

17 REPORTS FOR INFORMATION

17.1 Designated Persons Annual Returns 2022-2023 Update

Responsible Director: Office of the Chief Operating Officer

The purpose of this report is provide an update to the “Disclosure of Interest” annual returns for Councillors, designated staff, and independent representatives of the Audit, Risk and Improvement Committee for the 2022-2023 financial year that were presented to the October 2023 Ordinary Meeting.

Background

The report of 17 October 2023 was collated with Annual Returns yet to be submitted by:

- Jim Mitchell Member ARIC
- Joanne Brisbane Hospitality Supervisor Blue Haven Care
- Paul Czulowski Manager Environment & Health

Returns have since been completed by Jim Mitchell and Joanne Brisbane, and are attached to this report and placed on council website.

A Return has NOT been supplied by Paul Czulowski. Mr Czulowski received multiple requests, and unfortunately did not respond. It is noted that he was on leave for the entire financial year and therefore did not perform in a decision-making capacity for the 2022/2023 financial year. Mr Czulowski retired on 18 August 2023.

Communication/Community Engagement

Nil

Risk implication

Disclosing the returns furthers openness, transparency and accountability at Kiama Municipal Council. It also facilitates the identification and management of potential conflicts of interest that might arise where staff participate in decisions from which they may derive, or be perceived to derive, personal or financial benefit.

Failure by a designated person to provide a return must be reported by the CEO to the Office of Local Government.

Attachments

- 1 Councillors and Designated Persons Returns 2022 2023 - Hospitality Supervisor Blue Haven - redacted [↓](#)
- 2 Councillors and Designated Persons Returns 2022 2023 - Jim Mitchell - redacted [↓](#)



DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS ANNUAL RETURN

DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS

By: Joanne Brisbane
full name of Councillor or Designated Person

In respect of the period from: 1 July 2022 to: 30 June 2023
return period

Signed:  Date: 4/3/24
signature of Councillor or Designated Person date you sign this form

A. REAL PROPERTY	
Street address of each parcel of real property in which I had an interest at the return date/at any time since 30 June	Nature of interest
N/A	

B. SOURCES OF INCOME		
1. Sources of income I received from <u>an occupation</u> at any time since 30 June		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
N/A		
2. Sources of income I received from a trust since 30 June		
Name and address of settlor	Name and address of trustee	
N/A		
3. Sources of other income I received at any time since 30 June <small>(Include description sufficient to identify the person from whom, or the circumstances in which, that income was received)</small>		
N/A		

C. GIFTS	
Description of each gift I received at any time since 30 June	Name and address of donor
N/A	



D. CONTRIBUTIONS TO TRAVEL		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
N/A		

E. INTERESTS AND POSITIONS IN CORPORATIONS			
Name and address of each corporation in which I had an interest or held a position since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
N/A			

F. PROPERTY DEVELOPING	
Were you a property developer or a close associate of a property developer on the return date?	<input type="text" value="Please select"/>

G. POSITIONS IN TRADE UNIONS AND PROFESSIONAL OR BUSINESS ASSOCIATIONS	
Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) at any time since 30 June	Description of position
N/A	

H. DEBTS
Name and address of each person to whom I was liable to pay any debt at any time since 30 June
N/A

I. DISPOSITIONS OF PROPERTY
1. Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time
N/A
2. Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property
N/A

J. DISCRETIONARY DISCLOSURES
A person may voluntarily disclose in a return any interest, benefit, advantage or liability, whether pecuniary or not, that is not required to be disclosed under another provision of the Schedule
N/A





DISCLOSURES BY COUNCILLORS
AND DESIGNATED PERSONS
ANNUAL RETURN

DISCLOSURE OF PECUNIARY INTERESTS AND OTHER MATTERS

By:	<i>James Mitchell</i> <small>full name of Councillor or Designated Person</small>		
In respect of the period from:	1 July 2022	to:	30 June 2023
<small>return period</small>			
Signed:			Date: <i>30/11/23</i> <small>date you sign this form</small>

A. REAL PROPERTY	
Street address of each parcel of real property in which I had an interest at the return date/at any time since 30 June	Nature of interest

B. SOURCES OF INCOME		
1. Sources of income I received from <u>an occupation</u> at any time since 30 June		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
<i>Independent Member Audit & Risk Committee</i>	<i>Various NSW Govt agencies & local councils</i>	<i>—</i>
2. Sources of income I received from a trust since 30 June		
Name and address of settlor	Name and address of trustee	
<i>Nil</i>		
3. Sources of other income I received at any time since 30 June <small>(Include description sufficient to identify the person from whom, or the circumstances in which, that income was received)</small>		
<i>Superannuation from State Superannuation Fund</i>		

C. GIFTS	
Description of each gift I received at any time since 30 June	Name and address of donor
<i>Nil</i>	



Item 17.1
Attachment 2

D. CONTRIBUTIONS TO TRAVEL		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
Nil		

E. INTERESTS AND POSITIONS IN CORPORATIONS			
Name and address of each corporation in which I had an interest or held a position since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
Nil			

F. PROPERTY DEVELOPING	
Were you a property developer or a close associate of a property developer on the return date?	<input type="checkbox"/> Please select <input checked="" type="checkbox"/> No

G. POSITIONS IN TRADE UNIONS AND PROFESSIONAL OR BUSINESS ASSOCIATIONS	
Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) at any time since 30 June	Description of position
Nil	

H. DEBTS
Name and address of each person to whom I was liable to pay any debt at any time since 30 June
Nil

I. DISPOSITIONS OF PROPERTY
1. Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time
Nil
2. Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property
Nil

J. DISCRETIONARY DISCLOSURES
A person may voluntarily disclose in a return any interest, benefit, advantage or liability, whether pecuniary or not, that is not required to be disclosed under another provision of the Schedule
Nil

Submit 

17.2 Questions for Future Meeting Register - March 2024

Responsible Director: Office of the Chief Executive Officer

Attached for Councillors' information is the Questions for Future Meetings Register for March 2024.

Attachments

- 1 Questions for Future Meetings Register - March 2024 [↓](#)



Questions for Future Meetings Register
16/73192

No	Details	Actions
21 February 2023		
18.1	<p>Seven Mile Beach community consultation</p> <p>Councillor Rice requested a report on what else stands in the way of actioning Point 2 of the following resolutions 19/1700C, 19/1710C and 19/1720C from 21 May 2019 – “<i>That Council expedites the community consultation to devise new guidelines for the use of Seven Mile Beach</i>” now that finalisation of Council’s Crown Lands Management Plans is likely to occur within a few months.</p> <p>This matter was referred to the Director Infrastructure and Liveability for action.</p>	<p>Following adoption of the Council Managed Crown Land Plan of Management, Council will be looking to engage a consult to implement a policy in regards to the use of recreational waterways for commercial purposes which will include Seven Mile Beach and its use for surf schools.</p>
21 March 2023		
20.1	<p>Support for local businesses and investment in live music</p> <p>Councillor Croxford requested a report on how Council can better support local businesses and encourage investment in live music venues, that also addresses the challenges of using private certifiers, and how Council can proactively support the growth and development of the local music scenes while promoting tourism and cultural events in Kiama.</p> <p>This matter was referred to the Director Environmental Services for action.</p>	<p>A report has been provided to the Tourism and Economic Advisory Committee meeting for the March meeting.</p> <p>Given the interconnectivity of the State Government reforms and the length of time this has remained on the register it is proposed that a report on the proposed legislation changes is provided to the Tourism and Economic Advisory Committee meeting, after which time the minutes of the TEAC will proceed to Council for information.</p>
20 June 2023		
20.3	<p>Kiama Harbour staircase mural</p> <p>Councillor Larkins requested a report on the feasibility of a mural at the staircase entering Kiama Harbour from Terralong Street.</p>	<p>To be reported to the April 2024 Council meeting.</p>

No	Details	Actions
19 September 2023		
20.1	<p>Planned future uses for Joyce Wheatley Community Centre Councillor Renkema-Lang requested a report:</p> <ol style="list-style-type: none"> 1. On the planned future uses for the Joyce Wheatley Centre. 2. Grants received to fund upgrades to the Joyce Wheatley Centre. 3. How the funds have been or will be used and the timing for the upgrades. <p>This matter was referred to the Director Planning, Environment and Communities for consideration.</p>	Reported via a memo to Councillors in April 2024
20.4	<p>Grants policy Councillor Reilly requested Council review existing policies and deliver a revised Grants Policy. This matter was referred to the Director Planning, Environment and Communities for consideration.</p>	Reported to the March 2024 Council Meeting.
17 October 2023		
20.6	<p>Shoalhaven Water Councillor Reilly requested a report on the possibility of Shoalhaven Water connecting utilities to the village of Jamberoo given the reluctance of Sydney Water to address the current and future requirements of the village. This matter was referred to the Director Planning, Environment and Communities for consideration.</p>	To be reported to the April 2024 Council meeting.
21 November 2023		
20.1	<p>Short term rental accommodation - cost recovery strategies Councillor Rice requested a report on short term rental accommodation and the possible cost recovery strategies being explored by other local government areas in NSW that are experiencing a high density of this type of tourist accommodation. This matter was referred to the Director Planning, Environment and Communities</p>	Reported to the March 2024 Council Meeting.

No	Details	Actions
14 December 2023		
20.1	<p>Blue Haven Havilah Councillor Croxford requested a report on the Blue Haven Havilah former residential aged care facility to identify under the boarding houses and co-living housing provisions of the NSW Planning Act the viability of, and range of possible options available to Council to enable suitable accommodation solutions at the same time as matters relating to the Blue Haven Havilah precinct proceed. This matter was referred to the Chief Operating Officer.</p>	To be reported to the April 2024 Council meeting.
20.4	<p>Jamberoo Heritage Review Councillor Larkins requested an update on the progress of the Jamberoo Heritage Review and whether as a result of the deferral from 12 months ago, that creating heritage conservation areas are no longer being considered. This matter was referred to the Director Planning, Environment and Communities.</p>	Reported via a memo to Councillors in April 2024
13 February 2024		
20.1	<p>Short Term Rental Accommodation (STRA) Register Councillor Renkema-Lang requested a report on: a) The number of STRA complaints, by LGA town or village, received since the commencement of the NSW Policy and Legislation relating to STRAs on 1 November 2021. b) The actions Council has taken to respond to complaints and enforcing the planning framework in the Kiama LGA. In the context of the Department of Planning's advice (as published on their website), that all local councils in NSW have access to the STRA Register and have a role in enforcing the planning framework. This matter was referred to the Director Planning, Environment and Communities.</p>	Reported to the March 2024 Council Meeting.
20.2	<p>Policy Framework Councillor Renkema-Lang requested a report that details the policy framework for the 60 different policy documents hosted on the Council website, and when the next policy audit/review will be undertaken.</p>	The Policy framework was endorsed by Council resolution at the 19 October 2021 meeting. The Local Government Act requires policies to be reviewed in line with

No	Details	Actions
20.3	<p>This matter was referred to the Chief Executive Officer.</p> <p>Glossary of Terms</p> <p>Councillor Renkema-Lang requested a report identifying the terms, meaning and a standardised interpretation of words frequently used in reports and resolutions of Council, including but not limited to the follow:</p> <ul style="list-style-type: none"> a. <i>That Council note, adopted, receive, accept, apply, endorse, declines, rejects....</i> b. <i>Example policy, model policy, Guidelines</i> c. <i>Bonaira, Blue Haven, Blue Haven Independent Living Units, Havilah Place, Terralong Street.</i> <p>This matter was referred to the Chief Operating Officer.</p>	<p>the Act and policy framework.</p> <p>Reported to the March 2024 Council Meeting.</p>

17.3 Question for future meeting: clarity of terminology

Responsible Director: Office of the Chief Operating Officer

Precis

At the 13 February 2024 ordinary Council meeting, Councillor Renkema-Lang requested a report identifying the terms, meaning and a standardised interpretation of words frequently used in reports and resolutions of Council, including but not limited to the follow:

- a) That Council note, adopt, receive, accept, apply, endorse, declines, rejects....
- b) Example policy, model policy, guidelines
- c) Bonaira, Blue Haven, Blue Haven Independent Living Units, Havilah Place, Terralong Street.

Detail

- a) ***That Council note, adopt, receive, accept, apply, endorse, declines, rejects....***

Following the Office of Local Government reference in the Integrated Planning & Reporting FAQ guide and industry recommended references the following terms are provided:

Term	Definition
Adopt – to accept	This term is used to reflect that the council is fully responsible for the actions within the recommendation.
Endorse – to support	This term is used in instances when the recommendation may identify responsibilities that fall outside the sole responsibility or role of the council.
Note – to take notice of	This term is used where the report is provided for the information of the council and no specific action is required.
Defer	This term is used should the matter require further consideration or additional information and will be re-submitted to the council at the next ordinary or extraordinary meeting.
Approve	This term is used for granting consent for planning and development matters.
Refuse	This term is used for refusing consent for planning and development matters and any recommendation must include the reasons for refusal.
Not approved	This term is used with respect to a document or personnel appointment.
Not supported	This term is used for any other unsupported recommendation to Council.

Whilst it is preferred that the OLG guideline terms are used, it is not unlawful to use these currently practised terms, which are defined as:

Term	Definition
Receive	This term is used when the council wishes to formally acknowledge a document presented in a resolution.
Accept	This term is used when the council agrees to the terms of a resolution.
Apply	This term is used when the council wishes to put in a request or submit an application.
Declines	This term is used when the council does not want to proceed with a recommendation.
Rejects	This term is used when the council does not want to proceed with a recommendation.

b) Example policy, model policy, guidelines

The Office of Local Government (OLG) publishes a range of guidelines, codes, practice notes and other guidance for local government. These generally relate to functions that councils carry out under the Local Government Act, or under other legislation or policy for which the Minister for Local Government is responsible. These guidelines and guidance materials aim to support NSW councils to govern in a lawful, prudent, transparent and accountable manner as well as to provide strong and sustainable services to local communities.

Mandatory and Section 23A Guidelines and Codes – the OLG publishes some mandatory guidelines and codes, as well as a range of guidelines that councils must take into consideration under section 23A of the Local Government Act 1993 to support councils comply with important laws.

Practice Notes and other best practice guidance – the OLG publishes practice notes and other best practice guidance on a range of topics to support NSW councils to govern well and to carry out their functions in line with best practice approaches.

OLG Circulars to Councils – the OLG provides guidance through Circulars to Councils from time to time on a range of matters.

The terms used by OLG reflect:

Term	Definition
Guidelines	Support legislative responsibilities and provide specific sector-wide guidance. They suggest a minimum framework for the use of the respective prescribed function

Reports for Information

17.3 Question for future meeting: clarity of terminology (cont)

Term	Definition
Model	<p>Some Model Policies or Codes set out the minimum standards required in legislation and regulation, i.e. Code of Conduct.</p> <p>The detail provided by OLG on release of the Model Code of Conduct is:</p> <p style="padding-left: 40px;">A council's adopted Code/Policy has no effect to the extent that it is inconsistent with the Model. However, a council may prescribe requirements that are more onerous than prescribed.</p> <p style="padding-left: 40px;">Other Model policies are developed following extensive consultation and reflects best practice in the local government sector. Ie. Model social Media Policy</p> <p style="padding-left: 40px;">A model policy is not mandatory, and councils are free to choose whether to use or to adapt it for their own purposes. If adopted, the policy will operate to supplement the provisions of councils' adopted codes of conduct.</p> <p>Therefore, any Model document prepared by OLG should be read and prepared case by case in accordance with the instructions for each specific document.</p>
Example	There is no definition of 'example' policy in the OLG material.

Item 17.3

c) *Bonaira, Blue Haven, Blue Haven Independent Living Units, Havilah Place, Terralong Street*

Term	Definition
Blue Haven	all operations currently under Blue Haven including residential aged care, home care, community programs, community transport and the independent living units, that exist on both Terralong Street and Bonaira Street.
Blue Haven Bonaira	all services currently operating onsite at Bonaira including residential aged care, community programs, community transport and Bonaira independent living units.
Blue Haven Terralong	the 5 stages of the independent living units at Terralong which includes the office and base for the independent living unit staff (2)
Bonaira ILU	the Bonaira independent living units only
Terralong ILU	the Terralong independent living units only
Aged care services	services provided to the residential aged care facility, home care and the Commonwealth Home Support Program

Reports for Information

17.3 Question for future meeting: clarity of terminology (cont)

Term	Definition
RACF	Bonaira Residential Aged Care Facility
Home care	services offered to clients still living in their homes. Offices are at Blue Haven Bonaira.
CHSP	Commonwealth Home Support Program - services offered to clients still living in their homes. Offices are at Blue Haven Bonaira.
Community Transport	Blue Haven Community Transport service operated under agreement with Transport for NSW to provide transport to residents of Blue Haven and members of the community. Offices are at Blue Haven Bonaira.
Blue Haven community programs	Community programs operated to support clients within the community and currently in Blue Haven. Offices are at Blue Haven Bonaira.
Havilah Place	Site of the former residential aged care facility, located at Blue Haven Terralong and includes the location of the Kiama Community Garden.

Item 17.3

17.4 Resolution Register: November 2023 to December 2023 and update on previous periodsResponsible Director: Office of the Chief Executive Officer

Attached for Councillors' information is the Resolution Register for the period 1 November 2023 to 31 December 2023. The Register provides an update on the implementation of Council resolutions for this period and the actions undertaken. Also attached is an update on those resolutions that are outstanding from previous periods.

Communication/Community Engagement

Not required.

Risk implication

The information in this report illustrates what actions have been taken and provides a level of transparency to the community.

Attachments

- 1 Council resolution register - 1 November 2023 to 31 December 2023 [↓](#)
- 2 Council resolution register - outstanding from previous periods up to 31 October 2024 [↓](#)

**Resolution register:
1 November 2023 to 31 December 2023**

Meeting	Item	Resolution	Responsible officer	Action	Status
21/11/2023	6.1	23/306OC Resolved that the Minutes of the Ordinary Council Meeting held on 17 October 2023 be received and accepted, subject to amending recommendation 23/297OC to read: Councillor Croxford raised a point of order and it was resolved that a 3 minute speaking limit be applied to Item 19.1 <i>Prohibit e-scooters</i> and Item 19.2 <i>Jamberoo Pool</i> . (Councillors Larkins and Draisma)	CEO	Amendments to the Minutes have been actioned and the Minutes have been published on the Council website.	Completed.
21/11/2023	11.1	23/307OC Resolved that Council congratulate all of the local businesses who were finalists and “Jamberoo Action Park” on receiving the award for Excellence in Tourism and Hospitality at the IMB Bank Illawarra Business Awards 2023. (Councillor Reilly)	CEO	Letters sent to Jamberoo Action Park, Flagstaff Group, Big Fat Smile, Shellharbour Stand Up Paddle Boarding, RMB, and Burnetts on Barney	Completed.
21/11/2023	11.2	23/308OC Resolved that Council formally congratulate Lumi.Media in winning the InnovationAus 2023 Award for Excellence in the Creative Technology category and MIPCOM Cannes Content Innovation Award for Sustainability and Innovation. (Councillor Reilly)	CEO	Letter sent from the Mayor on 19 January 2024.	Completed.
21/11/2023	11.3	23/309OC Resolved that Council endorse the 2023 Mayor’s Giving Tree appeal. (Councillor Reilly)	CEO	2023 Mayor’s Giving Tree appeal run successfully with drop offs at the administration	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
21/11/2023		23/3100C to 23/3130C are procedural motions	CEO	building, the Library, GLaM and The Pavilion.	Completed.
		23/3140C Resolved that Council: 1. Change the date for the December 2023 Ordinary Council Meeting, briefing and Public Forum to all be held on Thursday 14 December 2023. 2. In subsequent years, schedule the December Council meeting to occur on the second Tuesday of December. (Councillors Rice and Draisma)	CEO	No action required Dates changed and all parties notified.	Completed. Completed.
21/11/2023	12.1	23/3150C At the request of Councillors Brown and Croxford and by consent, the motion was varied and resolved as follows – That Council: 1. receive the Minutes of the Audit, Risk and Improvement Committee meeting held on 10 October 2023. 2. accept the recommendations, being: 23/034ARIC that the Audit, Risk and Improvement Committee note the information on risk management activity contained in this report 23/035ARIC that the Audit, Risk, and Improvement Committee notes the information in the progress reports on: 1. Internal audit recommendations 2. External audit recommendations 3. CRIP audit recommendations 4. Forsyths recommendations	CEO	Minutes were reported back to the Audit, Risk and Improvement Committee's December meeting, noting point 3.	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>5. Hopwood Governance Report recommendations.</p> <p>23/036ARIC that the Audit, Risk, and Improvement Committee notes the information contained in the report on action items and approves due dates for outstanding items.</p> <p>23/037ARIC that the Audit, Risk and Improvement Committee notes the information contained in the internal auditors update, including the findings and recommendations in the general procurement internal audit report and the payroll and leave management follow-up internal audit report.</p> <p>23/038ARIC that the Audit, Risk and Improvement Committee endorse the draft ARIC annual report for inclusion in Council's Annual Report.</p> <p>23/039ARIC that the Audit, Risk and Improvement Committee note the late change to the audit opinion issued by NSW Audit Office to their audit of Council's 2022 Financial Statements.</p> <p>23/040ARIC that the Audit, Risk & Improvement Committee notes the information update pertaining to the sale of Blue Haven Bonaira and updated activities.</p> <p>23/041ARIC that the CEO undertake a review and investigation of matters in relationship to Council.</p> <p>3. Note that Councillor Keast declared an interest in item 8.1 <i>Self-reporting notification</i> and that Councillor Keast left the Chamber at 1:05 pm and returned at 1:30pm.</p> <p style="text-align: right;">(Councillors Keast and Draisma)</p>			
21/11/2023	12.2	<p>23/3160C At the request of Councillor Reilly and by consent, the motion was varied and resolved as follows – That the Minutes of the Infrastructure & Liveability Advisory Committee meeting held on 10 October 2023 be received.</p>	Director Infrastructure and Liveability	Minutes have been published on the Council website.	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
21/11/2023	12.3	<p>(Councillors Brown and Croxford)</p> <p>23/3170C Resolved that Council note the Minutes of the Sustainable Communities Advisory Committee meeting held on 24 November 2023. (Councillors Draisma and Larkins)</p>	Director Planning, Environment and Communities	Minutes noted and adopted by Council. Sent to members of the Committee and placed on Council's website.	Completed.
21/11/2023	12.4	<p>23/3180C Resolved that the Minutes of the Tourism and Economic Advisory Committee Meeting held on 2 November 2023 be received and the following recommendations therein accepted, being:</p> <p>23/020TEAC that given the success of the Reconnecting Regional NSW Community Events Program, the Tourism and Economic Advisory Committee write to the Department of NSW and provide feedback on the value of program, in particular the positive impacts bestowed to the community.</p> <p>23/021TEAC that the Tourism and Economic Advisory Committee</p> <ol style="list-style-type: none"> 1. receive and approve the Australian Body Surfing Classic post event report, and in doing so, signal their final funding instalment be paid. 2. receive and approve the Folk by the Sea post event report, and in doing so, signal their final funding instalment be paid. 3. request staff look to attracting an event and/or partnership opportunity to co-deliver an event in April or May 2024. <p>23/022TEAC that the Tourism and Event Manager explore apportioning a percentage of the marketing budget to allocate to social media promotion of the local major event calendar, while continuing to update free communication opportunities such as The Fold and Coal Coast.</p>	CEO	<p>23/020 – letter sent on 13 December 2023.</p> <p>23/021 Contacted previously interested event organisers such as Surfing NSW and 'Speigelesque'. In conversation with Surfing NSW's new CEO.</p> <p>23/022 Implementing a new marketing plan for events, in conjunction with our Destination Marketing Plan which includes a large component of digital marketing.</p> <p>23/023 Scope document created and distributed to three consultancies, draft findings report submitted to steering committee for</p>	On track.

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>23/023TEAC</p> <p>that the Tourism and Event Manager engage a consultant to prepare an independent report to</p> <ol style="list-style-type: none"> capture data and qualitative feedback from Kiama's local business and residents as well as event attendees, to determine the value and impacts of major events. apply these findings to provide Council a recommendation on the number and size of events suitable for Kiama, to strike a sustainable balance for event activation and community amenity recommend to Council the most appropriate support mechanism to enable this. <p>23/024TEAC</p> <p>that the Tourism and Economic Advisory Committee</p> <ol style="list-style-type: none"> issue formal congratulations to Jamberoo Action Park for their win in the Excellence in Tourism and Hospitality category at the Illawarra Business Awards invite Ashleigh Smith, Associate Director Engagement, the Office of the 24 Hour Economy Commissioner to address the Tourism and Economic Advisory Committee, Kiama & District Chamber of Commerce Board and Council as they prepare policy to increase evening economic activity in targeted precincts across the six cities region. issue formal congratulations to all Kiama & District Chamber of Commerce board members on their appointment look forward to receiving and reviewing the State of the Economy Report at the next meeting in January/February 2024. <p>23/026TEAC</p> <p>that Destination Kiama work with and support the volunteers of the region's Surf Lifesaving Clubs in collecting donations at the 2023 New Year's Eve Sky Show and continue to work</p>		<p>discussion on 8 March 2024.</p> <p>23/024</p> <p>Congratulations issued to winners of Illawarra Business Awards and board members appointed to Kiama & District Business Chamber. Arrangements made for Ashleigh Smith to attend March meeting of the Tourism & Economic Advisory Committee to provide a briefing on NSW Government vibrancy reforms and 24-hour economy toolkit. Remplan State of the Economy Report delivered at January Tourism & Economic Advisory Committee meeting. Consultants .id engaged to prepare an Economic Health Check Report, delivered in draft at the January committee meeting for comment and questions from committee members.</p>	

Meeting	Item	Resolution	Responsible officer	Action	Status
		with the Gerringong Lions Club to collect cans to present to the return and earn program. (Councillors Brown and Draisma)		23/025 Worked successfully with Kiama SLSS in fundraising during the 2023 NYE Sky Show, raising almost \$20,000 over the NYE period. In addition, Gerringong Lions provided can collection and Jamberoo Rural Fire Service accepted donations and managed parking at Kiama Leisure Centre, for attendees using the shuttle service.	
21/11/2023	13.1	23/3190C Resolved that Council 1. Endorse the 2022-23 Annual Report, subject to an amendment on page 177 of the Annual Report to reflect that Cr Keast, Cr Reilly and Cr Renkema-Lang participated in the LGNSW Mentoring Program with Cr Rice not having registered for this program. 2. Notes that the financial statements of 2022-23 are still being completed and therefore the audited financial information will be provided to Council by separate report when available. (Councillors Keast and Renkema-Lang)	CEO	Annual report placed on Council website 22 November 2023	Completed.
21/11/2023	13.2	23/3200C At the request of Councillor Rice and by consent the motion was varied and resolved as follows –	CEO	Dates have been added to all relevant diaries and to the	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status												
21/1/2023	13.3	<p>That Council set the 2024 dates for Ordinary Council meetings, with meetings commencing at 5pm, as follows:</p> <p>Tuesday 13 February Tuesday 19 March Tuesday 16 April Tuesday 21 May Tuesday 18 June Tuesday 16 July Tuesday 13 August Tuesday 15 October Tuesday 26 November Tuesday 10 December</p> <p>(Councillors Larkins and Draisma)</p> <p>23/3210C Resolved that Council determine the following representation to external organisations for the period to September 2024, noting that a vote was held for the Illawarra Shoalhaven Joint Organisation representative with Councillor Brown receiving 4 votes and Councillor Draisma 5 votes:</p> <table border="1"> <tbody> <tr> <td>CivicRisk Mutual</td> <td>1 Councillor</td> <td>Cr Renkema-Lang</td> </tr> <tr> <td>Cleary Bros Community Consultative Committee</td> <td>1 Councillors</td> <td>Cr Croxford</td> </tr> <tr> <td>Friends of Kiama Library</td> <td>1 Councillor 1 Alternative</td> <td>Cr Larkins Cr Keast</td> </tr> <tr> <td>Illawarra Academy of Sport</td> <td>Mayor/Delegate</td> <td>Cr Croxford</td> </tr> </tbody> </table>	CivicRisk Mutual	1 Councillor	Cr Renkema-Lang	Cleary Bros Community Consultative Committee	1 Councillors	Cr Croxford	Friends of Kiama Library	1 Councillor 1 Alternative	Cr Larkins Cr Keast	Illawarra Academy of Sport	Mayor/Delegate	Cr Croxford	CEO	website events calendar. All bodies advised of representations and the Council website updated.	Completed.
CivicRisk Mutual	1 Councillor	Cr Renkema-Lang															
Cleary Bros Community Consultative Committee	1 Councillors	Cr Croxford															
Friends of Kiama Library	1 Councillor 1 Alternative	Cr Larkins Cr Keast															
Illawarra Academy of Sport	Mayor/Delegate	Cr Croxford															

Meeting	Item	Resolution	Responsible officer			Action	Status
		Illawarra Bushfire Management Committee	1 Councillor	Cr Larkins			
		Illawarra District Weeds Authority Committee	1 Councillor	Cr Draisma			
		Illawarra Regional Airport Management Advisory Committee	Mayor	Cr Reilly			
		Illawarra Rural Fire District Service Agreement Committee	1 Councillor	Cr Larkins			
		Illawarra Shoalhaven Joint Organisation	Mayor 1 Councillor 1 Alternative	Cr Reilly Cr Draisma Cr Brown			
		Kiama and District Sports Association	1 Councillor	Cr Croxford			
		Kiama Liquor Accord	2 Councillors	Cr Croxford Cr Steel			
		NSW Public Library South East Zone Committee	1 Councillor	Cr Reilly			
		South Coast Co-operative Library Service	1 Councillor	Cr Reilly			

Meeting	Item	Resolution	Responsible officer	Action	Status			
		<table border="1"> <tr> <td>Southern Regional Planning Panel</td> <td>Mayor 1 Councillor 1 Alternative</td> <td>Cr Reilly Cr Draisma Cr Larkins</td> </tr> </table> <p>(Councillors Larkins and Draisma)</p>	Southern Regional Planning Panel	Mayor 1 Councillor 1 Alternative	Cr Reilly Cr Draisma Cr Larkins			
Southern Regional Planning Panel	Mayor 1 Councillor 1 Alternative	Cr Reilly Cr Draisma Cr Larkins						
21/11/2023	13.4	<p>23/322OC Resolved that Council:</p> <ol style="list-style-type: none"> Provide in-kind support for the provision of waste services, road occupation including advertising, native title (if applicable) in addition to sponsorship of \$1,000 to Gerringong Lions Club, Kiama Downs Surf Club, Kiama Rotary and Jamberoo Red Cross for the Australia Day 2024 breakfasts. Further, that the community groups who received funding for the Australia Day 2024 breakfasts be advised Council would appreciate appropriate recognition of support of the event. <p>(Councillors Draisma and Larkins)</p>	CEO	Requests for payment raised and successful Australia Day events run.	Completed.			
21/11/2023	14.1	<p>23/323OC Resolved that Council:</p> <ol style="list-style-type: none"> proceed to public exhibition of the Draft Child Safe Policy and the Behavioural Standards for Keeping Children Safe for a period of 28 days. note if submissions are received during the exhibition period a further report will be provided on any proposed amendments to the Draft Child Safe Policy and Behavioural Standards for Keeping Children Safe adopt the Draft Child Safe Policy and the Behavioural Standards for Keeping Children Safe if no submissions are received on the day after the completion of the public exhibition period. <p>(Councillors Draisma and Larkins)</p>	CEO	No submissions received. The Policy has been finalised and placed on the Council website.	Completed.			
21/11/2023	14.2	<p>23/324OC Resolved that Council:</p>	CEO	No submissions received. The Policy has been finalised	Completed.			

