

17 REPORTS FOR INFORMATION

17.1 Question for future meeting: Update regarding Endeavour Energy and power supply on Bourrool Lane, Kiama

Responsible Director: Infrastructure and Liveability

Precis

At the June 2022 Council meeting, it was requested that staff provide an updated report to Council on the findings of the investigation with Endeavour Energy and upgrading overhead electrical lines to underground. The matter was referred to Engineering and Works (now Infrastructure and Liveability) for investigation. The matter has been delayed due to staffing shortages.

Response

Council's Infrastructure Engineer had communicated with Endeavour Energy regarding the luminaires issues and under boring of overhead power cabling at Bourrool Lane, Kiama. Endeavour Energy confirmed that glare shields had been installed on all the existing luminaires to resolve the glare issues raised by the concerned residents.

Regarding under boring of the overhead power cabling, Endeavour Energy waived the requirement in the first section of the Bourrool Lane because this will have major impacts on the two significant trees present in the Bourrool Lane which have substantial tree roots extending down to the footpath area. This was discovered following subsequent investigations by the two qualified arborists.

Communication/Community engagement

The concerned residents have been notified of the outcome of the investigation by email in December 2023.

Risk implication

There is no risk implication to the Council.

Update regarding moving power away from overhead to underground by Endeavour Energy

The Council Infrastructure Engineer has recently met with Endeavor Energy and enquired about their plans to underground any existing overhead powerlines.

Endeavour Energy advised:

1. They do not have any programs to proactively underground existing powerlines in the Kiama area.
2. As per their current policy, all new sub-divisions are constructed using underground distribution assets.

Further, for development applications of significant size, Endeavour Energy are included in the agency referral process to advise what connection or augmentation they will require.

17.2 Question for future meeting: Support for local businesses and investment in live musicResponsible Director: Planning, Environment and Communities

At its meeting on 21 March 2023 a question for future meeting was asked by Councillor Croxford requesting 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, on how Council can proactively support the growth and development of live music scenes while promoting tourism and cultural events in Kiama.

Context

It is important to note that the question asked seeks a broad range of components and detailed investigation to occur to enable a full answer to be provided. The resources to complete this are not available. Currently there are very limited funds available in the budget for both the Economic Development Portfolio and the Cultural Development Portfolio. The expectations set for these positions needs to be understood in the context of very limited funds being available for programs, projects or research. Staff are flexible, proactive and trying to find funding opportunities to support delivery where they can, however expectations set need reflect the capacity and resource availability of the team. A response to the question has been provided below.

Response

The Australian Liveability Census 2023 results reported to Council's meeting held on 21 November 2023 showed "*things to do in the evening (bars, dining, cinema, live music etc.)*" as one of the most underperforming attributes of the Kiama area. This situation presents both a challenge and an opportunity for growth. Improving the offering of things to do in the evening will have a positive impact on several of our key industries including arts & culture, food & accommodation, retail and tourism.

Council's Economic Development team have begun to prepare an Economy Development Strategy which will include components of a nighttime/early evening strategy. The Cultural Development Officer is also working on Council's Cultural Strategy which seeks to work through options for Council and the community for cultural development.

The development of these strategies is timely given the NSW government's 2023 passage of the 'vibrancy reforms'. These reforms follow the formation of the Office of the 24-Hour Economy Commissioner ('the Commissioner'), whose mandate was initially to rebuild night-life in the City of Sydney. The reforms encompass six focus areas:

1. "Sensible venue sound management." This involves shifting the onus of noise management away from local councils to the NSW Office of Liquor & Gaming.
2. "Vibrant, coordinated precincts." This involves a new regulatory framework around "special entertainment precincts", extended trading hours, and powers for council to automatically adjust trading hours on development consents.

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17.2 Question for future meeting: Support for local businesses and investment in live music (cont)

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3. “An activated outdoors.” This includes exempt development pathways for outdoor dining and events, and powers for local councils to approve street closures for events and implement global pre-approvals for event sites.
 4. “Empowering the 24-Hour Economy Commissioner to deliver a sustainable, thriving night-time economy”. This cements the status and powers of the Commissioner.
 5. “Streamlined, contemporary licensing”. This involves a new, streamlined process for liquor licensing.
 6. “Improving the night-time for workers”. This involves a broad range of collaborations with different government agencies to improve working conditions for employees in the nighttime economy.

The Commissioner’s Office has also released a toolkit for local Councils to promote sustainable growth in their nighttime economies. The toolkit includes a diagnostic tool to assess current capacity and opportunities for growth.

The toolkit encourages a bespoke approach, considering the unique circumstances of each particular area. The Commissioner’s Office is well equipped and eager to work with local councils to build vibrancy and growth in the evening economy. This will include a series of workshops for Council staff beginning in May 2024.

The Commissioner’s Office has already begun delivering programs to enhance the nighttime economy across Regional NSW. The ‘Venues Unlocked’ program is currently underway, with participation from two local businesses. This program provides funding and support for live music venues and hospitality businesses, including grants for soundproofing.

The Commissioner’s Office is currently accepting applications for its ‘Uptown Program’, which aims to facilitate the formation of vibrant going-out hubs through collaborative participation from businesses.

The Commissioner’s Office is not the only agency pushing reform in this space. At the Federal level, the Live Music Office created ‘Live & Local’ music initiative to support live music in Sydney and regional NSW.

Consideration of opportunities like those set out above will form part of the ongoing development of the Strategy.

Private Certification

The planning system allows for certification to occur either through Council or a private certifier. Many applicants are choosing to progress through a private certification process. This can be a streamlined process if the development fully complies with codes and requirements. If following this process, the conditions of consent and requirements associated with the approval are set by the certifier and normally align with the requirements of the State Environmental Planning Policies. Council does not set conditions of consent for any development approved through a private certification process.

For certification relating to Construction Certificates of Occupation Certificates an applicant can nominate either Council or a private certifier to complete this process. This nomination must be one or the other and once a private certifier is nominated

Reports for Information

17.2 Question for future meeting: Support for local businesses and investment in live music (cont)

then all decision making and approval, including responses to concerns rests with the certifier not Council.

Several key businesses have been experiencing significant issues relating to the private certification process. Once a certifier has been nominated it is difficult for Council to be able to intervene in any process being undertaken. The responsibility for the sign off and decision rests with the certifier. Recently Council staff have been working extensively with several key businesses on their certification processes to support finalization of occupational certificates and outstanding matters. This has been done to support local businesses to enable operations to commence and processes to be completed and is part of the support Council provides through economic development functions.

Communication/Community Engagement

The Economic Development Team has been liaising with Ashleigh Smith, Associate Director Engagement at the Office of the 24-Hour Economy Commissioner who also provided a presentation on this topic to the Tourism & Economic Advisory Committee at its meeting on 14 March 2024.

Risk implication

At this early stage there is little risk implication. Any efforts to expand the evening economy in Kiama will involve risk assessment and mitigation strategies around noise, crime and alcohol consumption.

Any strategies will require a careful balancing of interests. In particular the potential impacts of noise, traffic and safety on local residents must be taken into consideration.

The strategy work will also help to clarify the extent and limitation of Council's powers in this space. One potential outcome of the strategy may be to provide improved advice, guidance and education to venue operators around planning and other government restrictions or to work through advocacy, grant funding and seek to support in a variety of ways that may not solely rely on Council funds or resources.

17.3 Kiama Downs Community Battery Initiative ProjectResponsible Director: Planning, Environment and Communities

This report is provided to update Council about the Kiama Downs Community Battery Initiative.

The Australian Energy Regulator has granted Endeavour Energy a waiver approval to operate their Community Battery, located within the Gainsborough Chase Reserve towards the end of Thornett way, Kiama Downs. Now that the Australian Energy Regulator has granted a waiver for approval to operate, Endeavour Energy will soon communicate to Council a launch date for the Community Battery. It is expected that this launch date will be within the next 4 weeks. Endeavour Energy and Council are working together to coordinate a launch event and joint press-release.

The community battery will service approximately 100 properties in the Kiama Downs area. An expression of interest will be circulated throughout the community and Endeavour Energy is proposing to engage customers on a 'first come, first serve' model. The participation model will comprise of a participation fee for customers and they will receive cost savings in the form of a pro rata rebate for the energy they store and consume.

