

**14.3 Half Yearly Report - Delivery Program and Operational Plan - January to June 2024**

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

CSP Strategy: 5.1.5 Council delivers the functions of local government sustainably and in accordance with community expectations. All services and functions delivered by Council will be reviewed in accordance with Integrated Planning and Reporting requirements within the 4-year cycle of the council election.

Delivery Program: 5.1.5.1 The Community Strategic Plan and its associated documents are delivered in line with the Integrated Planning and Reporting Framework.

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**Summary**

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

**Financial implication**

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

**Risk implication**

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

**Policy**

Local Government Act 1993

**Consultation (internal)**

All Council departments contributed to the development of the Operational Plan and updates in this report.

**Communication/Community engagement**

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

**Attachments**

- 1 Half-yearly progress report on the Delivery Program 2022-2026 and Operational Plan 2023-2024 [↓](#)

**Enclosures**

Nil

Report of the Chief Operating Officer

14.3 Half Yearly Report - Delivery Program and Operational Plan - January to June 2024 (cont)

**RECOMMENDATION**

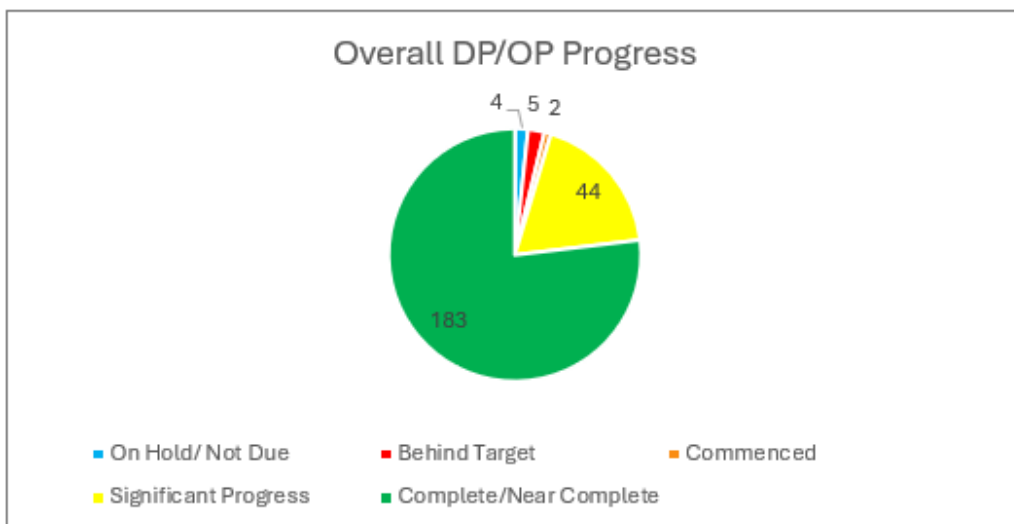
That Council receives the half-yearly progress report of the Delivery Program 2022-2026 and the Operational Plan 2023-2024 for the period January – June 2024

Item 14.3

**Background**

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

Attached for Councillors information is the half-yearly progress report on the Delivery Program 2022-2026 and Operational Plan 2023-2024



There are a total of 238 actions (2 being duplicate actions) in the Delivery and Operational Plan (DPOP). The chart above shows:

- 77% (183) actions complete or near complete.
- 18.5% (44) actions are significantly progressed.
- 1% (2) actions have commenced.
- 2% (5) actions are behind target.
- 1.5% (4) actions are on hold or not yet due to for commencement (including 2 duplicate actions)

With 95.5% of actions either complete or having significant progress made and a further 1.5% not yet due to begin, council and our community will be able to observe, enjoy or derive benefit from the many things delivered in the 2023-24 financial year.