Meeting	Item	Resolution	Responsible officer	Action	Status
		<ol style="list-style-type: none"> proceed to public exhibition of the Draft Complaints Handling Policy for a period of 28 days. note if submissions are received during the exhibition period a further report will be provided on any proposed amendments to the Petitions Policy. adopt the Complaints Handling Policy if no submissions are received on the day after the completion of the public exhibition period. (Councillors Draisma and Larkins) 		and placed on the Council website.	
21/11/2023	14.3	<p>23/3250C Resolved that Council:</p> <ol style="list-style-type: none"> proceed to public exhibition of the Draft Local Government Elections (Caretaker Period provisions) Policy for a period of 28 days. note if submissions are received during the exhibition period a further report will be provided on any proposed amendments to the Draft Local Government Elections (Caretaker Period provisions) Policy. adopt the Local Government Elections (Caretaker Period provisions) Policy if no submissions are received on the day after the completion of the public exhibition period. (Councillors Draisma and Larkins) 	CEO	Submissions received. Reported to the February 2024 Council meeting for post-exhibition endorsement.	Completed.
21/11/2023	14.4	<p>23/3260C Resolved that Council:</p> <ol style="list-style-type: none"> proceed to public exhibition of the Draft Mandatory Notification of Data Breach Policy for a period of 28 days. note if submissions are received during the exhibition period a further report will be provided on any proposed amendments to the Draft Mandatory Notification of Data Breach Policy. adopt the Mandatory Notification of Data Breach Policy if no submissions are received on the day after the completion of the public exhibition period. (Councillors Draisma and Larkins) 	CEO	No submissions received. Policy was finalised and published on the Council website.	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
21/11/2023	14.5	<p>23/3270C Resolved that Council:</p> <ol style="list-style-type: none"> Receive and adopt the quarterly budget review statement for the quarter ending 30 September 2023. Adopt the operational revenue, expenditure, and capital budget adjustments as noted in the September quarterly budget review. (Councillors Brown and Larkins) 	CFO	No action required.	Completed.
21/11/2023	14.6	<p>23/3280C Resolved that Council receive and adopt the Monthly Financial Report for September 2023. (Councillors Brown and Croxford)</p>	CFO	No action required.	Completed.
21/11/2023	14.7	<p>23/3290C Resolved that Council:</p> <ol style="list-style-type: none"> Receives the information relating to the Statement of Investments as at 31 October 2023. Approves the transfer of \$2,174,773 from the Land Development Reserve to Unrestricted Funds and endorses the restricted funds position outlined in the report. (Councillors Croxford and Brown) 	CFO	No action required.	Completed.
21/11/2023	15.1	<p>23/3300C Resolved that Council:</p> <ol style="list-style-type: none"> Note the draft Stage 4 Kiama Coastline Coastal Management Plan. Endorse public exhibition of the draft Stage 4 Kiama Coastline Coastal Management Plan, for a period of 28 days. Note, if submissions are received during the exhibition period, a further report will be provided on any proposed amendments to the draft Stage 4 Kiama Coastline Coastal Management Plan. 	Director Planning, Environment and Communities	Public exhibition concluded on 15/01/24. Feedback from submissions as well as further feedback from Government agencies has been collated and incorporated into the final draft CMP which was handed over to	On track

Meeting	Item	Resolution	Responsible officer	Action	Status
		4. Adopt the draft Stage 4 Kiama Coastline Coastal Management Plan if no submissions are received on the day after the completion of the public exhibition period. (Councillors Brown and Draisma)		Council from the consultant on the 22/02/24. A summary of the changes is being compiled & will be submitted to Council for endorsement of the final draft CMP. Once endorsed it will be submitted to the Minister for gazettal which should occur late April 2024.	
21/11/2023	15.2	23/3310C Resolved that Council: 1. Endorse the Draft DCP Chapter 13 – Agritourism, Amendment No 22 for public exhibition for a period of 28 days in accordance with Council’s Community Participation Plan. 2. Following the closure of the formal exhibition process, make changes as necessary and report the final Draft DCP Chapter 13 – Agritourism, Amendment No 22 of the Kiama Development Control Plan 2020 back to the elected Council for formal endorsement and adoption. (Councillors Draisma and Larkins)	Director Planning, Environment and Communities	Placed on Council’s website for public exhibition until 15 January 2024 and reported to Council’s March 2024 Meeting for endorsement.	On track
21/11/2023	15.3	23/3320C Resolved that Council 1. Make the following amendments to Kiama Local Environmental Plan 2011 under section 3.36(1) of the Environmental Planning & Assessment Act 1979: i. Amend Sheet HOB_012 of Kiama LEP 2011 to increase the maximum height of buildings permitted:	Director Planning, Environment and Communities	Town Centre Planning Proposal was published on 15/12/2023 as Amendment No 25.	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>a. Along the southern side of Terralong Street, between Thomson Street and Collins Street, to 14.3m.</p> <p>b. Parts of Kiama Centrepoint Shopping Mall, to 14.3m.</p> <p>c. Parts of the Akuna Street strategic site, to 14.3m, 17.4m and 21m.</p> <p>ii. Amend Sheet FSR_012 of Kiama LEP 2011 to increase the maximum floors space ratio permitted:</p> <p>a. Along the southern side of Terralong Street, between Thomson Street and Collins Street, to 2:1.</p> <p>b. Parts of Kiama Centrepoint Shopping Mall, to 2:1.</p> <p>c. Parts of the Akuna Street strategic site, to 2:1, 2.5:1 and 3:1.</p> <p>iii. Amend Sheet ASF_012 and clause 6.8 of Kiama Local Environmental Plan 2011 to outline that the active street frontage development standards, within the Kiama Town Centre, only apply to the areas marked as 'primary active frontages'.</p> <p>iv. Amend clause 6.8 of Kiama Local Environmental Plan 2011 to rezone Lot 154 DP 751279, 72 Manning Street (i.e. Silica Restaurant) from RE1 Public Recreation to B2 Local Centre and amend Sheet HOB_012 and FSR_012 to apply a 11m maximum building height and a floor space ratio of 1.5:1 for the site.</p> <p>2. Delegate the Chief Executive Officer the authority to send the Planning Proposal to the Office of the NSW Parliamentary Counsel in accordance with section 3.36(1) of the Environmental Planning & Assessment Act 1979 to draft the legal instrument that will give effect to this Planning Proposal.</p> <p>3. Delegate to the Chief Executive Officer the authority to make minor mapping and Local Environmental Plan instrument changes if required by the Office of the NSW Parliamentary Counsel.</p> <p>4. Delegate to the Chief Executive Officer the authority to finalise the Planning proposal by placing the final instrument received from the NSW Parliamentary Counsel (referred to in recommendation 1) in the NSW Government Gazette and on the NSW Legislation Website.</p>			

Meeting	Item	Resolution	(Councillors Brown and Croxford)	Responsible officer	Action	Status
21/11/2023	15.4	<p>23/3330C</p> <p>Resolved that Council:</p> <p>1. Adopt the following amendments to Kiama LEP 2011 for the purpose of sending the amendments to the office of the NSW Parliamentary Counsel under section 3.36(1) of the Environmental Planning & Assessment Act 1979, subject to the maps being finalised in the Standard Instrument format:</p> <p>(a) Amend Schedule 5 of the Kiama LEP 2011 to:</p> <p>I. To incorporate the Blowhole Tennis Court (Terralong Street – Lot 1 DP 1115376) in heritage item I164</p> <p>II. To incorporate Saints Peter and Paul Catholic Church (94-112 Manning Street, Kiama – Lot 1002 DP 859186) in heritage item I117.</p> <p>III. List the following sites as new individual local heritage items:</p> <p>(i) 24 Manning Street, Kiama – Lot 21 DP 1186998 (I180)</p> <p>(ii) 5 Noorinan Street, Kiama – Lot 12 DP 1166458 (I181)</p> <p>(iii) 51 Shoalhaven Street, Kiama – Part Lot 200 DP 1017091 (I182)</p> <p>(iv) 23 Barney Street, Kiama – Lot 1 DP 194007 (I183)</p> <p>(v) 72 Collins Street, Kiama – Lot 1 DP 781177 (I184)</p> <p>(vi) 1 Bong Bong Street, Kiama – Lot 1 DP 115376 (I185)</p> <p>(vii) 19 Barney Street, Kiama – Lot 1 DP 1014606 (I186).</p> <p>IV. List the following areas as new local Heritage Conservation Areas (HCA):</p> <p>(i) Smiths Farm Heritage Conservation Area</p> <p>The area generally between Akuna Street, Shoalhaven Street, Barney Street, Seaview Street, Belvedere Street and Collins Street and 87 Shoalhaven Street – Lot 7 DP 258846 as the Smiths Farm HCA.</p>	(Councillors Brown and Croxford)	Director Planning, Environment and Communities	The Heritage Planning Proposal was published on 15/12/2023 as Amendment No 24.	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>(ii) Kiama Town Centre Heritage Conservation Area Manning Street, from Bong Bong Street to Terralong Street, and Terralong Street, from its eastern extent to Collins Street, including the façade of 66 and 68 Terralong Street – Lots 1 & 2 DP 508891, as the Kiama Town Centre HCA.</p> <p>(b) Amend sheet HER_012 to include the seven (7) new heritage items, listed above, and the two (2) new heritage conservation areas.</p> <p>2. Delegate the Chief Executive Officer the authority to send the Planning Proposal to the office of the NSW Parliamentary Counsel in accordance with section 3.36(1) of the Environmental Planning & Assessment Act 1979 to draft the legal instrument that will give effect to this Planning Proposal.</p> <p>3. Delegate to the Chief Executive Officer the authority to make minor mapping and Local Environmental Plan instrument changes if required by the office of the NSW Parliamentary Council.</p> <p>4. Delegate to the Chief Executive Officer the authority to finalise the Planning proposal by placing the final instrument received from the NSW Parliamentary Counsel (referred to in recommendation 1) in the NSW Government Gazette and on the NSW Legislation Website. (Councillors Draisma and Larkins)</p>			
21/1/2023	15.5	<p>23/3340C Resolved that Council:</p> <ol style="list-style-type: none"> Endorse the Disability Inclusion Action Plan 2023-2027 for implementation. Submit a copy of the endorsed plan to the New South Wales Disability Council and Minister for Disability Inclusion by 1 December 2023. (Councillors Draisma and Larkins) 	Director Planning, Environment and Communities	The endorsed Plan was forwarded to the Minister on 24 November 2023.	Completed.
21/1/2023	15.6	<p>23/3350C Resolved that Council:</p>	Director Planning,	In accordance with clause 215 of the Environmental	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>1. Places a notice on Council's website providing 14 days' notice of its intention to repeal the following contribution plans:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Section 7.11 Contribution Plan No.1 – Municipal Wide Plan <input type="checkbox"/> Section 7.11 Contribution Plan No.2 – Northern Region <input type="checkbox"/> Section 7.11 Contribution Plan No.3 – Southern Region <p>2. Following the 14 day notice period, place a notice on Council's website advising that the following contribution plans have been repealed:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Section 7.11 Contribution Plan No.1 – Municipal Wide Plan <input type="checkbox"/> Section 7.11 Contributions Plan No.2 – Northern Region <input type="checkbox"/> Section 7.11 Contributions Plan No.3 – Southern Region <p>3. Upon repeal of the Section 7.11 contribution plans, transfer the balances to the Section 7.12 reserve and levy all future applications under the 7.12 plan.</p> <p>(Councillors Draisma and Larikins)</p>	Environment and Communities	Planning and Assessment Regulation 2021 and the resolution of the council, notice was placed on Council's website advising that in 14 days Council intended to repeal the following contributions plans; Section 7.11 Contribution Plan No. 1 – Municipal Wide, Section 7.11 Contribution Plan No. 2 – Northern Region, Section 7.11 Contribution Plan No. 3 – Southern Region	
21/11/2023	16.1	<p>23/336OC</p> <p>Resolved that Council, in accordance with the Crown Lands Management Act 2016, endorse the updated draft Plan of Management for submission to the NSW Department of Planning, Industry & Environment – Crown Lands for Ministerial approval.</p> <p>(Councillors Brown and Steel)</p>	Director Infrastructure and Liveability	Endorsed document sent to Crown for review on 16 January 2024. Following approval this will be reported to Council again for final adoption.	Completed.
21/11/2023	16.2	<p>23/337OC</p> <p>Resolved that Council adopt the Cemetery Operating Policy with updates as per the submissions table.</p> <p>(Councillors Draisma and Larikins)</p>	Director Infrastructure and Liveability	Policy updated as per submissions table and posted on website.	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
21/11/2023	16.3	<p>23/338OC Resolved that Council, at the request of the ratepayer:</p> <ol style="list-style-type: none"> Removes the confidential status of Report Item 22.2 of its meeting of 15 August 2023. Provides a copy of Report Item 22.2 of its meeting of 15 August 2023 to the affected ratepayer. (Councillors Draisma and Larkins) 	Director Infrastructure and Liveability	Copies of the reports were provided to the resident on 27 November 2023.	Completed.
21/11/2023		<p>23/339OC Resolved that Council endorse the traffic management plans for the events reviewed by the Kiama Local Traffic Committee at its meeting of 7 November 2023 as follows:</p> <ol style="list-style-type: none"> The proposal to endorse the Traffic Management Plans for the Kiama Sky Show and Kiama Show 2024 be the subject of a written advice to Transport for NSW and NSW Police that Council will be proceeding with the proposals, with implementation after the 14 day notice period. Subject to there not being an appeal from TfNSW or NSW Police on the notice to of intention to proceed; approve the Traffic Management Plan associated with the Kiama Sky Show event at Black Beach Reserve, to be held on Sunday 31 December 2023, subject to the organisers and suitably qualified traffic controllers complying with the following conditions: <ol style="list-style-type: none"> The Traffic Management Plans attached to the report All road closures, diversions and traffic changes be undertaken by suitably qualified traffic controllers in compliance with the Traffic Control Plan TLTGS-6618-41549 prepared by Traffic Logistics Pty Ltd. The organisers be responsible for the supply, erection and removal of all traffic control devices, equipment and personnel associated with the implementation of the approved Traffic Control Plan. Road registered VMS devices are to be placed in lawful parking areas. 	Director Infrastructure and Liveability	All traffic management plans noted and complied with.	Completed

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>d. The following provisions be made to address anti-terrorism, hostile vehicle guidelines and provide a safe environment for attendees to the event:</p> <ul style="list-style-type: none"> i. Road closure on a section of Terralong Street, from Railway Parade to Manning Street roundabout, between 2pm and 10:30pm and from Railway Parade to Collins Street roundabout, between 4pm and 10:30pm; intended to allow for attendees to exit the event using Terralong Street as a pedestrian zone free from vehicles until 10:30pm. ii. Road closure on a section of Shoalhaven Street, from Minnamurra Street roundabout to Terralong Street, from 4pm – 10:30pm; intended to provide a safe environment for attendees to walk between the event sites in Hindmarsh Park & Black Beach reserve; and amplify the event by delivering an 'Eat Street' on Shoalhaven Street. iii. Road closure on a section of Stobo Road, between 8pm to 9:30pm for the fireworks exclusion zone. <p>e. Road closure of Bong Bong Street on either side of the Bong Bong Street / Manning Street roundabout, 8pm to 10:30pm, to guide traffic from the Blowhole.</p> <p>f. Lodgement with Council of an application for a Section 138 Roads Act permit and payment of associated fee.</p> <p>g. Notification of proposed traffic changes be given to police, local emergency services, businesses and residents effected by the closure.</p> <p>h. An advertisement be placed in the local media advising of the closure.</p> <p>3. Subject to there not being an appeal from TfNSW or NSW Police on the notice to of intention to proceed; approve of the Kiama Show 2024 Traffic Management Plan associated with the event on Friday 26 January 2024 and Saturday 27 January 2024 from 5am to 10pm</p>			

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>each day, subject to organisers complying with the following conditions:</p> <ol style="list-style-type: none"> The event organiser complies with the Traffic Management Plan attached to the report. Notification of the closures be given to Police, local emergency services, businesses and affected residents. An advertisement be placed in the local media advising of the closure a minimum of seven days prior to the event. <p>(Councillors Draisma and Larkins)</p>			
21/1/2023	16.5	<p>23/3400C Resolved that Council</p> <ol style="list-style-type: none"> Make an application to NSW Department of Planning and Environment – Crown Lands to transfer the road to Council as outlined within the attached letter. Give the CEO and/or Mayor delegated authority to sign any documentation as necessary to affect the road dedication process including the affixing of the Council Seal, if required. <p>(Councillors Draisma and Larkins)</p>	Director Infrastructure and Liveability	Road was dedicated as Council road and Gazetted on 12 January 2024.	Completed. Completed.
21/1/2023	18.1	<p>23/3410C Resolved that Council:</p> <ol style="list-style-type: none"> support candidates Neil Reilly, Mayor – Kiama Municipal Council and Sharon Cadwallader, Mayor – Ballina Shire Council as NSW representatives on the Australian Coastal Councils Association Committee of Management. return the voting form to the Australian Coastal Councils Association before close of business on 24 November 2023. <p>(Councillors Reilly and Steel)</p>	CEO	Voting form submitted by Neil Reilly and Cathie Bax. Neil was successfully appointed to the Committee of Management.	Completed.
21/1/2023	19.1	<p>23/3420C Resolved that Council:</p>	Director Infrastructure	Report has been drafted for April 2024, however more	On track

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>1. Acknowledges the important role that the Illawarra Rose Society, the Kiama Garden Society, and the Friends of Peace Park have had in the establishment and ongoing maintenance of Peace Park.</p> <p>2. As part of future budget reviews, consider seeking grant funding to cover the cost of establishing a suitable storage solution for the garden equipment used by the volunteers who maintain Peace Park.</p> <p>3. Pending the outcome of point 2 above, consider waiving any fees associated with the ongoing use of the storage facility.</p> <p>4. Recognises the excellent work carried out by the volunteers of Peace Park and requests a report from the Director of Infrastructure and Liveability on how Council can assist the Kiama Rose Society in their ongoing work at Peace Park, including:</p> <p>(a) the erection of a shed for the storage of garden tools, mower, mulch etc;</p> <p>(b) bricks to be sold and laid;</p> <p>(c) maintenance of the ground-cover on the Manning Street side;</p> <p>(d) insurance for works carried out;</p> <p>(e) pepper-corn licence fee; and</p> <p>(f) other related matters.</p> <p style="text-align: right;">(Councillors Brown and Steel)</p>	and Liveability	information is needed regarding the bricks and the erection of a shed.	
21/11/2023	19.3	<p>23/3430C Resolved that Council:</p> <p>1. Acknowledges concerns raised by Taylor Street, Kiama residents about the number of buses that have been transiting through their street.</p> <p>2. Notes that the establishment or alterations to bus routes are outside the specific remit of Council and the Local Traffic Committee unless Council is providing an additional road connection or seeking to relocate a Bus Stop/Zone for a road management or safety reason.</p> <p>3. Writes to the NSW Minister for Regional Transport and Roads, the Hon Jenny Aitchison MP, on behalf of residents concerned about the bus route that goes through their street, requesting that an alternative</p>	Director Infrastructure and Liveability	<p>1. Noted</p> <p>2. Noted</p> <p>3. Letter sent to the Hon. Jenny Aitchison 29/11/23</p> <p>4. Email sent to relevant Council officers for prioritisation of footpath 29/11/23.</p>	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
21/11/2023		<p>route be investigated to reduce the impacts on the residents and the potential conflicts issues due to the narrow road and lack of footpaths.</p> <p>4. That where feasible, prioritise the provision of a footpath on Taylor Street, to assist with pedestrian movement on the street under a future Operational Plan. (Councillors Larkins and Draisma)</p>			
21/11/2023		23/344OC to 23/346OC are procedural motions	CEO	No action required.	Completed.
21/11/2023	22.1	23/347OC Resolved that Council note the information provided in the Blue Haven Update report. (Councillors Draisma and Brown)	COO	No action required.	Completed.
21/11/2023	22.2	23/348OC Resolved that Council <ol style="list-style-type: none"> Adopt the market reserve price as outlined within the body of the report. Delegate to the Chief Executive Officer and/or Mayor authorisation to sign and execute all documentation in relation to the contract of sale including the seal of Council. Delegate the Chief Executive Officer and/or Mayor to enter into a contract of sale for Lot 121 DP1282295 and effect immediate exchange of contracts if sold at auction in event the market reserve is achieved. (Councillors Draisma and Brown) 	Director Infrastructure and Liveability	Property was sold at auction on 17 February 2024. Settlement to occur on 25 March 2024.	On track.
21/11/2023		23/349OC is a procedural motion only	CEO	No action required.	Completed.
21/11/2023	22.3	23/350OC Resolved that Council: <ol style="list-style-type: none"> Under the provisions of 7.37b, 7.46 and 7.58b of the Procedures for the Administration of the Code of Conduct and in line with section 440G of the Local Government Act, officially and formally censure Councillor Karen Renkema Lang for breaching section 440G by breaching the following clauses of the Code of Conduct flowing on from a radio 	COO	<ol style="list-style-type: none"> Completed at council meeting 21/11/24. Noted. No further action was taken. Administrative update made to 	

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>interview on 21 June 2023 where the following breaches were found to be substantiated by the independent investigator:</p> <p>Clause 3.1 conducting herself in a manner likely to bring other Council Officials into disrepute;</p> <p>Clause 3.1(c) conducting herself in a manner that was improper or unethical; and</p> <p>Clause 31.1 breach of the Policy (Code of Conduct).</p> <p>2. Note no further action is to be taken in relation to comments published in a June 2023 newsletter published by or on behalf of Councillor Renkema-Lang, as the Councillor removed the newsletter and therefore the complaint in respect to that matter was withdrawn.</p> <p>3. Review the Social Media Policy to include reference to all forms of media (social or otherwise) used by or on behalf of Councillors regarding their role as a Councillor.</p> <p>4. Remind all Councillors of the need for compliance with the Social Media Policy.</p> <p>5. Continue to progress the development of a draft media policy that clearly identifies who can speak for and on behalf of the Council regarding matters within the Council. (Councillors Larkins and Steel)</p>		<p>KMC Social Media Policy (adopted April 2023) to definition of social media, as per legal advice. Adopted at November 2023 ordinary meeting. Action completed.</p> <p>4. Various reminders sent. All Councillors have declared their social media accounts to CEO. Action completed</p> <p>5. KMC Media Policy drafted and put on public exhibition Oct-Nov 2023. Due to return to Council for endorsement in March 2024. Action completed</p>	
21/11/2023		23/3510C is a procedural motion only	CEO	No action required.	Completed.
21/11/2023	22.4	23/3520C	COO	The remuneration committee completed	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>Resolved that Council note the outcome of the annual performance review of the Chief Executive Officer undertaken by the Performance Review Committee in October 2023 and in accordance with the terms and conditions of the employment contract, under delegated authority to the remuneration review committee, review the position description, currency of the CEO's contract and conduct negotiations with the Chief Executive Officer on the Total Remuneration Package, ensuring that these functions are conducted in compliance with the Local Government Act 1993. (Councillors Brown and Croxford)</p>		the review of Position Description (not changed) and approved the revised TRP. Following liaison with LGNSW, a new contract, rather than an amended contract, was recommended. CEO contract was renewed 26/10/23.	
14/12/2023		23/3530C to 23/3550C is a procedural motion	CEO	No action required.	Completed.
14/12/2023	6.1	23/3560C Resolved that the Minutes of the Ordinary Council meeting held on 21 November 2023 be received and accepted. (Councillors Larkins and Rice)	CEO	Minutes have been published on the Council website.	Completed.
14/12/2023	11.1	23/3570C Resolved that Council extends to all, the wish for a happy and peaceful Christmas and for a safe and prosperous New Year. (Councillor Draisma)	CEO	Christmas wishes given verbally at meeting. No further action required.	Completed.
14/12/2023		23/3580C and 23/3590C is a procedural motion	CEO	No action required.	Completed.
14/12/2023		23/3600C Resolved that Council: 1. Allocate resources, funded from the existing operational budget, to investigate the new occurrence of vegetation destruction located near the dog off-leash pathway leading to Jones Beach, as a matter of urgency 2. Respond in accordance with the Public Tree Management Policy	Director Infrastructure and Liveability	Investigated and reporting to the March meeting	Completed

Meeting	Item	Resolution	Responsible officer	Action	Status																				
14/12/2023	12.1	<p>3. Report to Council and the community on the outcome of the investigation and Council's response. (Councillors Keast and Draisma)</p> <p>23/3610C Resolved that the Minutes of the Blue Haven Advisory Committee meeting held on 24 October 2023 be received. (Councillors Larkins and Keast)</p>	CEO	Minutes reported back to Blue Haven Advisory Committee February 2024 meeting	Completed.																				
14/12/2023	13.1	<p>23/3620C Resolved that Council:</p> <ol style="list-style-type: none"> 1. Receives and notes this report; and 2. Endorses the recommendations by the internal grant assessment panel for the following applicants and support value: <table border="1" data-bbox="742 996 1228 1724"> <thead> <tr> <th>Applicant</th> <th>Event</th> <th>Date</th> <th>Value of support</th> </tr> </thead> <tbody> <tr> <td>Red Cross</td> <td>Fun Run</td> <td>9 June 2024</td> <td>1,000</td> </tr> <tr> <td>Gerringong Lions Club</td> <td>Motorfest/Car Show</td> <td>17 February 2024</td> <td>920</td> </tr> <tr> <td>Jamberoo Football Club</td> <td>Jamberoo 7s</td> <td>2-4 February 2024</td> <td>1,000</td> </tr> <tr> <td>Gerringong Bowlo <i>Pre-approved under delegated authority</i></td> <td>Carols</td> <td>16 December 2023</td> <td>500</td> </tr> </tbody> </table>	Applicant	Event	Date	Value of support	Red Cross	Fun Run	9 June 2024	1,000	Gerringong Lions Club	Motorfest/Car Show	17 February 2024	920	Jamberoo Football Club	Jamberoo 7s	2-4 February 2024	1,000	Gerringong Bowlo <i>Pre-approved under delegated authority</i>	Carols	16 December 2023	500	CEO	Correspondence to applicants sent by email on 15 December 2023.	Completed.
Applicant	Event	Date	Value of support																						
Red Cross	Fun Run	9 June 2024	1,000																						
Gerringong Lions Club	Motorfest/Car Show	17 February 2024	920																						
Jamberoo Football Club	Jamberoo 7s	2-4 February 2024	1,000																						
Gerringong Bowlo <i>Pre-approved under delegated authority</i>	Carols	16 December 2023	500																						

Meeting	Item	Resolution	17 December 2023	16 March 2024	Ongoing	16-22 May 2024	20 December 2023	20 December 2023	15 February 2024	25 April 2024	3-6 April 2024	10 April and 18 June 2024	500	750	250	550	2,000	500	350	500	250	1,430	Responsible officer	Action	Status
		Gerrington Anglican Church <i>Pre-approved under delegated authority</i>	Carols	Celebration of Youth and Heritage	Expansion	Photographic Exhibition	Carols	Carols	Seminar- Dealing with Disappointment	Anzac Day biscuits	Autumn Carnival	Vintage Vibrations: "Melody"													
		Jamberoo Youth Hall Association Inc																							
		Gerrington Community Garden																							
		Kiama-Shellharbour Camera Club																							
		Kiama Leagues Club																							
		Kiama Jamberoo Uniting Church <i>Pre-approved under delegated authority</i>																							
		Life Together																							
		CWA Evening Branch																							
		Jamberoo Croquet Club																							
		Kiama Community Radio																							

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>Through the Ages"</p> <p>\$10,500</p> <p>(Councillors Brown and Croxford)</p>			
14/12/2023	13.2	<p>23/363OC</p> <p>Resolved that Council endorses the \$17,000 Signature Community Event funding be reallocated to the Kiama Jazz and Blues Festival for the purpose of providing a free community music performance to include activation of Manning and Terralong Streets on Sunday 10 March 2024.</p> <p>(Councillors Larkins and Keast)</p>	CEO	Funding agreement signed and returned on 18 January 2024	Completed.
14/12/2023	14.1	<p>23/364OC</p> <p>Resolved that Council receive and adopt the Monthly Financial Report for October 2023.</p> <p>(Councillors Brown and Steel)</p>	CFO	No action required.	Completed.
14/12/2023	14.2	<p>23/365OC</p> <p>Resolved that Council:</p> <ol style="list-style-type: none"> 1. Receives the information relating to the Statement of Investments as at 30 November 2023. 2. Approves the transfer of \$2,000,000 to the Land Development Reserve from Unrestricted Funds and endorses the restricted funds position outlined in the report. <p>(Councillors Brown and Keast)</p>	CFO	No action required.	Completed.
14/12/2023	14.3	<p>23/366OC</p> <p>Resolved that Council:</p> <ol style="list-style-type: none"> 1. Proceeds with public exhibition of the Draft Investment Policy for a period of 28 days 2. Adopt the Draft Investment Policy if no submissions are received by the completion of the public exhibition period. 	COO	Draft Investment Policy adopted following public exhibition. No submissions were received.	Completed

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>3. Notes that if submissions are received during public exhibition period and the policy needs to be updated, the final Draft Investment Policy be reported back to Council for formal endorsement and adoption. (Councillors Larkins and Brown)</p>		Sent to Communications Team for updating on website.	
14/12/2023	14.4	<p>23/3670C Resolved that Council receive and note the Model Code of Conduct Complaints Statistics report for the period 1 September 2022 to 31 August 2023 as presented. (Councillors Larkins and Keast)</p>	COO	No action required.	Completed.
14/12/2023	15.1	<p>23/3680C At the request of Councillor Rice and by consent, it was resolved that Council: 1. Note the contents of the Annual Report on the South Coast Library Cooperative. 2. Expresses its appreciation to the South Coast Co-operative Library partnership for their ongoing co-operation, and thanks them for the diverse range of experiences they provide to the Kiama and Shoalhaven communities. (Councillors Brown and Larkins)</p>	Director Planning, Environment and Communities	Verbal thanks was relayed.	Completed.
14/12/2023	16.1	<p>23/3690C At the request of Councillor Larkins and by consent, it was resolved that Council: 1. Continue the road closure process for the portion of un-named lane off Akuna Street, Kiama under the Roads Act 1993. 2. Approve classification of the subject road reserve as operation land upon closure and the creation of title subject to public notice of the classification under Section 31 and 34 of the Local Government Act 1993. 3. Delegate the Chief Executive Officer the authority to sign under seal or as landowner, any documentation associated with the road closure; and</p>	Director Infrastructure and Liveability	Target date was changed because a road closure process can take up to two years to complete. The road closure is currently on track.	Complete

Meeting	Item	Resolution	Responsible officer	Action	Status
14/12/2023		<p>4. Note that following completion of the road closure process a future report will be prepared in relation to the sale of land.</p> <p>5. If the road closure proceeds, that as a part of finalising the registration of the new Lot and any consequent sale process, that the provision of an appropriate easement or Right of Way is investigated for the new lot, or adjacent lot, if required, to deliver the connectivity goals with respect to pedestrian connectivity between Akuna Street and Terralong Street.</p> <p>(Councillors Brown and Steel)</p>			
14/12/2023	16.2	<p>23/3700C is a procedural motion</p> <p>23/3710C Resolved that the Minutes of the Kiama Local Traffic Committee meeting held on 5 December be received and the following recommendations be adopted, subject to any other approvals that may be required:</p> <ol style="list-style-type: none"> 1. 23/001LTC the changes to the existing timed 'Mail Zone' at Shop 3 146-152 Fern Street, Gerringong, the Gerringong Post office, identifying 8:00am-9:00am and 4:30pm-5:30pm Monday to Friday as a no parking zone, through the installation of regulatory signage and line marking, as shown in the attached plan. 2. 23/002LTC the traffic changes associated with the Red Hot Summer Tour event on 6 January 2024 from 6:00 a.m. to 11:00 p.m. be approved subject to organizers complying with the following conditions: <ol style="list-style-type: none"> i. The event organizer complies with the Traffic Management Plans. ii. The organisers shall be responsible for the supply, erection and removal of all traffic control devices, equipment and personnel associated with the implementation of the approved Traffic Management Plan. iii. Lodgement with Council of an application for a Section 138 Roads Act permit and payment of associated fee. iv. Notification of proposed traffic changes be given to police, local emergency services, businesses and residents affected by the closure. 	CEO	No action required.	Completed.
			Director Infrastructure and Liveability	All resolutions carried out.	Completed

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>v. An advertisement be placed in the local media advising of the closure and traffic changes.</p> <p>vi. Proof of public liability insurance complying with the Australian Prudential Regulatory Authority (APRA) being provided to Council prior to the event.</p> <p>vii. Extra train services have been put in place for people travelling to and from the event.</p> <p>viii. TfNSW will be conducting complimentary breath testing and Plan B behavioural messaging at the event, to support people attending that event to make good decisions in getting home.</p> <p>3. 23/003LTC the temporary closure of Belinda Street, Gerringong between the Princes Highway (M1) Off Ramp and driveway entry to the Gerringong Train Station 24 February 2024 to the 25 February 2024 between the hours of 12pm to 12pm each day, subject to the applicant and suitably qualified traffic controllers complying with the following conditions:</p> <p>i. The applicant complies with the Traffic Management Plan shown in Attachments and conditions of consent imposed in the Road Occupation Permit by the Roads Authority.</p> <p>ii. Notification of the closures be given to Police, local emergency services, businesses and affected residents a minimum of 7 days prior to works occurring by the Applicant.</p> <p>iii. The closure be advertised on Council's website 7 days prior to the commencement of works.</p> <p>iv. Work dates and times delayed by inclement weather may be extended at the discretion and written approval of Kiama Council.</p> <p>v. The Applicant receiving a Road Occupancy Permit from Transport for NSW for potential impacts on the M1 Princes Highway including messaging on the Highway variable message signage.</p> <p>vi. Specific engagement with the Ampol Service Station to minimise business impacts.</p>			

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>vii. A VMS sign is placed in a suitable location south bound on the motorway, in advance of the Fern Street exit that states that Belinda Street is closed.</p> <p>4. 23/004LTC the installation of an accessible parking space between the driveways of 56 and 58 Johnson Street, Kiama Downs. Please note that this will be a public facility, and is not restricted to the residents of 56 Johnson Street, Kiama Downs. (Councillors Larkins and Keast)</p>			
14/12/2023		23/372OC is for information reports only	CEO	No action required.	Completed.
14/12/2023	17.1	23/373OC Resolved that Council receive and note the information report on item 17.1 Resolution Register – July 2023 to October 2023 and update on previous periods. (Councillors Brown and Steel)	CEO	No action required.	Completed.
14/12/2023	19.1	23/374OC Resolved that Council: 1. Provide a report for information about when the installation of timed 'No Parking' restrictions were approved outside Kiama Public School for the 45-degree angle spaces on the western side of Collins Street, south of Akuna Street, and also provide the date on which these signs were installed between December 2020 and March 2022. 2. As part of the report, provide an update on the number of infringement notices issued at this site between the above-mentioned timeframe. 3. Review the current time parking arrangements around Kiama Public School and continue to work with relevant stakeholders on any future changes. (Councillors Larkins and Keast)	Director Infrastructure and Liveability	Reported to the February Council meeting.	Completed.
14/12/2023	19.2	23/375OC Resolved that Council:	Director Planning, Environment	Completed.	Completed.