Additionally, the operation of community batteries provides an environmental benefit as excess photovoltaic generation during the day is stored and accessed during peak periods in the evening. This maximizes renewable energy productivity and reduces reliance on grid supplied fossil fuel generated electricity.

The benefit to Endeavour Energy is increased flexibility to solve network constraints and surge issues by alleviating grid pressure during peak periods. This reduces network solution costs indirectly benefitting all customers in the area, including those not directly involved in the initiative. Endeavour Energy highlights that the community battery is not designed to emit noise or electromagnetic energy and is not expected to pose any environmental risks.

Endeavor Energy has collaborated with Council and the Community to finalise the design of the project. To increase community pride and involvement, the infrastructure will be wrapped in artwork designed by local First Nations artist Jodie Stewart, who has given permission from her artwork "On Country – where mountains meet the sea" to be used for this purpose (MOU between Jodie Stewart, Endeavour Energy and Kiama Council is being finalised). The artwork was originally commissioned by Kiama Council for the 2023 NAIDOC Awards and depicts the local landscape. Endeavour will also use a selection of the 'sea of hands' artwork produced by local children in an event at Kiama Library. Kiama Council is pleased to have been involved in promoting the work of local artists, established and emerging, to be featured in this way and on permanent display for the community.

Financial implication

Compensation for acquisition of an easement for the Community Battery facility on Council land was paid to Council by Endeavour Energy, receipted 09/08/2023, for the

Reports for Information

17.3 Kiama Downs Community Battery Initiative Project (cont)

amount of \$10,000, in line with an independent valuation report conducted by Walsh Monaghan Valuers.

Risk implication

Endeavour Energy maintain ownership of the asset and will coordinate the future management of the project. Council will have no ongoing involvement with the project following the launch. As such, the risk to Council is negligible.

Policy

This project required Council approval to become a project partner and liaise with Endeavor Energy with the aim of supporting them to find and approve an appropriate location for a Community Battery, and to provide approval to Endeavour Energy to install the Community Battery.

On 20 June 2023 Council resolved to

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.*
2. *Accept the land valuation of \$10,000 (plus GST) that is to be paid by Endeavour Energy to Council.*
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.*

Council's support and approval of Endeavour Energy's Community Battery Program supports Action 3.5 of Councils Corporate Emissions Reduction Plan 2021-2031 "Encourage local community renewable energy uptake for rooftop solar PV and storage batteries for residents and businesses in Kiama LGA."

Consultation (internal)

An initial project meeting was held with Endeavour Energy representatives and Council staff, to discuss the proposed Kiama Downs Community Battery Project. Subsequently, a site meeting with Endeavour Energy technical staff was held with Council representatives from Property, Engineering and Environmental departments to discuss the site location and any imitations, design options and required planning submissions.

Council's Property Section were consulted regarding the location of the community battery on Council Community Land and the applicable approval requirements for the proposed easement and associated fees and charges. Endeavour Energy wrote to Council to offer compensation for acquisition of an easement for the Community Battery facility on Council land, and later made payment for the amount of \$10,000, in line with an independent land valuation report conducted by Walsh Monaghan Valuers.

Endeavour Energy has been in regular contact with Council to provide updates to the project via video conference, inviting staff from Councils Environmental, Communications and Property departments.

Reports for Information

17.3 Kiama Downs Community Battery Initiative Project (cont)

Endeavour Energy have additionally been in regular contact with Council's Communications department to coordinate a launch event and joint press-release, as well as organizing an MOU for the artwork that will wrap the infrastructure.

Communication/Community engagement

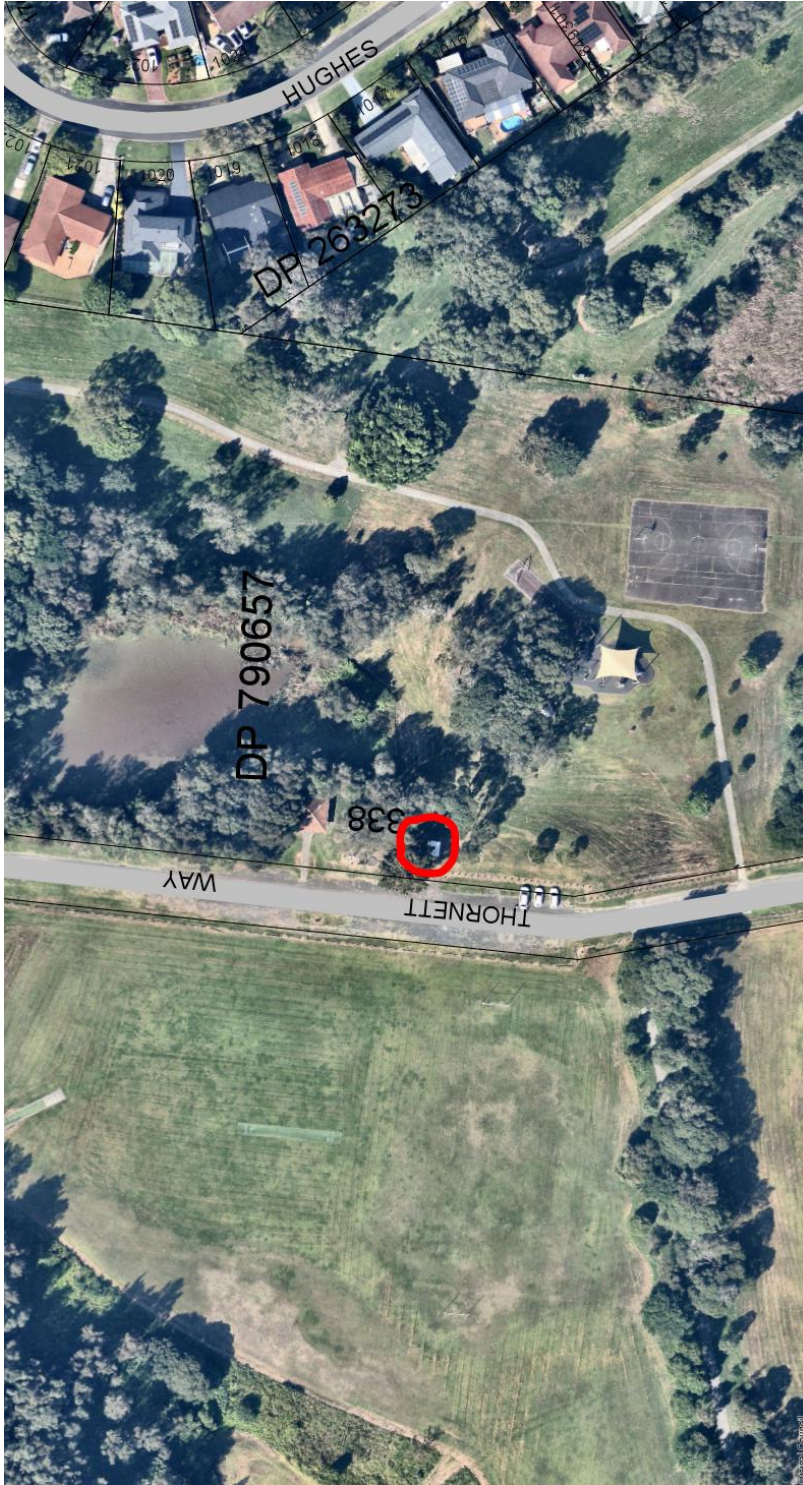
Council and community consultation process has been undertaken by Endeavour Energy in accordance with the relevant statutory planning requirements and as specified in State Environmental Planning Policy (Transport and infrastructure) 2021.

Residents were given a minimum of 21 days' notice to respond to the proposal. Sixteen (16) residences on Meehan Drive, two (2) residences of Thornett Way and seven (7) residences of Newing Circuit Kiama Downs received a letter from Endeavor Energy explaining the Community Battery initiative and the location. The letter also contained a map of the location and an image of what the battery would look like in-situ.

Council's Communications Team has created a project page on Council's website, and Endeavour Energy has created a page of FAQs about their community battery initiative on their website.