Report of the Chief Operating Officer

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**Some key highlights achieved include:**

- We administered a total of \$198,721.00 in grants and sponsorships to support social, cultural, sports and leisure activities, events and festivals in the Kiama local government area in this financial year.
- Seasonal Beach Patrol Program, beach access and patrol delivered for the 2023/24 season with 104 rescues carried out with zero fatalities.
- Co-convening of the Illawarra Interagency in partnership with Shellharbour City Council continued to support community organisations, agencies, associations, clubs, groups, and charities. This year saw 425 members who had activities, events, projects and services promoted to 5167 viewers via the website and blog posts. A total of 6178 members and subscribers engaged and benefited from the collective.
- Kiama SENTRAL Youth Services implemented a new program of offerings, with total participation of 1027 for the year, comprised Youth Centre 331, Holiday Programs 227 and SENTRAL Sounds 469.
- Council is proud to have a new Disability Inclusion Action Plan (DIAP) and Implementation Plan.
- Kiama Council continues to provide the community with high quality library services that are well utilised by the community. Just under 38,000 total loans were made in the last quarter, with almost 25,000 physical items borrowed. Additionally 831 Home Library visits provided vital library services to our housebound clients and their carers.
- Jamberoo Pool opened two weeks early over Summer in response to requests from community, running from 20 November 2023 – 22 March 2024, free of charge from residents. A total of 8860 visitors enjoyed the pool during this period, with the highest attendance seen during the last week of January and first week of February.
- Council proudly partnered with our First Nations community to celebrate and commemorate the achievements and contributions of our Aboriginal community. Council collaborated with Traditional Owners, Elders and community leaders to guide the planning and delivery of cultural significant events including Australia Day, National Sorry Day and NAIDOC Week programs.
- The Kiama Heritage Planning Proposal was adopted and placed in the NSW Government Gazette this quarter. This Planning Proposal introduced several additional heritage items into the LEP. It also created two Heritage Conservation Areas in the Kiama Town Centre.
- Kiama Coastline Coastal Management Program (CMP) Report has been completed and in May Council resolved to adopt the CMP. Council has written to the Minister for Environment requesting certification of the CMP. Once certification is received and published in the Gazette, Council will begin implementation of the CMP.

## Report of the Chief Operating Officer

## 14.3 Half Yearly Report - Delivery Program and Operational Plan - January to June 2024 (cont)

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- 24 May saw the launch of our first community battery in Kiama Downs, after collaboration with Endeavour Energy,
  - This year an amendment to the Development Control Plan (DCP) to incorporate the agritourism guidelines developed by the Department of Planning was finalised. The preparation of a Draft DCP for the Kiama South Urban Release Area was also commenced and exhibited.
  - This year Council commenced the preparation of the Growth and Housing Strategy after consultation with community. The Kiama Council's Growth and Housing Strategy will set out a clear plan to support the delivery of housing in our municipality and our region over the next 20 years. It will also identify if new housing opportunities are required, and if so, where and how these opportunities can be supplied.
  - Waste Services ran educational workshops and events aimed at reducing waste to landfill. Events included Household Bulky Waste events, 5 home composting workshops, fabric swap event, clothes swapping party, facilitation of Kiama High Schools careers day, Second-hand Saturday and household chemical cleanout.
  - Throughout the 2023-2024 reporting period, the waste collection team lifted approximately 864,000 bins across all three waste streams. The FOGO bins generated the highest tonnages demonstrating the community waste behaviors are in line with expectations.
  - Council was successful in a grant funding application for undertaking Floodplain Risk Management Strategy & Plans for Jamberoo and the Spring Creek (Kiama) catchments. These projects are scheduled to commence in 2024/25.
  - Council finalised and published its State of Our Economy Report, providing the necessary economic context and commentary for strategic and policy decisions regarding economic development. Work has also commenced towards drafting the Employment Lands Strategy which will feed into the overarching Economic Development Strategy.
  - Council's Economic Development staff successfully delivered the Careers at Council program, which saw 80 students from Kiama High School experience work in different functional areas within council. We also facilitated discussions between NSW department of education's head teacher careers and council's HR team to update our work experience program.
  - The Destination Event Funding Program enabled Council to support a total of 23 local events in 2023-24 over three rounds. The total amount of the grants equated to \$122,600.
  - Kiama was successful in winning the NSW Top Tourism Town Award in 2024, a tribute to our effective marketing and visitor experience offering.
  - Our major tourism marketing campaigns have seen pleasing results with the annual tourism as at March 2024 increased to \$330 million (up \$52M).