Meeting	Item	Resolution	Responsible officer and Communities	Action	Status
14/12/2023		<p>1. Supports the development of health facilities in our area that are designed to meet the health needs of our community.</p> <p>2. Acknowledges the Minnamurra Progress Association's concerns about the potential adverse impact of the Shellharbour Hospital development on the biodiversity of the Minnamurra River and surrounding eco-systems.</p> <p>3. Writes to The Hon. Ryan John Park, Minister for the Illawarra and South Coast and the Hon. (Penny) Penelope Gail Sharpe NSW Minister for the Environment:</p> <p>(a) Highlighting that in addition to providing natural habitat for endangered and threatened species, the Minnamurra River and surrounding eco-systems provides public and social infrastructure for recreational, fishing and tourism activities, activities that bring significant economic benefits for our municipality.</p> <p>(b) Expressing concerns about the cumulative adverse impact of urban and industry development (such as the Shellharbour Hospital and Dunmore Lakes Sand Extraction projects) on the biodiversity of the Minnamurra River and surrounding eco-systems.</p> <p>(c) Seeking clarification on what planning instruments or other legislative arrangements are in place to protect and preserve the biodiversity of the Minnamurra River and surrounding eco-systems from the cumulative impacts of nearby urban and industry developments.</p> <p>(d) Seeking their assistance to establish stronger planning controls (such as the introduction of a site-specific Biodiversity and Conservation State Environmental Planning Policy) to protect, preserve and restore the biodiversity of the Minnamurra River and surrounding eco-systems. (Councillors Renkema-Lang and Draisma)</p>			
14/12/2023	22.1	<p>23/3760C and 23/3770C are procedural motions.</p> <p>23/3780C</p>	CEO	No action required.	Completed.
			COO	No action required.	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
14/12/2023	22.2	<p>Committee recommendation that Council note the information provided in the Blue Haven Update report. (Councillors Larkins and Renkema-Lang)</p> <p>23/3790C Committee recommendation that Council:</p> <ol style="list-style-type: none"> 1. Retain ownership of the Barney Street freehold properties described as Lot 9 DP850163 and part Lot 69 DP1065423. 2. Decline the current unsolicited offer. 3. Delegates to the Chief Executive Officer to offer the current lessee a new longer term lease of 5 x 5 years negotiating a commercial return that recognises community benefit. 4. Pending successful negotiation of a new lease consider as part of the budget process for 2024/2025: <ol style="list-style-type: none"> a) working with the lessee to apply for grant funding to establish disability access and other infrastructure required to facilitate ongoing operation of the business. b) reviewing the DCP to allow for the restrictions around Sunday and Public Holiday trading on this site to be removed, noting that a modification application would need to be submitted to Council for consideration. <p>(Councillors Renkema-Lang and Rice)</p>	Director Infrastructure and Liveability	<p>Negotiations of the new lease to commence.</p> <ol style="list-style-type: none"> 1. Noted 2. Action Completed 3. Pre-liminary discussions with tenant – tenant developing terms for discussion. 4. <ol style="list-style-type: none"> a) noted b) subject to future budget and discussion with the tenant. 	On track



Resolution register:
Outstanding items from previous periods

Updates in red

Meeting	Item	Resolution	Responsible officer	Action	Status
19/09/2023	13.3	<p>23/2500C Resolved that Council:</p> <ol style="list-style-type: none"> Adopt the Committees Framework Policy. Confirms through the decision of April 2023 23/1070C, that Precinct Groups and Community Associations are no longer formal Committees of Council. This change requires that: <ol style="list-style-type: none"> The minutes of precinct committees are no longer included within Council business papers. Precinct Groups and Community Associations operate within their own terms of reference and requirements and will not operate under the Precinct Guidelines. The Precinct Guidelines will no longer be maintained or updated by Council. Recognises and confirms that (despite the above change) Precincts and Community Associations continue to operate and provide a valuable contribution to both the community and Council and ongoing involvement in the development of the Community Engagement Strategy. Appreciates the hard work and collaboration between Council and the Precinct Groups and Community Associations and looks forward to continued discussion of Municipal development, Planning, and Policies with these groups. Will continue to offer the following benefits to the existing recipients another year (to be reviewed within the next 12 months alongside the new committee structure): <ol style="list-style-type: none"> Provision of \$500 per annum to assist with administration and publicity. 	CEO	<ol style="list-style-type: none"> Framework uploaded to Council website. Noted. Noted. Noted. (a) Payment of the \$500 and (b) Microsoft Office suite subscription have been made; (c) the Precincts have retained their laptops; (d) Customer Services have been advised of free hall hire; (e) the Precincts status has changed they no longer fall within Insured Party categories so 5(e) cannot occur. Actioned by the Comms team and a Precinct & Associations page has been added to the website. Mayor has visited Central Precinct, yet to visit South Precinct. 	On track

Meeting	Item	Resolution	Responsible officer	Action	Status
19/09/2023	15.4	<p>(b) Provision of \$99 per annum for Microsoft Office suite subscription.</p> <p>(c) A second-hand notebook/laptop for minute taking and correspondence.</p> <p>(d) A meeting venue free of charge.</p> <p>(e) Personal accident insurance over the executive of Precinct committees for twelve months.</p> <p>6. Refers to the forward budget estimate register for 2024-25 a request to scope and consider options for the creation of a dedicated page on the Council's website where the minutes and conversations of all community organisations can be contributed.</p> <p>7. Will write to and visit the two Precinct groups (Central and South) and Community Associations (Jamberoo Valley Ratepayers and Residents and Minnamurra Progress) to advise them of this decision. (Councillors Rice and Larkins)</p>	Director Planning, Environment and Communities	<ol style="list-style-type: none"> 1. Completed. 2. Will be completed through the Growth and Housing Strategy Engagement process. 3. Completed and ongoing. 4. Completed. 	On track
24/2/1799		<p>23/2610C Resolved that Council:</p> <ol style="list-style-type: none"> 1. Place the draft Development Assessment Policy on exhibition for 28 days and actively seek feedback from the development industry and community. 2. Establish an Industry Reference Group modelled from Cairns City Council. 3. Provide support and mentorship to the newly formed Planning and Economic Development Team to improve customer experience and online self-service. 4. Delegate to the CEO the authority to determine development applications and modification applications up to a value of \$10,000,000, except for developments: <ol style="list-style-type: none"> (a) Where developments are for subdivisions of over fifty (50) allotments; and (b) Where there are greater than 12 individual objections. 			

Meeting	Item	Resolution	Responsible officer	Action	Status
19/09/2023	15.5	<p>(Councillors Rice and Renkema-Lang)</p> <p>23/2620C Resolved that Council:</p> <ol style="list-style-type: none"> Develop a Public Art Policy and Procedure which outlines opportunities, requirements and life cycle considerations for the installation of public art in the Kiama LGA. As part of the development of the Cultural and Arts Strategy, work with local landlords to identify suitable walls and spaces for public art. Explore existing internal grant streams to determine whether budget could be available to support public art opportunities at identified sites and in unexpected places. At the next review of the Kiama Development Control Plan incorporate controls, incentives and/or provisions for public art in public places and new subdivisions. (Councillors Draisma and Larkins) 	Director Planning, Environment and Communities	<ol style="list-style-type: none"> Policy and supporting documents have been drafted and internal consultation has occurred. Policy to be reported to the April Council meeting. Grants Policy has been reported to the March council meeting for exhibition. Grants funding continues to be explored. To be taken on board at development stage. 	On track
19/09/2023	16.2	<p>23/2640C Resolved that Council;</p> <ol style="list-style-type: none"> Commence the formal road closure process for the surplus road reserve located on Brown Street, Kiama under the Roads Act 1993, as shown on the diagram in this report, Classify the subject area of road at Brown Street, Kiama as operational land upon closure and the issue of a certificate of title subject to public notice of the proposed classification under Section 31 and 34 of the <i>Local Government Act 1993</i>, Give the Chief Executive Officer delegated authority to sign under seal or sign on behalf of Council, any documentation associated with the road closure; and Consider a separate report for the proposed sale of the lot at the completion of the road closure process. (Councillors Draisma and Larkins) 	Director Infrastructure and Liveability	The statutory road closure process is underway and can take up to 2 years to be completed. This matter is expected to be reported to Council again by October 2025.	

Meeting	Item	Resolution	Responsible officer	Action	Status
19/09/2023	19.1	<p>23/269OC Resolved that Council:</p> <ol style="list-style-type: none"> Note the commercial benefits to local businesses if they install electrical vehicle charging stations including: <ol style="list-style-type: none"> Competitive advantages gained by attracting the growing number of electric vehicle owners looking for sustainable travel options. Hotel partnership deals that offer up to 75% discount on charging station purchase costs. NSW Government funding opportunities available to destination organisations (Public and Private) for installing electric vehicle charge stations. Promotes the installation of electric vehicle charge stations by local businesses, as opportunities arise and within Council budget constraints. Continues to raise local awareness of the benefits and opportunities available for community members and local business for moving to electric vehicles. <p>(Councillors Renkema-Lang and Larkins)</p>	CEO	<p>Point 1 – Council have promoted the installation of electric vehicle charge stations by local businesses by uploading some information on current EV grant funding opportunities on our grants page Grants Kiama Council (nsw.gov.au)</p> <p>Points 2 and 3 – Council have also helped to raise local awareness of the benefits and opportunities for moving to electric vehicles by creating an EV information page with some helpful links to information on EV ownership Electric vehicles Kiama Council (nsw.gov.au)</p>	Completed.
15/08/2023	16.2	<p>23/226OC Resolved that Council:</p> <ol style="list-style-type: none"> Commence the formal road closure process for the portion of surplus road reserve, the un-named lane off Akuna Street, under the <i>Road Act 1993</i>. Require the applicant to meet all costs associated with the road closure. Classify the portion of road reserve as operational land upon closure. Give the Chief Executive Officer delegated authority to sign under seal or sign on behalf of Council any documentation associated with the road closure of surplus road reserve along Akuna Street, Kiama. 	Director Infrastructure and Liveability.	<p>The statutory road closure process is underway and can take up to 2 years to be completed. This matter is expected to be reported to Council again by December 2025.</p>	On track

Meeting	Item	Resolution	Responsible officer	Action	Status
15/08/2023	19.1	<p>(Councillors Brown and Steel)</p> <p>23/2310C At the request of Councillor Rice and by consent the motion was varied and resolved as follows, to also include suggested amendments by the Director: That Council: 1. Receive a report on the recommended composition and draft terms of reference for the formation of a Jerrara Dam Working Group (the working group) to: (a) review the Jerrara Dam Plan of Management 1996. (b) consider current and future uses of the site. (c) consider the rehabilitation of the site for the conservation and regeneration of the remnant rainforest its indigenous vegetation and associated habitats. 2. Consider the formation of the working group for the 2024/2025 Draft Budget and Operational Plan. 3. Following the completion of a report from the working group, commence a formal review of the Jerrara Dam Plan of Management subject to available budget. (Councillors Draisma and Larkins)</p>	Director Infrastructure and Liveability	A draft Terms of Reference for will be presented to Councillors contemporaneously with the draft Operational Plan.	On track
20/06/2023	19.3	<p>23/1670C Resolved that a report be provided to Council on the feasibility and estimate of costs for providing reticulated three phase power to Coronation Park to improve the useability of the site, especially for ongoing markets. (Councillors Brown and Draisma)</p>	Director Infrastructure and Liveability	Report is in draft format, and is waiting to be completed by the new Project Manager that will replace the Senior Project Engineer.	On track
20/06/2023	22.1	<p>23/1710C Committee recommendation that Council: 1. Authorise the CEO to provide approval to Endeavour Energy to install the Community Battery at the new location of Gainsborough Chase Reserve at the end of Thornett Way in DP790657.</p>	Director Infrastructure and Liveability	1. Completed. 2. Payment from Endeavour received 9/8/2023 3. Property team are waiting on documents from	On track

24/2/1799

Page 5 of 29

Meeting	Item	Resolution	Responsible officer	Action	Status
20/06/2023	22.3	<p>2. Accept the land valuation of \$10,000 (plus GST) that is to be paid by Endeavour Energy to Council.</p> <p>3. Grant an easement to support the community battery. Delegate to the CEO final sign off of legal documentation (including details within 88b Instrument) for the easement. (Councillors Draisma and Larkins)</p> <p>23/1730C Committee recommendation that Council:</p> <ol style="list-style-type: none"> 1. Rescind its decision of 18 April 2023 for Item 15.1 Tender 1049063 - Hindmarsh Park Redevelopment, Minute 23/1080C with respect to declining all tenders. 2. In accordance with the Local Government Regulations 2021 clause 178 (1) (b) decline to accept any of the tender submissions for tender KIAMA 1049063. 3. In accordance with the Local Government Regulations 2021 clause 178 (3) (e) Council resolve to enter into negotiations with any person (whether or not the person was a tenderer) with a view to entering into a contract in relation to the subject matter of the tender. 4. In accordance with Local Government Regulations 2021 clause 178 (4) the reasons for not inviting fresh submissions and to negotiate are the project has been unsuccessfully tendered three times, all tenders significantly exceed available budget, likely inflationary rise in costs reflected in any delayed future tenders, the grant fund timelines are critical and direct negotiation provides the flexibility to adjust the scope of works maximise the project outcomes within budget. 5. Proceed with redesigning the proposed development as required to deliver an outcome within the available funding outlined in the report and enable a contract to be entered into. 6. Note that due to the timing constraints of the grants, no further formal community consultation be undertaken. 	Director Infrastructure and Liveability	<p>Endeavour Energy to register the easement</p> <ol style="list-style-type: none"> 1. Completed 2. All the tenderers have been notified of this. 3. Council officers are currently working with architect to revise a design to enable the project to be completed within the available budget. 4. Once designs are updated contractor will be appointed. 5. Design refinement is complete. 6. This has been noted. 7. Negotiations have been finalised and a contract has been entered into. A high level construction program is being refined for a public announcement. 8. Noted. 	On track

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>7. Delegate to the Chief Executive Officer the authority to negotiate within available budgets, to finalise and execute contracts and other documentation required to give effect to this resolution.</p> <p>8. This report remains confidential until the completion of the tender process. (Councillors Draisma and Larkins)</p>			
20/06/2023	22.4	<p>23/1740C Committee recommendation that Council:</p> <ol style="list-style-type: none"> Notes the efforts of Council staff to complete the actions required on this matter under previous resolutions of Council, including negotiating potential lease terms with the Housing Trust Acknowledges the efforts of the Housing Trust in providing much needed affordable rental accommodation for Kiama. Delegates to the Chief Executive Officer to engage with the Housing Trust to identify other options for maintaining or increasing the scale of affordable rental accommodation at 9 O'Connell Street, Gerringong. Defers further consideration on the divestment of this property until the Housing Trust advises Council on its interest in an alternative approach as per Resolution 3, expected by August 2024. <p>(Councillors Draisma and Larkins)</p>	Director Infrastructure and Liveability	A report will be submitted to Council in May on the way forward.	On track
20/06/2023	22.6	<p>23/1760C Committee recommendation that Council:</p> <ol style="list-style-type: none"> Continue with the process to have the encroaching structures at the location set out in the report, removed in accordance with Notices and Orders under the <i>Local Government Act 1993</i>; The structures be removed and the ground reinstated within one (1) year from the date of this resolution, and; The respective adjoining landowners be responsible for the costs associated with the removal of structures and ground reinstatement. 	Director Infrastructure and Liveability	Orders have been issued to the landowner in accordance with the Council resolution.	On track

24/2/1799

Page 7 of 29

Meeting	Item	Resolution	Responsible officer	Action	Status
16/05/2023	18.1	<p>(Councillors Draisma and Larkins)</p> <p>23/1320C Committee recommendation that Council: 1. endorse the Draft Delivery Program and Operational Plan for public exhibition for a period of 28 days. 2. endorse the Draft Budget for public exhibition for a period of 28 days. 3. endorse the Draft Fees and Charges document for exhibition for a period of 28 days. 4. endorse the Draft Long Term Financial Plan for public exhibition for a period of 28 days. Note that as part of the exhibition process, the Financial Advisory Committee's consultation will be sought on the draft Long Term Financial Plan. 5. Endorse the Draft Community Engagement Strategy for public exhibition for a period of 28 days. 6. Provide the outcomes of the exhibition process and the final document back to Council for adoption prior to 30 June 2023. (Councillors Brown and Larkins)</p>	COO	<p>All resolutions implemented. Community Engagement Officer recruited. Role commenced in January 2024. Workshops held with staff and councillors on 29/2/24. Currently redrafting strategy for Council consideration.</p>	On track
16/05/2023	19.1	<p>23/1360C At the request of Councillor Draisma and by consent, the motion was varied to read as follows: That Council: 1. Refer this matter to the Infrastructure and Liveability Advisory committee once established requesting they form a working group to develop a report on how Paid Parking for visitors to Kiama's Municipality can be implemented in a similar manner to Byron Bay Council. 2. Note that the visitor economy is the largest sector of our local economy which generates a number of costs such as rubbish removal and clean up, public toilets, road and traffic infrastructure.</p>	Director Infrastructure and Liveability.	<p>The Advisory Committee deferred considering until appropriate studies and data is available for the Committee. This body of work will sit with the implementation team to progress.</p>	On hold

Meeting	Item	Resolution	Responsible officer	Action	Status
18/04/2023	13.1	<p>3. As part of the process of developing the report to council on paid parking, develop a Paid Parking for Visitors Policy which clearly highlights that the objectives of paid parking will be for the betterment of the community as a whole, including local businesses and local residents, along with offsetting the costs of servicing a highly visited area. (Councillors Brown and Croxford)</p> <p>23/097OC Resolved that Council:</p> <ol style="list-style-type: none"> adopt the Strategic Improvement Plan 2 (SIP2) as the document that will be used to manage the work to be undertaken as a result of the initial Strategic Improvement Plan and the Performance Improvement Order issued by the Office of Local Government. ensures proactive delivery within the immediate, medium and longer term to ensure future sustainability of the business. dedicates the resources of the organisation to the delivery of the Strategic Improvement Plan 2, ensuring this is given ultimate priority. proactively advises relevant stakeholders of the Strategic Improvement Plan 2 and note the progress made against actions in regular reporting to Council. (Councillors Croxford and Steel) 	CEO	The Strategic Improvement Plan 2 will be reviewed and updated as part of the variation to the Performance Improvement Order and will be replaced with an update plan called the "Finance and Governance Improvement Plan". This will be finalised once the PIO is issued.	Completed.
18/04/2023	13.8	<p>23/001OC Resolved that Council proceed to public exhibition of the draft Honour Rollis Policy for a period of 28 days and that a subsequent finalised policy be presented to a future Council meeting for endorsement.</p>	CEO	Sports Honour Roll criteria currently being reviewed by Director Infrastructure and Liveability and will return to Council for a further public exhibition period following a number of changes.	On track
21/03/2023	11.2	<p>23/060OC Resolved that Council:</p>	CEO	1. Legal advice received in July 2023	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
21/03/2023	15.1	<p>1. Seek legal advice on the removal of the Caveat imposed on Council investment land for all three parcels Lot 286 DP 823193 Glenbrook, Lot 45 DP 800176 Spring Creek, Lot 11 DP 810839 Spring Creek, by means of either:</p> <ul style="list-style-type: none"> - formal withdrawal - the caveat lapsing - a court order. <p>2. Seek advice on legal options to pursue compensation from the State Government for any loss of revenue incurred during the Caveat's impositon.</p> <p>3. Seek as a matter of urgency for the CEO to work with the Greater Cities Commission to utilise Spring Creek as a catalyst site and seek the removal of the caveat through other State agencies on behalf of Kiama Municipal Council. (Councillor Reilly)</p>	CEO	<p>2. As advised Council does not have any legal right to compensation.</p> <p>3. The Greater Cities Commission has been dissolved however Council will continue to advocate through other state agencies. Recent correspondence from Parliamentary Secretary for Transport included an invitation to discuss options for Bombo Quarry and the CEO is awaiting scheduling of a meeting.</p>	On track
15/03/2022	8.2	<p>23/0760C Resolved that Council note the update provided in this report and that the CEO and Mayor jointly write to the relevant NSW Government Ministers responsible for the various flood assistance programs to seek an update on Council's grant funding applications, particularly under the Infrastructure Betterment Fund. (Councillors Larkins and Draisma)</p> <p>22/0160C Resolved that Council review the cost to our tenant, Kiama Lions Club, for the lease of the Carers Cottage and explore a means of sale by limited tender application as per section 55 (1) (g) of the LG Act from not for profit organisations, who are based in and provide direct service to the Kiama Community, for the sale of the lion's cottage. (Councillors Reilly and Croxford)</p>	Director Infrastructure and Liveability	<p>Council is in the process of completing the Project Details and Instalment Proposal Form, this will trigger the Grant Agreement and payment of the first instalment of \$2,248,738.</p> <p>Meeting with Kiama Lions late March 2024 to discuss process from here.</p>	On track.

Meeting	Item	Resolution	Responsible officer	Action	Status
15/03/2022	13.2	<p>22/0380C Resolved that Council:</p> <ol style="list-style-type: none"> authorise the Chief Executive Officer to commence negotiations with the owners of Lot 211 DP875581 (Kiama Village Shopping Centre) as outlined in Option 3 of this report involving the extinguishment of the easement and restriction as to user for car parking and all associated rights and interests conveyed by DP1133133 and receive commercial consideration for the extinguishment based on the recommendation of Council's appointed valuer give delegation to the CEO to sign all documentation associated with the extinguishment of the easement of Lot 211 DP875581 and any financial transaction relating to that. (Councillors Rice and Draisma) 	Director Infrastructure and Liveability	<p>The developers declined to purchase at the price requested by Council.</p> <p>The easement is being retained in order to continue providing public parking at the western end of Terralong Street.</p>	On track
15/03/2022	17.4	<p>22/0450C Resolved that Council:</p> <ol style="list-style-type: none"> temporarily pauses the Housing Strategy reference group, and other groups and committees under Councils management develops and formally establishes a Policy on committees, working groups and reference groups that: <ol style="list-style-type: none"> ensures conflicts of interest are managed in line with ICACs Managing Conflicts of Interest in the NSW Public Sector and Obtaining Independent Advice: Dos and Don'ts ensures Councillor representation on groups and committees tasked with development of strategic documents (such as the housing strategy) includes mechanisms to allow for open and transparent opportunities for representatives across all relevant business sectors to provide advice to reference groups or committees prohibits active property developers, or any other business entities, from participating on groups or committees that can 	Director Planning, Environment and Communities	<p>Committee policy and framework has been completed. Committees have been established and are working effectively within the framework that has been created. TOR have been adopted for each Committee.</p>	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
21/02/2023	8.4	<p>unduly influence land zonings, LEP controls and development standards</p> <p>e. ensures appointment of members to committees, reference groups and working groups is publicly announced prior to the first meeting of such groups</p> <p>3. develops model Terms of References for committees and reference groups that align with the policy</p> <p>4. revises TORs and membership of all existing committees, reference groups and working groups to align with the policy and model TORs as soon as practical. (Councillors Renkema-Lang and Draisma)</p> <p>23/0050C Resolved that Council:</p> <ol style="list-style-type: none"> 1. Take immediate action to investigate and establish an early warning system to provide early notice to the Jamberoo Preschool of impending flooding. 2. Write to the Hon Sarah Mitchell MLC, Minister for Education and Early Childhood Learning, the Hon Prue Car MP, Shadow Minister for Education and Early Childhood Learning, the Hon Gareth Ward, Member for Kiama, the Hon Ryan Park MP, Shadow Minister for the Illawarra and South Coast and to Georgina Harrison, Secretary of the Department of Education seeking their support in finding a long term solution to relocate the Jamberoo Preschool to a purpose-built facility, potentially attached to the school system. 3. Write to the Hon Steph Cooke MP, Minister for Flood Recovery, Emergency Services and Resilience and the Hon Jihad Dib MP Shadow Minister for Emergency Services seeking their support for Council's submission to the NSW Flood Recovery and Resilience - Emergency Response Fund regarding flood warning systems. (Councillor Reilly) 	Director Infrastructure and Liveability	<p>1. A early warning system was investigated. Given the short sharp nature of flooding of the catchment in Jamberoo, a warning system is ineffective because of the short time period between the rain event, and the flooding.</p> <p>2. Letters sent as per resolution 18/8/23. Please note that recipients were updated after the March 2023 state election. 3. Letters sent as per resolution 18/8/12. Please note that recipients were updated after the March 2023 state election.</p>	Complete
21/02/2023	13.5	<p>23/00270C Resolved that Council:</p>	Director Infrastructure	The road closure and classification process is now complete	On track

24/2/1799

Page 12 of 29

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>1. Continue the formal road closure process for the surplus road reserve located between Numbers 70 and 80 South Kiama Drive (historically referred to as Marsden Street), Kiama under the <i>Roads Act 1993</i>,</p> <p>2. Note that the costs associated with processing the road closure will be covered by Council's existing budget allocations,</p> <p>3. Upon closure, classify the subject area of road between numbers 70 and 80 South Kiama Drive, Kiama as operational land and issue a certificate of title subject to public notice of the proposed classification under Section 31 and 34 of the <i>Local Government Act 1993</i>,</p> <p>4. Delegate to the Chief Executive Officer authority to sign under the seal or sign on behalf of Council, any documentation associated with the road closure, and</p> <p>5. Note that a separate report will be provided to Council for the proposed sale of the residential lot at the completion of the road closure process.</p> <p>(Councillors Draisma and Larikins)</p>	and Liveability	A report is being submitted to the March 2024 Council meeting to establish the reserve price for auctioning the site.	
28/02/2023	3.6	<p>23/0430C Resolved that Council:</p> <p>1. Adopt as a working draft for future discussion and workshop (particularly on the schedules within the document) the distributions and risks outlined in the draft Liquidity Plan.</p> <p>2. Following Councillor workshops and completion of the schedules, ensure a further report to Council is provided to finalise the liquidity plan and publish.</p> <p>3. Embed in the Strategic Improvement Plan 2 and update into the Long Term Financial Plan, the financial actions outlined in section 8 of the Liquidity Plan.</p> <p>(Councillors Brown and Croxford)</p>	COO	Liquidity Plan to be replaced by Finance & Governance Improvement Plan as part of Performance Improvement Order.	Needing attention.
28/02/2023	3.8	<p>23/0460C Committee recommendation that Council:</p>	Director Infrastructure	No change on the previous comment: Report program	On track.

24/2/1799

Page 13 of 29

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>1. Adopt as a working draft for future discussion and workshop the draft Property Plan as the document that will be used to manage the property holdings of Council, noting further work will need to be done on the schedule.</p> <p>2. Further work on the draft plan and schedule allowing for the inclusion of community, social, cultural and environmental factors in determining the preferred, alternative and least preferred options.</p> <p>3. Following Councillor workshops, ensure a further report to Council is provided to finalise the Property Plan.</p> <p>4. Embed in the Strategic Improvement Plan 2 the action items listed within the document, which management must progress. (Councillors Renkema-Lang and Draisma)</p>	and Liveability	<p>to be finalised following the workshop.</p> <ol style="list-style-type: none"> 1. Noted 2. Noted 3. Councillor workshop on the property and divestment plan was held on 1 August 2023 4. The revised divestment assessment will be completed under the proposed new Performance Improvement Order currently being considered by the Minister. 	
28/02/2023	3.10	<p>23/0500C Resolved that Council:</p> <ol style="list-style-type: none"> 1. Endorse the seven (7) stage methodology described in the service review process on the following business areas: <ul style="list-style-type: none"> • Waste services • Leisure Centre • The Pavilion • Holiday Parks. 2. Utilise funding from associated operational savings to complete the four services reviews outlined at resolution one (1) above, as a matter of priority. 3. Define the structure, scope, deliverables and performance for other municipal programs into Service Statements, from which levels of service and resourcing for future budgets may be developed. 	CEO	<p>Waste Services service review has commenced. Staff interviews have taken place and provision of required date is ongoing. Expected to be finalised mid-late April.</p> <p>Leisure Centre service review has been completed and presented to a Councillor workshop, FAC and ARIC.</p> <p>The Pavilion service review draft findings are due the week commencing 18 March and Councillors will</p>	On track

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>4. Refer the request for a rolling budget for service reviews to the forward budget estimates register for consideration as part of the 2023/24 budget process. (Councillors Draisma and Croxford)</p>		<p>be briefed at the April workshop. The draft Holiday Parks Service Review has been prepared and the finalised document is expected to be submitted to the Executive at the end of March 2024.</p>	
28/02/2023	3.11	<p>23/0530C At the request of Councillor Croxford and by consent the motion was varied and recommended as follows: That Council: 1. Receive the commercial in confidence report titled "Business Case for Blue Haven", authored by Paul Sadler Consultancy and StewartBrown Chartered Accountants". 2. Note that the commercial in confidence report substantiates the previous resolution of Council in October 2022 to divest of all aged care assets and operations (residential, aged care, home care, community transport) located on the Blue Haven Bonaira site. 3. Note the steps proposed to progress a tender, property sale/s and transition of aged care, community care, community transport and residential operations. 4. Note that Council divesting and transferring ownership of the assets, does not mean the service will close, with an expectation existing aged care operators and home care providers will expand into those operations. Under legislation the Terralong and Bonaira sites will continue as aged care services, dedicated to residential age care services, home care or retirement village communities for the people of Kiama to access. 5. Note the Section 55 Local Government Act exemptions to appoint Trademark Consulting (in accordance with existing delegations and process outlined in the procurement policy) as the Project Manager for the defects works for Blue Haven, and Bonaira and StewartBrown Advisory as the aged care experts coordinating the</p>	COO	<p>All matters regarding Bonaira Divestment Considerations completed as per Council resolution #24/006OC 1 Feb 24. 7. Plans post-Bonaira divestment are multi-faceted. Budget, cash flow and LTFP have been prepared on post Bonaira basis including repayment of remaining TCorp debt and adjusting for operating performance improvements. Service Reviews, Terralong asset condition reports, governance matters such as PIO and Audit recommendations also form part of this. All these matters are being progressed and presented as they occur. 8. Asset condition / dilapidation report has been progressed. Consultant engaged. Report received and currently being</p>	Complete.

