts/month), alongside other Council information and public service announcements. KMC Facebook follower numbers were up to 8,867 as of December 2023, with a reach of 195,648. Instagram 2,553 followers as at December with 32,070 reach. LinkedIn 3,052 followers, 4,324 reach. Kimunico e-newsletter sent monthly to 853 subscribers. Fortnightly Mayors column in The Bugle and Region Illawarra website. Council website used to provide announcements such as facility opening hours over Christmas, beach and road closures, phone outages.	
5.2.2.1.4	Liaise with a range of media to fulfil media requests, arrange photos, interviews, filming and provide Council statements.	Communications and Community Engagement	<b>100%</b>	Media liaison occurs daily and weekly with a range of local media outlets and organisations, including community radio. Media is monitored via Council's media monitoring service, which shows our top publication for editorial reach was ABC Online. Sentiment breakdown over the period is 21% positive, 6.1% negative, 72.9% neutral.	

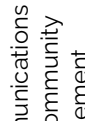

5.2.2.2: Excellent customer service provided to meet the needs of stakeholders.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.2.2.1	Develop and implement a Customer Service Strategy.	Information, Customers and Technology	<b>50%</b>	A Customer Service Charter / Policy has been drafted and is undergoing review. This will feed into the Customer Service Strategy.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.2.2.2	Develop a Customer Service Charter.	Information, Customers and Technology	<b>50%</b>	A Customer Service Charter / Policy has been drafted and is undergoing review.	
5.2.2.2.3	Utilise digital technology and optimise integrations to enhance customer experience.	Information, Customers and Technology	<b>50%</b>	Implementation of an online booking system is progressing. This digital technology and integration will enhance the Customer experience and streamline internal processes, resulting in a more efficient and optimised service offering.	



5.2.2.3: Continue to maintain strong strategic connections to develop and deliver regional and local priorities with Regional Partners and key stakeholders including; ISJO, ISLHD, State Government Agencies, Greater Cities Commission.

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.2.3.1	Maintain strong strategic connections to develop and deliver regional and local priorities with Regional Partners and key stakeholders including: Illawarra Shoalhaven Joint Organisation (ISJO); Illawarra Shoalhaven Local Health District (ISLHD); State Government Agencies; and Greater Cities Commission.	Executive Leadership Team	<b>50%</b>	CEO has participated in relevant forums and remains key member and heavily engaged with regional partners and key stakeholders.	





5.2.3	Council has the right structures, technology, processes, and procedures to support their role in delivering for the public.					
<i>5.2.3.1: Implement the Community Engagement Strategy.</i>						
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status	
5.2.3.1.1	Establish annual priorities for community engagement activities, in accordance with Local Government Act and NSW Department of Planning and Environment (DPE) community participation plan requirements.	Communications and Community Engagement	<b>70%</b>	Recruited Community Engagement Officer and scoped agency to undertake some work on developing and finalising Community Engagement Strategy and training internal staff in this area. Community Engagement Officer commenced role in January/ Q3.		
5.2.3.1.2	Develop and implement engagement plans that support ongoing consultation and participation of the community, following Integrated Planning and Reporting requirements for community engagement.	People & Performance	<b>80%</b>	Recruited Community Engagement Officer and scoped agency to undertake some work on developing and finalising Community Engagement Strategy and training internal staff in this area. Community Engagement Officer commenced role in January/ Q3.		