## Report of the Chief Operating Officer

## 14.3 Half Yearly Report - Delivery Program and Operational Plan - January to June 2024 (cont)

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- Service review of the Pavilion is currently underway with an expected completion time of June 2024. A variation to the initial scope has been requested and will be completed and reported on in quarter two 24/25
  - During the year an Agritourism Development Control Plan (DCP) chapter was finalised and adopted by Council and is now included in the DCP.
  - A Development Assessment Process Policy has been drafted and exhibited this year. It is envisaged that this will be reported back to Council for adoption early in the next financial year.
  - A total of 827 Planning Certificates were issued over the annual period with an average processing time of 2.5 days, and 92.6% of certificates issued within 3 business days, which exceeds the performance target.
  - Footpath maintenance program is on track and all CRMs responded to within agreed timeframes. Jamberoo cycleway extension is in detail design phase.
  - The funding agreement for the \$4.5m Infrastructure Betterment Program is being finalised after clarifications of works scopes with the funding agency and the application of additional funds to improve the deliverables for the community.
  - Our Long-Term Financial Plan was revised and adopted by the Council on June 27, 2024.
  - The implementation of monthly and quarterly financial reporting adhered to financial reporting standards. The preparation of annual financial statements is now conducted in accordance with statutory timeframes.
  - The divestment program is continuing. The Akuna Street car park sale process was settled in November 2023 for \$5.5 million (ex GST) and the 22b Irvine Street site was settled the last quarter of the year for a total sale price of \$1.225m.
  - Blue Haven operations continue to be of a high standard. RACF accreditation action plan implemented, ACQSA reaccreditation achieved with all previously unmet criteria addressed.
  - 23/24 FY annual reporting completed in October 2023. Half yearly reporting on Delivery Program completed, 24/25 Operational Plan reviewed and endorsed by council June 2024.
  - Council's new Community Engagement Strategy has been adopted by Council. The new Committee framework, as adopted by Council, has also been in place for a number of months and is nearing the end of this term of Council.
  - In Q3, Council ran a campaign to subscribe to Kimunico (council's public-facing monthly e-newsletter), the campaign saw an uptick of almost 25% in subscriber numbers, which was 1,065 at end June 2024, The Kimunico average open rate was 58% for the reporting period of FY23-24.
  - Complaints handling policy endorsed January 2024. Refresher code of conduct training commenced in Q3. Code of Conduct review commenced Q4 in anticipation of new council.

Report of the Chief Operating Officer

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- Service review program developed and approved by council. Council now has a dedicated Implementation Team to oversee this work.
- Strategic Finance & Governance Improvement Plan was approved by Council in June 2024, documenting Council’s plan for addressing the updated Performance Improvement Order.

**Activities not commenced/behind target.**

The tables below reflect the actions that have not commenced or are behind target (3.5%) in this period, duplicate actions not commenced have not been listed in the table below.

Code	Action	Comment
2.4.1.1.3	Update Development Control Plan and Policy frameworks to reflect State government policy direction on resilience and natural disasters.	This action has not commenced. It will be informed by the completion of the Kiama Coastal Management Plan and work being undertaken by the ISJO on natural hazards and the best practice management and resilience to them in the region.
3.1.4.1.1	Develop an agricultural lands strategy.	Council is yet to develop an agricultural lands strategy. This will likely commence following the finalisation of the Housing and Growth Strategy in the next financial year.
4.3.2.2.4	Review priority actions from Draft Traffic and Parking Study for Kiama Town Centre for further investigation and action including paid parking options.	Significant resourcing issues for the delivery of urgent priorities such as managing a series of storm events in April/May and the resulting reconstruction efforts as well as the unexpected departure of several key staff has significantly delayed this project.
5.2.4.1.1	Develop a suite of community indicators to enable council to measure how effectively we are working towards the objectives of the Community Strategic Plan.	Rather than developing a suite of indicators for Kiama Council, we will aim to participate in the Local Government Professionals Performance Excellence Program which include the Comparative Council Analysis Tool (CCAT). The CCAT gives councils the ability to sub-segment results at a deeper level, so they are able to benchmark across clusters of councils with a similar size or characteristics. The next program commences July 2024, so this action will not be completed this year.