Attachments

- 1 Attachment 1 - Site Location [↓](#)



17.4 Question for future meeting: Joyce Wheatley CentreResponsible Director: Planning, Environment and Communities

At its meeting held on 19 September 2023 a question for future meeting was asked by Councillor Renkema-Lang requesting a report:

1. On the planned 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.

ResponseQuestion 1

The planned future use of Joyce Wheatley Community Centre is anticipated to remain as a multi-purpose community space. The space continues to provide for a range of community groups and functions. This is expected to remain, with enhancements made to the centre to allow it to continue to be used for a variety of purposes.

It is imperative that community halls are more carefully managed, planned for and constructed to provide multipurpose and multi-use spaces that can create revenue opportunities as well as service a variety of community uses. Historically, the Joyce Wheatley Centre has been under-utilised and lacks essential management and operation plans. Along with other community halls across the LGA, staff are reviewing the current utilisation, maintenance, and operation of all community facilities, with a view to maximise utilisation and activation of these spaces. This work also includes the development and introduction of short to long term strategies and operational plans, including maintenance plans and schedules. The building has a range of issues, which are now being resolved due to dedicated and focused management of the centre.

Question 2

Council was successful in securing funds of \$178,155 to upgrade the Joyce Wheatley Community Centre into an active and centrally located multifunctional community and cultural space. The scope of the works to be completed under the grant include:

- Internal painting;
- Auditorium equipment i.e. electronic screen and projector, black out curtaining, and small portable stage;
- Storage and backstage renovations;
- Kitchen replacement; and
- New moveable tables.

Question 3

To date, the offices and meeting rooms have been painted, lighting at the building upgraded, some tables purchased for use in the auditorium and cleaning and declutter of storage spaces have been completed. Works to repair areas which have water damage and issues with mould have also been worked through. Pest control has also

Reports for Information

17.4 Question for future meeting: Joyce Wheatley Centre (cont)

been completed. Staff office spaces have not utilised the grant funding for any of the furniture or items that are located within these offices.

The remainder of the works will be undertaken through 2024. These are being scheduled around Council's existing capital works programs and available project management and coordination resources within the Infrastructure and Livability team.

Discussions have occurred with the grant body and agreement reached on direction and ongoing use of the grant.

Item 17.4

17.5 Question for future meeting: Jamberoo Heritage ReviewResponsible Director: Planning, Environment and Communities

At its meeting held on 14 December 2023 a question for future meeting was asked by Councillor Larkins requesting 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.

Response

As Councillors are aware there were concerns raised by the community about the proposed Heritage Review at Jamberoo. Many property owners of proposed listings opposed their properties being heritage listed and refuted the content of the supporting report.

This was strongly expressed at a town hall meeting/drop in session held with residents and staff at the Jamberoo School of Arts. Those impacted by the proposed changes sought a review of the proposal and for an alternative process to be followed. In response to these concerns, the Director engaged City Plan Heritage to undertake a peer review of the work completed by Niche Consulting. This was completed through funding from the Department of Planning and was undertaken at no cost to Council or to residents.

Whilst the original rigorous process had been followed and the consultants employed (Niche) were qualified in their field, the secondary peer review was undertaken to provide some certainty and reassurance to residents. This included on-site meetings and discussions with community members as well as site inspections. The peer review report was received from the consultants late last year and the process for this review is now complete.

With recent vacancies in the Strategic Planning Team now filled and internal expertise in heritage also obtained, it is timely for the project to be a renewed focus and for the process to be finalised. This will involve further community consultation and discussion about the proposed listings and options available to Council. This work has commenced and further updates will be provided in future reports to Council. However strategic priorities on managing growth and DA assessment must remain a higher priority for the team.

Next Steps

Further information to community will be released in coming weeks to provide an update on status and next steps. A future report will then be provided to Council on the outcome of the peer review process.

Council will have the opportunity to determine if it supports the recommendations in the report and the proposed listings. Council will need to determine if it wishes to continue to seek either individual listings or more broad scale heritage conservation areas for Jamberoo or for other areas within the LGA and undertake the required planning proposal processes to achieve these within our LEP.

17.6 Question for future meeting: Policy FrameworkResponsible Director: Office of the Chief Executive Officer

Precis

At the 13 February 2024 Ordinary Council Meeting, Councillor Renkema-Lang requested a report detailing the policy framework for the 60 different policy documents hosted on the Council website and when the next policy audit/review will be undertaken.

Response

The CEO's report to Council on 19 March 2024 (Item 18.1) on the *Finance & Governance Plan in Response to Notice of Intention to Vary a Performance Improvement Order (PIO)* identified various tasks undertaken to date to address the PIO and the roadmap moving forward.

One of the first actions was the creation of an Implementation Team to lead the coordination and delivery of PIO work.

A priority for the very recently commenced Implementation Team Manager and the Legal and Governance Services Implementation Lead, is undertaking a complete review and audit of Council policies and providing regular status updates to the Executive.

As previously advised to Council, Todd Hopwood has been engaged to perform a follow up review to his initial review of 2021 with a focus on relevant matters and concerns noted within the PIO. To date, initial interviews have been undertaken and various documents provided. The Implementation Team will meet with Mr Hopwood on 11 April 2024 and advice has been provided that his initial report should be provided in the week commencing 15 April 2024.

Background

In March 2021, Todd Hopwood undertook a functional risk-based review of Council's Governance framework, systems, processes and resources with the intent to provide advice to the KMC Executive of priority actions to be taken to address critical business requirements. The review report provided a summary of findings and recommended actions going forward. The relevant recommendation directly relating to Governance and more specifically Policies was -

Recommendation 2.3

Council investigate an appropriate business process management system that can register all policy documents and facilitate efficient reviews and staff acknowledgment. Such a system can often also manage council delegations, risk management, corporate reporting and KPI's etc. Council has the Pulse system in place already that may be suitable for this purpose

It was stated in the report that, "*It would appear that in general, as perceived by staff, that there is lack of clarity around the status, appropriateness and currency of all policy and procedure documents. Further it would appear there are risks that there is not a single source of truth in relation to policy documents*".

Reports for Information

17.6 Question for future meeting: Policy Framework (cont)

The Pulse software system is the system that will be used for registering and storing all policy documents and facilitating efficient reviews. It is the vital first step of achieving good governance at Council.

Pulse enables staff to view policies that have been assigned to them to enable them to fulfill their roles in council and all users are required to read and acknowledge these policies and re-acknowledge any changes and updates that are made.

The Governance Team has been responsible for this project to date. Some initial work has been done however, for the implementation of this project to be efficient and effective, there needs to be a strategic, methodical approach to all the required elements, including determining a priority order for all policies that require review.

As stated above, this project is considered crucial for the Implementation Team and preliminary work is underway.

It is important to note that the minimum period for review of each policy may be up to 3 months, depending on the nature of changes required. The review process requires initial review by the responsible officer, internal/external consultation, consideration by the Executive Leadership Team, reporting to Council for endorsement for public exhibition (if required) and depending on submissions received, an additional Council report.

It should also be noted the Internal Audit Program for 2024/2025 includes Policy Review however ARIC have not yet determined the specific period it is expected to be conducted.

Item 17.6

17.7 Conference report: Councillor Renkema-Lang - CivicRisk Mutual Forum and Members Assembly 2024Responsible Director: Office of the Chief Executive Officer

Purpose

CivicRisk Mutual is a self-funded and member-managed organisation, owned and operated by its local government members.

It was established to facilitate cost effective purchasing of re-insurance for member councils. Services provided by CivicRisk Mutual now include risk management, asset management, brokerage and advice on insurance markets, and claims management support and guidance.

CivicRisk Mutual membership includes 26 councils across metropolitan Sydney, regional NSW, and the Illawarra. Kiama Council is a member Council of CivicRisk Mutual.

On 21-22 March 2024, the Kiama Council Risk Management Coordinator and I attended the CivicRisk Mutual Forum and Members Assembly as representatives of Kiama Council.

The event was held at Sails Port Macquarie by Rydges, 20 Park Street, Port Macquarie.

Key messages / highlights

The CivicRisk Mutual forum provided opportunities for members to explore new ideas and discuss innovation, best practices, and methods for achieving sustainable growth.

We explored a wide range of topics, from mental health hazards and cybersecurity to best practices for sustainable growth. Inspiring guest speakers challenged us to think creatively and consider new possibilities.

Sustainable growth emerged as a key focus.

A discussion paper was provided to members and the issues surrounding the elements of sustainable growth was workshopped.