Meeting	Item	Resolution	Responsible officer	Action	Status
20/12/2022	13.3	<p>tender and divestment process on behalf of Kiama Municipal Council.</p> <p>6. Fund the specialist and other expenses for a sale and transition from the Blue Haven budget.</p> <p>7. Receive a further report from the Chief Executive Officer outlining staff and community engagement around right sizing the organisation post aged care divestment and establishes service expectations for Kiama Municipal Council</p> <p>8. Seek a dilapidation/asset report (and cost) along with a subdivision redevelopment or sale of Havilah Place</p> <p>9. Receive a report on the potential subdivision and excising of the portion of land occupied by Kiama Community Garden (Councillors Reilly and Croxford)</p> <p>22/408OC Resolved that Council:</p> <ol style="list-style-type: none"> Continue the road closure process for the section of road reserve along Noorinan Street, Kiama (generally behind No's 10 – 40 Elimatta Place, Kiama) under the Roads Act 1993. Approve classification of the subject are of road reserve as operation land upon closure and the issue of a certificate of title subject to public notice of the proposed classification under Section 31 and 34 of the <i>Local Government Act 1993</i>. Delegate to the Chief Executive Office the authority to sign under seal or as landowner any documentation associated with the road closure. Note that following completion of the road closure process a future report will be provided to Council in relation to the subdivision and sale of the lands. 	Director Infrastructure and Liveability	<p>reviewed by Infrastructure & Liveability Team. Review and Final report expected early April.</p> <p>9. Consultant engaged regarding options for Havilah Place. Sub-division considerations and options are expected within the consultant report. Initial report expected end of March.</p> <p>1. Noted. Process commenced January 2023. Survey plan completed and awaiting legal advice on minimum lot size.</p> <p>2. Noted.</p> <p>3. Noted</p> <p>4. A further report will be presented to Council in late 2024 on the subdivision and sale of lands.</p>	On track.
20/12/2022	13.4	<p>22/409OC</p> <p>(Councillors Draisma and Brown)</p>	Director Infrastructure	The statutory road closure process is underway and	On track

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>Resolved that Council:</p> <ol style="list-style-type: none"> approves the closure of the section of road reserve at Riverside Drive, Kiama Downs as outlined within the attached plan. approves classification of the subject area of road reserve as operational land upon closure and the issue of a certificate of title subject to public notice of the proposed classification under Section 34 of the <i>Local Government Act 1993</i>. gives the Mayor and/or CEO delegated authority to sign under seal or as landowner any documentation associated with the road closure. note that following completion of the road closure process a future report will be provided to Council in relation to the potential subdivision and/or sale of the lands. (Councillors Brown and Renkema-Lang) 	and Liveability	<p>can take up to 2 years to be completed.</p> <p>The proposed subdivision is being refined to provide the most appropriate development outcome for the land zone and managing impacts on adjacent residents.</p> <p>This matter is expected to be reported to Council again by December 2025</p>	
20/12/2022	17.5	<p>22/4140C</p> <p>Resolved that Council consider virtual town meetings as part of Council's Community Engagement Policy. (Councillors Renkema-Lang and Croxford)</p>	CEO	<p>Community Engagement Officer commenced in January 2024. Currently redrafting Community Engagement Strategy for Council consideration.</p> <p>Workshops held with staff and councillors on 29/2/24.</p> <p>Community pop-ups and other engagements planned as part of re-drafting strategy. Virtual town hall meetings will be given consideration in this process.</p>	Completed.
13/10/2022	3.1	<p>22/2960C</p> <p>Resolved that Council rescind motion 22/2830C from the September 2022 ordinary meeting and replace with the following: That Council</p>	COO	<p>Refer resolution #23/0520C 28 Feb 2023 regarding Bonaira divestment and also refer resolution #24/0060C from 1 Feb 24 extraordinary</p>	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>1. Retain Blue Haven Terralong (Lot 71 DP 831089) in Council ownership and ensures comprehensive engagement with the community and residents, giving consideration to future use of the decommissioned aged care facility.</p> <p>2. Undertake to sell Blue Haven Bonaira (Lot 2 DP1215276) subject to the completion of the required notice in accordance with Section 34 of the Local Government Act (public notice to classify or reclassify public land) and the associated planning proposal process, which council has previously resolved to allocate funding towards at its June ordinary meeting.</p> <p>3. Continue to inform and engage with the community, including those who are cared for by Blue Haven, to reassure all parties that the quality of care and standard of service of the Independent Living Units and Residential Aged Care Facility will be maintained, regardless of ownership.</p> <p>4. Continue the work on the urgent need to improve cash flow to demonstrate 'going concern' status and improve the long-term financial position of Council, including, but not limited to:</p> <ol style="list-style-type: none"> paid parking and resident permits ensuring a proportion of revenue generated from any sale or divestment of any assets be invested in strategies for the generation of income and continuous revenue streams. <p>5. Rescind its previous resolution on the sale through open tender for Barney Street lot and refer to the separate confidential report on this subject matter.</p> <p>(Councillors Reilly and Croxford)</p>			
18/10/2022	12.2	<p>22/3160C Resolved that Council:</p> <ol style="list-style-type: none"> Receive the summary of feedback undertaken on the Minnamurra River Rockwall Assessment Concept Design Report for information and thank those who contributed. Endorse the Minnamurra River Rockwall Assessment Concept Design Report' 	Director Infrastructure and Liveability	No change on previous comment: Summary feedback received and submission responses sent. Projects have been listed within Grants Register for further consideration.	On track

Meeting	Item	Resolution	Responsible officer	Action	Status
20/09/2022	13.1	<p>3. Seek grant opportunities to allow for funding to be obtained for the bank stabilisation and stormwater infrastructure works at the High Priority site in Area C (adjacent to River Street).</p> <p>4. Undertake investigation of opportunities for grant funding (including the 2023/24 round of NSW Coast and Estuary Grants Program) for the development of further concept options and final detailed engineering design for works at the High Priority site in Area B (North Street Reserve)</p> <p>5. Continue to work with ILALC to identify strategies to avoid harm to Aboriginal objects and places of significance.</p> <p>6. Work with DPI Fisheries and local community to trial a defined area of mangrove planting below natural bank areas identified as moderate priority in Area C, (adjacent to Links Street). (Councillors Draisma and Brown)</p>	Director Infrastructure and Liveability	Work continuing as per resolution.	On track.
24/2/1799		<p>22/2730C Resolved that Council:</p> <ol style="list-style-type: none"> approve the closure of the section of surplus road reserve adjoining No.2A Pheasant Point Drive, Kiama (Lot 1 DP 1026897) approximately 64m2 in area as identified by the survey plan attached to this report. classify the subject area of surplus road reserve as operational land upon closure and issue of a certificate of title following public notice of the proposed classification under Section 34 <i>Local Government Act 1993</i>. provide owner's consent for the landowner of No.2A Pheasant Point Drive Kiama to lodge a planning proposal for consideration of rezoning the subject land to R2 Low Density Residential following completion of the road closure process in Recommendation 2 above. delegate authority to the Chief Executive Officer to sign under seal or sign on behalf of Council any documentation associated with the road closure. 		<p>The statutory road closure process is underway and can take up to 2 years to be completed.</p> <p>NSW Land Registry Services have raised reservation about the "subdivision" of the land as a result of the partial road closure. Advice is being sought to address their concerns.</p> <p>This matter is expected to be reported to Council again by December 2025.</p>	

Meeting	Item	Resolution	Responsible officer	Action	Status
20/09/2022	17.2	<p>5. endorse the future sale of the closed section of road to the adjoining owner of No.2A Pheasant Point Drive, Kiama in accordance with the Acquisition and Disposal of Land and Easements Policy.</p> <p>6. note that a separate report will be provided to Council to dispose of the closed section of road reserve subject to market valuation advice at the time.</p> <p>(Councillors Draisma and Steel)</p> <p>22/2790C Resolved that Council:</p> <p>1. Subject to the identification of a suitable funding source at the Quarterly Budget Review, and commence as a priority the additional work required to enable the release of an Executive Summary (the Summary) of the Forsyth's Forensic Audit Assessment Report (the Audit) adopting:</p> <p>a. Section 3.3.5 of advice received from Maddocks, dated 22 April 2022.</p> <p>b. The Summary which is released publicly notes that the financial analysis provided to Council was true and correct upon its adoption at the meeting held 13 May 2022 (22/0580C).</p> <p>2. Provide a report on the mechanisms available to Council for an independent investigation of the performance of Kiama Municipal Council between 2016 to 2022, which exceeds the scope of the Audit, as noted in Section 5.2 of advice from Maddocks, dated 22 April 2022.</p> <p>(Councillors Draisma and Larkins)</p>	CEO	Point 1 is completed. The Rayner review has been completed by the State Government in January 2024 and publicly released.	Completed.
20/09/2022	20.4	<p>22/2890C Committee recommendation that Council:</p> <p>1. In accordance with Clause 178(1)(a) of the Local Government (General) Regulation 2005, accept the tender of Re.Group Pty Ltd for Tender RFT KT230322 – Processing of Food Organics & Garden Organics (FOGO) for the rate of \$112.00 (plus GST) per</p>	Director Infrastructure and Liveability	Negotiations with Re-Group continue. Notice has been provided to Re-Group that Council is experiencing issues with the capacity of their Dunmore facility.	On track.

Meeting	Item	Resolution	Responsible officer	Action	Status
16/08/2022	11.5	<p>Tonne for a three (3) year term with the option of four (4) x one (1) year extensions depending on performance</p> <p>2. Note that the total value of this contract over its three (3) year life, is estimated to be worth over \$2.1 million.</p> <p>3. Delegate to the Chief Executive Officer the authority to finalise and execute the contract for the Processing of Food Organics & Garden Organics as specified in resolution one (1) above, and any other documentation required to give effect to this resolution.</p> <p>4. Grant authority for the use of the Common Seal of Council on the contract for the Processing of Food Organics & Garden Organics as specified in resolution one (1) above and any other documentation, should it be required, to give effect to this resolution.</p> <p>(Councillors Draisma and Steel)</p>		<p>Garden Organics (GO) is being stockpiled at the Minnamurra Facility because Re-Group are unable to receive the material when required. Waste Services considering going to tender on processing of garden organics and continuing contract negotiations with Re-Group for processing of the domestic FOGO.</p>	
24/2/1799	11.5	<p>22/2280C</p> <p>At the request of Councillor Keast and by consent the motion was varied and recommended as follows –</p> <p>That Council:</p> <ol style="list-style-type: none"> note the information relating to the Monthly Financial Report for June 2022. note that these are 'management' reporting results which are prior to any year-end adjustment for accounting standards and material reconciliations. note that the March 2022 Quarterly Budget Review Statement has not been presented to Council for review, leading to the inability to vary the 2021-22 budget and provide adjustment to income and expenditure based on trends to date. review and update the 2022-23 Budget and long-term financial plan, taking into account the results from the year-to-date 30 June 2022 Finance Report, as well as the outcome of the in-house finance workshop held before 31 August 2022. <p>(Councillors Renkema-Lang and Brown)</p>	COO	<p>All aspects have been actioned and incorporated into the budget and improved monthly financial reporting to Council.</p>	Completed.

Meeting	Item	Resolution	Responsible officer	Action	Status
16/08/2022	20.3	<p>22/247OC An amendment was moved by Councillor Renkema-Lang and seconded by Councillor Keast that Council:</p> <ol style="list-style-type: none"> 1. Endorse the Werri Beach Holiday Flood Mitigation Investigation by Water Modelling Solutions noting the identified flood impacts and risks 2. Endorse delivery of Council's recommended mitigation action of changing flood affected holiday van sites to casual caravan hire sites. 3. Note that affected holiday van owners will be communicated with and accommodated at alternative sites, where available, as part of the broader Holiday Park Improvement Program. 4. Include a revision of the Kiama Development Control Plan, in the forward budget estimates register for 2023/2024 (or sooner if grant funds become available) to include controls specific to holiday and caravan parks. <p>The amendment on being put was carried.</p>	Director Planning, Environment and Communities	No change on previous comment: 1. Complete 2. Complete, but this will not start until next year. 3. All affected Van Owners have been advised and currently working on the plan of where and who can be relocated. 4. Subject to 2024/25 budget considerations.	On track.
19/07/2022	13.1	<p>22/188OC Committee recommendation was moved by Councillor Steel, seconded by Councillor Croxford and further amended by Councillor Larkins that Council:</p> <ol style="list-style-type: none"> 1. Re-affirms that private encroachments on public-reserve land is unacceptable and will enforce breaches under the Local Government Act 1993. 2. Resolves to commence the reclassification of land forming part of lot 1 DP593079 Eureka Reserve located adjacent to lots DP231597, 1019, 1020, 1021, and 1018 from community purpose to operational land, to enable the disposal of the land to affected land owners and to address long standing encroachment issues that Council's own building and swimming pool approval processes contributed to and which created a false boundary line at the rear of the properties. 	Director Infrastructure and Liveability	This project has been significantly impacted by resources being allocated to high priority divestment projects 1. Noted 2. to 4. – Property is engaging a planner to prepare information to be presented to the affected residents in relation to: reclassification under the Local Govt Act, subdivision and eventual sale of resulting lots; along with the timeframes (possibly in	On Track

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>3. Charges all costs associated with the land reclassification and disposal costs onto the affected landowners of lots and notes the undertakings given from all owners made in correspondence and during public access to pay those costs and purchase the land once reclassified.</p> <p>4. Notes that failure to proceed and comply with points 2 and 3 of the report entitled "Encroachments onto Eureka Reserve" dated 19 July 2022 will result in Council seeking costs and expenses from the affected landowners of lots DP231597, 1019, 1020, 1021, and 1018 which are adjacent to 1 DP593079 Eureka Reserve, and the continuation of Notices and Orders under the Local Government Act 1993 for the removal of the illegal structures and ground reinstatement.</p> <p>5. Notes the measures taken by staff to ensure that current development assessment approval processes and additional checks are in place to avoid a reoccurrence of this issue. (Councillors Steel and Larkins)</p>		<p>excess of 24 months) and costs. Currently planning to meet with the residents in April 2024 5. Noted</p>	
19/07/2022	17.2	<p>22/1970C Resolved that Council:</p> <ol style="list-style-type: none"> Review and revise DCP Chapter 2 – clauses 2.4.1 to 2.4.3 and the tree assessment risk matrix at appendix 5, so that the risks to all people (on private or public land) are considered when Council is assessing applications to prune or remove trees. Development of the Kiama Urban Greening Strategy and associated policies related to tree management be included in the forward budget estimates register for consideration in the 23/24 budget. (Councillors Renkema-Lang and Keast) 	Director Planning, Environment and Communities	Request for forward budget estimate unable to be actioned by finance without a detailed costing of Kiama Urban Greening Strategy and associated policies.	On hold.
28/06/2022	15.6	<p>22/1460C Resolved that Council:</p> <ol style="list-style-type: none"> Meet with Susan Spence and other impacted neighbours to provide advice on the avenues the constituent can pursue and provide an updated report to Council; and 	Director Infrastructure and Liveability	1. Email sent to Susan Spence, apologising for the delay in responding to her, and advising of the findings after	On track.

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>2. Arrange a meeting with Endeavour Energy to ascertain how they are meeting their commitments to investment in moving power away from overhead to underground. (Councillors Brown and Croxford)</p>		<p>correspondence with Endeavour Energy. Council's Infrastructure Engineer prepared a report for February Council meeting, however it has been pushed back to April.</p> <p>2. Endeavour Energy has advised that glare shields have been installed on luminaires to resolve glare issues raised by concerned resident. Two out of three power lines on Bourrool Lane are buried under ground and one is above ground. Two qualified arborists determined that the under boring of powerlines in this area would have major impact on the two significant trees which have substantial tree roots extending down footpath area. On this basis, Endeavour Energy waived the requirement for underground cabling in the first section of Bourrool Lane. The decision was also</p>	

Meeting	Item	Resolution	Responsible officer	Action	Status
17/05/2022	13.7	<p>22/0860C Committee recommendation that Council:</p> <ol style="list-style-type: none"> commence the sale process for 22b Irvine Street Kiama including the engagement of a sales agent through Council's panel of providers. delegate to the Chief Executive Officer authority to appoint the sales agent, determine in conjunction with the sales agent the best method of sale to achieve maximum financial return, and authorise all documentation associated with the land sale process. note that a report advising the tender outcome and making a recommendation regarding the land sale will be tabled at a future meeting, together with a recent valuation. (Councillors Brown and Steel) 	Director Infrastructure and Liveability	<p>confirmed from legal advice provided.</p> <p>Property sold at Auction on 17 February 2024 for \$1.225 mil – settlement due 25 March 2024.</p>	Completed.
17/05/2022	17.1	<p>22/0940C Resolved that Council:</p> <ol style="list-style-type: none"> affirms and endorses the Uluru Statement from the Heart and commits to enacting its principles, with the following additional action points: <ol style="list-style-type: none"> to consult with Aboriginal and Torres Strait Islander peoples as to how best to incorporate the Uluru Statement from the Heart into Council's Community Strategic Plan the Chief Executive Officer and Mayor jointly write to the Illawarra Local Aboriginal Council with a view to commence negotiations towards the signing a Principles of Co-operation Agreement between Council and the Local Aboriginal Land Council. Council expresses, through the Illawarra-Shoalhaven Joint Organisation, the need for a regional Principles of Co-Operation Agreement between Local Aboriginal Land Councils and the regions local governments. 	CEO	<p>1a. Works have commenced to develop Council's first Reconciliation Action Plan (RAP), inclusive of actions Council will undertake toward reconciliation. The RAP will serve as committed works and policy position of Council and will be developed in close consultation with the community. The Uluru Statement from the Heart will be written into the RAP as Council's endorsed policy position. Uluru Statement from the Heart will need to be considered</p>	Needing attention

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>2. as part of future budget considerations, explores community-based and culturally appropriate initiatives to improve access and support to aged care services and My Aged Care plans for local Aboriginal and Torres Strait Islander Elders by Council's Blue Haven business.</p> <p>(Councillors Larkins and Brown)</p>		<p>for the new CSP post Council elections.</p> <p>1b. There are two Local Aboriginal Land Councils (LALC) bordering the Kiama LGA - The Illawarra Aboriginal Land Council in the north & Jerrinja Land Council to the south. Once a draft RAP is ready for consultation, joint letters by the Mayor and CEO be issued and a meeting with both LALC CEOs is held to discuss Council's intent on item 1 b. and c.</p> <p>1c. see above</p> <p>2. In progress</p>	
12/04/2022	12.8	<p>22/0370C</p> <p>Committee recommendation that Council:</p> <p>1. accept the grant funding of \$10,000 received from the NSW Environment Protection Authority under their Scrap Together Funding for the delivery of a targeted education campaign to encourage continued and enhanced use of Council's food organics programs and services and delegate to the Chief Executive Officer the signing and returning the Letter of Agreement including the tax invoice.</p> <p>2. delegate to the Chief Executive Officer authority to sign the funding agreement and associated documents to enable the \$10,000 grant to be received by Council.</p> <p>(Councillors Draisma and Renkema-Lang)</p>	Director Infrastructure and Liveability	<p>Waste Services are still waiting to receive collateral on the changes to the EPA position Statement on FOGO. ISJO have submitted a regional grant application on behalf of regional councils for funding to develop collateral to better educate the community on the changes EPA have made in their position statement on FOGO.</p>	On track
12/04/2022	13.1	<p>22/0380C</p> <p>Committee recommendation that Council:</p>	Director Infrastructure	<p>1. Noted. Council's legal advisor requested the public road notation be</p>	On track

Meeting	Item	Resolution	Responsible officer	Action	Status
		<ol style="list-style-type: none"> 1. endorse the sale of the unused section of public road reserve identified in Figure 1 of this report to the registered owner of Lot 1 DP 797886 Gray Street, Gerringong. 2. endorse the purchase price of \$32,000 (GST exclusive). 3. authorise the Mayor and Chief Executive Officer to sign any documentation associated with the sale of the land on behalf of Council under Council seal. <p>(Councillors Steel and Renkema-Lang)</p>	and Liveability	removed from title. The contract of sale has been prepared and settlement to occur early May 2024.	
12/04/2022	17.1	<p>22/0450C Resolved that Council:</p> <ol style="list-style-type: none"> 1. as part of considerations for the 2022/23 draft Operational Plan and Budget consider funding and the allocation of resources to undertake the development of a five-year Companion Animals Management Plan. 2. include in the Plan: <ol style="list-style-type: none"> a. A Dog Friendly Spaces Strategy. b. Identifying potential future dog friendly spaces, including potential options for fenced dog spaces in the Kiama Local Government Area. c. An outline of how Council responds and actions incidents of companion animal aggression and attacks. d. Identify potential Council initiatives to encourage the desexing, registration, microchipping and behavioural management of companion animals. e. Providing community information on responsible pet ownership, including but not limited to information around best practice management of cats, and the consideration on the use of therapy and assistance Dogs and other animals in the Local Government Area. 3. regularly provide yearly data to Councillors on the number of animals registered in the Kiama Local Government Area, including a breakdown of suburb area, and include the rates of desexing, animal vaccinations and number of incidents involving companion 	Director Planning, Environment and Communities	Community Engagement on the dog friendly spaces strategy is occurring through February 2024 and March 2024.	On track

Meeting	Item	Resolution	Responsible officer	Action	Status
12/04/2022	17.3	<p>animal attacks and number of listed dangerous dogs residing in the Local Government Area. This is to assist with informing future Council policy decisions.</p> <p>4. That Council explores options for additional animal management initiatives, and business efficiencies, through the Illawarra-Shoalhaven Joint Organisation for council services. (Councillors Larkins and Draisma)</p> <p>22/047OC Resolved that Council:</p> <ol style="list-style-type: none"> acknowledge the importance of agriculture and rural lands as unique to the identity of the Kiama Municipality as part of considerations for the 2022/23 draft Operational Plan and Budget undertake to develop a Rural and Agricultural Opportunities Strategy (the Strategy) engage the community in the development of the Strategy through the Rural Futures Reference Group (the Group), as resolved at the 24 February 2022 Extraordinary Council Meeting supports community engagement through the Group to identify both the challenges and opportunities for the rural environment, economy and infrastructure in the Kiama Municipality. (Councillors Draisma and Larkins) 	Director Planning, Environment and Communities	Focus is on the completion of the Growth and Housing Strategy. Discussion regarding Rural lands will occur through this process and included within this overarching document.	On hold.
12/04/2022	17.5	<p>22/049OC Resolved that Council in revising the organisation structure gives consideration to:</p> <ol style="list-style-type: none"> the resources required to address the priorities identified in the Community Strategic Plan 2017-2027 and Community Satisfaction Survey 2020 the introduction of new or strengthening existing capability (with additional suitably qualified people) to better manage our finances, 	CEO	<ol style="list-style-type: none"> Community Strategic Plan, survey and the Performance Improvement Order have guided decisions on new structure. Recruitment of key managerial positions 	On track.

Meeting	Item	Resolution	Responsible officer	Action	Status
		<p>and also our natural environment, rural lands, and critical infrastructure</p> <p>c) introducing a dedicated grants officer to maximise revenue from grant funding</p> <p>d) building skills and capability in contract, risk, and project management across the organisation. (Councillors Renkema-Lang and Rice)</p>		<p>and a restructure of the organisation has occurred.</p> <p>c) Grants Officer recruited in May 2022.</p> <p>d) Contract Coordinator appointed in March 2022 and Risk Coordinator position filled in January 2024.</p> <p>The organisation structure review has occurred in stages. Stage 1 commenced in Dec 2022 and concluded in April 2023. Stage 2 commenced in August 2023 and will conclude at the end March 2023. Stage 2 reviewed Coordinators and the Finance team. Stage 3 will focus on building skills and capability across the teams.</p>	

17.5 Shellharbour Airport draft Master PlanResponsible Director: Office of the Chief Executive Officer

Council has received advice from Shellharbour City Council that the draft Master Plan for the Shellharbour Airport is on public exhibition until 26 April 2024. A copy of the letter from CEO, Mike Archer and the draft Plan are attached for Councillors' information.

The draft Plan considers a range of expansion considerations and Shellharbour City Council is inviting feedback on 3 different scenarios:

Scenario 1: Business As Usual

Scenario 2: Introduction of Airport Security – enabling the introduction of medium-sized domestic aircraft capable of transferring up to about 135 passengers

Scenario 3: Introduction of Affordable Travel Options – enabling the introduction of large-sized domestic aircraft capable of transferring 150+ passengers.

Council will be requesting a briefing for the Councillors prior to making a submission. A copy of the submission will be provided to the April ordinary Council meeting.

Communication/Community Engagement

Public exhibition of the Master Plan for the Shellharbour Airport is from 28 February 2024 to 26 April 2024, with drop in sessions on 25 March 2024 at Albion Park and Shellharbour.

Risk implication

At this stage this information is for advice only and the risk implications for Council will be considered further when writing the submission.

Attachments

- 1 Shellharbour Airport Draft Master Plan [↓](#)



Address all communication to the Chief Executive Officer
Shellharbour City Council,
Dharawal Country
Locked Bag 155, Shellharbour City Centre, NSW 2529

KIAMA COUNCIL
RECEIVED

12 MAR 2024

p. 02 4221 6111 f. 02 4221 6016
council@shellharbour.nsw.gov.au
www.shellharbour.nsw.gov.au

8 March 2023

Action:

Ms Jane Stroud
Chief Executive Officer
Kiama Municipal Council

Email: janes@kiama.nsw.gov.au

Shellharbour Airport Draft Master Plan

Dear Jane

Shellharbour City Council has placed its Shellharbour Airport Draft Master Plan out on exhibition for feedback from valued key stakeholders, partners, aviation related businesses and the community.

The Draft Master Plan will assess the airport's current infrastructure and consider what other infrastructure may be required to align with the vision of establishing a vibrant business hub that contributes to regional economic development, tourism and employment of the Illawarra Shoalhaven region.

The Draft Master Plan considers a range of expansion considerations but more specifically whether an increase in passenger travel opportunities and airline routes is something that is supported. The three potential scenarios are as follows:

Scenario 1: Business as Usual – smaller jet/propellor aircraft operators such as Link Airways who currently operate Regular Public Transport (RPT) operations to Melbourne and Brisbane six days a week using a 34-seat Saab 340B aircraft.

Scenario 2: Introduction of Airport Security – enabling the introduction of medium-sized domestic aircraft capable of transferring up to about 135 passengers

Scenario 3: Introduction of Affordable Travel Options – enabling the introduction of large-sized domestic aircraft capable of transferring 150+ passengers, ie A320/737 aircraft operators (Jetstar, Virgin, Bonza, Qantas, Rex etc).

The Council is interested in hearing from relevant stakeholders including your organisation to gather your feedback on the draft Master Plan.

Please reply directly via email to wayde.peterson@shellharbour.nsw.gov.au or via telephone on Mobile 0408 751 199.

Alternatively, for more information or to have your say on the draft Master Plan indirectly please visit [Planning for the future of Shellharbour Airport | Let's Chat Shellharbour \(letschatshellharbour.com\)](#), make a submission via email council@shellharbour.nsw.gov.au or in writing addressed to the Chief Executive Officer, Locked Bag 155, Shellharbour City Centre, 2529.

Yours sincerely

Mike Archer
Chief Executive Officer

COLLABORATION • ACCOUNTABILITY • INTEGRITY • RESPECT • SUSTAINABILITY

Item 17.5

Attachment 1

SHELLHARBOUR AIRPORT MASTER PLAN

Shellharbour City Council

2 February 2024



KIAMA COUNCIL
RECEIVED

12 MAR 2024

Action:





Table of Contents

1.	INTRODUCTION	4
1.1	REGIONAL SETTING	4
1.2	ECONOMIC SIGNIFICANCE.....	4
1.3	AERODROME STANDARDS + PLANNING.....	4
1.4	AIRCRAFT + AIRPORT COMPATIBILITY	5
2.	EXISTING AIRPORT CHARACTERISTICS	6
2.1	HISTORICAL DEVELOPMENT.....	6
2.2	CURRENT OPERATIONS.....	6
2.3	EXISTING AIRPORT INFRASTRUCTURE + FACILITIES.....	8
2.4	OPERATIONAL AIRSPACE	13
3.	AIRPORT VISION + OBJECTIVES	13
3.1	VISION	13
3.2	OBJECTIVES.....	13
4.	PLANNING PARAMETERS + AERODROME REQUIREMENTS	14
4.1	RUNWAY WIDTH	14
4.2	RUNWAY STRIP.....	15
4.3	RUNWAY LENGTH.....	17
4.4	RUNWAY END SAFETY AREAS.....	18
4.5	PAVEMENT STRENGTH	18
4.6	JET BLAST	19
4.7	OPERATIONAL AIRSPACE	19
4.8	APRON + TAXIWAY.....	21
4.9	PASSENGER TERMINAL	21
4.10	GROUND ACCESS.....	22
4.11	AERODROME RESCUE AND FIRE FIGHTING	22
4.12	AIR TRAFFIC CONTROL	23
4.13	SUSTAINABILITY	23
5.	DEVELOPMENT CONCEPT	25
5.1	LAND USE PLAN	25
5.2	ILLAWARRA FLYERS.....	26
5.3	EXISTING GA PRECINCT.....	26
5.4	PASSENGER TERMINAL PRECINCT	28
5.5	HARS PRECINCT	30



5.6	POSSIBLE HISTORICAL RAIL LINK.....	31
5.7	AVIATION BUSINESS PARK.....	31
5.8	FUTURE COMMERCIAL PRECINCT.....	32
6.	AIRPORT SAFEGUARDING PLAN	34
6.1	NATIONAL AIRPORTS SAFEGUARDING FRAMEWORK	34
6.2	AIRCRAFT NOISE	35
6.3	BUILDING GENERATED WINDSHEAR + TURBULENCE	36
6.4	WILDLIFE HAZARDS	38
6.5	WIND TURBINES.....	39
6.6	LIGHTING AND GLARE.....	39
6.7	PROTECTED OPERATIONAL AIRSPACE	41
6.8	COMMUNICATION, NAVIGATION AND SURVEILLANCE (CNS) FACILITIES	45
6.9	PUBLIC SAFETY AREAS.....	46
7.	SUMMARY & RECOMMENDATIONS	48
7.1	SUMMARY.....	48
7.2	RECOMMENDED ACTIONS.....	50
	APPENDIX A: RUNWAY STARTER EXTENSION CONCEPTS.....	51



1. Introduction

L+R Airport Consulting was engaged by Shellharbour City Council to prepare the Shellharbour Airport Master Plan 2023. This Master Plan is an update of the previous Illawarra Regional Airport Master Plan 2013 (2013 Master Plan), taking into account developments which have occurred as well as changes to the aviation standards that have taken place since the release of the 2013 Master Plan. Where applicable, content from the 2013 Master Plan which remains relevant has been incorporated into this document.

1.1 Regional Setting

Shellharbour Airport is located in the Shellharbour suburb of Albion Park Rail which forms part of the Illawarra region. The major city of Wollongong is located about 18 km to the north. The airport's catchment is bordered by Helensburgh to the north, Ulladulla to the south and Moss Vale to the west. A catchment study market assessment (*Shellharbour Airport - Market Assessment - June 2023* prepared by Three Consulting) estimates the resident population of the catchment to be around 483,000 people, as such Australia's ninth largest population centre.

The airport is the only significant aviation facility in the immediate area. Sydney (Kingsford Smith) Airport, the Nancy Bird-Walton Western Sydney International Airport (WSIA) due to open in 2026, and the major general aviation (GA) airports of Bankstown and Camden are located to the north. HMAS Albatross Naval Air Station at Nowra is located to the south.

1.2 Economic Significance

The NSW Government has identified Shellharbour Airport as having economic significance and potential, with the *Shellharbour Regional Economic Development Strategy - 2023 Update* (REDS)¹ noting the delivery of the \$20 million Shellharbour Airport Upgrade project as improving physical connectivity to the region.