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<b>Code</b>	<b>Action</b>	<b>Comment</b>
5.3.1.1.5	Implement Human Resources (HR) module of TechnologyOne program.	The final HR modules remain outstanding as IT and project resources were unable to be allocated this period for HR modules of Technology One.
5.3.2.1.5	Establish a Project Management Office (PMO) that supports continuous improvement and oversight of projects across all areas of Council.	Council has prioritised an Implementation team to focus on Performance Improvement or, Service Review program, Governance and Legal consolidation, in lieu of a Project Management Office for this period.

**Item 14.3**



# **Delivery Program Operational Plan 2023- 2024 January - June Report**

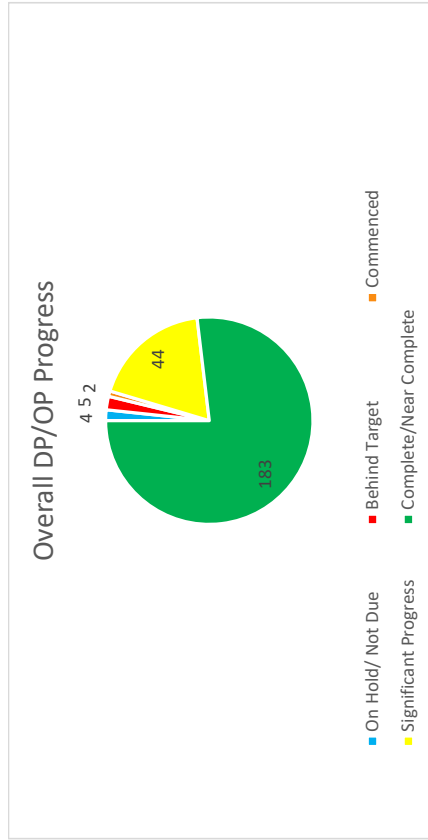


# How to read this report

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

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

# Half Yearly Performance Summary



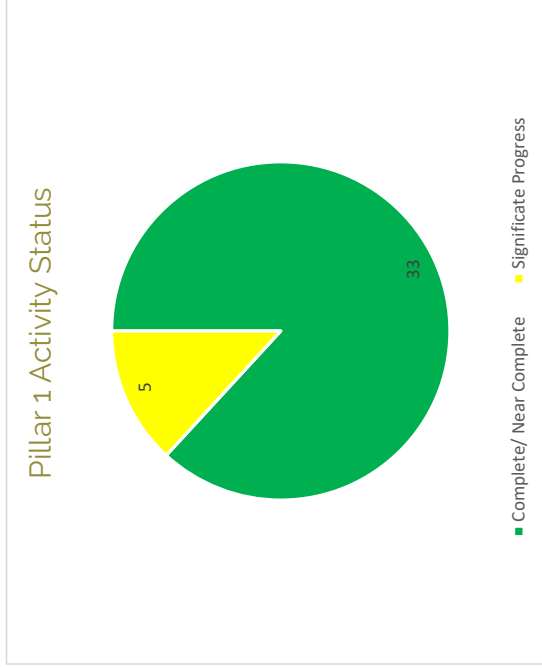
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# Pillar 1 | Community We belong and contribute.

## Highlights

- We administered a total of \$198,721.00 in grants and sponsorships to support social, cultural, sports and leisure activities, events and festivals in the Kiama local government area in this financial year.
- Seasonal Beach Patrol Program, beach access and patrol delivered for the 2023/24 season with 104 rescues carried out with zero fatalities.
- Co-convening of the Illawarra Interagency in partnership with Shellharbour City Council continued to support community organisations, agencies, associations, clubs, groups, and charities. This year saw 425 members who had activities, events, projects and services promoted to 5167 viewers via the website and blog posts. A total of 6178 members and subscribers engaged and benefited from the collective.
- We have also delivered an exciting new initiative- incorporating art in unexpected places including bin shelters as a mean of showcasing artwork beyond the gallery walls. We also highly anticipate the acquisition of two new murals in Kiama as part of the Winter Festival program.
- Kiama SENTRAL Youth Services implemented a new program of offerings, with total participation of 1027 for the year, comprised Youth Centre 331, Holiday Programs 227 and SENTRAL Sounds 469.
- Council is proud to have a new Disability Inclusion Action Plan (DIAP) and Implementation Plan.