In summary a measured approach for CivicRisk Mutual growth was recommended, with a primary goal of long-term sustainability. Onboarding of new members would consider geographically similar Councils for efficiency and spreading of risk across members. Maintaining a high standard of member services, exploring new services, and strengthening capital management was also recognised as a key requirement of the growth strategy.

A discussion paper is attached to the member assembly report, and a further report outlining

strategies for achieving the growth strategy will be presented at the upcoming Member Assembly in May.

Psychosocial Health & Safety Essentials for Senior Leaders.

This session was presented by Dave Burroughs Principal Psychologist, Australian Psychological Services & Chief Mental Health Officer, Westpac Group.

Reports for Information

17.7 Conference report: Councillor Renkema-Lang - CivicRisk Mutual Forum and Members Assembly 2024 (cont)

Tips, tools and strategies were provided for recognising psychosocial hazards that may impact the well-being of staff and other Council officials. Strategies were identified for managing psychosocial health and safety risks within councils, responding appropriately to support those affected, and thereby reduce the risk of employment practices liability claims.

Practical advice on hazard identification, real-world examples of successful interventions, and methods for controlling and monitoring risks were discussed. Clear benchmarks for measuring success were also presented, and the importance of leadership in the management of these risks was a key message.

Cyber Attack Simulation Game

This session was presented by Rinske Geerlings Managing Director, Business As Usual. Rinske is a multi-award winning, internationally known consultant, speaker and certified Business Continuity Management (BCM), Information Security and Risk Management trainer.

This session involved participants forming into stakeholder groups that would respond to a hypothetical cyber-attack. Groups included, Council Leadership Team, Council IT/Security team, Advocacy/Lobby Groups, ratepayers and general public, state regulators, media, and the hackers.

The challenges that Councils could face during a cyber-attack were drawn out during the role play, as were how quickly and extensively the impacts of a cyberattack could spread and escalate.

The difference between cyber security and information security was also highlighted. The importance and distinction between risk analysis and preparation, and response and recovery were also key messages.

Presentation by Port Macquarie Hastings Council – Rawdon Island Bridge Repair

During the member assembly, Port Macquarie Hastings Council provided a presentation on how they responded to damage to the Rawdon Island bridge uncovered following the March 2021 floods.

Underwater inspections of the Rawdon Island Bridge revealed critical structural concerns with the supporting pylons, resulting in immediate closure of the bridge. The presentation described the actions taken to make the bridge safe, to provide access to those that lived or worked on the island, to procure services and repairs, and to address environmental issues. The latter included the enactment of a microbat management plan to protect the colony established under the bridge.

The experiences of Port Macquarie Hasting Council demonstrated the importance of sound asset, project, risk, and business continuity plans in responding to and managing natural disasters. It was emphasised that underwater dive inspections of bridge infrastructure is critical to include in the asset management plan.

More information is provided on the Port Macquarie Hastings Council website.

The financial statements, annual contributions and budget were approved. These key documents demonstrated CivicRisk Mutual's commitment to providing high value to members while maintaining fiscal responsibility and strategic planning.

Reports for Information

17.7 Conference report: Councillor Renkema-Lang - CivicRisk Mutual Forum and Members Assembly 2024 (cont)

Attachments

- 1 2024 Forum Program - CivicRisk Mutual forum and member assembly [↓](#)

Suggestions for future action

Several excellent sources of information were presented that are specifically designed to support local governments.

Suggestions for future actions to leverage from our membership with CivicRisk Mutual include:

- Drawing on the approach adopted by CivicRisk Mutual to identify opportunities for the sustainable growth of Kiama Council, particularly in relation to optimising service offering as part of the service reviews.
- Consider inviting CivicRisk Mutual to provide a joint briefing/workshop with Councillors, ARIC and FAC members with the aim of further improving KMCs risk profile and risk management maturity, asset management, increasing revenue, and optimising service offerings.
- Consider offering training to Councillors as to their roles as the Governing Body in providing oversight of enterprise risks, in identifying and monitoring enterprise risks, and fully considering risk issues contained in Council reports.

Overall rating

The feedback from conference attendees was excellent. The forum presentations were engaging, topical and informative.

The breadth and depth of knowledge shared and opportunities for collaboration are key benefits of the forum were very beneficial.



CivicRisk
Mutual

Member Forum Program

21 - 22 March 2024

Sails Port Macquarie

Item 17.7

Attachment 1



Member Forum Program 2024

Welcome

The CivicRisk Mutual Member Forum is an opportunity for all representatives of the membership to gather to focus on the Mutual's achievements and continue to develop a shared vision for the future.

Held over two days in the jewel of the Mid-North Coast, Port Macquarie, the Member Forum will provide learnings and the social interaction and networking that members have come to expect.



Member Forum Program 2024

The Location



Sails Port Macquarie by Rydges
20 Park Street, Port Macquarie

All elements of the Member Forum will be held at Sails Port Macquarie by Rydges with all registered delegates booked to stay at this location.

Registration

Registration will be open from 5.00pm to 6.00pm outside of The Pavilion on Wednesday, 20 March. On Thursday, 21 March the registration desk will be located outside of the Cape Ballroom.

Accommodation

Check-in time is from 3.00pm
Check-out time is before 11.00am
All meals are included with accommodation; however, a credit card will be required on check-in as delegates will be asked to pay for any incidentals upon checkout.

Breakfast

Buffet breakfast will be served in the Boathouse Restaurant from 7.00am.

Meeting Space

All meetings will be held in the Cape Ballroom.

Welcome Reception

A BBQ has been organised at The Pavilion commencing at 6.00pm for those staying on Wednesday, 20 March.

Member Forum Dinner

Dinner will be served from 6.00pm in the Cape Ballroom with a trivia game being held throughout. Maybe you want to start planning who you want at your table!

Car Parking

Complimentary car parking is available at the Resort.

Dress

Smart casual is appropriate for all events including dinner. A light jacket or a cardigan may be required in the air-conditioned conference room.

Member Forum Program 2024

Speakers



Stephen Shepherd
Director, AltusQ

Stephen Shepherd from AltusQ is a strategic facilitator and coach to boards, CEOs, and senior management teams.

Over recent years he has assisted several mutuals and co-operatives, including CivicRisk Mutual with their strategic planning.



Rinske Geerlings
Managing Director, Business As Usual

Rinske is a multi-award winning, internationally known consultant, speaker and certified Business Continuity Management (BCM), Information Security and Risk Management trainer.

She was awarded Risk Consultant of the Year 2017 (RMIA/Australasia), Outstanding Security Consultant 2019 Finalist (OSPAs) and Australian Women in Security Awards Finalist 2022.

Rinske draws on more than 25 years' experience gained during roles across Australasia, Africa, Europe and South America. In 2006 she founded Business As Usual, under which she has assisted seven Australian councils, the Department of Prime Minister & Cabinet, the High Court of Australia, 15 central banks, DFAT, Lenovo, BBC, Shell, Fuji Xerox and hundreds of other public and private organisations.

Rinske applies a fresh, energetic, fun, practical, easy-to-apply, innovative approach to topics often perceived as dull and cumbersome.

She holds ISO 22301, ISO 31000, ISO 27001, ISO 22361, ISO 22316, ISO 27032, CBCP, MBCI, ITIL, PRINCE2 and COBIT certifications.



Dave Burroughs
Principal Psychologist,
Australian Psychological
Services & Chief Mental
Health Officer, Westpac
Group

Dave Burroughs is the Principal Psychologist of Australian Psychological Services and Chief Mental Health Officer for Westpac Group and has had a 20-year internal career as a strategist, consultant and psychologist working across multiple industries. Dave is a recognised expert in psychological health and safety and supports many leading government, national and international organisations in adopting strategic and practical approaches to developing mentally healthy workplaces. Dave has a commitment to evidence-informed practices, a reputation for tackling complex people matters and a passion for innovation and challenging convention.

Member Forum Program 2024

Growth Scenario Testing

What is this session about?

A key focus identified in CivicRisk Mutual’s 2021-25 strategic plan is to “grow sustainably”.

In October 2023, Stephen Shepherd of AltusQ was engaged to facilitate a process to more clearly define what “grow sustainably” looks like, review potential growth scenarios and identify strategies to help ensure that existing members are not disadvantaged as the Mutual continues to grow.