The REDS also identifies opportunities for investment in complementary industrial or commercial uses at Shellharbour Airport as a key enabler of the strategy to improve services and infrastructure to support the population and business growth and enhance the overall amenity of the region.

The *Illawarra Regional Airport Strategic and Business Plan*² sets out a plan to develop the Illawarra Regional Airport into a vibrant business hub that contributes to regional economic development, tourism and employment.

1.3 Aerodrome Standards + Planning

Australia has adopted the International Civil Aviation Organization (ICAO) methodology of using a code system, known as the Aerodrome Reference Code (ARC), to specify the standards for individual aerodrome facilities which are suitable for use by aeroplanes within a range of performances and sizes.

In Australia, the Civil Aviation Safety Authority (CASA) prescribes the detailed technical material for aerodromes (safety standards) that is determined to be necessary for the safety of air navigation. Many

¹ <https://www.nsw.gov.au/sites/default/files/2020-05/Shellharbour%20REDS.PDF>

² https://cdn.shellharbour.nsw.gov.au/sites/default/files/Things_to_do_documents/Illawarra-Regional-Airport-strategic-and-business-plan.pdf



of the aerodrome standards make use of the ARC to prescribe the physical and geometric requirements for the aircraft movement area, and the provision of infrastructure. The standards are supported by several guidelines and advisory publications covering a range of additional planning and operational matters. Collectively, these provide the basis for the geometric planning of all airside elements at Australian airports.

The standards to be adopted for a given ARC in Australia have changed over time, as CASA and its predecessors have gradually aligned the historical Australian airport standards and practices with the Standards and Recommended Practices (SARPs) set out by ICAO. In turn, these ICAO SARPs continually evolve as changes to these are periodically proposed and adopted.

The standards in place in Australia over the time since the airport was originally developed are listed in **Table 1**. Historically, as changes to the standards are introduced, mechanisms for accepting facilities which no longer comply with the new standard (until certain trigger actions occur) are incorporated (known collectively as 'grandfathering').

Table 1: Aerodrome Planning + Design Standards

Period	Applicable Aerodrome Planning + Design Standards	
1960s - 1987	Department of Transport / Department of Civil Aviation <i>Airport Engineering Instructions</i>	APEIs
1987 - 2003	Civil Aviation Safety Authority <i>Rules and Practices for Aerodromes (RPA)</i>	RPA
2003 - 2020	Civil Aviation Safety Authority <i>Manual of Standards Part 139 - Aerodromes</i>	MOS Part 139
2020 - date	Civil Aviation Safety Authority <i>Part 139 (Aerodromes) Manual of Standards 2019</i>	Part 139 MOS 2019

Importantly for many Australian regional airports, including Shellharbour, the introduction of the Part 139 MOS 2019 included two important changes to relevant standards:

- The standards for runway strip width were fully aligned with the ICAO SARPs (Australia had previously allowed narrower runway strips and associated Obstacle Limitation Surfaces (OLS) for certain ARCs); and
- The ARC separated the Outer Main Gear Wheel Span (OMGWS), used to determine certain standards such as runway and taxiway width, as a third element in addition to the previous two ARC elements of a code number and a code letter.

Further detail on the ARC system and the critical airport facility planning parameters appropriate to the Shellharbour Airport Master Plan 2023 is given in **Section 4**.

1.4 Aircraft + Airport Compatibility

As a result of the progression in aerodrome planning and design standards it is important to note that the runway facilities at Shellharbour do not meet the required standards for operations by aircraft such as the Boeing 737 and Airbus A320 families, which are much larger than those currently operating regular airline services, even when 'grandfathering' provisions are applied. The runway facilities also do not meet the current Part 139 MOS 2019 standards for smaller jet aircraft such as the Boeing 717 and Embraer E190 currently operated on regional services by airlines such as QantasLink and Alliance.

CASA Advisory Circular AC 139.A-02 v1.0 (August 2020) *Aerodrome and Aircraft Compatibility* notes that, where an aerodrome does not meet the design characteristics for a particular aircraft type, the aircraft



operator may still be able to operate at the aerodrome subject to confirmation that they can do so safely. This will require the completion of a compatibility assessment by the aerodrome operator. Further discussion on the compatibility of the Shellharbour Airport facilities with various aircraft types is provided in **Section 4**.

2. Existing Airport Characteristics

2.1 Historical Development

The airport was originally constructed for military flying training in World War II and then subsequently transferred to the then Department of Civil Aviation after the war. In 1960, the then Shellharbour Municipal Council took over the airport under a permissive occupancy and in 1962 fully transferred to Council under the Commonwealth Aerodrome Local Ownership Plan.

In the 1960s and 1970s the airport was used by small charter operators and in the early 1980s two pilot training schools and an aircraft maintenance operation were the airport's main tenants. Also in the 1980s, the National Safety Council used the airport as a base for helicopter rescue operations, with this being ultimately taken over by the NSW Health Department.

Since assuming ownership and control, Council has been committed to developing the airport to provide regional benefits. In 1990, an airport management study was prepared and a master plan adopted. Further studies have since been carried out to support infrastructure development to encourage business development and employment as well as airline operators to the airport.

Between 1979 and 1999 two airlines operated Regular Public Transport (RPT) services to Canberra and to Melbourne. In 2005, following a major upgrade of the runway and navigational aids, QantasLink commenced services to Melbourne using Code 2C Bombardier Dash 8-100/200 turbo-prop aircraft with 36 seats. This service ceased in July 2008. Between late 2017 and mid-2018 regional airline JetGo operated services to Melbourne and Sydney using 40-seat Embraer ERJ-135 aircraft.

2.2 Current Operations

Currently, Link Airways operates flights to Melbourne (Essendon Fields) and Brisbane using 34-seat Saab 340B Plus aircraft. As at April 2023, the schedule included 28 weekly passenger flights.

Shellharbour Airport is also home to the Historical Aircraft Restoration Society (HARS) Aviation Museum, which have a number of flying aircraft including the Lockheed C-121C Super Constellation and AP-3C Orion types which operate intermittently. The airport also hosts the bi-annual Wings Over Illawarra air show which attracts significant flying displays.

Other operations include the Toll NSW Air Ambulance base, skydiving operations and private recreational flyers. Data recorded for the airport indicate approximately 36,500 aircraft movements in the 2022-23 financial year.

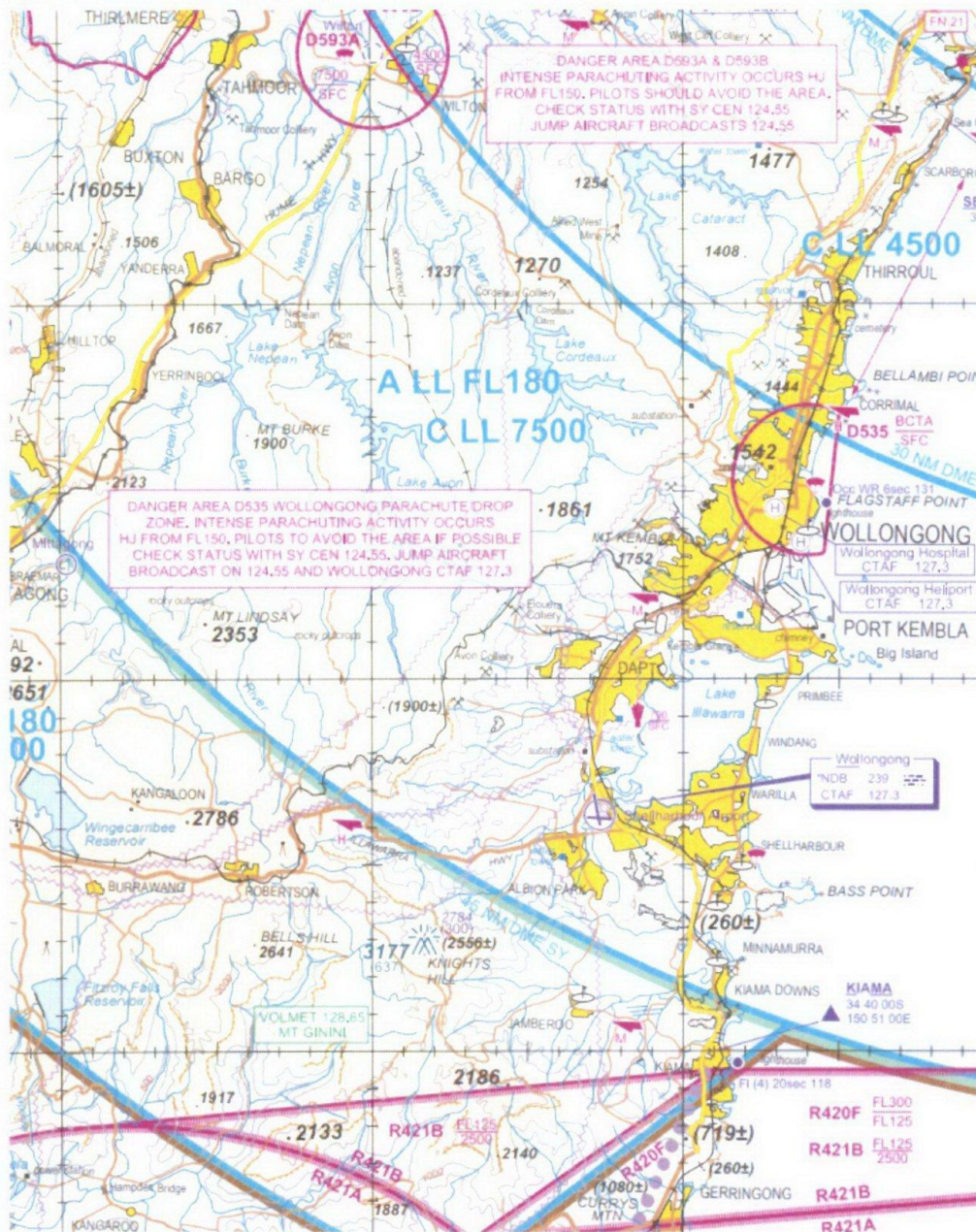
The airport functions as a non-towered aerodrome within Class G airspace from ground level to an altitude of 7,500 feet where it abuts the lower limit of the Sydney Control Area. Non-towered operational procedures apply at the airport and as the airport is certified, mandatory carriage of radio is required.

To the south of the airport, Restricted Areas associated with military flying training at the Royal Australian Navy's Fleet Air Arm Station at Nowra are promulgated. Aircraft transiting this airspace when the areas are active, are therefore required to obtain the required clearances. A Danger Area (D535) has been established near Flagstaff Point associated with parachuting. It operates from the surface to the base of the underlying Sydney Control Area during daylight hours. Hang gliding (including motorised) takes place



to north-east, south and west of the airport. **Figure 1** below illustrates the current airspace arrangements in the vicinity of Shellharbour Airport. There are also a number of local traffic and noise abatement procedures in force as set out in the Aeronautical Information Package – En-Route Supplement Australia.

Figure 1: Shellharbour/Wollongong Airspace Arrangements



Source: Aircservices Australia



2.3 Existing Airport Infrastructure + Facilities

The airport is a Civil Aviation Safety Authority (CASA) certified aerodrome under Part 139 of the Civil Aviation Safety Regulations 1998 and the Part 139 MOS (2019). **Figure 2** depicts the major features of the current movement area (airside) layout, landside facilities and surrounding features.

Figure 2: Existing Airport Layout





2.3.1 Runways

The airport has two sealed runways aligned in the 16/34 and 08/26 directions. Both runways are 30 m wide and are contained within 90 m wide graded runway strips and designated as Code number 2 instrument non-precision approach runways.

The main runway (16/34) is 1,819 m long and has a displaced threshold of 176 m at the southern (34) end to account for surrounding terrain and obstacles. The secondary (cross) runway (08/26) is 1,331 m long and has a displaced threshold of 90 m at the eastern (26) end. **Table 2** details the declared distances for each runway.

Table 2: Declared Distances

Runway	Code Number	Take-Off Run Available (TORA) (m)	Take-Off Distance Available (TODA) (m)	Accelerate Stop Distance Available (ASDA) (m)	Landing Distance Available (LDA) (m)
16	2	1819	1879	1819	1819
34	2	1819	1879	1819	1643
08	2	1331	1391	1331	1331
26	2	1331	1391	1331	1241

Source: Airservices Australia

Due to obstacles (terrain) the Runway 16 take-off and Runway 34 approach are offset 5 degrees to the west relative to the extended runway centreline.

Following upgrade works in 2018, Runway 16/34 has a pavement strength rating of PCN 40 /F /C /1410 (205PSI) /T. Runway 08/26 is rated as PCN 19 /F /D /1205 (175 PSA) /T.

2.3.2 Taxiways

The airport is served by a sealed partial parallel taxiway system serving the eastern side of Runway 16/34 and the northern side of Runway 08/26 as shown in **Figure 2**. Taxiway D which is located at the intersection of the runways is the main taxiway and is Code C capable and suitable for aircraft OMGWS of 6 m up to but not including 9 m. Taxiways G and H, which lead to the southern end of Runway 34 are also Code C capable. Other taxiways are generally suitable only for Code A aircraft.

2.3.3 Aprons

The main apron is located off Taxiway D and fronts the terminal area. The original apron consisted of one free-moving aircraft parking position to the south of the terminal building. The apron was expanded significantly in 2021 to accommodate a further two free-moving parking positions. Bays 1 and 2 are currently marked for aircraft up to Boeing 717-200 size. Bay 3 is designated for a maximum Fokker F70. Each bay has secondary parking positions for a reversed Saab 340B.

There are a number of other apron areas both sealed and grassed, serving individual hangars throughout the building area. The most significant of these is the large apron associated with the HARS operations on the eastern side of Taxiway D.



2.3.4 Visual Navigation Aids

Runway 16/34 is equipped with low intensity runway edge lighting and a precision approach path indicator (PAPI) system at each end. These are pilot activated as required. The vertical slope guidance for both PAPI directions are aligned slightly above the normal practice of 3 degrees. The 34 PAPI is also offset aligned by 5 degrees to the west. Runway 08/26 is equipped with low intensity runway edge lighting and has recently had PAPI installed (awaiting commissioning).

An illuminated wind direction indicator (IWDI) area is situated near the intersection of the runways in the north-west sector. A signal area is not currently provided. The airport is equipped with an AWIS facility with information available by phone or VHF radio.

2.3.5 Non-Visual Navigation Aids

The airport is equipped with a non-directional beacon (NDB) located in the building area in the north-east sector. The NDB is owned and operated by Airservices Australia and provides for instrument approaches to the airport and en-route navigation guidance.

Australia has now transitioned to new approach and navigation technologies using satellite-based systems. Many ground-based aids such as NDBs have been decommissioned but a back-up network is being retained. This includes Shellharbour, which is on the main air route between Sydney and Melbourne and represents an important navigational waypoint.

There are four published instrument approaches as follows:

- GNSS Arrival Procedures;
- RNP Runway 16;
- RNP Runway 34; and
- NDB-A.

These procedures permit appropriately equipped aircraft and instrument rated pilots to conduct instrument approaches under the Instrument Flight Rules (IFR).

2.3.6 Terminal Precinct

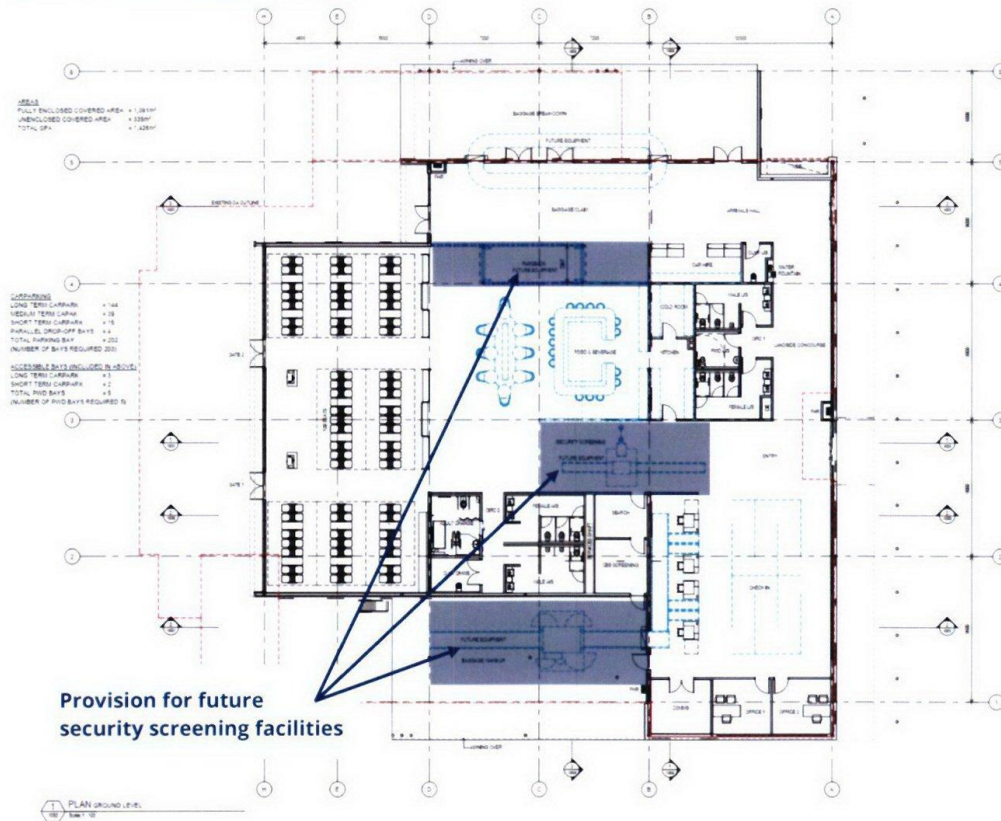
The terminal building was redeveloped in 2021 with an upgrade to accommodate future installation of passenger and checked baggage screening, as shown in **Figure 3**. The terminal includes approximately 150 seats within a gate lounge area, central café and small arrivals area. The area is not currently able to be made sterile, but provision was made in the design to modify the internal layout such that the café and departures areas can be screened when the regulatory authorities determine this to be required.

The terminal precinct includes short term car parking for 13 vehicles in front of the drop off area and 39 medium term parking spaces in a fenced area immediately to the north. Long term parking (approximately 140 spaces) is available on the eastern side of Airport Road 100 m to the north of the terminal precinct.

The existing airport terminal has been retained as a leasable space to a suitable business.



Figure 3: Terminal Building Internal Layout



Provision for future security screening facilities

2.3.7 Building Area

The main features of the building area and current operators are shown in **Figure 4**. These include:

- HARS restoration/workshop/museum and hangar;
- TOLL helicopter rescue/ambulance service;
- NSW Fire Brigade Emergency Training Facility;
- Aerial Patrol Base;
- Aircraft Maintenance Services company;
- Total Aerospace Solutions - aircraft modification e.g. fit outs for the Royal Flying Doctor Service;
- AIRag - aircraft repairers; who do work for insurance companies;
- AeroV who build and sell kits for one and two seat hobby planes;
- Capital Aircraft Services - specialised aircraft fit outs/modification;
- Cleary Bros/Go Jet - private hangar for jet charter;
- Sydney Microlights - microlight training and joy flights;
- Community Bus parking and Viva Energy depot for aviation refuelling;
- NSW Air - pilot training and joy flights;
- Skydive the Beach -tandem skydiving;
- Touchdown Helicopters – joy flights and charter services; and



- Southern Biplane Adventures – adventure and scenic flights.

Figure 4: Building Area





2.4 Operational Airspace

Currently, Runway 16/34 thresholds are located relative to meeting legacy Code 2 Instrument Non-precision obstacle limitation requirements, including a slope of 3.33%, an inner edge length of 90 m and length of approach surface of 2,500 m.

The 2023 annual aerodrome obstacle survey identified no additional permanent obstacles in the Obstacle Limitation Surfaces (OLS), however several increased penetrations of the OLS due to vegetation growth were recorded. As a general business-as-usual activity, Council as the aerodrome operator needs to address obstacle infringements of the OLS, and it is assumed that management of these is ongoing in accordance with the obligations of certified aerodrome operators under the Civil Aviation Safety Regulations 1998 and the Part 139 MOS 2019.

There are differences in the OLS specifications that apply to Code 2 Instrument non-precision runways under the Part 139 MOS 2019, compared with those that previously applied under the previous MOS Part 139. There are also differences that would apply to Code 3 or 4 runways. These matters are discussed further at **Section 4.7** and **Section 6.6.2**.

It should be further noted that ICAO is proposing changes to the OLS specifications and the aircraft characteristics that determine the applicable OLS. These changes are not yet finalised and will need to be accounted for in a future update of this Master Plan in due course.

3. Airport Vision + Objectives

The vision and objectives for the Shellharbour Airport Master Plan 2023 are drawn from the NSW Government's *Shellharbour Regional Economic Development Strategy – 2023 Update*, Shellharbour City Council's *Illawarra Regional Airport Strategic and Business Plan* and the *Shellharbour Airport – Market Assessment – June 2023*.

3.1 Vision

To develop the Illawarra Regional Airport into a vibrant business hub that contributes to regional economic development, tourism and employment, while facilitating the viable development of a greater range of affordable air travel options for the region.

3.2 Objectives

The above vision is supported by the following key objectives:

- Deliver sustainable whole-of-life asset management for the community;
- Create, promote and maintain local business, job, investment and lifestyle opportunities;
- Plan, build and manage infrastructure for the community; and
- Support and increase employment and business opportunities within a strong local economy.



4. Planning Parameters + Aerodrome Requirements

The *Shellharbour Airport – Market Assessment – June 2023* sets out three infrastructure scenarios together with associated potential high level aviation strategies. Each infrastructure scenario envisages different sizes and operational categories of aircraft for airline services. These scenarios drive the required airport planning parameters, based on the ARC of the largest aircraft envisaged.

The scenarios and the standards required to accommodate each scenario in accordance with the current Part 139 MOS 2019 are discussed in the following sub-sections, which compare these requirements with current and potential airport operational capability and describe possible strategies to address the relevant capability gaps.

Table 3 sets out the representative aircraft types associated with the three scenarios, along with the applicable ARC elements.

Table 3: Aircraft Types and ARC

Scenario	Aircraft types	ARC Code Number	ARC Code Letter	ARC OMGWS
Scenario 1: Business As Usual	Saab 340B	3	B	6 m ≤ 9 m
Scenario 2: Introduction of Airport Security	Dash8-Q400	3	C	9 m ≤ 15m
	Fokker F100	3	C	6 m ≤ 9 m
	Boeing 717	3	C	4.5 m ≤ 6m
	Embraer E190	3 / 4 ⁽¹⁾	C	6 m ≤ 9 m
Scenario 3: Introduction of Affordable Travel Options	Airbus A320 / 321	4	C	6 m ≤ 9 m
	Boeing 737	4	C	6 m ≤ 9 m
	Airbus A220	3 / 4 ⁽²⁾	C	6 m ≤ 9 m
Notes:		(1) Original E190 is code 4, however the next generation E190-E2 is code 3		
		(2) A220-300 is code 4, however the smaller A220-100 is code 3		

Source: Three Consulting / aircraft manufacturer data

4.1 Runway Width

Under the Part 139 MOS 2019, the minimum width of runway is determined by the ARC code number and the OMGWS. The current 30 m runway width meets the minimum standard for all Code 3 aircraft types except for the Dash8-Q400. However, CASA has previously accepted advice from Canada that the Dash8-Q400 is certified to operate from a standard ICAO 3C category aerodrome, which consists of a 30 m wide runway and 15 m wide taxiway. The aircraft has routinely operated from such aerodromes in Australia since its introduction to the fleet.

In terms of Code 4 aircraft, the minimum width of runway for these aircraft under the Part 139 MOS 2019 is 45 m. In Australia, there is ample precedent of Boeing 737-800, Airbus A320 and similar Code 4C size aircraft operating to regional aerodromes with runway widths of 30 m. Widening of the runway pavement to accommodate Code 4C operations is therefore not anticipated to be required, but would come down to an aircraft operator assessment that the aircraft can safely utilise the runway in accordance with the aircraft flight manual or supplement, as noted in the Part 139 MOS 2019.



4.2 Runway Strip

A more critical consideration than the runway pavement width is the width of the associated runway strip and obstacle restriction area. Under the Part 139 MOS 2019 and ICAO SARPs, a runway is required to be centrally located within a runway strip.

YSHL Runway 16/34 has a 'grandfathered' Runway 16/34 strip width of 90 m. The current Part 139 MOS 2019 standard for a Code 2 instrument non-precision runway is 140 m. 140 m is also the minimum width for a Code 3 or 4 non-instrument runway. The minimum runway strip width requirement for a Code 3 or Code 4 instrument non-precision runway under the current standards is 280 m.

It should also be noted that a 150 m wide runway strip is a historical Australian standard previously applied to Code 3C instrument non-precision runways of 30 m width and which varied from the ICAO standard of 300 m for Code 3 instrument non-precision runways.

Figure 5 below shows a 150 m wide strip applied to Runway 16/34. Parts of the strip along the western boundary would be outside the airport fenceline. In addition to no obstacles being permitted within the runway strip width, the runway strip forms the lower boundary of the transitional surface, an Obstacle Limitation Surface (OLS) (see **Section 4.7.1**). The OLS transitional surface should ideally be kept free of obstacles to protect aircraft operating in visual conditions and in the final phase of an instrument approach. The transitional surface slope associated with Code 3 and Code 4 runways is currently 1:7 (14.3%). The transitional surface limits for 5 m and 10 m high (above the runway centreline) obstacles are also shown in **Figure 5**.

There is precedent of Boeing 737-800 and Airbus A320 and similar Code 4C size aircraft operating to regional aerodromes with runway strip widths of 150 m. There is also ample precedent of Code 3C aircraft operating to 90 m wide runway strips. Both of these scenarios were allowable under previous Australian aerodrome standards, subject to landing minima adjustment. Therefore, it would be expected that preparing a safety case for either of these scenarios (i.e. operating Code 3C aircraft such as those envisaged under aviation scenario 2 to the existing 90 m wide runway strip, or Code 4C aircraft envisaged under scenario 3 to a 150 m wide runway strip) would be relatively straightforward and have a reasonable chance of obtaining approval from CASA.

There is, however, no precedent for regular Code 4C aircraft operations to runways with a runway strip width of only 90 m. In order to assess the ability of Code 4C aircraft to operate at Shellharbour within normal aircraft operator operating procedures an aircraft compatibility study and an airline safety case will be required. Developing and obtaining approval for Code 4C operations to the existing runway strip at Shellharbour Airport is not impossible, but it will likely not be straightforward and it may require mitigating measures to be adopted which affect the commercial viability or attractiveness of the operations to airlines. Examples of such measures are discussed in **Section 4.7**.

In order to achieve a 150 m wide Runway 16/34 strip, some land acquisition would be required, at least along the western side of the runway north of Runway 08/26. If the centreline of Runway 16/34 were to be moved such that the 1:7 transitional surface were able to clear a standard 2.5 m high security fence, the centreline would need to move around 15-20 m to the east. Notwithstanding the engineering impacts on infrastructure including runway lighting, strip grading, and drainage infrastructure, which would need a full and detailed evaluation, there would be other aspects to consider, including (but not necessarily limited to):

- Impact on the obstacle height clearances on the main apron and in front of the Illawarra Flyers hangars, and likely loss of additional hardstand parking opportunity in the existing GA precinct. On the main apron it is anticipated this may severely limit airline use of Bay 1 and Bay 2 due to tail height limits;



Figure 5: 150m Wide Runway 16/34 Strip





- Impact on the runway to taxiway separation clearances on the main apron which could mean a reduction in parking area available;
- The newly upgraded Taxiway G would likely need relocation, and the consequential impact on the Aviation Business Park layout would be significant;
- Clearing of trees to the south-east of the Runway 16 threshold, currently predominantly in the transitional surfaces, would then infringe the Runway 16 approach surface, requiring threshold displacement, and the Runway 34 take-off climb surface, affecting aircraft performance; and
- Trees along the western boundary would still require removal or reduction in height to remain clear of the transitional surface, and some buildings may also continue to infringe the transitional surface.

Therefore, relocation of the Runway 16/34 centreline is not likely to be a feasible means by which to achieve a 150 m wide runway strip.

4.3 Runway Length

Although designated as a Code 2 runway, the length of Runway 16/34 at 1,819 m exceeds the lower threshold of aeroplane reference field length for ARC number 4 which is 1,800 m. Shellharbour Airport is also effectively at sea level. Therefore, it is likely that the current runway length is adequate for all Code 3 aeroplane operations, except perhaps for operations at MTOW on very hot days for the most demanding types. The situation is similar for Runway 08/26, in regard to Code 2 operations.

Conversely, the runway length of Runway 16/34 is marginal with respect to Code 4C types associated with Scenario 3 in **Table 3** above.

A potential Code 4C aircraft operator has provided the following indicative lengths required for operations at full passenger capacity (a key consideration for affordable airline services):

- | | |
|------------------|---------|
| ▪ Gold Coast | 1,980 m |
| ▪ Sunshine Coast | 2,130 m |
| ▪ Adelaide | 2,270 m |
| ▪ Cairns | 2,620 m |

Other potential carriers may have different requirements.

The Part 139 MOS 2019 includes the concept of runway starter extensions. This allows additional runway length to be provided for use on take-off in one direction only. This has the advantage of not requiring the OLS to be changed, which would be impossible at Shellharbour due to surrounding terrain (see **Section 6.7.1** for details of challenges relating to the OLS), and was not a configuration provided for under previous standards. The disadvantage of starter extensions is that twice the physical pavement length is required to achieve the same operational benefit. However, it is the only practical option available at Shellharbour.

Figures **B3086/SK-01** and **B23086/SK-02** at **Appendix A** show how starter extensions might achieve additional take-off length of up to 200 m for Runway 16 and 150 m for Runway 34, based on the constraints imposed by existing road infrastructure to the north and south of the airport.

Implementation of these starter extensions would be subject to a safety case and approval by CASA, and it should be confirmed with operators that the investment would be operationally beneficial. However, if implemented the possible declared distances with the starter extensions are given in **Table 4** (changed values from existing are in **bold**).



Table 4: Possible Runway 16/34 Declared Distances with Starter Extensions

Runway	Take-Off Run Available (TORA) (m)	Take-Off Distance Available (TODA) (m)	Accelerate Stop Distance Available (ASDA) (m)	Landing Distance Available (LDA) (m)
16	2019	1879	1819	1819
34	1969	1879	1819	1643

A full and detailed business case, incorporating technical engagement with potential operators, is strongly recommended given the physical limitations on the provision of additional runway strip width within the existing airport site, as discussed in Section 4.2 above and the additional challenges presented by the available operational airspace discussed in Section 4.7 below. Without surmounting those, the operational and possible commercial benefit provided by the additional ground infrastructure may be significantly eroded.

4.4 Runway End Safety Areas

Under the Part 139 MOS 2019, Runway End Safety Areas (RESAs) must be provided beyond the end of the runway strip. The implementation of starter extensions can be expected to trigger the requirement for RESAs as part of the safety case, even if Runway 16/34 remains published as a Code 2 runway. RESAs of appropriate length should be incorporated into the detailed design of the starter extensions and agreed with CASA. The minimum length of RESA for Code 3 and 4 runways of 90 m is shown on B22086/SK-01 and SK-02, noting that the CASA preferred length of a RESA is 240m.

4.5 Pavement Strength

Table 5 shows the maximum operating weight and Aircraft Classification Number (ACN) at maximum weight for each of the main aircraft types identified in Table 3 above. The ACN is number that expresses the relative effect of an aircraft at a given configuration on a pavement structure for a specified standard subgrade strength. The ACN is used in conjunction with the Pavement Classification Number (PCN), which identifies the strength of a runway, taxiway or apron, in terms of the equivalent ACN of the most damaging aircraft that can use to pavement on a regular basis ('regular' being defined by the aerodrome operator).³

Table 5: Aircraft Pavement Data

Aircraft	Max Weight	ACN at Max Weight	Max Op. Weight (PCN 40)
Airbus A321	89.4 t	57	66.0 t
Boeing 737 MAX 8	82.9 t	53	66.4 t
Airbus A320 neo	78.4 t	47	68.5 t
Boeing 717-200	55.3 t	37	55.3 t
Airbus A220-300	64.2 t	36	64.2 t
Fokker F100	46.0 t	30	46.0 t
Embraer E190	50.5 t	27	50.5 t
Dash8-Q400	29.4 t	19	29.4 t

Source: Aircraft Manufacturer Data

³ www.skybrary.com



The current main runway pavement strength of PCN 40 /F /C /1410 (205PSI) /T is adequate for those aircraft envisaged in Scenario 2, as well as the Airbus A220-300 to operate unrestricted. However, operational weight limits would be required for Airbus A320/321 and Boeing 737 aircraft to avoid damaging the pavement. While it is likely that the Boeing 737 and Airbus A320 aircraft could operate adequately on the existing pavement, a full technical assessment considering aircraft loads at the proposed actual operating weights should be undertaken to determine the adequacy of the existing runway, taxiway and apron areas. This should include an assessment of the likely impact of proposed operations on the expected timing of a maintenance overlay, which can then be planned to incorporate and additional strengthening the assessment deems appropriate. An upgrade of the Bay 3 and 4 pavement area is likely to be required before the larger aircraft can operate to these areas at all (see **Section 4.8**).