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

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.2.3.2.1	Elected Councillors are supported to be effective in their role through education, engagement support.	People & Performance	<b>50%</b>	Councillors professional development training program continues. Training year to date has included: Cyber security for councillors; safety in council meetings; code of Meeting Practice; Child Safe standards; staff engagement & Diversity; crown lands;	
5.2.3.2.2	Elected Councillors have clear and accountable roles.	People & Performance	<b>25%</b>	Councillor professional development continues. Local Government Election and Caretaker Policy draft on exhibition at December 2023. Alleged breaches of code of conduct assessed as per Procedures for the administration of the code of conduct.	
5.2.3.2.3	Conduct of Committees of Council to be accountable and transparent.	People & Performance	<b>50%</b>	Code of Meeting Practice up to date for council and committees. Minutes are recorded and forwarded to council.	
5.2.3.2.4	The purpose, role delegation, including membership and its conditions, of each Committee of Council is clear, transparent and publicly accessible.	People & Performance	<b>50%</b>	Council committees have recently been re-instated. They have terms of reference and minutes are made available to council, and in council reports.	
5.2.3.2.5	Accountability is demonstrated through compliance with appropriate delegations.	People & Performance	<b>85%</b>	Delegations register on website. Staff delegations on track about 80% complete.	


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.					
<i>5.2.4.1: Develop an Outcomes Measurement Framework.</i>						
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status	
5.2.4.1.1	Develop a suite of community indicators to enable council to measure how effectively we are working towards the objectives of the Community Strategic Plan.	People & Performance	0%	Rather than developing a suite of indicators for Kiama Council, we will aim to participate in the Local Government Professionals Performance Excellence Program which include the Comparative Council Analysis Tool (CCAT). The CCAT gives councils the ability to sub-segment results at a deeper level so they are able to benchmark across clusters of councils with a similar size or characteristics. The next program commences July 2024, so this action will not be completed this year.		
5.2.4.1.2	Support staff to engage with effective planning, reporting and developing measures.	People & Performance	50%	Staff have recently reported data for half yearly report and preparation for 24/25 Operational Plan starting. Membership of Local Government Professionals Performance Excellence Program which will provide access to the Council Comparative Assessment Tool (CCAT) will guide further for outcomes measurement framework - from July 2024.		
5.2.4.1.3	Develop a program of service review and alignment with Community Strategic Plan reporting.	People & Performance	40%	Service Reviews for Holiday Parks, Leisure Centre, Waste Services, and The Pavilion have all commenced. Consultants have been selected to run the Service Reviews and reports will be prepared for Council.		









<b>Outcome 5.3</b>		Governance is transparent and builds trust.			
5.3.1		Council will build organisational capabilities and capacity to deliver excellent customer service			
<i>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 CSP.</i>					
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.1.1.1	Deliver priorities outlined in Workforce Management Strategy; implement resourcing strategy to ensure right people, with the right skills, in the right jobs to achieve the objectives of the Community Strategic Plan.	People & Performance	<b>70%</b>	On track as per the strategy	
5.3.1.1.2	Develop, review compliance, undertake the annual human resource management program of works.	People & Performance	<b>70%</b>	On track for delivery	
5.3.1.1.3	Undertake change management processes to deliver organisational restructure.	People & Performance	<b>70%</b>	Actions met, working through phase 2 outcomes	
5.3.1.1.4	Undertake change management and consultations to deliver salary system review.	People & Performance	<b>50%</b>	2 key ideas now fleshed out and being reviewed by HR, Executive leadership team and budget implications being considered.	





Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.1.1.5	Implement Human Resources (HR) module of Technology One program.	People & Performance	<b>0%</b>	Not started - IT is not ready	

*5.3.1.2: To reduce risk and promote, maintain and improve the safety culture within the organization.*

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.1.2.1	Reduce high risk exposure for Council through effective risk management systems and processes in line with agreed risk appetite.	People & Performance	<b>50%</b>	Council continues to effectively manage its risk management systems and processes through scheduled operational and strategic risk reviews.	
5.3.1.2.2	Proactively focus on safety through a coordinated emergency management system, Work Health and Safety (WHS), first aid policy and procedures, incident hazard notifications, to achieve continuous improvement.	People & Performance	<b>50%</b>	Emergency management improvements are underway for sections of council with refinement to training and emergency diagrams. Compliant completion of risk assessments for high-risk construction work continues. First aid training for officers is up to date. Additional training for staff is proposed. Staff incident reporting system is up to date and required actions completed promptly. Councils WHS document system is up to date with new procedures, policies and training being carried out in response to recent changes in legislation.	