Stephen has held interviews with members, service providers and key industry experts and run workshops with staff and the Board to gather information to help members decide on the more suitable strategy going forward.

This session is to provide members with information gathered from the interviews and workshops and to workshop the issues surrounding the elements of sustainable growth. Stephen has prepared a discussion paper for members information which is included with this program.

What do members need to do?

It is a core value of CivicRisk Mutual that members decide the way forward for the Mutual and this session is designed to workshop the main issues and encourage member discussion and ideas relating to the sustainable growth of the Mutual.

Members are encouraged to consider the discoveries highlighted in the discussion paper, participate in discussions on the scenarios including risks, opportunities and impacts from the Mutual and member perspective.

What are the next steps?

The aim of the session will be to highlight any ideas not previously surfaced and for members to collectively decide on what “grow sustainability” looks like for the next era of CivicRisk Mutual.

Any decisions of the members because of this session can be resolved at the Member Assembly the following day to advise the Board of the members’ preferences so they can action them on their behalf.



Member Forum Program 2024

Time	Description
Wednesday March 20	
16:00 – 18:00	Registration desk open located outside of The Pavilion
18:00 – 22:00	Welcome Reception: The Pavilion Courtyard
Thursday March 21	
08:00 – 09:00	Registration desk open located outside of the Cape Ballroom
09:00 – 09:15	Welcome & Opening Remarks Ross Fowler, Chairman, CivicRisk Mutual
09:15 – 09:35	Member Observations Stephen Shepherd, Director, AltusQ
09:35 – 10:05	Year in Review Andrew Armitstead, Chief Executive Officer, CivicRisk Mutual
10:05 – 10:45	Growth Scenario Testing Stephen Shepherd, Director, AltusQ
10:45 – 11:00	Honour Roll Presentation
11:00 – 11:15	Break
11:15 – 12:30	Growth Scenario Testing – Member Feedback & Wrap Up Stephen Shepherd, Director, AltusQ
12:30 – 13:30	Break
13:30 – 14:30	Psychosocial Health & Safety Essentials for Leaders Dave Burroughs, Principal Psychologist, Australian Psychological Services & Chief Mental Health Officer, Westpac Group
14:30 – 15:30	Cyber Attack Simulation Game: Part 1 Rinske Geerlings, Managing Director, Business As Usual
15:30 – 15:45	Break
15:45 – 16:15	Cyber Attack Simulation Game: Part 2 Rinske Geerlings, Managing Director, Business As Usual
16:15 – 16:30	Forum Close
18:00 – 22:00	Dinner & Trivia Night: Cape Ballroom
Friday March 22	
9:30 – 12:30	Member Assembly
12:30 – 13:30	Takeaway lunch and refreshments

Member Forum Program 2024

2024 Honour Roll

Celebrating Excellence: David Minty of Finity Consulting Joins the CivicRisk Mutual Honour Roll

During the Forum we will induct David Minty of Finity Consulting (now retired) onto the CivicRisk Mutual's Honour Roll. This recognition is a testament to his outstanding contributions and unwavering dedication that has consistently elevated our organisation to new heights.

Over the many years, David has been the backbone of our actuarial team, tirelessly working to ensure the financial stability and success of our organisation. His meticulous calculations and insightful analysis have played a pivotal role in steering CivicRisk Mutual through various challenges and opportunities.

The inclusion of David on the CivicRisk Mutual Honour Roll serves as inspiration for us all. It exemplifies the heights we can reach when passion, dedication, and expertise converge.

We extend our heartfelt congratulations to David for this well-deserved recognition. The CivicRisk Mutual Honour Roll stands as a symbol of our appreciation for David's outstanding contributions, and we extend our heartfelt gratitude for the remarkable impact he has made on CivicRisk Mutual as he transitions into a well-deserved retirement.

David's dedication and expertise has left an indelible mark on CivicRisk Mutual, and while we bid farewell to his almost daily presence, his influence will forever remain a part of our corporate history.

Presentations

Psychosocial Health & Safety Essentials for Senior Leaders

This session is aimed at helping members to understand, identify and manage psychosocial health and safety risks within their councils to help look after staff and reduce the risk of employment practices liability claims.

Members can expect to hear from expert psychologist Dave Burroughs who will provide practical advice and examples of hazard identification, typical interventions, controlling and monitoring risks. Dave will also elaborate on the importance of leadership in the management of these risks and highlight what success looks like.

Cyber Attack Simulation Game

The Mutual provides cyber protection for members and covers the cost of the incident response in the event of an attack.

Cyber-attacks are common and may impact members' ability to operate for a period of time. This session is aimed at throwing members into the deep end of a simulated cyber-attack in order to prepare for a real event.

Members can expect to have to make decisions throughout the game and be able to take back learnings to their council on how to be prepared.



Item 17.7

Attachment 1



CivicRisk
Mutual

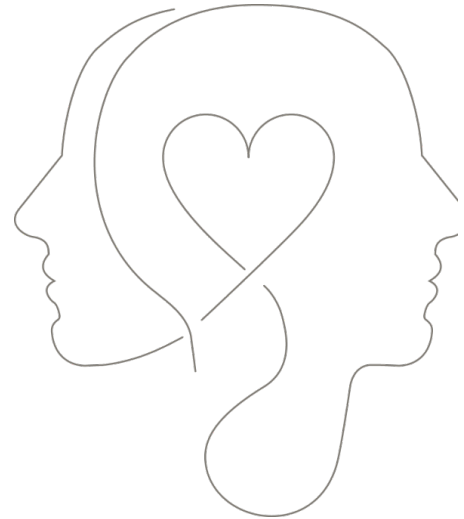
2/77 Union Rd, Penrith NSW 2750

info@civicroiskmutual.com.au

1300 837 493

civicroiskmutual.com.au





11 March 2024

Ross Fowler
Chair
CivicRisk Mutual
2/77 Union Road
Penrith NSW 2750

Dear Ross

Member Growth Evaluation Project

Further to:

- My interviews with your service providers and other industry leaders
- Workshop with various member representatives on 27th November
- Workshop with CRM team on 28th November
- Board workshop on 1st February

now attached, is a “discussion paper” incorporating insights and recommendations emanating from the above discussions.

The paper has been structured to help inform member discussion at the Member Forum and Assembly on 21st – 22nd March 2024.

Following these discussions, this paper will be updated to incorporate any feedback received at those member meetings for further discussion and confirmation of various recommendations contained therein.

Warm regards

Stephen Shepherd
Director

Background

Over your 36-year history and, in particular, over recent years, CivicRisk Mutual has achieved strong, well managed growth.

In May 2021 you set a strategic plan for 2021-25.

At your member forum in March 2023, the plan was reviewed and refreshed with the following overarching strategy confirmed.

So far, our overarching strategy across hard and soft markets has been, and continues, to be:

- Retaining and attracting like-minded members who:
 - Have acceptable risk and claims profiles.
 - Embrace our core risk philosophy.
 - Willingly contribute to the strategic direction of the Mutual.
- Creating an environment for members to collaborate and openly share best practice resources.
- Actively encouraging and supporting members in adopting market-leading risk management practices.
- Continuing to proactively deliver tailored, cost-effective, risk management solutions.
- Ensuring that we continue to understand and measure progress against member-value expectations via our Mutual Value Statement.

This will increasingly drive member loyalty and advocacy, whilst improving our collective risk profile.

This will also attract more quality members, which will provide us with additional market purchasing power, and better protection and risk management solutions.

The following focuses was agreed for 2023/24:

1. Embrace sustainable growth.
2. Foster member engagement and build strong relationships.
3. Continue to evolve and optimise our service offering.
4. Improve members' risk profile and maturity.
5. Uplift operational systems.

At this meeting it was noted that there was an opportunity to better understand what “sustainable growth” could actually entail. To this end, in October, the board engaged AltusQ to facilitate a process to review potential growth scenarios and identify strategies to help ensure that existing members are not disadvantaged as the Mutual grows.