4.6 Jet Blast

Regardless of whether starter extensions are introduced, management of jet blast impacts on public areas would be required. In accordance with Part 139 MOS 2019, jet blast and propeller wash impacts on public areas must be limited to 60 km/h or less (or 50 km/h on public roads where the vehicle speed is likely to be 80 km/h or more). Code 3 and 4 jet aircraft typically produce air velocities in excess of 50-60 km/h for distances of around 335 m in the case of a new generation aircraft such as the Boeing 737 8 MAX or A320 NEO, and further in cases of aircraft with older engine types.

Figure **B23086/SK-03** at **Appendix A** shows the extent of these take-off jet blast impacts based on the starter extension take-off zones. Substantial and suitably engineered deflector barriers (capable of withstanding impact velocities of 320+ km/h) would be required to mitigate the impact on public areas. Jet blast mitigation would also be required for aircraft turning at the start of take-off when using starter extensions due to the proximity to the fence.

If the runway is not extended, jet blast mitigation of some form would also be required along the airport fence line behind aircraft taking off. The nature of the mitigation treatment would depend on the aircraft types in use, but the velocities it would be required to withstand would be less than for the starter extensions, on a like-for-like aircraft basis.

4.7 Operational Airspace

4.7.1 Obstacle Limitation Surfaces (OLS)

Even though the provision of a 150 m wide runway strip free of obstacles on the ground may not be practicable (as it would require the acquisition of land and removal of trees and structures outside the airport boundary) it is still appropriate to consider what can be done to limit additional obstacles intruding into the airspace that would be associated with a 150 m wide runway strip. There are two reasons for this:

- The current Part 139 MOS 2019 requirement for Code 3 or Code 4 non-precision instrument approach runways is for a 280 m wide runway strip and approach surface inner edge and the current Part 139 MOS 2019 requirement for Code 1 or 2 instrument non-precision approach runways is for a 140 m wide runway strip and approach surface inner edge, both of which exceed the current width of 90 m; and
- Any aircraft operators wishing to operate aircraft with maximum take-off weight of 22,700 kg or greater will be required to take into account obstacles outside of the current published Code 2 take-off climb surfaces (which have an inner edge of 90 m) in accordance with Civil Aviation Order (CAO) 20.7.1B and Part 91 of the Civil Aviation Safety Regulations 1998.



Limiting the obstacles present within the approach and take-off climb surfaces previously permitted for Code 3C instrument non-precision runways will assist any prospective aircraft operators develop compliant take-off and approach procedures which will be necessary as part of any safety case for operating to narrower than prescribed runway strip widths.

An OLS based on the previous Code 3 instrument non-precision requirements, applied to Runway 16/34, has been prepared for illustrative purposes (refer to **Section 6.7.1** for details). There is reasonable precedent for Code 3 and Code 4 aircraft operations of the types listed in **Table 3** to runways which have airspace protected to such requirements. It is understood that the airport operator, Shellharbour City Council undertakes annual obstacle survey to Code 3 requirements, and it is recommended that this practice continue as discussed at **Section 6.6.2**. It is also recommended that, for planning purposes, additional intrusions into the Code 3 transitional surfaces for Runway 16/34 be avoided as far as possible. This may affect the position and height of some on-airport development proposals.

Mitigations to assist in the safe operation of larger Code 3C and Code 4C aircraft, such as Required Navigation Performance – Authorisation Required (RNP-AR) approach procedures, introduction of standard instrument departures, limitations on payload due to obstacles, or adoption of lower crosswind operating limits may be possible. However, they may not be practical in terms of the viability of particular commercial operations, due to specialised training or non-standard operational procedures. Nor do these mitigations absolve the accepted safety principle of minimising risk as far as practicable.

4.7.2 Possible Future OLS Changes

ICAO is currently considered potential changes to the OLS specifications as part of a modernisation project. These proposals are not yet final and it is important to note that they have not yet occurred and may not occur for many years. However, once they occur, currently anticipated to be around 2028-2030, they may reduce some of the barriers to compliance that Shellharbour currently faces in relation to runway strip width and obstacles required for Boeing 737/A320 operations. These OLS modernisation proposals, once finalised by ICAO, may assist in forming the basis for safety case discussions between Council, airlines and CASA prior to being implemented into Australian aerodrome standards. It is recommended the status of the ICAO proposals be kept under close review.

4.7.3 Instrument Approach Procedures

Shellharbour currently has published Required Navigation Performance (RNP) satellite-based instrument approach procedures to Runway 16 and Runway 34, as well as non-runway aligned GNSS (satellite-based) and Non-Directional Beacon (NDB) (ground-based) circling approaches.

Most Instrument Flight Rules (IFR) traffic, including airline operations, would utilise the RNP approaches. These approaches are both set somewhat steeper than the standard and ICAO recommended 3 degrees – at 3.5° for Runway 16 and 3.4° for Runway 34, in order to provide the required minimum clearance to terrain. The Runway 34 approach also has a relatively high minima of 1,340 feet, which could limit the ability of aircraft to land from this direction in poor weather.

The current RNP procedures are applicable for Approach Category C operations. The approach category determines the range of speeds the procedure designer has considered when calculating airspace and obstacle clearance requirements for each segment of the approach procedure. Medium airliner jets, such as the Boeing 737 and Airbus A320 families, typically fall into approach category C, although not always. Skybrary lists the Boeing 737 Max 8 as an approach category (APC) C aircraft⁴ along with medium jet

⁴ <https://skybrary.aero/aircraft/b38m>



types as well as the Dash8 Q400 turboprop⁵. However, other sources indicate the 737 Max 8 is approach category D⁶, along with the Boeing 737-800. Suitability of the current approach procedures requires confirmation by particular aircraft operators, as part of a comprehensive safety case specific to Shellharbour. Nonetheless it is noted that Albury, Ballina and Bundaberg (as examples of airports where Boeing 737, including the MAX 8, operate to a 150 m wide runway strip) have RNP approaches suitable for maximum approach category C aircraft.

4.8 Apron + Taxiway

In terms of Code 3C aircraft operations, the main apron bays 1, 2 and 3 already provide for aircraft including the Dash 8-Q400 and the Boeing 717.

A review of the parking positions suggests that there is adequate space to accommodate a Code 4C aircraft such as the Boeing 737 MAX 8 or similar without the need to provide more pavement. The tail would be below the current published OLS, as required by the Part 139 MOS 2019, however on the existing Bay 1 and Bay 2 the tail would infringe a hypothetical OLS based on a 150 m wide runway strip and a 1:7 (14.3%) transitional surface. This may be acceptable temporarily, subject to detailed Code 3C/4C operational safety assessment. Use of Bay 2 for jet aircraft operations would be preferable, to minimise jet blast impacts on the movement area to the north.

If safety assessments for Code 3C or 4C operations require the aircraft tails to remain clear of the hypothetical OLS, then use of Bay 3 would provide the necessary clearance. Some adjustment to the fence line and Bay 4 parking clearance may be required to accommodate apron wingtip clearances in accordance with Part 139 MOS 2019, as well as strengthening of the pavement area. A further secondary position on Bay 2 (nominally Bay 2B) could also be provided to align the aircraft parallel to the runway with the tail below the hypothetical OLS. This would provide for independent power-in/power-out Code 4C operations on Bay 2B and Bay 3, although the use of Bay 2B would restrict Bay 1 to Saab 340 aircraft and smaller only.

These arrangements could provide a minimum of two (2) Code 4C parking positions, with reconfiguration of Bay 4 providing a third, and Bay 1 providing a possible fourth contingency overflow depending on the acceptability of tail infringement of the OLS in such circumstances.

As simultaneous Code 4C parking is likely to be required at the passenger traffic levels associated with Aviation Development Scenario 3, and noting the restrictions on Bay 1 usage this may introduce, re-introduction of Bay 4 for airline operations would be beneficial in providing options to manage aircraft.

Figure 8 at **Section 5.4** illustrates the apron concept arrangement along with areas to reserve for passenger terminal and ground transport expansion which are discussed in **Section 4.9** and **Section 4.10** below.

4.9 Passenger Terminal

The current passenger terminal footprint, once a sterile area has been established, could accommodate a full (186-seat) Code 4C aircraft such as the Boeing 737 MAX 8. However, comfort levels would likely be low, with all seats occupied and some standing passengers. The arrivals area would also be very congested and the baggage reclaim may not be sufficiently long. Although workable for infrequent and

⁵ https://skybrary.aero/aircraft-types?facets_query=&f%5B0%5D=approach_category_apc%3A840

⁶ <https://contentzone.eurocontrol.int/aircraftperformance/details.aspx?ICAO=B38M&ICAOFilter=B38M>



isolated Code 4C aircraft operations, some minor expansion would increase passenger comfort levels. In order to meet the assessed passenger potential of 880,000 to 1.5 million passengers per annum would require between approximately 6 and 14 passenger aircraft turnarounds (150-180 passengers each flight) per day. At this frequency, at least two airlines and a range of destinations can be anticipated. As such, the likelihood of two or more flights overlapping should be considered high, if not inevitable, and planning for a significant expansion of the terminal facilities should be allowed for. This is likely to result in the loss of some of the medium-term car parking spaces immediately to the north of the terminal forecourt.

For aircraft envisaged in aviation development Scenario 2, of 70 to 110 seats approximately, with the installation of passenger and baggage screening facilities envisaged and allowed for in the recent terminal upgrade, the sterile area is likely to be comfortable for departing passengers. The arrivals baggage claim area may become congested for short periods with full flights on larger aircraft, as the introduction of a hard wall to the secure departure lounge would limit space available for passenger waiting and circulation at the reclaim belt. Nonetheless, the current infrastructure is likely to be workable for the traffic levels envisaged in Scenario 2.

4.10 Ground Access

As passenger traffic grows, it is likely that additional car parking will be required. There is limited opportunity to expand the existing long stay car parking without encroaching into the NDB Building Restricted Area (BRA) (see **Section 6.8**) so any further development in this area would need assessment by Airservices. Subject to Airservices evaluation, another 150 on-grade spaces may be achievable with a possible further 50-100 spaces to the north of Airport Road. Whether a total of 350-400 parking spaces is adequate for the assessed passenger traffic potential will depend on the travel mode proportions realised in practice as well as any demand moderators such as pricing.

A car parking demand assessment in the 2013 master plan indicated a possible total car parking requirement (short- and long-term public, plus car rental) of 1,200 spaces. This was predicated on annual passenger throughput of around 976,000 annual passengers.

It is recommended that car parking provision be reviewed regularly as traffic increases. If additional spaces are required, options in the longer term include an additional level on the existing and/or expanded long term car park area (subject to NDB BRA assessment by Airservices) or re-purposing of some of the currently leased areas further south.

The terminal forecourt would likely also require re-configuration and expansion to cope with increased passenger flows, if Code 3C or 4C jet operations eventuate. For this reason it is recommended to preserve the areas immediately north, east and south (when vacated by HARS) of the existing terminal for terminal and forecourt expansion.

Provision for electric vehicle (EV) charging stations in suitable locations in the long- and short-term parking areas should be made. Charging facilities could also be accommodated with the Future Commercial Precinct (see **Section 5.8**) subject to provision of necessary electrical infrastructure.

4.11 Aerodrome Rescue and Fire Fighting

CASA's *Manual of Standards Part 139H – Standards Applicable to the Provision of Aerodrome Rescue and Fire Fighting Services* (MOS 139H) provides the criteria for establishment of Aerodrome Rescue and Fire Fighting Services (ARFFS) and the technical basis for ARFFS siting considerations.

MOS 139H requires ARFFS to be established where an aerodrome serves international passenger air services (not envisaged for Shellharbour) or any domestic aerodrome through which more than 350,000 passengers passed in the previous financial year. Therefore, in order to fulfil the vision and potential of



the *Shellharbour Airport – Market Assessment – June 2023* Scenarios 2 or 3, provision for establishing ARFFS is required.

The aerodrome category for ARFFS provision is calculated on the overall length of the longest aircraft normally using the aerodrome and the maximum width of the fuselage. Based on the traffic scenarios, Shellharbour would fall into Category 6 or Category 7 (it is unlikely to exceed Category 7 as that would require regular operations by wide-body aircraft). Both categories have a requirement for a minimum of 2 ARFFS vehicles.

The associated Fire Control Centre (FCC) cabin must provide clear vision of the runways and short final approaches. FCC installations typically incorporate an elevated cabin to assist in meeting this requirement.

The FCC site needs to be located having regard to MOS 139H requirements although consideration of a visual surveillance system (i.e. CCTV) may be required should FCC line of sight become an issue. In order to achieve the required response times to each runway end, as well as maximising line-of-sight, a central location is desirable. The 2013 Master Plan suggested a site northwest of the intersection of the runways, co-located with the air traffic control tower, on land which would require acquisition by Council. In the absence of any appetite to acquire (and develop) such land, it is recommended that a suitable site be identified as part of the detailed Aviation Business Park layout design. The north-west corner of Aviation Business Park is likely to be the preferable location due to its central location on the aerodrome. However, Airservices Australia may require a fire training ground to be provided and a suitable location for this would need to be found. It may require modest land acquisition if it cannot be incorporated within the current airport land boundary. A specialist study involving consultation with Airservices is recommended as part of the development of a wider business case around the feasibility of larger Code 3C and 4C aircraft operations.

4.12 Air Traffic Control

Subject to CASA review of the airspace complexity, over time as traffic grows CASA may impose requirements to mitigate risks associated with a higher frequency of larger IFR aircraft mixing with general aviation and other commercial operations. These risks may be addressed through the provision of a certified air/ground radio service (CA/GRS) (at least initially) but may over the longer term require provision of controlled airspace and air traffic control (ATC) services.

The *CASA Manual of Standards Part 172 – Air Traffic Services* sets out the requirements for air traffic control facilities and equipment, including visibility and detecting movement of departing aircraft. Since 2023, the Part 172 MOS has allowed the use of visual surveillance systems (i.e. CCTV and suitable controller displays) to be used to meet the visibility and detection requirements. Airservices is developing and implementing Digital Aerodrome Services (DAS) which allows aerodromes to be controlled from a remote location rather than the on-site tower. It is assumed that any future ATC tower requirement for Shellharbour would be satisfied through the implementation of DAS and that, if necessary to achieve detection times and lines-of-sight, this would be achievable through multiple camera locations rather than a single physical tower.

4.13 Sustainability

Shellharbour Airport, like all aerodrome operators, will need to adapt to rapidly changing technologies over the next 20 years in line with global moves towards a de-carbonised economy. These adaptations will doubtless include a range of challenges and opportunities, many of which remain unclear at the time of this Master Plan. Two areas of relative clarity, however, include:



- Maximisation of renewable energy sources, in particular the use of rooftop solar installations on existing buildings and future developments; and
- Provision of electric vehicle (EV) charging facilities, including a range of fast- and slow- charging stations for the amenity of airport users but also to support the wider strategic network attracting passers-by to the airport as a charging destination strategically located between Sydney and the NSW South Coast holiday destinations.

These aspects should be incorporated as appropriate into each of the development concept precincts and other sustainability imperatives can be expected to emerge and become clearer over the coming few years.



5. Development Concept

5.1 Land Use Plan

Figure 6 shows the proposed Shellharbour Airport Land Use Plan, incorporating seven (7) distinct precincts, which are discussed and described in more detail in the following sub-sections.

Figure 6: Proposed Land Use Plan





5.2 Illawarra Flyers

The main constraints to expanding the use of this area is the curved nature of the adjacent lots and the requirement to maintain landside vehicle access to these. Options were prepared in 2017 to identify how best to accommodate additional hangars similar in size to the adjacent Illawarra Flyers hangars, suitable for the storage of private light aircraft.

That exercise confirmed that the maximum potential of the site lies in accommodating three 15m x 15m hangars facing east on the area currently used for light aircraft tie-down. Realignment of the vehicle access road further to the east would be required, to accommodate aircraft taxiway clearances for access by Code A aircraft.

Additional hangar lots are also possible to the south of Taxiway J. These could be of a consistent depth front-to-back and varying in width to suit the demand. Pedestrian access only would be possible along the south face adjacent Albion Creek and to gain the full extent of hangar space, realignment of Taxiway J access is required. Taxiway clearances only can be provided within this area, with no aircraft parking available in front of the hangars. Therefore, suitable operational requirements are recommended to manage the possible congestion. Consultation with CASA on specific proposals is recommended prior to implementation of additional hangars.

5.3 Existing GA Precinct

Within the existing GA Precinct there are three (3) key principal opportunities:

- Opportunities to implement hangar development previously conceptualised, subject to the successful attraction of a suitable commercial operator;
- Opportunities to realise additional hangar areas; and
- Opportunities to provide additional all-weather hardstand parking areas (in lieu of current grass)

Each of these shown in **Figure 7** and discussed in the following subsections.

5.3.1 Previous Hangar Concept

A draft concept was previously developed in 2017 to accommodate a possible commercial operator in an area at the eastern end of Taxiway K. This site is constrained by the available area, so concept options investigated the feasibility of accommodating various commercial operations on the site.

There are several options for accommodating commercial operators on this site and the optimum layout will to a large extent depend on the exact requirements of the lessee. The site could be leased as a whole, for the tenant to allocate as they see fit, or could be subdivided by Council.

The preferred concept layout splits the site into four sub-lots. These lots could be combined as necessary. Two of the sub-lots would have airside access and the other two would have only landside access. These might be suitable for supporting uses such as administration or non-aeronautical commercial activities which may either be associated with the adjacent airside lots or not.



Figure 7: Existing GA Precinct Development Concept



5.3.2 Additional Hangar Opportunities

As existing lease agreements expire opportunities Council should continue to explore opportunities to ensure it maximises the use of the airport property assets to generate revenue. Two areas where potential has been identified are:



- To the north of the existing fuel depot. This would be subject to Council vacating or relocating its current site to another location. The extent of possible hangar space would also be subject to ongoing arrangements for road tanker access to the fuel facility.
- On the Illawarra Hangars Pty Ltd site (site 6 on Figure 4 at Section 2.3.7) the possibility of rebuilding and expanding the existing hangar space.

5.3.3 Hardstand Parking

Current grass aircraft parking areas located east and west of Taxiway B could be converted to all-weather hardstand for greater amenity. It is recommended that Code B taxiway clearances per Part 139 MOS 2019 be preserved on Taxiway C and Taxiway B south of Taxiway C, to maximise the ability for larger aircraft, including Link Airways, to use this access to Runway 16/34 and minimise the need to backtrack on the runway.

Aircraft on the runway side should be parked with tails to the east to minimise the risk of intrusions into the side-slopes associated with a hypothetical 150 m wide runway strip.

5.4 Passenger Terminal Precinct

The development concept for the passenger terminal precinct, incorporating the terminal facilities and the main apron is shown in **Figure 8** below. These areas are described in the following subsections.

5.4.1 Terminal Facilities

As discussed in **Section 4.9** the passenger terminal precinct needs to reserve enough space to accommodate substantial expansion of the terminal facilities and forecourt, in the event that the assessed passenger traffic potential is realised through the implementation of Scenario 3: Introduction of Affordable Travel Options per the Three Consulting *Shellharbour Airport - Market Assessment - June 2023*. The recommended areas for this include the area potentially vacated by HARS (see **Section 5.5**) and the area to the north of the existing terminal.

5.4.2 Main Apron

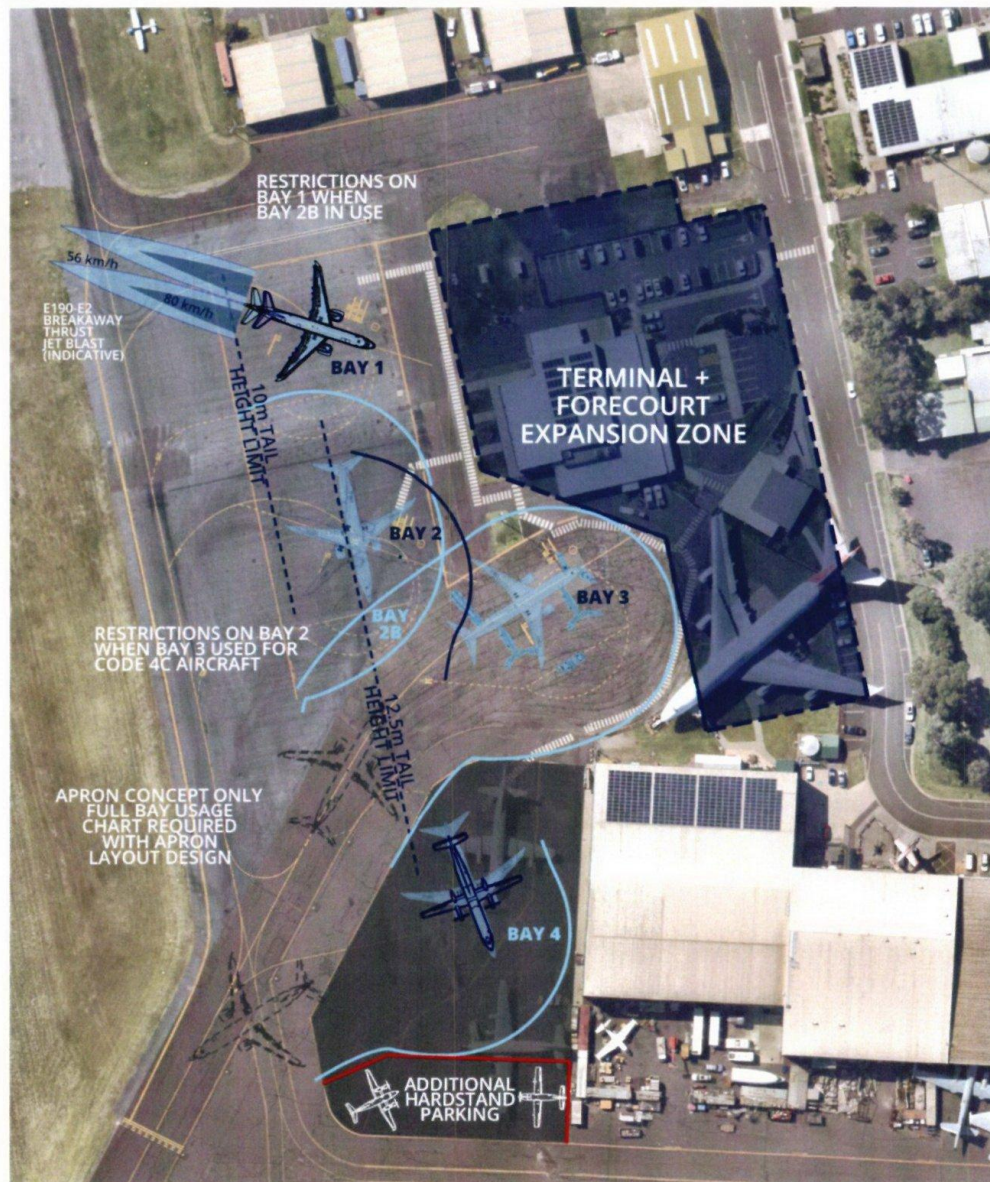
With simultaneous Code 4C aircraft operations, the following is noted:

- Operations on Bay 3 are preferred, as this places the tail of the aircraft as far from the runway strip as practical. It also provides the greatest room for servicing and adjacent storage and staging of Ground Support Equipment (GSE). However, when Bay 3 is occupied by a Code 4C aircraft, the wingtips, rear stairs and horizontal stabiliser infringe the Bay 2 wingtip clearance limits in accordance with CASA Part 139 MOS 2019, preventing the Bay 2 aircraft from exiting (this restriction likely affects most aircraft types using Bay 2).
- A possible Bay 2B parking arrangement parallel to the runway allows independent Bay 2B/Bay 3 operations and also keeps larger aircraft tails clear of the hypothetical transitional OLS associated with a 150 m wide runway strip (pending airline safety case to the contrary, it is assumed for this Master Plan that this will be required). When Bay 2B is in use the accessibility to exit Bay 1 or enter Bay 1A is limited to the Saab 340B aircraft.
- The reconfiguration of Bay 4 could provide a third Code 4C capable position, with the aircraft re-oriented to minimise passenger exposure to operations into and out of Bay 3.
- There is opportunity for additional hardstand parking for smaller charter aircraft to the south of Bay 4.



The optimal apron parking position layout and usage restrictions will depend on exact demand profiles and aircraft mix and can only be determined with certainty once an operational profile is known (and, in this case details of the airline safety case with respect to obstacles in relation to aircraft tail positioning). However, strengthening of Bay 3 and an expanded Bay 4 to accommodate Code 4 aircraft would provide the greatest flexibility to develop a detailed apron marking layout design which provides for the widest range of operational scenarios.

Figure 8: Passenger Terminal Precinct Concept Layout





5.5 HARS Precinct

The HARS Precinct is intended to provide a defined footprint with which HARS can plan and implement its expansion plans (subject to all applicable aviation safeguarding and security requirements), including the establishment of a museum, education and conference centre.

The future expansion of the passenger terminal and forecourt will require the use of the area to the south of the existing making relocation of the HARS Boeing 747-400 exhibit necessary to free up space.

Initially, the HARS Precinct is constrained by Boomerang Avenue to the north, Taxiway E to the south and the adjacent Toll rescue helicopter facility to the east. The relocation of the rescue helicopter facility into a suitable site within the Aviation Business Park would be a requirement for this precinct concept to eventuate.

There is an opportunity for possible event hardstand parking to be introduced on the southern side of Taxiway E. However, even without the introduction of this parking, the width of the Taxiway E strip does not meet full Code A taxiway standards and is constrained by the HARS apron to the north. Once the Aviation Business Park is developed, there will be a taxiway connection on the southern side of Runway 08/26, which will be accessible for Code B aircraft through to Runway 26 end, and which will help minimise backtracking on the runway. At this point, Taxiway E/F will largely become redundant and there could be an opportunity to expand the HARS apron (subsuming the event parking hardstand). This would allow HARS more independence in managing its activities and may provide the ability to allocate land for airside/landside flexibly as different events and opportunities allow, such as air shows and potential light rail connection to the Illawarra Light Railway Museum Society (ILRMS) precinct (see Section 0 for further discussion on this).

Figure 9: HARS Precinct Concept Layout





If required, there appears to be room for a Code A taxiway to the north of Runway 08/26 (in addition to the taxiway to the south), at the prescribed minimum offset of 47.5 m from runway centreline to taxiway centreline, with the graded strip width of 10.25 m remaining south of the existing open drain. This would require the 08/26 runway strip (RWS) to be reduced from the current 90 m width to 80 m, which is the minimum required for a Code 2 runway under the Part 139 MOS 2019.

5.6 Possible Historical Rail Link

There has been a suggestion that the HARS precinct could incorporate a possible link to the Illawarra Light Rail Museum which is located adjacent to the airport and accessed off Tongarra Road. A historical or model rail link within the airport land would require suitable security provisions including fencing, as well as consideration of the OLS for Runway 08/26. A zone in which the rail link is likely to be most feasible is illustrated on **Figure 6**, however the feasibility of such a link with respect to the safety and security of aviation operations, including possible impacts on the length of Runway 08/26, needs further detailed investigation.

5.7 Aviation Business Park

Land to the south of Runway 08/26 and east of Runway 16/34 has been set aside for Aviation Business Park development. The area is shown in **Figure 10**.

Figure 10: Aviation Business Park Precinct



Council has previously developed draft concept layouts for the area incorporating a combination of Code C hangar sites (in the western portion) and Code B hangar sites (in the eastern portion closer to the Runway 26 threshold).

Council has commenced development of Stage 1 of the Aviation Business Park, by upgrading Taxiway G to Code C standard. This has been done along the pre-existing Taxiway G centreline alignment, which is 93 m offset from the Runway 16/34 centreline. This offset is based on the legacy Code 3 runway strip standard width of 150 m. Bearing in mind aspirations for larger Code 3C and potentially even 4C aircraft operations borne out of the *Shellharbour Airport - Market Review - June 2023*, it is recommended that hangar heights in this area respect the legacy Code 3/4 OLS transitional surface, consisting of a 1:7



(14.3%) slope originating 75 m from the Runway 16/34 centreline in accordance with the previous MOS Part 139 v1.15 July 2020.

Bearing in mind these OLS considerations, as well as other developments including revisions to the aerodrome standards effective 2020, it is recommended that a full and detailed review of the Aviation Business Park internal layout be undertaken prior to formalising any subdivision or further construction proceeding. This will enable commercial opportunities to be maximised, whilst accommodating changes such as the incorporation of a suitable replacement rescue helicopter facility to enable the HARS Precinct concept and the recent installation of a Precision Approach Path Indicator (PAPI) on Runway 26, neither of which were envisaged in the 2017 draft concept layout. The latter especially will affect the parallel taxiway alignment in order to avoid the PAPI units and avoid aircraft infringing the Obstacle Assessment Surface as required by the Part 139 MOS 2019. Such re-alignment will have flow-on effects on the internal hangar site layout.

Council could consider a review of the Aviation Business Park zoning, currently SP1 Aviation, to ensure that the desired employment-related and/or commercial outcomes are maximised, by adjusting the zoning of selected portions of the business park to allow a more diverse range of uses compatible with the on-airport location. However, caution should be exercised to avoid businesses that do not require airside access from denying opportunities to businesses that do require direct access to the aerodrome airside infrastructure and facilities. Any zoning review should be undertaken in conjunction with development of the detailed internal business park layout and a corresponding business case review.

Relocation of the Bureau of Meteorology instrumentation located in the centre of this area would be necessary for the next stage of the business park.

It is also noted that the Aviation Business Park access road off Tongarra Road is not ideally positioned, directly at the end of the Runway End Safety Area (see **Section 4.4**) and requiring mitigation against jet blast (see **Section 4.6**). It is understood the location of the access road intersection with Tongarra Road is a result of Transport for NSW (TfNSW) requirements. Bearing in mind the impact and interaction with aircraft operations, especially if jet aircraft operations are introduced, as well as potential for pilot distraction due to heavy vehicle movements directly under the final approach, Council should consider further engagement with TfNSW regarding options available to mitigate these issues, including the potential to relocate the intersection further to the west, avoiding or reducing the amount of traffic passing directly below aircraft as they approach.

5.8 Future Commercial Precinct

At present, this area in and around the NDB, is largely constrained by the NDB Building Restricted Area (BRA) as described in **Section 6.8**. **Figure 11** below shows how the NDB BRA restricts potential building heights in the Future Commercial Precinct and therefore limits the development of this precinct while the NDB remains operational.

The larger area, to the north of the existing long-term car park is largely restricted to ground level by the inner 60 m radius of the NDB. Any development in this darker shaded area must be referred to Airservices for assessment in accordance with NASF Guideline G. Development above 5.25 m high outside the shaded area may be possible, however if it breaches the Zone B boundary (see **Section 6.8** for details) details must be submitted to Airservices for assessment. **Figure 11** shows the approximate height above ground level of the Zone B limit. It is recommended that any developments in this area are submitted to Airservices for information, even if they do not breach the BRA limits.

In addition to car parking, potential hotel accommodation has been mentioned in this precinct. Given the NDB restrictions this may not be possible until the NDB is decommissioned, for which there are currently no plans by Airservices. Minor development of things like EV charging facilities may be possible in the meantime.