5.3.2		Council will deliver the actions outlined in the State of the Organisation Report and the Strategic Improvement Plan.				
5.3.2.1: Continuous improvement is embedded in the organisation through delivery of the Strategic Improvement Plan priorities annually.						
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status	
5.3.2.1.1	Undertake strategic review of all Council land holdings in accordance with SIP2 Property Plan.	Commercial Services	30%	The review of the remaining lands is Scheduled for Quarter 4 as the priority for Q1, Q2 and now Q3, due to some progress in the statutory process for some sites requiring application of resources to progress to the next stage, has been achieving the land divestment program.		
5.3.2.1.2	Implement priorities identified in Council's adopted divestment strategy in accordance with SIP2 property plan.	Commercial Services	80%	The divestment program is continuing. The Akuna Street car park sale process was settled in November 2023 for \$5.5 million (ex GST) which is a significant contribution towards the 2023/24 budget for income through the divestment of land assets.  Several sites are progressing through the various statutory process (road closures, land registration, preparation for sale) with the sale process for 22B Irvine Street to start in early 2024, after the Christmas period, for an auction in February. Settlement is expected in March/April if the auction is successful.		
5.3.2.1.3	Implement appropriate recommendations of Hopwood Governance Report in following areas: Policy framework; and Corporate governance framework.	People & Performance	50%	Policy framework training and education for management leadership team completed, policy to be reviewed this OP, Policy register planning for PULSE underway, Corporate Governance framework complying with OLG compliance calendar, elements in place but framework document not yet drafted.		

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.2.1.4	Support strong governance to ensure trust in Council's processes with priority focus on the review of Complaints and Code of Conduct policies.	People & Performance	<b>95%</b>	Complaints handling policy on exhibition December 2023, due for endorsement January 2024. Refresher code of conduct training being reviewed at present.	
5.3.2.1.5	Establish a Project Management Office (PMO) that supports continuous improvement and oversight of projects across all areas of Council.	Chief Operating Officer	<b>0%</b>	The PMO is currently on hold due to the recruitment process unsuccessful in find a suitable candidate. Further work to be considered for future planning. Currently under consideration by CEO.	
5.3.2.1.6	Develop a program of service review and alignment with Community Strategic Plan reporting.	Executive Leadership Team	<b>40%</b>	Service Reviews for Holiday Parks, Leisure Centre, Waste Services, and The Pavilion have all commenced. Consultants have been selected to run the Service Reviews and reports will be prepared for Council.	

5.3.3		A customer centric Information Management & Technology (IM&T) Strategy will be developed to build the capacity and capability of Council.			
<i>5.3.3.1: Information Management and Technology (IM&amp;T) 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.</i>					
Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.3.1.1	Develop an Information Management and Technology (IM&T) Strategy to support the delivery of excellent customer service and build the capability and capacity of Council.	Information Management & Technology	50%	The Information Management and Technology Strategy has undergone an initial review.	
5.3.3.1.2	Support the procurement and implementation of new technologies to ensure that they align with business needs and strategic direction.	Information Management & Technology	50%	All proposed new technologies for Council have been assessed against the ICT Strategy, with consideration being given to Council priorities and business needs.	
5.3.3.1.3	Continue to implement program of works to replace Council's Enterprise Software Solution.	Chief Operating Officer	50%	One council program of implementation continues. Implementation timeline has been prepared. Remaining finance modules are current focus.	
5.3.3.1.4	Establish a Project Management Office (PMO) that supports continuous improvement and oversight of projects across all areas of Council.	Chief Operating Officer	0%	The PMO is currently on hold due to the recruitment process failing to find a suitable candidate. Further work to be considered for future planning.	

Action Code	Action Name	Responsible Officer Division	Progress	Comment	Status
5.3.3.1.5	Develop and implement an action plan with priority outcomes to deliver the Information Management and Technology (IM&T) Strategy.	Information Management & Technology	<b>40%</b>	The Information Management and Technology Strategy has undergone an initial review. Further amendments will be finalised before formal delivery of an action plan.	