The following process was agreed:

1. Identify potential growth scenarios and model the anticipated impacts of these scenarios.
2. Interviews with our various insurance service providers and other relevant industry bodies following questions with notice. Completed in November. Representative list included in Annexure A.
3. Workshop with member representatives on 27th November. Representative list included in Annexure A.
4. Workshop with CRM team on 28th November.
5. Based on the above, draft a discussion paper including insights from the above steps and exploring strategic choices.
6. Workshop with the board on 1st February to discuss and evolve the various key questions on member growth and get feedback / additional input from the Board to develop a strategy.
7. Convert the discussion paper into a strategy discussion paper (i.e. this paper) ready for further Board comment then discussion at the Member Forum in March 2024.
8. Member discussion regarding the white paper at the Member Forum and Assembly.
9. Incorporate key feedback and insights from the Member Forum and Assembly discussions into a final strategy document.
10. Management to develop a business plan around the members' preferred growth scenario.

11. Board discussion ahead of Maya 2024 Member Assembly at which the strategy will be formally considered for approval.

Potential growth scenarios

As a broad frame for our various discussions, Lisa Williams proposed the following scenarios.

Criteria	Option 1	Option 2	Option 3	Option 4
Strategy	Remain the same	Double	Active recruitment in NSW/Vic	Go Large ex Qld/NT
# of members	26	50	100	200
% increase from option 1		92%	285%	669%
# councils in NSW/Vic (+SA/WA option 4)	207	207	207	400
# of market	13%	24%	48%	50%

Potential benefits / risks from growth

The following potential benefits and risks from ongoing growth were highlighted during this process.

Potential benefits to members	Potential downside risks to be managed
<ul style="list-style-type: none"> • Potential reduced insurance cost and broader cover from increased market leverage • Assuming we have additional resources and potentially introduced regional hubs, growth could enhance connectivity of geographically close councils • More collective (and shared) experience / best practice ideas • Raise our profile to increase advocacy and influence in the market • More funds to invest in technology uplift / product development • Help raise the standard of all councils and thus better risk mitigation 	<ul style="list-style-type: none"> • Drop in service levels to current members if additional resourcing not managed to meet additional demand • Individual member voices may be diminished or lost • Increased team stress leading to staff leaving and service levels falling • Governance impact – assembly / committees becoming too unwieldy reducing engagement and care • Increased stress on existing member capital – Who funds growth? What would be fair on both existing and incoming members? • Increased forward resourcing needed to onboard new members leading to short term hit to profit

Q

Insights and advice gleaned from interviews with service providers and industry leaders

Below are summary insights (using direct quotes) from the various conversations listed above.

At what size will the insurance market give us more capacity and lower premiums due to economies of scale?

- We already have the benefits of scale. Cost curve analysis indicates that the Mutual does not require growth to achieve the “sweet spot” – we are already there. Our “sweet spot” is as big as the Mutual can maintain services to member and the involvement of members.
- A larger mutual, does not necessarily mean reduced contributions as the curve has already flattened out. Rather, it is the quality of our growth (i.e. on balance take on councils that are below / or have potential to be below the existing mean risk profile) and geographic spread of risk that are key. Our London underwriters are comfortable with our existing strategy.
- A broader range of councils would be likely to lead to less day-to-day volatility. However, if growth is concentrated in a particular area, we may be more exposed to catastrophic events (regional fires, flood zone, coastal storms etc). Need to ensure we are not altruistic to councils wanting / needing to come on if this exposes existing members to additional risks.
- Need to ensure our due diligence process and catastrophe modelling (River – Flooding, Coastal – Storms, Bush – Fire) give us a strong understanding of risks and give existing members comfort. Look for likeminded councils who take risk management seriously.
- Rapid growth will require us to forward resource which will have an impact on short term profitability.
- Changes in self-insured claims imposed by the market may be lumpy with likely step changes as insurers periodically review risk as we grow.

Likely implications of growth on capital?

- New members may tie existing capital and limit cash releases to long term members under the existing capital management policy.
- We would need a more solid strategy and policy on new members’ contributions. More formulaic / prescriptive. Less flexibility or ability to interpret. Set clear expectations on what capital contributions are needed – from incoming members / from retentions, from existing members. What would be fair to both groups?

How would insurance structures be likely to change as we grow?

- Not much in NSW. Outside of this could provide challenges and may require a split of programs. In Victoria, brokers can go in and market / target particular councils. Therefore, Victoria not off the table but may present a different insurance placement structure to NSW.

- Aggregation an issue if in the same region – e.g. property sub-limits may not be sufficient if we grow in regions which could be impacted by a single event (e.g. Western Sydney)
- Need to ensure that we seek specific upfront advice from local government lawyers regarding specific state-based regulations relating to risk management, restrictions on placing risk, building inspections, stamp duty, etc.

Would our corporate / governance structure remain the same?

- The existing company limited by guarantee model is scalable and would continue to be appropriate.
- Your Assembly is likely to become increasingly unwieldy – challenge will be to keep members engaged. Representative governance model rather than one vote each model tends to be more effective for larger mutuals. However, still need to ensure the Mutual remains transparent and engages member ideas and feedback in representative model.
- Potentially consider independent board members and the structure / role of the Assembly.

What is the ability / willingness of our core service providers to grow with us?

- This conversation was had with all our key service providers who have demonstrated that they are willing and able to grow with us.

How would we continue to ensure members are connecting well and sharing information?

- It takes more staffing, more time and effort / more in person visits / more effective use of technology. All of this tends to result in less efficient administration.
- Suggest
 - Partner with other adjacent professional associations to help build / maintain relationships with shared resources / costs e.g., State Cover, RMIA, AGRIP, BCCM
 - Consider forming subgroups – regional and/or need
 - Use technology – portal and AI tools (track user use, note taking, sentiment analysis, etc)

Advice for our service provider and mutual industry colleagues / insights regarding growth

- Opportunity to offer more services – consider a risk management advice model. Would help cement insurers. Consider taking on claims in-house in the long term and consider assisting members with under deductible claims. Opportunity to bring some insurance expertise in-house to hold councils' hands and manage the day-to-day legwork. Leave placing of contracts in the market to external experts.
- Recommend focussing on NSW first and targeting councils that would be a good fit. Don't see advantage of going into a market where we have half a foot in.

- Following recent growth, we are diversely spread. Not as efficient to service regions when only one or two councils in a particular region. Additional adjacent councils would allow formation of risk and claims hubs leading to better local servicing and risk sharing.
- Re optimal size - about double – increase diversity and reduce concentration risk. Fill in geographical gaps in NSW (geographical diversity is important). Some diversity of size of council. Solve once for 26. Solve once for 52 even better.
- Need to ensure councils with higher risks are priced accordingly. Maintain no subsidisation. No member should be worse off by bringing in a new member.
- Re interstate – need to be mindful of differing laws and that many councils prefer to deal with someone from their own state. Better to travel South than North (cyclones).
- Ensure right incentives to members who actively improve their risk management. How much information do we have on our members? Gaps, weaknesses – are member councils addressing these? What is the incentive for them to do so?
- Engagement and service levels may drop. Take care to forward resource to not burn out the core team. Build in some redundancies in people and actively reduce concentrations of knowledge. Build the foundations.
- Pursue steady as she goes. You don't need growth for growth's sake. Need to be clear why growing. Be clear who you are targeting. We need to look at councils around existing councils. Go hard for the ones you want. Have someone who can focus on developing opportunities and relationships.

Member representatives' input

What could successful growth for the Mutual look like?

- Ensure we understand and maintain what we are good at and market this. More information, knowledge, best practice sharing – “support is priceless”. Everyone is helpful at conference. Increase sharing of database.
- Need to do cost benefit analysis – what additional resources are needed?
- Improved ability to diversify risks making it easier to get coverage with potential reduction in premiums.
- Reduced reinventing of the wheel.
- Ensure still able to reach out to other members.
- Best practice standards that we all adhere to.
- Maintain transparency.
- Focussed approach needed. Not “scattergun”. Need to determine where we want growth to come from and whether we target councils that look like us or those who have assets that change our risk profile.
- Actively pursue or wait for them to come to us?

What new products and services would you like to see provided in the future?

- Sharing of best practice around project risk.
- Digital solutions to data collection.
- Risk management system / forms that everyone uses.
- Increase training and agree minimum training.
- Create app for claims which would improve speed and accuracy of reporting.
- Starter pack for onboarding into the CRM community.
- Reduced duplication.
- Increased visits.
- Assistance with the asset valuation process.
- Business continuity – Help councils with this and fresh eyes assessment of councils.
- Help reduce single person reliance by improving procedures and potentially centralising claims management – Support for under-deductible claims.
- Frequently asked questions section that is able to be intuitively searched.