Figure 11: NDB Building Restrictions





6. Airport Safeguarding Plan

Adequate protection of the basic capability to undertake aircraft operations in accordance with accepted safety standards and regulatory requirements, and in efficient and economic manner, is imperative to the future realisation of aeronautical opportunities at Shellharbour Airport. Safeguarding is particularly important where the capability for future upgrades is to be preserved, for example to accommodate larger aircraft. Development on and around Shellharbour Airport will require adequate respect for safeguarding in order to develop the vision and objectives of the Master Plan and preserve possible future opportunities.

Airport safeguarding includes a number of elements that will be required throughout the planning and development processes. The various safeguarding elements will be triggered by different activities and aircraft operations.

6.1 National Airports Safeguarding Framework

The National Airports Safeguarding Framework (NASF) is a national land use planning framework that aims to:

- Improve community amenity by minimising aircraft noise-sensitive developments near airports including through the use of additional noise metrics and improved noise-disclosure mechanisms; and
- Improve safety outcomes by ensuring aviation safety requirements are recognised in land use planning decisions through guidelines being adopted by jurisdictions on various safety-related issues.

The NASF was developed by the National Airports Safeguarding Advisory Group (NASAG), comprising of Commonwealth, State and Territory Government planning and transport officials, the Australian Government Department of Defence, the Civil Aviation Safety Authority (CASA), Airservices Australia and the Australian Local Government Association (ALGA).

NASF currently consists of a set of seven principles and nine guidelines. The full NASF principles and guidelines can be found on the Department of Infrastructure and Regional Development's website at: www.infrastructure.gov.au/aviation/environmental/airport_safeguarding/nasf.

The NASF principles are as follows, and each Guideline is described in the following subsections.

- **Principle 1:** The safety, efficiency and operational integrity of airports should be protected by all governments, recognising their economic, defence and social significance
- **Principle 2:** Airports, governments and local communities should share responsibility to ensure that airport planning is integrated with local and regional planning
- **Principle 3:** Governments at all levels should align land use planning and building requirements in the vicinity of airports
- **Principle 4:** Land use planning processes should balance and protect both airport/aviation operations and community safety and amenity expectations
- **Principle 5:** Governments will protect operational airspace around airports in the interests of both aviation and community safety
- **Principle 6:** Strategic and statutory planning frameworks should address aircraft noise by applying a comprehensive suite of noise measures
- **Principle 7:** Airports should work with governments to provide comprehensive and understandable information to local communities on their operations concerning noise impacts and airspace requirements.

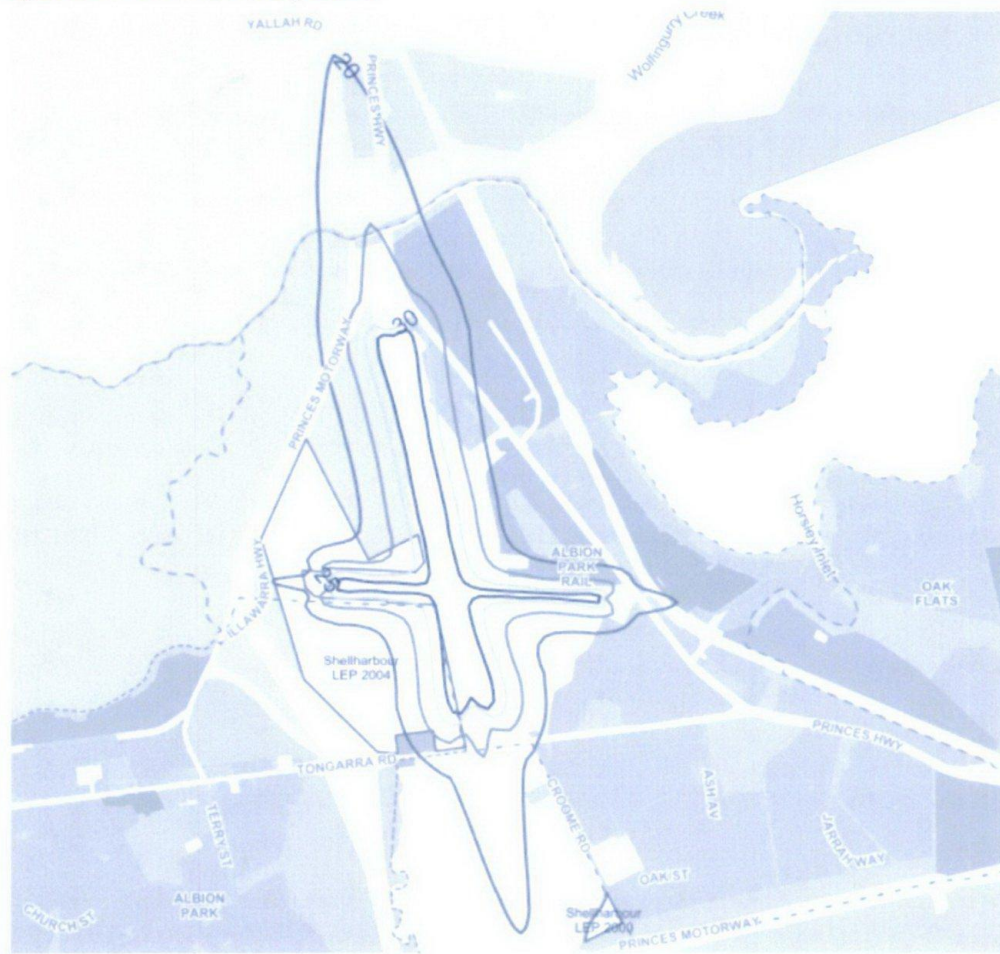


The NASF Guidelines are presented here in their alphabetical order, however the guideline considered most relevant to this Master Plan and its vision, as stated as **Section 3**, is that relating to protection of operational airspace and associated matters discussed in **Section 6.6.2**.

6.2 Aircraft Noise

The Shellharbour Local Environmental Plan 2013 (LEP) includes an Australian Noise exposure Forecast (ANEF), understood to have been developed around 2008 and shown in **Figure 12**.

Figure 12: Current Shellharbour Airport ANEF



Source: Shellharbour Local Environmental Plan 2013

The basis of this ANEF, in terms of aircraft types and frequencies modelled, is not clear. It is, however, likely that due to the passage of time the aircraft types included do not represent all of the types which may commence operations as a result of the aviation strategies set out in the *Shellharbour Airport – Market Assessment – June 2023*.



Noting the technical challenges to the establishment of regular services by larger Code 3 or Code 4 aircraft, it is recommended that if these services prove possible, an updated aircraft noise assessment and ANEF be developed to account for the expected aircraft fleet and frequency of operations.

6.3 Building Generated Windshear + Turbulence

The purpose of NASF Guideline B: *Managing the Risk of Building Generated Windshear and Turbulence at Airports* is to assist land use planners and airport operators in their planning and development processes to reduce the risk of building generated windshear and turbulence at airports near runways.

Applicability of this Guideline is initially determined by the location of the building within an 'assessment trigger area' around the runway ends, that is:

- 1200 metres or closer perpendicular from the runway centreline (or extended runway centreline);
- 900 metres or closer in front of runway threshold (towards the landside of the airport); and
- 500 metres or closer from the runway threshold along the runway.

The guideline recommends that all developments within the assessment trigger areas which will infringe a 1:35 sloping surface from the runway centreline should be subject to further assessment.

Positioning of all developments on airport will need to be evaluated on a case-by-case basis. Subject to confirmation through such evaluation that no adverse impact on aircraft operations is predicted, then buildings may be located closer to the runways and within the 1:35 surface. **Figure 13** illustrates the assessment trigger areas.

Proposed developments in these areas should initially be assessed against the relevant 1:35 surface as described in Guideline B. Buildings that are proposed to infringe this surface may require further assessment in accordance with Guideline B to confirm that no adverse impact on aircraft operations is predicted. With reference to **Figure 6** at **Section 5.1**, it can be seen that developments in the Landside and Commercial precincts would be within the assessment trigger area for Runway 08-26 and developments with the HARS Precinct and the Aviation Business Park would be within the assessment trigger areas for both Runway 08-26 and Runway 16-34.



Figure 13: BGWT Assessment Trigger Areas



Building Generated Windshear + Turbulence Assessment Trigger Areas

Runway 16/34 Runway 08/26

Airport Precincts:

- 1 Illawarra Flyers
- 2 Existing GA Precinct
- 3 Passenger Terminal Precinct
- 4 HARS Precinct
- 5 Aviation Business Park
- 6 Landside Precinct
- 7 Future Commercial Precinct



6.4 Wildlife Hazards

The purpose of NASF Guideline C: *Managing the Risk of Wildlife Strikes in the Vicinity of Airports*, is to inform the land use planning decisions and the way in which existing land use is managed in the vicinity of airports with respect to the attraction of wildlife, particularly birds. A table is included in Attachment 1 to Guideline C which indicates wildlife attraction risk and associated actions for developments within buffer zones around airports of three (3), eight (8) and 13 kilometres radius. These buffer zones are shown on **Figure 14** for Shellharbour Airport. Council should consider Guideline C in its planning decisions with respect to land uses and developments within 13 kilometres of the Airport.

Figure 14: Wildlife Buffer Zones





6.5 Wind Turbines

NASF Guideline D: *Managing the Risk to Aviation Safety of Wind Turbine Installations* provides general information and advice in relation to wind farms and turbines and their hazards to aviation. Proponents of such installations should take account of Guideline D in undertaking assessments of the impacts of the proposals, including on aviation.

Council should be aware of Guideline D and it may assist in evaluating and commenting on any wind farm proposals within 30 km of Shellharbour Airport.

6.6 Lighting and Glare

6.6.1 Lighting

NASF Guideline E *Managing the Risk of Distraction to Pilots from Lighting in the Vicinity of Airports* provides guidance on the risk of distractions to pilots of aircraft from lighting and light fixtures near airports. The CASA Manual of Standards part 139 Aerodromes Section 9.21: Lighting in the Vicinity of Aerodromes sets out the restrictions and provides advice to lighting suppliers on the general requirements, information and correspondence avenues.

Advice for the guidance of designers and installation contractors is provided for situations where lights are to be installed within a six (6) kilometre radius of the airport. Lights within this area fall into a category most likely to be subject to the provisions of regulation 94 of the Civil Aviation Regulations 1988, under which CASA has the power to require lights which may cause confusion, distraction or glare to pilots in the air, be extinguished or modified.

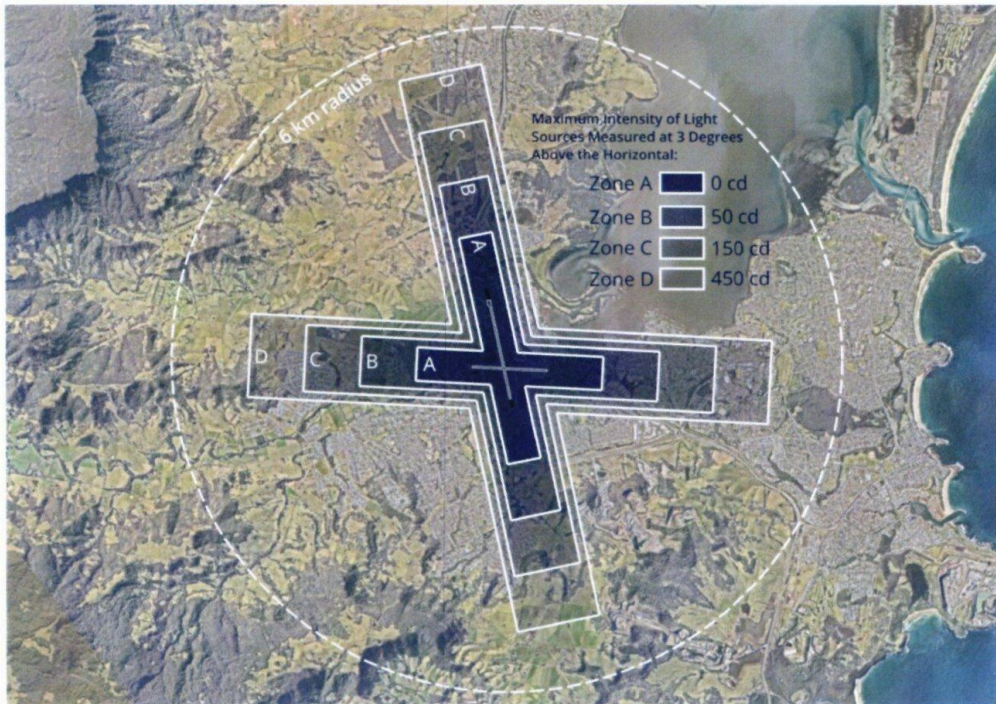
The primary area is divided into four light control zones; A, B, C and D, as shown in **Figure 15**. These zones reflect the degree of interference ground lights are permitted to cause pilots as they approach. Lighting associated with any developments should therefore meet the maximum intensity of light sources measured at three (3) degrees above the horizontal associated with each Zone as follows:

- Zone A - 0 cd;
- Zone B - 50 cd;
- Zone C - 150 cd; and
- Zone D - 450 cd.

Council should consider Guideline E in relation to any proposed lighting installations on airport, as well as off-airport (for example, associated with sports fields, industrial facilities and similar) within six (6) kilometres of Shellharbour Airport.



Figure 15: Lighting Restriction Zones



6.6.2 Solar Glare

Potential for glare from solar panel installations and other reflective surfaces has, traditionally, been a concern for aviation safety around airports. Currently, there are no specific Australian standards that apply to solar farms near aerodromes, or the installation of rooftop solar panels on buildings on airport. CASA has generally followed the US Federal Aviation Administration (FAA) which is relatively advanced in terms of solar farm glare evaluation. The FAA revised its guidance in May 2021 as follows:

“In most cases glint and glare from solar energy systems to pilots on final approach is similar to glint and glare pilots routinely experience from water bodies, glass-façade buildings, parking lots, and similar features. However, FAA has continued to receive reports of potential glint and glare from on-airport solar energy systems on personnel working in ATCT cabs. Therefore, FAA has determined the scope of agency policy should be focused on the impact of on-airport solar energy systems to federally-obligated towered airports, specifically the airport’s ATCT cab.”

CASA has adopted this updated FAA policy in its response to Council’s request to review the Bass Point Quarry Solar Farm, where CASA has recommended a technical glare assessment is not required, “ ... mainly due to the lack of a near ATC tower.”

Therefore, on the basis of the CASA advice, rooftop solar installation on individual buildings are not expected to pose a significant risk to aircraft operations as a result of glint and glare to pilots.

Noting the possibility of an ATC tower (albeit likely a digital solution as discussed in **Section 4.12**) ultimately being required to fulfil aviation development scenarios, it is recommended that any installation go ahead on the proviso, in the future it may need to be adjusted or removed if it causes safety risks as a result of glint and glare on ATC.



6.7 Protected Operational Airspace

NASF Guideline F: *Managing the Risk of Intrusions into the Protected Operational Airspace of Airports*, provides guidance to State/Territory and local government decision makers as well as airport operators to jointly address the issue of intrusions into the operational airspace of airports by tall structures, as well as trees in the vicinity of airports.

If these activities are not regulated, CASA may have to mitigate risk by imposing restrictions on the runway distance that can be used. Alternatively, the minimum descent altitude for aircraft approaching in inclement weather may have to be lifted, with the result that fewer aircraft may be able to land under such conditions. Either way, an increase in the prevalence of obstacles in Shellharbour Airport operational airspace poses a threat to the ongoing operational efficiency of the airport, whether in regard to existing operations or a desired introduction of larger aircraft services.

Two separate groups of criteria determine the dimensions and volumes of the required operational airspace. The first group, Obstacle Limitation Surfaces (OLS), protect visual operations (which typically include most general aviation operations, as well as air transport operations in good weather). The OLS are described in **Section 6.7.1**. The second group of criteria protect aircraft operations that are solely reliant on navigational instruments. These criteria, known as PANS-OPS, are discussed in **Section 6.7.2**.

Finally, NASF Guideline F also addresses activities that could cause air turbulence or the emission of steam, gas, smoke, dust and other particulate matter where this could affect the operation of aircraft in accordance with the Visual Flight Rules (VFR). These matters are discussed in **Section 6.7.3**, in particular with reference to the Tallawarra B power station.

6.7.1 Obstacle Limitation Surfaces

The current Obstacle Limitation Surfaces (OLS) for Shellharbour Airport were established for Code 2 instrument non-precision approach and take-off operations on Runway 16/34 and non-instrument operations on Runway 08/26. Since these OLS were established, the standards for OLS applicable to Code 2 and Code 3 instrument runways have changed.

Table 6 shows how the existing OLS compares with the current *Part 139 (Aerodromes) Manual of Standards 2019* (Part 139 MOS 2019) specifications for Code 2 and Code 3/4 instrument non-precision approach operations. It can be seen that, with an inner edge width of only 90 m, the Runway 16/34 approach surfaces do not meet the current standards for Code 2 instrument non-precision operations. Also shown in

Table 6 are the historical standards which applied to Code 3 instrument non-precision Runways prior to the introduction of the Part 139 MOS 2019. These are taken from the legacy *Manual of Standards Part 139 – Aerodromes v1.15 July 2020* (MOS Part 139 v1.15).

Table 6: Comparison of OLS Specifications

Element	Existing OLS	Part 139 MOS 2019 Code 2	Part 139 MOS 2019 Code 3 / 4	Legacy MOS Part 139 v1.15 Code 3 / 4
CONICAL				
Slope	5%	5%	5%	5%
Height	60 m	60 m	75 m / 100 m	75 m
INNER HORIZONTAL				
Height	45 m	45 m	45 m	45 m
Radius	3,500 m	3,500 m	4,000 m	4,000 m
APPROACH				
Length of inner edge	90 m	140 m	280 m	150 m / 150 m ²
Divergence each side	15%	15%	15%	15%



Element	Existing OLS	Part 139 MOS 2019 Code 2	Part 139 MOS 2019 Code 3 / 4	Legacy MOS Part 139 v1.15 Code 3 / 4
First section length	2,500 m	2,500 m	3,000 m	3,000 m
Slope	3.33%	3.33%	2.0%	3.33% / 2.0%
Second section length	-	-	3,600 m	3,600 m
Slope	-	-	2.5%	2.5%
Horizontal section length	-	-	8,400 m	8,400 m
Total length	2,500 m	2,500 m	15,000 m	15,000 m
TRANSITIONAL				
Slope	20%	20%	14.3%	14.3%
TAKE-OFF CLIMB				
Length of inner edge	90 m	80 m	180 m	180 m
Rate of divergence	10%	10%	12.5%	12.5%
Final width	580 m	580 m	1,800 m	1,800 m
Overall length	2,500 m	2,500 m	15,000 m	15,000 m
Slope	4%	5%	2%	2%

* 150 m approach surface inner edge and runway strip width was permissible for Code 4 aeroplanes only requiring a 30 m wide runway

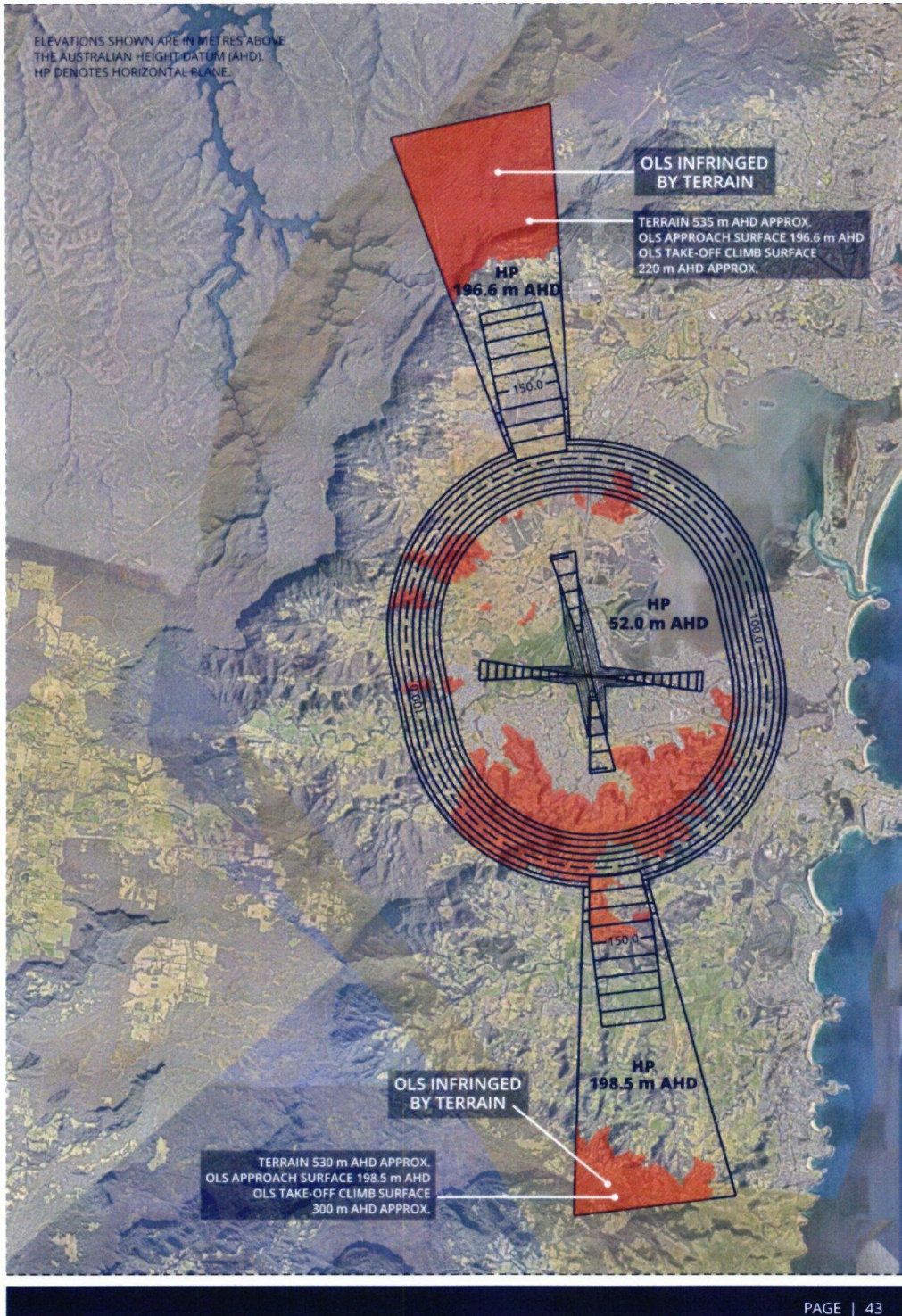
The 2013 Master Plan recommended protecting the long-term potential to be able to conduct Code 3C or 4C operations and included a set of OLS applicable to Code 4 instrument non-precision approaches and Code 4 take-offs for Runway 16/34. Those 2013 OLS were based on a 2.0% approach surface slope. The OLS in **Figure 16** below are based on a 3.33% approach surface and are what would be applicable if Runway 16/34 had been 'grandfathered' to the previous Code 3 standards. It is provided to illustrate the historical challenges in safeguarding for Code 3 or 4 OLS compliance at Shellharbour as a result of the extensive infringement of the OLS by surrounding hilly terrain. These permanent and irremovable infringements may explain why Runway 16/34 has instead been grandfathered to historical Code 2 standards, given the inability to have complied with even the historical Code 3 requirements.

To operate larger Code 3C aircraft or Code 4C aircraft, the infringements shown in **Figure 16** would need to be safely avoided through operational procedures, such as curved VFR take-off and approach paths, existing or upgraded instrument approach procedures, possible standard instrument departures, and airline one-engine inoperative (OEI) take-off procedures to keep aircraft safely clear of obstacles. Demonstrating to CASA's satisfaction how the challenges presented by terrain and other obstacles would be an essential part of an airport compatibility study and airline safety case.

As discussed in Section 4.7.2, possible future OLS changes currently under consideration by ICAO may lead to greater flexibility in safely accommodating operations by larger aircraft, which more commonly operate under instrument procedures, in line with improvements in aircraft navigation technologies. Such developments should be kept under review, however pending finalisation and publication of any updated OLS specifications by ICAO and subsequently by CASA, the legacy MOS Part 139 v.1.15 Code 3 OLS should be protected from further intrusion.



Figure 16: Illustrative Legacy Code 3 OLS Showing Terrain Infringements





6.7.2 PANS-OPS

In addition to the OLS, Council is also required to monitor and report obstacles to the Procedures for Air Navigation Surfaces – Aircraft Operations (PANS-OPS) surfaces which may affect the published instrument approach procedures.

The PANS-OPS surfaces protect the airspace in the vicinity of the airport for instrument operations. The PANS-OPS surfaces differ to the OLS in that they protect aircraft conducting operations under IFR and as such cannot be infringed under any circumstances, as aircraft are relying on them for the avoidance of obstacles. However, like the OLS, they comprise a series of airspace reference surfaces. PANS-OPS surfaces are generally (though not always) higher than the OLS, but they extend further from the airport than the OLS.

Currently, the airport monitors the Visual Segment Surfaces (VSS) for Runway 16 and 34 approaches as part of its annual obstacle survey. The current VSS has an inner edge width of 90 m, in line with the published runway strip width. Consistent with the principle of minimising obstacles within the OLS associated with a 150 m wide runway strip, Council should consider monitoring the VSS that would apply to a 150 m wide runway strip.

Council should work with Airservices Australia to ensure the information needed for monitoring obstacles within the associated instrument approach procedure protection areas is available, to allow it to fulfil its obligations under the relevant regulations.

6.7.3 Plume Rise

Exhaust plumes from industrial and other facilities can be considered obstacles if they present a significant risk of turbulence of sufficient severity to cause a loss of safe control of aircraft by pilots.

CASA has established a process, set out in Advisory Circular AC 139.E-02 v1.0 *Plume rise assessments* March 2023 for assessing proposed plume rises for risk to aviation operations.

The proposed Tallawarra B Power Station is the source of a significant exhaust plume which has the potential to cause a turbulence hazard to aircraft operations above and near to the power station. The gas turbine exhaust is located approximately 3.6 km northeast of the airport and is below the existing OLS conical surface. The proponent, Energy Australia, has proposed a plume dispersion device (PDD), to discharge the exhaust horizontally. However due to the high exhaust temperature, the potential for turbulence remains. To assess the potential safety impacts, assessment has been carried out by others, in consultation with CASA, in accordance with the process set out in AC 139.E-02.

CASA has provided advice to the NSW Department of Planning and Environment (NSW DPE), the Land Use Planning Authority (LUPA) responsible for the Tallawarra B approval, as follows:

- A plume rise velocity lower than 6.1 m/s by 700 ft AMSL would achieve an acceptable level of safety for aviation; and
- NSW DPE should satisfy itself that the modelling of the final design is valid and that the average plume rise velocity will not exceed 6.1 m/s at 700 ft AMSL.

CFD modelling has been carried out for Energy Australia⁷ and independently reviewed by GHD⁸. The modelling concludes the resulting plume rise velocity will be below 6.1 m/s at 700 ft AMSL. It is beyond

⁷ Tallawarra B Power Station CFD Plume Modelling – GE Modified PDD Design Version 3B, Summary Report, 7th March 2023

⁸ Tallawarra B Power Station Review of CFD Plume Rise Assessment, ref:12606819, 04 April 2023



the scope of this Master Plan to further validate this specialist assessment. However, from an airport safeguarding perspective it is important to note that CASA also advised NSW DPE that (emphasis added)⁹:

CASA advises that theoretical modelling must be validated using the final design and actual plume data during power plant operation. Any real time outcomes that create a plume velocity greater than 6.1 m/s above 700 ft AMSL will require further mitigation to achieve an acceptable level of safety for aviation.

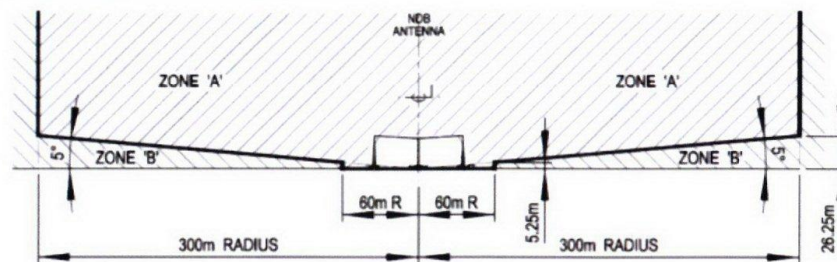
It is understood that this requirement has been imposed as a condition of the approval of Tallawarra B under a Plume Validation Monitoring Program. It is recommended Council liaise closely with NSW DPE to ensure that the monitoring program is implemented diligently.

6.8 Communication, Navigation and Surveillance (CNS) Facilities

Shellharbour Airport has a non-directional beacon (NDB) owned and operated by Airservices Australia (Airservices). Whereas most NDBs in Australia have now been decommissioned, as a result of the reduced reliance on ground-based navigation aids (navaids) and increased usage of Global Navigation Satellite System (GNSS) as the primary means of instrument flight rules navigation in Australia, the NDB at Shellharbour remains as one of the navaids forming the Backup Navigation Network (BNN). The BNN is maintained and monitored by Airservices to support a GNSS contingency mode of operation, in the unexpected case where a pilot is unable to access the GNSS service. Airservices is currently undertaking a post implementation review of the BNN¹⁰, however there are at present no indications that the Shellharbour NDB is likely to be decommissioned in the foreseeable future. It is nevertheless possible that at some point the NDB will become unnecessary and could ultimately be decommissioned. In the meantime development will need to accommodate the NDB Building Restricted Area (BRA) as defined in NASF Guideline G: *Protecting Aviation Facilities – Communication, Navigation and Surveillance (CNS)*.

The purpose of Guideline G is to provide a consistent approach to land use planning protection of CNS facilities. Guideline G assists land use planning decision makers with guidance for assessing development proposals in Building Restricted Areas (BRA). Attachment 3 to the Guideline provides the BRAs for aviation facilities, including the NDB, as shown in **Figure 17**.

Figure 17: NDB Building Restricted Area Requirements



(Cont.)

⁹ Proposed Tallawarra Power Plant, CASA Ref:F17/8039-27, 27 August 2021, CASA letter to NSW Department of Planning, Industry and Environment

¹⁰ <https://www.avsef.gov.au/consultations/post-implementation-review-australian-backup-navigation-network>



Building Restricted Area	Location of development	Action required
Zone A	If development is located: a. within 60 metres of the Non-Directional Beacon antenna; or b. between 60-300 metres from the Non-Directional Beacon antenna and the development will cross the zone boundary (defined as an elevation angle of 5° from ground level at the centre of the Non-Directional Beacon antenna).	All applications must be referred to Airservices Australia for assessment.
Zone B	If development is located between 60-300 metres from the centre of the Non-Directional Beacon antenna and the development will not cross the zone boundary.	No requirements.
General guidance: <ul style="list-style-type: none"> • within a 60 metres radius from the centre of the Non-Directional Beacon antenna vegetation should be kept to less than 60cm high. Naturally occurring native flora may be allowed to exceed 60cm subject to a site environment plan. • high voltage overhead powerlines 33kv or greater should be at least 300 metres from the centre of the Non-Directional Beacon antenna. 		

Source: NASF Guideline G

6.9 Public Safety Areas

NASF Guideline I: *Managing the Risk in Public Safety Areas at the Ends of Runways* provides guidance on approaches for the application of a Public Safety Area (PSA) planning framework in Australian jurisdictions. The Guideline is intended to ensure there is no increase in risk from new development and to assist land-use planners to better consider public safety when assessing development proposals, rezoning requests and when developing strategic land use plans.

Guideline I provides two examples of most relevance to Australia (the UK and Queensland approaches) to developing PSA extents, however it is notable that since publication of Guideline I the UK has updated its policy regarding the establishment, size and shape of PSAs.

Council has previously established PSAs at all four runway ends in line with the Queensland template dimensions. Under the Queensland model, an airport’s main runway requires a PSA if the runway meets the following criteria:

- RPT (i.e. airline) jet aircraft services are provided, or
- Greater than 10 000 aircraft movements occur per year (excluding light aircraft movements).

Under NASF Guideline I, an alternative approach is to establish a PSA based on an estimated individual risk level of 1 in 100,000 per year. To do this requires detailed forecasts of future aviation activity, which are not available as part of this Master Plan. However, some analysis has been undertaken to estimate the levels of risk associated with possible aviation activity scenarios.

6.9.1 Runway 08/26

Runway 08/26 is not capable of accommodating jet airline services. Nor is it anticipated to handle more than 10,000 aircraft movements per year, of any size. Therefore, under the Queensland criteria, it would not trigger a requirement for PSAs.