CRM team input

What additional administration resources would the Mutual need?

The CRM team discussed what double would potentially look like? Please note that the below are initial “brainstorm ideas” requiring further analysis.

Service model ideas to be further explored

- Regional hubs (say 3 in NSW, 1 in Victoria), committees, conferences, round tables.
- Review Board / Assembly structure.
- Risk assist model.
- Centralised (below excess) claims processing on user pays basis.
- Best practice interactive member portal housing all best practice guidelines and processes, instructional videos. On way to interactive network of systems site.

Potential future team size and shape

Team	Today	At double#
CEO	1	1
Finance	2	3.5
Member services	0.2*	2
Regional hubs	0	(3?)^
Member training	0.1*	1
Communications & marketing	0.1*	0.5
Risk management	1	2 (3?)
Compliance	0.3	0.5
Brokerage	0	?
Governance	0.4	0.5
Admin	0.5	1
Claims	0	(1-2?)^
Legal	0	?
IT	0.2	1
HR	0.2	0.5
	6.0	13.5 (19.5?)

Too lean today *

right sized with capacity for onboarding new members

^ will depend on model chosen

Member Growth financial analysis

Having regard to the above interviews and her review of the various growth scenarios, Lisa Williams has noted the following:

- Contribution formula would remain the same under the various growth scenarios subject to further ongoing work regarding fine tuning for risk profile if any.
- Insurance costs & claims costs are expected to be on a pro-rata basis from existing members and structures. We are already at a size where we are getting the bulk purchase benefit. Where we would see potential savings in this area for existing members is if new members reduced the overall risk profile of the mutual to the insurance market and/or if we take higher self-insured retention, we could push the insurers a little further away and when we have good claims years the members save the money. This is just an extension of the existing business model.
- Risk management support and member training is expected to be on a pro-rata basis.
- Administration costs are expected to increase from the need for additional resources. At double the rest of the admin costs would remain relatively stable as we would not need to change office etc. but if we were to grow to 100-200 members, we would need to revisit this assumption. At double, admin costs would not double and there would be some minor benefit to existing members in sharing these costs but might involve initial investment to resource ahead of potential growth.

Capital adequacy considerations

- More councils will reduce the capital adequacy ratio. It takes a new member about 10 years to build their capital share in the Mutual. To keep the capital fair amongst members, consideration is required when bringing on new members.
- Does the current practice of new members providing a one-off initial contribution to capital adequacy 1) sufficiently help minimise the impact on the capital adequacy solvency ratio?; and 2) is it affordable for new members? Or should the Mutual consider taking a 5-year approach? The spreading out over 5 years could be higher than the initial one-off payment and lessen the impact to a new member in the first year. Suggest take 5% over 5 years and this is on top of the initial contribution when a member joins. Is this financially viable for the council?
- This area is very complex with many variables and implications. Our strategy needs to be deliberate when it comes to the capital management policy and capital adequacy ratio and the financial impact. More consideration is needed here before we continue to grow.

Guiding Principles to support ongoing growth

Having regard to the above insights, on 1st February 2024, the Board identified that the following principles should inform / underpin any decisions that we make.

- Not growth for growth's sake.
- Must have a positive impact on current members over the medium term – in terms of risks mitigated, level of service provided and contributions paid (net of surplus returned over time).
- Maintain mutuality – incoming councils need to buy into our values of mutuality, transparency, ownership and be actively involved to support the Mutual.
- Understand, via a solid due diligence process, the risk profile and maturity of new members and their willingness and ability to improve this.
- Maintain our ecosystem of advisor partners - this may require us to broaden out for some advice support needs.
- Resource up ahead of growth to help minimise disruption to service levels.

Criteria for incoming councils

- Attracted to, and buy into, mutuality principles rather than tendering for better price.
- Consideration of how council's risk profile will fit with our existing risk / concentration. Councils have an inherent external environment and an internal environment. CRM needs to assess both of these as part of our solid due diligence process.
- Willingness and ability to lift risk profile if slightly under ideal risk profile.
- Whilst having regard to the guiding principles that align with our purpose to benefit existing members, consideration should also be given to making positive contribution to

the local government sector which will support our market reputation and positioning within the sector. The Mutual is prepared to take on a council that the Mutual can help build its risk maturity and has an attitude of expansion in an incremental and thoughtful way.

Board recommendations regarding CRM's future approach to growth

Having regard to the above, **the Board has agreed that:**

- Any growth decision needs to take into account the guiding principles above.
- The preceding interviews with our expert risk partners have confirmed that there is not a huge financial rationale for significant growth.
- Sitting still is risky in that it does not factor in potential ongoing ebbs and flows of members' decisions regarding their membership which could potentially result in the mutual sliding out of its current sweet spot in terms of risk profile and premiums. There is a case for measured growth to maintain sustainability.
- We have sound foundations to support growth but are slightly under-resourced.

And therefore, proposes the following recommendations to be discussed at the March Members Forum and Assembly

- There is an appetite for ongoing measured growth but not for growth's sake.
- Focus on working towards "option 2" which could see us double over the next 5-10 years to maintain sustainability.
- Bring new members on board systematically and with due diligence.
 - Be clear and focused in deciding whom to approach. Clustering, spread of risk, jurisdiction.
 - Need to gather information on potential councils and their risks – what are the inherent risk environments for each council – regulatory or traditional? Look at the risk of the council and the jurisdictional risk.
 - Focus on NSW proactively with a reactive approach to Victoria.
- Forward resource so that service to existing members does not decline. Current additional resources required in risk management and member services.
- Continue to look at extra services which can be provided. Explore bringing in-house some insurance and/or claims expertise.
- Consider a staged approach to growth with the next 2 years being focused on 1-2 new members per annum and establishing more solid foundations in capital management, resources and additional claims services to maintain service levels.
- Consider setting a future goal of doubling within a timeframe after consideration of more detailed implementation plans are provided.

Q

Appendix A - Service providers industry leaders and member representatives interviewed

Mathew Kaley – Principal/Lawyer - McCabe Curwood - Legal

- Provide legal services to the Mutual on all business matters including matters relating to our constitution, membership rules, product disclosure statements, corporations law, AFSL and other compliance matters.

Chris Nelson (head of CRM account/strategic) and Shane Redman (day to day for members and mutual staff) - WTW - Brokerage

- Negotiate and arrange all our insurance and re-insurance placement for cover above our mutual self-insured layer. They provide members with brokerage for smaller lines of insurance not covered by the Mutual. They assist with member training and help us with the captive strategy and structure.

Ian Barker (director) and Jason Hall (ex-member & key claims manager) - Claims Management Australasia (CMA) – Claims Manager

- Manage all our claims (ex-Motor which is handled by Vero). Assist with claims reporting and member training and support.

Company: Name: Alycia Jeffrey (actuary/client manager) and David Minty (long term actuary) - Finity Consulting – Actuary

- Provide actuarial calculations and advice on member contributions, outstanding claims provisions, capital management policies and split of member surpluses. They also advise on self-insurance levels and stress test the capital position.

Tony Harb (director) and Cameron Parsons (risk manager) - InConsult – Risk Management Consultants

- Provide risk management support to CRM for the business itself and for the members through continuous risk improvement audits and risk grant projects. Members also use them directly for risk management projects.

Ann Gergan - CEO AGRIP – Industry body

- What they do for CRM: Peak Body for Local Government Insurance Pools in the USA (where our model came from). AGRIP provides us support for running the mutual and sharing of ideas and strategies with other members like us.

Geoff Henderson - CEO UniMutual – Large Insurance mutual for universities

- They share ideas and information as part of the collaborative mutual industry in Australia.

Peter Hunt – Managing Partner Mutuo –Mutual Industry Consultants

- Management consultant that provides advice to a wide range of Mutuals in Australia and the UK

Member representatives who attended workshop on 27th November

- Melinda Fitzgerald – Shellharbour City Council - Acting Manager of Risk and Audit
- Ian Harris – Hunters Hill Council - Manager Risk and Compliance
- Rod Chacana – Blue Mountains City Council - Program Leader Risk & Audit
- Cathryn Bush – Bayside Council - Co-Ordinator Risk Management
- Joanne Gad – Burwood Council - Co-Ordinator Enterprise Risk
- Steve Harris – Blacktown City Council – CFO – Chairman of Civic Risk Finance Committee

17.8 Questions for Future Meetings Register - April 2024

Responsible Director: Office of the Chief Executive Officer

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

Item 17.8

Attachments

- 1 Questions for Future Meetings Register - April 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>The Dept Planning Housing and Infrastructure have given consent to Council to adopt the Plan of Management. A report will be prepared for the May Council meeting to recommend formal adoption of the Crown Plans of Management. Following that Council will be looking to engage a consultant to implement a policy n regards to the use of recreational waterways for commercial purposes including 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>Reported to the April 2024 Council meeting.</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>This matter was referred to the Director Infrastructure and Liveability for consideration and has since been reassigned to the Director Planning, Environment and Communities.</p>	<p>As Council does not have the resources nor budget for this request, and it is not a priority due to the PIO, this will not be progressed.</p> <p>A Notice of Motion can be submitted by the Councillor which would include a budget recommendation for the project.</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 to the April 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 May 2024 Council meeting.
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>	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 to the April 2024 Council meeting.

No	Details	Actions
13 February 2024		
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. This matter was referred to the Chief Executive Officer.</p>	Reported to the April 2024 Council meeting.

17.9 Petition: Kiama West RezoningResponsible Director: Office of the Chief Executive Officer

Background

Council has received a petition containing 642 signatures in relation to the following matter:

- Kiama West (Springside Hill) Planning Proposal

In accordance with Clause 5.1 of Council's Petitions Policy:

- Petitions lodged with Council, containing 100 signatures or more, will be included on the agenda of the next available Ordinary meeting of Council where the agenda has not already been determined with a recommendation for notation.
- Council shall consider the petition and a Councillor will need to move a motion, which will be required to be seconded, to either note the petition as recommended or to act on the petition in some way.

Report

Council has received a petition from residents wanting to:

"Bring to the attention of the Council the concerns of local residents that the rezoning application lodged by Traders In Purple in relation to land at West Kiama (being 114 hectares of the Spring Creek Catchment and a site currently located outside the defined urban boundary for Kiama) is not consistent with the Kiama Local Strategic Planning Statement 2020 (the Planning Statement) or the Illawarra Shoalhaven Regional Plan 2041 (the Regional Plan).

The undersigned petitioners therefore ask the Council to:

- 1. NOT support the rezoning application lodged by Traders In Purple as it does not cover land mapped in the Planning Statement or referenced in the Regional Plan as an identified potential greenfield site for residential development in Kiama.*
- 2. Not cause further offence to the local community by referencing the site as "Springside Hill", a name assigned by the developer and not a name endorsed by the local community or approved by the NSW Geographical Names Board.*
- 3. Ensure that any need to develop another large greenfield site in Kiama for residential housing is identified and assessed in consultation with the community through the Growth and Housing Strategy planning process.*

More detailed comments to support our request are provided as Attachment A."

Communication/Community Engagement

The petition has been signed by 642 local residents of the Kiama LGA.

Reports for Information

17.9 Petition: Kiama West Rezoning (cont)

Risk implication

N/A

Attachments

- 1 Resident Petition - Proposed Tabling - Ordinary Meeting - 16 04 2024 - Rezoning Application - Traders in Purple - West Kiama - Karen Fowler_redacted [↓](#)

Item 17.9

9 April 2024

[REDACTED]
Kiama NSW 2533

CEO
Kiama Municipal Council

Attention; Jane Stroud

Petition regarding West Kiama Rezoning

Herewith is a petition by 642 local residents of the Kiama LGA in relation to the proposal West Kiama rezoning application lodged by Traders In Purple.

This petition is lodged in accordance with the Kiama Petitions Policy in the hoped that it will be tabled at the Ordinary Council meeting to be held on 16 April 2024. For privacy reason I would request all addresses and signatures pbe redacted before the Petition is posted and circulated as part of the business papers.

I will also be registering my interest to speak at the Public Forum on the 15 April 2024.

[REDACTED]

Regards Karen Fowler

Mobile: [REDACTED]

Date Received

09 APR 2024

Kiama Municipal Council

Item 17.9

Attachment 1

**WEST KIAMA
 Petition Register**

NUMBER	SIGNATURE NUMBER
1 A + B	48 +11 + 59
2 A+B	57 + 43 = 100
3	0
4	30
5	30
6 A+B+C	54+49+19= 122
7	14
8	52
9	57
10	57
11	29
12	5
13	25
14	0
15	22
16	40
TOTAL	642

**642 SIGNATURES COLLECTED OVER 7 DAYS
 FIGURES AS AT TUESDAY 9 APRIL 2024**

Attachment A
Supporting Comments

- It would be inappropriate for planning authorities to approve a significant largescale rezoning proposal that does not align with current adopted and publicly exhibited Strategic Planning documents.
- Both the Kiama Local Strategic Planning Statement 2020 (the Planning Statement) and the Illawarra Shoalhaven Regional Plan 2041 (the Regional Plan) did not identify the West Kiama land as a potential urban boundary expansion site and acknowledged that Kiama's ability to deliver additional housing is constrained.
- The Regional Plan clearly indicated that the focus for Kiama LGA should be on increasing housing supply in the Kiama CBD, existing residential areas, the Bombo Quarry site, and the **mapped** potential expansion sites shown in the Planning Statement.
- The South Kiama site has already been rezoned and it is expected that it will deliver around 500 new homesites within the next five to seven years.
- Council has been working hard to deliver on the Actions identified in the endorsed strategic planning documents to increase housing supply and diversity in the town centre. The "Action Plan - Managing Sustainable Growth" on Page 31 of the Planning Statement required Council to prepare a Local Housing Strategy to detail how and where more housing could be provided in the Municipality. This Growth and Housing Strategy is currently being prepared and is expected to be finalised within the next three months.
- Objective 18 of the Regional Plan states "Provide housing in the right locations". If Council and the State Government are serious about meeting this objective, it is essential that no approval is given to rezone the West Kiama Spring Creek Catchment land until this site has been considered holistically via the Growth and Housing Strategy.
- Any decision to approve the West Kiama rezoning proposal prior to finalising the Growth and Housing Strategy will further undermine the community's faith in government planning processes.
- The NSW government's revised housing growth targets for the Kiama LGA (expected to be announced within the next few months) must be considered as part of the Growth and Housing Strategy process. While Traders In Purple claim that Kiama can't meet projected housing targets, this claim needs to be tested once the State government's targets are released and via the Growth and Housing Strategy.
- As recognised in the Regional Plan, Bombo Quarry is the best located and preferred site for developing a new suburb in Kiama. It is understood that this land is likely to be rehabilitated much earlier than previously proposed and will provide a realistic option for redevelopment within the next 10 years. This is another matter that must be further investigated as part of the Growth and Housing Strategy process.
- If current strategic planning documents are revoked or amended to reflect revised government growth targets and outcomes from the current Growth and Housing Strategy process, Council and the Southern Regional Planning Panel will then be in a stronger position to fully consider the strategic and site-specific merits of any new rezoning applications for lands identified as potential residential development sites.

17.10 Question for future meeting: Blue Haven HavilahResponsible Director: Office of the Chief Executive Officer

At the December 2023 Council Meeting 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.

Item 17.10

Response

The broader review of the Havilah Place site including possible strategic direction and options will all be considered as the review and the sub-division work progresses. This work was reported to the March ordinary meeting in the report titled "Finance & Governance Plan in Response to Notice of Intention to Vary a Performance Improvement Order" on page 8 of the Supplementary Agenda. This work will be led by the Implementation Team and reported through the Performance Improvement Order Committee and then onto Council.

It is to be noted that the whole site is operational land, not community land and likewise the whole lot is registered as a retirement village. Any changes or proposals to change the use will have to go through a process.

A consultant was engaged some months ago to commence the sub-division work and this too has been reported to Council.

The broader review of the Havilah Place site should also consider longer term strategic directions for the Terralong Retirement Village, especially with respect to the question and subject of housing options, given the older units within Stages 1 -2 particularly.

The specific answers and the strategic review will require up to 6 months.