An assessment of risk levels was carried out separate to this Master Plan. It concluded:

- Even with unrealistic 'worst-case' assumptions around future Runway 08/26 use, calculation of individual risk levels estimates a maximum individual risk level of around 0.7-0.8 in 100,000 per year, which is below the level of 1.0 in 100,000 at which NASF Guideline I recommends the establishment of a PSA.
- Modelling of actual risk levels based on 2022-23 financial year aircraft movements estimates a maximum individual risk level of 0.1-0.2 in 100,000 (1 in a million to 2 in a million), with levels exceeding 1 in a million remaining west of the Albion Park station and the rail line.

While this assessment represents a best endeavours order of magnitude estimation of public safety risk levels in accordance with the stated methodology, the acceptability or otherwise of the estimated risk levels for particular land uses or developments in the vicinity of the runway is a matter for Council, in line with NASF Guideline I and/or NSW HIPAP4 as may be appropriate.

6.9.2 Runway 16/34

Under either of the scenarios envisaged in this Master Plan (other than Scenario 1 Business as Usual), Runway 16/34 is envisaged to accommodate jet airline services. Therefore, under the Queensland criteria a PSA would be triggered.

Preliminary assessment of risk levels undertaken for this Master Plan indicate that, under Scenario 3 passenger levels, and including an allowance for growth of general aviation activity commensurate with Aviation Business Park and air show event growth (i.e. an approximate doubling on non-airline operations), levels of risk approximating the NASF Guideline I suggested criteria for a PSA of 1 in 100,000 per year would be generated.

Therefore, to safeguard for the nature of operations envisaged by this Master Plan, retention of the Runway 16/34 PSAs is recommended.



7. Summary & Recommendations

7.1 Summary

This Shellharbour Airport Master Plan has been developed in response to Council's vision to develop the Illawarra Regional Airport into a **vibrant business hub that contributes to regional economic development, tourism and employment**, while **facilitating the viable development of a greater range of affordable air travel options** for the region.

To achieve the first element of this vision requires development of additional infill and new build hangar sites within the Existing GA Precinct as well as the realisation of the Aviation Business Park. To complement this, the consolidation of HARS activities into a dedicated precinct, within which development of a high-quality aviation museum can occur, is a key element of the strategy.

Despite some limitations, on-ground infrastructure is largely fit-for-purpose to accommodate regular operations by a wider range of aircraft types than has been the case in the past, as a result of careful application of funding over recent years to runway, apron and terminal upgrades. These facilities, with appropriate staged upgrades, should not be a barrier to realisation of the vision. Opportunities appear to exist to provide additional runway take-off distance, to further strengthen the capacity for larger aircraft and more airlines operating to a wider range of destinations, albeit subject to satisfying CASA around certain safety matters, including the management of jet blast impacts off airport.

It is important to recognise though, that some aspects of the Shellharbour Airport context present challenges and uncertainty around what is genuinely feasible. These challenges relate primarily to runway strip width, and obstacles and terrain intruding into the airspace required for operations by larger aircraft. The airport is not able to meet the current standards for airspace and obstacle restriction applicable to Code 3 or 4 aircraft (nor even the most recent historical ones) and so will be unable to ever declare itself a Code 3 or 4 Aerodrome Reference Code facility.

Operations by larger aircraft are, nonetheless, not precluded. They are however subject to considerable uncertainty around what the limits of possibility are, especially in relation to the types of aircraft that offer the lowest cost base and bring the most affordable travel outcomes. To resolve these uncertainties will require further detailed technical safety-related work, involving potentially lengthy discussions and collaboration between Council, potential airlines, CASA and other stakeholders. Ultimately, the requirements to mitigate safety necessary to enable some operations may add to the cost base and erode the commercial viability of potential opportunities. Therefore, it is essential for Council to understand the true technical and financial reality before making an informed investment decision in expansion and upgrade of runway infrastructure.

Table 7 below provides a summary of the key Master Plan requirements relating to each of the development scenarios in the *Shellharbour Airport - Market Assessment - June 2023* as indicated in **Table 3** at **Section 4**.



Table 7: Master Plan Key Requirements Summary by Scenario

Master Plan Requirements	Scenario 1	Scenario 2	Scenario 3
	"Business as Usual"	"Introduction of Airport Security"	"Introduction of Affordable Travel Options"
Aircraft Types (typical)	Saab 340B	Dash8-Q400, Fokker F100, Boeing B717, Embraer E190	Airbus A320 / 321, Boeing 737, Airbus A220
Runway strip & airspace	Maintain existing obstacles below OLS	Safety case required but likely to be achievable	Additional runway strip required (min 150m currently) and 1:7 obstacle free transitional surfaces Safety case required but likely to be straightforward if the above is achieved, but challenging otherwise
Runway length	Existing is adequate	Existing is likely adequate Additional take-off length may be beneficial – consult with operators	Additional take-off length required
Pavement strength	Existing is adequate	Existing is adequate	Runway is adequate for start-up, plan for additional strengthening in next scheduled maintenance overlay Taxiway/apron strengthening likely required earlier
Terminal Expansion	Existing is adequate	Passenger and baggage security screening required Minor terminal expansion may improve baggage claim and give greater comfort levels if overlapping flights	Passenger and baggage security screening required Minor terminal expansion may accommodate single flights Significant expansion required for overlapping flights.
Car Parking	Existing is adequate	Existing potentially adequate, minor additional long stay may be required	Minor expansion for infrequent flights. Substantial expansion required for higher traffic levels, likely requiring use of existing landside precinct lease areas.
Aerodrome Rescue & Fire Fighting Service	Not required	Potentially required (trigger 350,000 pax per FY)	Required once 350,000 pax per FY achieved



7.2 Recommended Actions

It is therefore recommended that, in pursuit of Aviation Development Scenario 2 or 3, as set out in the *Shellharbour Airport - Market Assessment - June 2023*, being those which embody more affordable and varied travel options, the Council undertake the following steps:

- Council engage with potential airline operators, CASA and other possible stakeholders (e.g. Airservices Australia) to develop a clear understanding of what a comprehensive safety case for the regular operation of a given aircraft type will require, in terms of mitigating actions.
- With that knowledge in hand, then develop an informed business case in conjunction with potential airline operators, as to what scale of airline operation is viable for each carrier and what this means for the provision of airport infrastructure (including aspects such as runway length and considerations such as ARFFS in future).
- Apply this information to a detailed business case including cost-benefit analysis for any investment proposals, especially in relation to runway extensions, before committing to infrastructure development.

These steps are likely to be incremental, inter-related and potentially iterative. However, the implementation of this process of due diligence should not need to delay other unrelated elements of this Shellharbour Airport Master Plan.

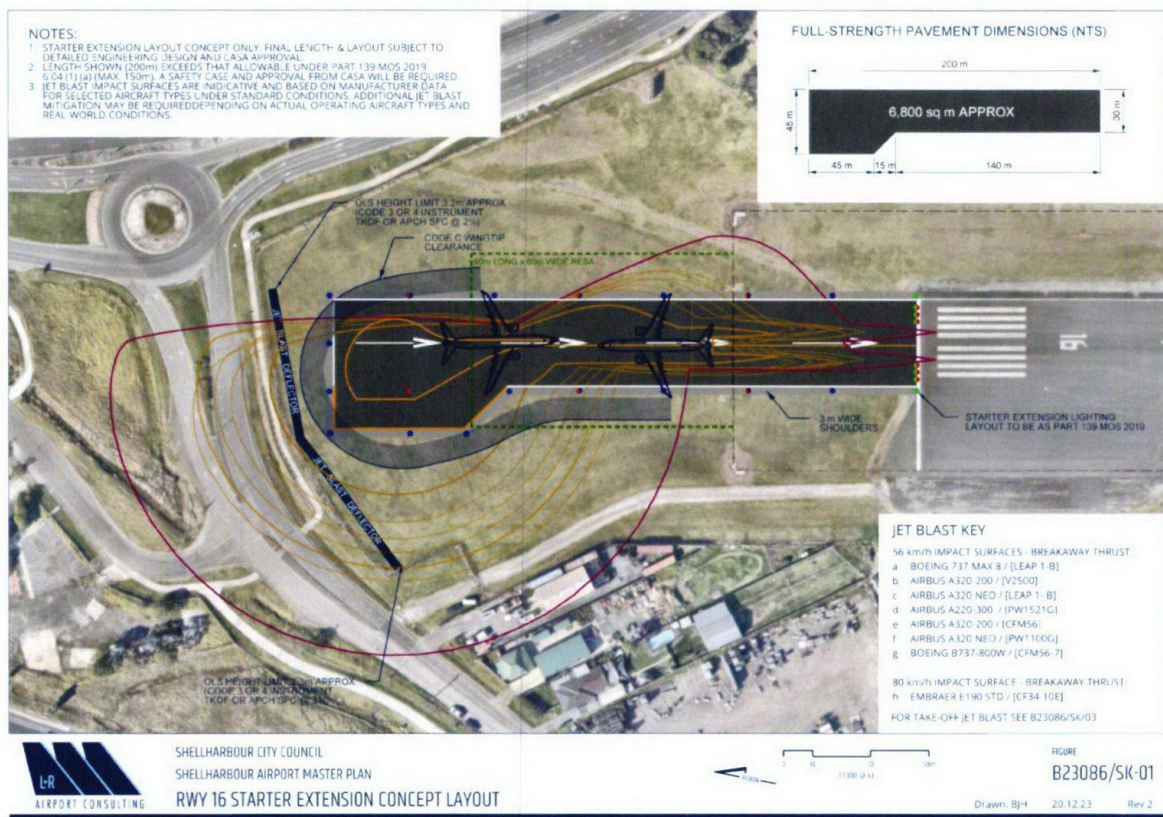
Based on current infrastructure and operational airspace, Aviation Development Scenario 2 is likely to be more realistically achievable in the short- to medium-term, subject to the above steps. Accommodating Scenario 3 is likely to require the acquisition of some surrounding land to meet runway strip width and transitional obstacle limitation surface requirements. However, this should be re-evaluated once proposals for changes to airspace protection requirements, currently under consideration by ICAO, become more certain.

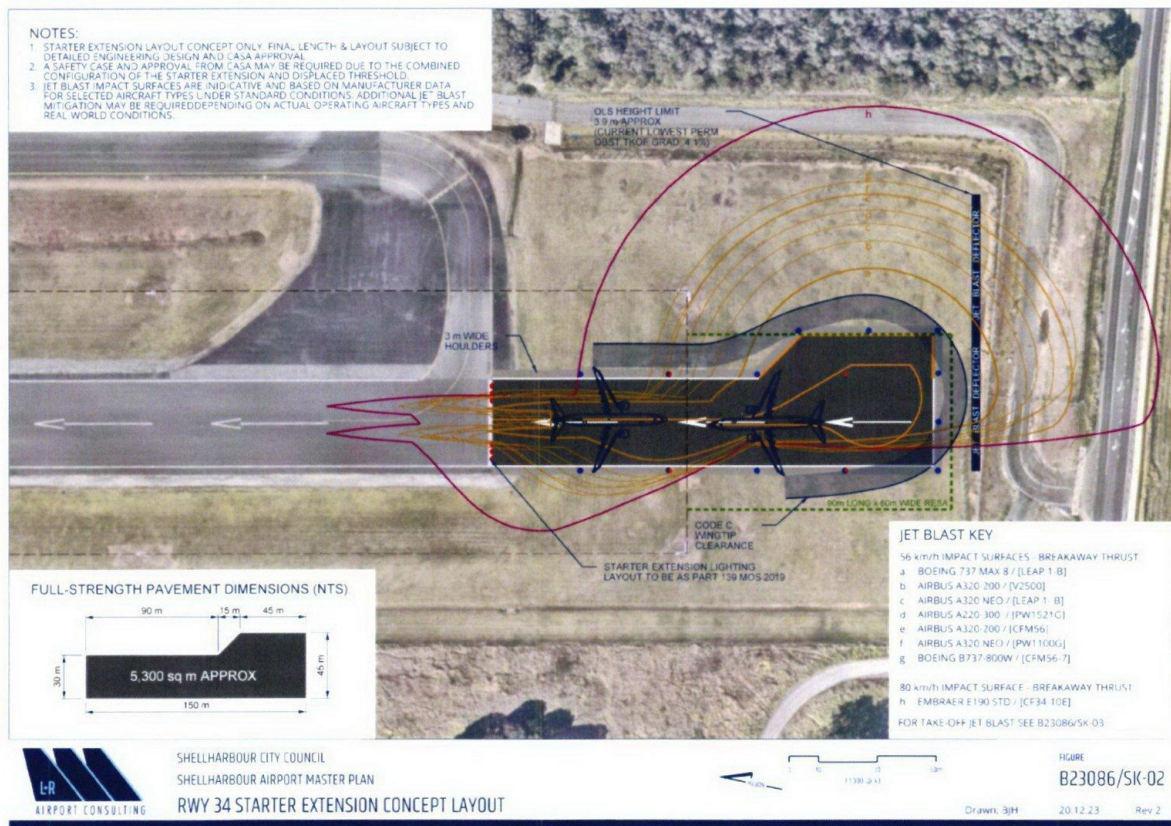


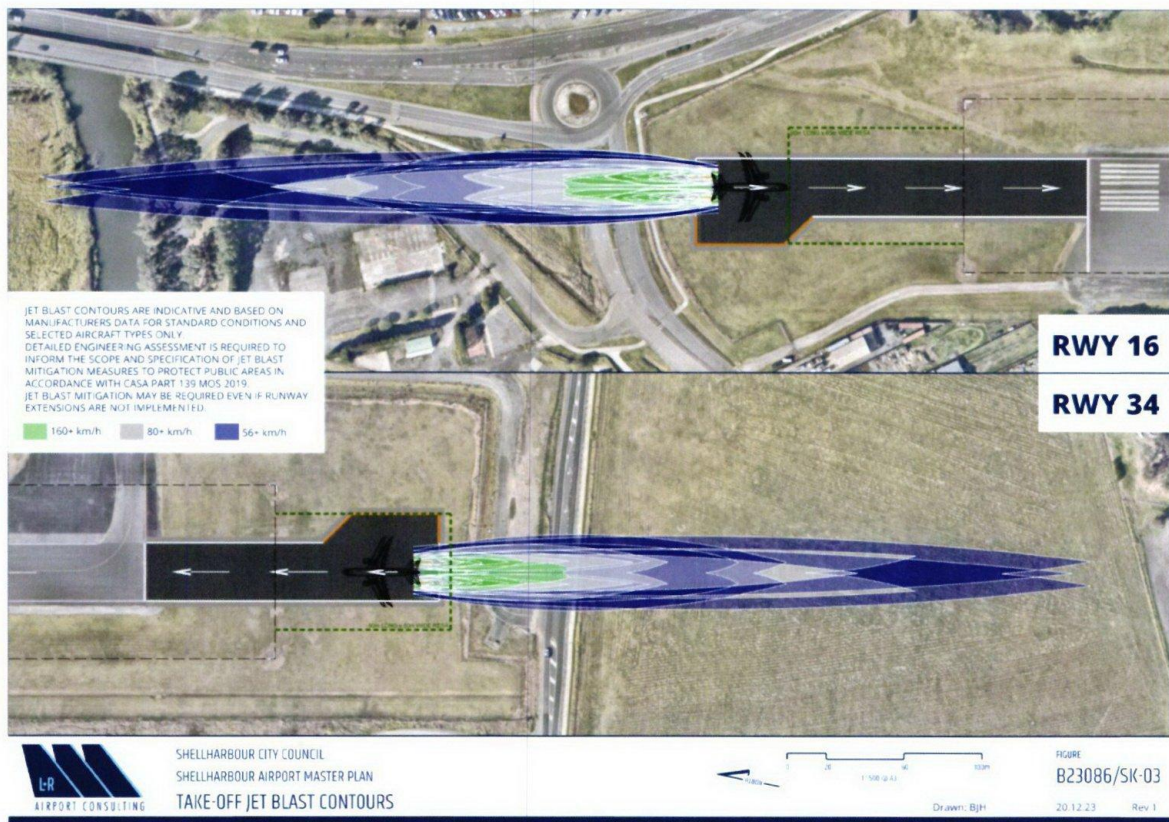
Appendix A: Runway Starter Extension Concepts

Item 17.5

Attachment 1







17.6 Strategic Risk Register - March 2024 updateResponsible Director: Office of the Chief Operating Officer

This report is to provide Council with an update of the Strategic Risk Register.

Background

Councillors, Committee Chairs and the Executive attended a workshop in July 2023 to review and update Council's Strategic risk register.

The register has been reviewed and an update provided to the Audit Risk and Improvement Committee (ARIC) in September 2023, December 2023 and recently in February 2024.

At its meeting last month ARIC noted the following:

- the risk ratings shown are the ratings adopted after the July 2023 meeting
- the additional controls and mitigations, noted within the various updates of Internal Audit and other improvement actions since then, are taken into account in considering if the risk ratings require change.
- Similarly, the rating for Risk 7 (Core Operational Risk Failures) needs to be reviewed in light of the recent Fraud and Corruption internal audit report.

Communication/Community Engagement

Consultation with ARIC committee 27 February 2024

Risk implication

The report speaks to the top strategic risks of council. It is important that Councillors have awareness of, and assurance of the mitigations and treatment plans for the strategic risks of Council.

Attachments

- 1 Strategic Risk Register March 2024 [↓](#)



STRATEGIC RISK REGISTER

Item 17.6

Attachment 1

Risk 1	Financial Sustainability					
Potential Sources of Risk	<ul style="list-style-type: none"> Financial framework gaps Fit for purpose - technology for ledgers and report capability. Non-compliance with reporting and audit Low level rate pegging, inadequate revenue sources to meet core services. Services not aligned with CSP/DP/OP 					
Current Controls	<ul style="list-style-type: none"> Council and Blue Haven ledgers separated and independently reported. LTFP completed. SIP2 to prioritise PIO actions which inform DP/OP OP revision for 23/24 to have excessive/surplus activities reduced/removed. Divestment review OneCouncil reporting capabilities have been significantly improved, cleansing of financial data to ensure accurate expenditure and revenue allocation. Fixed assets register set-up in OneCouncil to ensure accurate allocation of depreciation and monthly system calculated depreciation. Financial sustainability strategy developed – noting asset divestment in 2 years to 2024 and operational efficiencies thereafter. 					
Treatments implemented 23/24FY	n/a					
Risk (not achieving)	Likelihood	High	Consequence	High	Rating	Extreme
Proposed Treatment					Target Date	
Tech One Finance module priority for AR implementation, enhancements. <i>February 2024 update</i> <i>Configuration with consultant underway. On track.</i>					July 2024	
Financial sustainability strategy with operational efficiencies to be implemented 2025. <i>February 2024 update</i> <i>In progress, first consultation with FAC complete. (14/2 meeting)</i>					June 2024	
Work program based on AO Management letter <i>February 2024 update</i> <ul style="list-style-type: none"> 22 Financial year audit completed, management letter received and workplan updated 23 Financial year audit currently underway. 					Current	

<p>Finance team restructure – increase procurement <i>February 2024 update</i></p> <ul style="list-style-type: none"> • <i>Procurement coordinator role appointed (Jan 2024)</i> • <i>Finance team restructure under consultation at present.</i> 	<p>November 2023</p>
<p>Consideration of SRV following service reviews.</p>	<p>October 2024</p>
<p>Completion of service review for business units – Holiday Parks, Leisure Centre, Waste Services & Pavilion <i>February 2024 update</i></p> <ul style="list-style-type: none"> • <i>Leisure Centre Service review report in draft.</i> • <i>Pavilion – commenced, due for completion end April</i> • <i>Holiday Parks – commenced, due for completion end April</i> • <i>Waste – commenced, due for completion end April. Note – OLG Circular 23-16 – Regulation amendments to protect the employment of waste workers.</i> 	<p>July 2024</p>
<p>3 phase fees & charges review- statutory, benchmarking & revenue opportunity <i>February 2024 update</i> <i>2025 Financial year budget will be prepared with consideration of revenue opportunities vs statutory services.</i></p>	<p>April 2024</p>
<p>Divestment of Blue Haven Bonaira progressing (detailed further in Risk 3) <i>February 2024 update</i></p> <ul style="list-style-type: none"> • <i>Per Council Resolution 24/006OC: Council declines to accept any of the tenders submitted in response to the RFT and resolves to enter into direct negotiations with the Preferred Tenderer.</i> • <i>Budget and LTFP allow for divestment proceeds in June 2024.</i> 	<p>March 2024</p>
<p>Responsible Person/s</p>	<p>Chief Operating Officer, Chief Financial Officer, Financial Advisory Committee</p>

Risk 2		Financial Strain				
Potential Sources of Risk	<ul style="list-style-type: none"> • Loan repayment schedule • Inflation – materials & award costs • variable Insurance & legal costs or statutory fines • Aged care – cost of increased agency staff and national reforms • Maintaining BH accreditation • Impact of variables outside councils’ control - i.e., climate change, non-owned infrastructure (stormwater, sewerage, estuary systems) that impact operations • Inadequate asset management plans • Inability to deliver quality projects on time/ budget/ fit for purpose. • Lack of compliance with procurement policies 					
Current Controls	<ul style="list-style-type: none"> • TCORP loan repayment extension • Annual review of fees & changes – regulatory changes • Restructure has created Project Management section & Grants Officer appointment. • Blue Haven RACF passed accreditation until April 2025 • KPMG service review into finance • Insurance arrangements up to date and satisfactory • Risk management framework developed for coastal locations. • Asset valuation & cost analysis for key assets • Procurement policy implemented. 					
Treatments implemented 23/24FY	<ul style="list-style-type: none"> • Project Manager to be appointed to Blue Haven divestment. • Contracts Coordinator appointed. • Completion of Contract Management Policy 					
Risk	Likelihood	High	Consequence	High	Rating	Extreme
Proposed Treatment					Target Date	
Review of fees and changes – benchmarking and increased revenue opportunities. <i>February 2024 update</i> <i>2025 Financial year budget will be prepared with consideration of revenue opportunities vs statutory services.</i>					April 2024	
Service reviews of commercial business units: holiday parks, pavilion, waste, and leisure centre <i>February 2024 update – as above.</i>					July 2024	

Dilapidation report for Blue Haven Terralong ILU <i>February 2024 update</i> <i>Condition assessment report completed by consultant late 2023. Sampling to verify outcomes so maintenance and capital renewal report can be prepared.</i>		complete
Asset management lifecycle planning for key assets. Integrate asset management planning into councils financial accounting.		December 2024
Budget contribution accordingly (industry std 4-8%)		July 2024
Internal audit - Asset management planned for 2024-25		June 2025
Ongoing work for climate adaption including connections with regional programs, regional planning pathways.		June 2025
Responsible Person/s	Chief Operating Officer, Director Infrastructure and Liveability, Chief Financial Officer, Financial Advisory Committee	

Risk 3	Blue Haven Divestment					
Potential Sources of Risk	<ul style="list-style-type: none"> • Inability to divest property/ business. • Tender price point not sufficient to meet loan and budgeting requirements. • Tender quality of non-pecuniary criteria not satisfactory • Community, residents, or union objection 					
Current Controls	<ul style="list-style-type: none"> • Appointment of divestment property officer until January 2025 • Property divestment plan developed and adopted by Council. • Selected tender process. • Engagement of Marketing agent and probity lawyers to oversee process for compliance and optimal outcome. • Valuation of asset/operations and financial analysis to identify necessary offer value. • Liaison with LGNSW, IRC and unions to ensure employee welfare and entitlements are compliantly managed. • Meetings and proactive regular communications prepared for key stakeholder groups and media. 					
Treatments implemented 23/24FY	<ul style="list-style-type: none"> • Finalise land re-classification - gazetted • Engagement of solicitors for probity plan • Due diligence of Expression of Interest submission for sale of Blue Haven Bonaira site • Determination of suitable industry professionals for tender panel members 					
Risk (not achieving)	Likelihood	Low	Consequence	Catastrophic	Rating	Extreme
Proposed Treatment					Target Date	
<i>Contract Exchanged</i> <i>February 2024 update</i> <i>Per Council Resolution 24/006OC: Council declines to accept any of the tenders submitted in response to the RFT and resolves to enter into direct negotiations with the Preferred Tenderer.</i> <i>Budget and LTFP allow for divestment proceeds in June 2024.</i>					June 2024	
LTFP implemented, with surplus budgeted for 2026/2027 – interim review					June 2024	
Responsible Person/s	Chief Operating Officer, Chief Financial Officer, Director Planning, Environment and Communities, Blue Haven Advisory Committee, Financial Advisory Committee					

Risk 4	Inadequate Risk and Governance Procedures					
Potential Sources of Risk	<ul style="list-style-type: none"> • Lack of framework for decision making processes • Commitment to services and projects without clear scope, resources, or funding • Lack of formal policies • Poor tracking KPI's or deliverables in contracts, Ineffective internal contract management for large contracts • Lack of meeting legislative requirements • Business Continuity plans not comprehensive. 					
Current Controls	<ul style="list-style-type: none"> • Individual's delegations written and issued on appointment. • Council report template requires budget comment. • Council business paper review session generally discusses budget and resource. • CEO commentary on notice of motion • Hopwood report actions being implemented. • Policy framework endorsed. • Appointment of contracts coordinator & grants officer. • Tendering and contract management internal audit completed (90% complete) • SMEs refer to professional networks and OLG for legislative updates. • Annual testing of BCP 					
Treatments implemented 23/24FY	<ul style="list-style-type: none"> • More robust delegation repository to improve transparency and accountability • OLG circular dissemination and action by Governance to relevant stakeholders • Contracts module release in Tech One • Additional focus for councillors to ensure notice of motions must identify sources of funding 					
Risk	Likelihood	Moderate	Consequence	Moderate	Rating	Significant
Proposed Treatment					Target Date	
Councillor workshops on CSP and delivery program and how work must be linked to this <i>February 2024 update</i> <i>24/25 Operational plan being developed and present. Following ELT review, the DRAFT will be presented at a councillor workshop, prior to exhibition.</i>					June 2024	
More robust policy register <i>February 2024 update</i> <i>Policy collation register (excel) complete. Policy owners given current lists and priority items. Decommission process clarified.</i>					March 2024	
Internal Audit on procurement					July 2024	

NEW - Updated Review of Governance arrangements at Council to be undertaken by Todd Hopwood.	April 2024
Complaints policy review <i>February 2024 update</i> - <i>Complaints Handling Policy endorsed February 2024</i>	Complete
Review of BCP & testing in risk management workplan	March 2024
Development of project management framework, and recruitment of project management resource. February 2024 update <i>CEO considering 'Implementation team' which may alter current establishment of Project Management Office Manager role.</i>	July 2024
Responsible Person/s	Executive Leadership team, Internal Audit, Governance team, Risk management team, Director Infrastructure and Liveability.

Risk 5	Organisational Capability					
Potential Sources of Risk	<ul style="list-style-type: none"> • Insufficient management and leadership expertise • Lack of accountability for work performance • Extensive vacancies • High attrition and low morale of staff. • Change fatigue and trauma. 					
Current Controls	<ul style="list-style-type: none"> • Organisation restructure phase 1 complete. (Executive and managers) • Executive and Management leadership team professional development and culture building sessions. • Annual cycle of performance review and feedback that supports a culture of high performance. • clear KPI setting for all staff that drive better business performance. • Monthly HR report to ELT – workforce management activity. • Union relationships – courtesy notifications and proactive consultation 					
Treatments implemented 23/24FY	n/a					
Risk (not achieving)	Likelihood	Moderate	Consequence	Moderate	Rating	Significant
Proposed Treatment					Target Date	
Salary structure review - Performance and competency policy to be reviewed in 2023, to support with updated salary structure model <i>February 2024 update</i> - <i>Salary progression (as opposed to grade structure or price point) work at Award compliance review and budget impact stage, with executive affirmation approaching pre-proposal stage.</i>					July 2024	
Position descriptions reviewed and re-evaluated as part of organisation and salary structure reviews <i>February 2024 update</i> <i>This work underway and continues with HR team.</i>					July 2024	
Employee value proposition work, owning and optimising our niche of 'training' council					March 2024	
Culture survey					June 2024	

<p><i>February 2024 update</i></p> <p><i>Engagement of HSE Global will include desk top and field based interview and analysis on culture. This report to be considered prior to additional dedicated culture survey.</i></p>		
<p>Training plan to identify and track corporate, team and individual training and development.</p>		December 2024
<p>Improve technology to track training.</p> <p><i>February 2024</i></p> <p><i>Training registers are now available in Tech One system. Key corporate training records complete (Code of conduct, child safe etc). Comprehensive roll-out pending.</i></p>		December 2024
<p>Responsible Person/s</p>	<p>Executive Leadership team, HR team, Organisational Development, Information, Customers and Technology team.</p>	

Risk 6		Reputational risk due to lack of community trust				
Potential Sources of Risk	<ul style="list-style-type: none"> Poor engagement, understanding or clarity with CSP, DP & OP Lack of understanding of IP&R Framework Decision making without consideration of key strategic risks. Understanding duties and responsibilities. Non-compliance with meeting code of practice, social media, and code of conduct Poor consultation with community 					
Current Controls	<ul style="list-style-type: none"> Precinct groups IP&R reporting, simple language Transparency of reports to public where possible. Councillor inductions and professional development. New code of meeting practice Externally facing council resolutions register Social media policy endorsed April 2023 Release of Forsyth forensic report (executive summary) 					
Treatments implemented 23/24FY	<ul style="list-style-type: none"> Community engagement role allocated September 2023 Councillor development - code of meeting practice training September 2023 					
Risk	Likelihood	Moderate	Consequence	Moderate	Rating	Significant
Proposed Treatment					Target Date	
Community engagement strategy revision <i>February 2024 update</i> - Community Engagement Officer recruitment complete - Strategy commenced – workshops scheduled					June 2024	
Internal Audit – council decisions <i>February 2024 update</i> - Audit underway.					July 2024	
Responsible Person/s	Executive Leadership team, Councillors, Internal Auditor					

Risk 7		Core Operational Risk Failures				
Potential Sources of Risk	<ul style="list-style-type: none"> WHS – failure to provide a safe workplace. There is a risk of legislative non - compliance including LG Act, Privacy, GIPA, PIDs etc. Fraud & Corruption Prevention – failure to prevent opportunities or identify fraud and corruption. Cyber Security – Failure to provide adequate security over council systems. Child Safe Organisation breach 					
Current Controls	<ul style="list-style-type: none"> Safe work policy, processes, and procedures, WHS committee, audits Governance team, management leadership training Staff encouraged to join network groups i.e. Local Government Professionals, OLG circulars Policies and procedures, training for all staff. Cyber security training for staff, simulation testing, ISJO cyber security resource, audits 					
Treatments implemented 23/24FY	<p><i>Fraud and corruption controls audit undertaken</i> <i>Child Safe Policy and Behavioural Standards endorsed.</i></p>					
Risk	Likelihood	Low	Consequence	Moderate	Rating	Moderate
Proposed Treatment					Target Date	
Consider EFT Sure – transaction software for incorrect payment mitigation (funded by CivicRisk Mutual) <i>February 2024 update</i> <i>Finance team identified priorities are not able to include EFT sure in 24/25 Operational Plan.</i>					July 2024	
Code of Conduct and PID training for staff <i>February 2024 update</i> <i>Limitations with training capability as we do not have a current Learning Management System (LMS), Code of Conduct roll out imminent, PID training method being confirmed.</i>					December 2023	
NEW - Fraud & Corruption Controls Audit Action Plan					June 2025	
Progress with essential 8 cybersecurity guidelines <i>February 2024 update.</i> <i>Scoping of resource and budget requirements almost complete.</i> <i>Council are working with ISJO Chief Information Security Officer.</i> <i>Current focus is application control and patch applications.</i> <i>IT have pushed out timeframe until June 2025 (note target date amended from July 2024)</i>					June 2025	

<i>ARIC 27/2/24 – request an out of session update from IT regarding essential 8 implementation</i>		
Implementation of Child Safe Standards <i>February 2024 update</i> - <i>Office of Childrens Guardian implementation review findings reported to ARIC</i>		July 2024
Responsible Person/s	Chief Financial Officer, Governance team, Risk Management team, Information, Customers and Technology team.	