- Kiama Council continues to provide the community with high quality library services that are well utilised by the community. Just under 38,000 total loans were made in the last quarter, with almost 25,000 physical items borrowed. Additionally 831 Home Library visits provided vital library services to our housebound clients and their carers.
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- The Kiama Heritage Planning Proposal was adopted and placed in the NSW Government Gazette this quarter. This Planning Proposal introduced several additional heritage items into the LEP. It also created two Heritage Conservation Areas in the Kiama Town Centre.

**Outcome 1.1**  
We want a strong sense of community and belonging, where social and cultural life can flourish; and our families, friends and visitors feel welcome and included.

1.1.1 Provide spaces, services and initiatives that foster a proud, inclusive, and connected community for all.

**1.1.1.1: Review Council's Arts and Cultural Strategy and policy framework and implement priority actions.**


Code	Action Name	Responsible Officer Directorate	Comment	Progress	Traffic Lights
1.1.1.1.1	Review Kiama's Arts and Culture Strategy (BIS) and update priorities and actions.	Planning, Environment and Communities Directorate	Kiama Council is working towards a new Cultural Plan for 2025. Priorities and actions will be determined by the community engagement sessions to be delivered in July and August 2024 to key external stakeholders including artists and creatives. In May, Council facilitated a Key Internal Stakeholder workshop with Council staff. This session identified focus areas and a discussion of aspirations and priorities that we will use to inform external consultation sessions.	75%	
1.1.1.1.2	Manage and support council owned exhibition spaces, including the old fire station and libraries, to provide ongoing support for the creative industry.	Planning, Environment and Communities Directorate	For the April to June period the Old Fire Station hosted 14 exhibitions. This period attracted approximately 8,000 visitors to the space. The Old Fire Station exhibition space continues to be a popular gallery destination for artists and visitors alike. The GLaM gallery also continues to grow in popularity. We	100%	

Code	Action Name	Responsible Officer Directorate	Comment	Progress	Traffic Lights
			<p>have also provided a range of other creative programs and initiatives to foster an inclusive and connected community. These include:</p> <ul style="list-style-type: none"> <li>Library school holiday programs and the "Makers &amp; Creators" program</li> <li>"Paint a Poppy" workshop resulting in 28 poppy paintings on display within Council Chambers and the "Art for Anzacs" Exhibition</li> <li>Painting Seascapes with Heather Philpott at the GLaM Gallery (sold out with a waiting list)</li> <li>Delivered a stream of Professional Development workshops ("The Creative Edge") in partnership with South Coast Arts and Shellharbour Council. These included the Panel Network Event, Writing Artist Statements &amp; Bio's, Right's &amp; Responsibilities of the Artist (NAVA presented); The Act of Negotiation.</li> <li>A new curatorial theme around the town- "Art in unseen spaces" to showcase artwork beyond the gallery walls.</li> </ul>	100%	
1.1.1.1.3	Implement Council's Grants and Donations Policy and Programs.	Planning, Environment and Communities Directorate	<p>Council's Grants and Donations Program is a recognition of the important role the local community members, groups and organisations play that contribute to wellbeing and thriving of our community. The Grants Program supports community led initiatives that align with the Klamia's community and corporate priorities.</p> <p>During 2023-2024 Financial year, Council facilitated various</p>		


Code	Action Name	Responsible Officer Directorate	Comment	Progress	Traffic Lights
1.1.1.14	Review Council's current Art collection and de acquiesce works as required by the review findings.	Planning, Environment and Communities Directorate	<p>rounds of grants including two rounds of Signature Community Events, two rounds of Small Community Events, two rounds of Destination Events Funding and provision of funding under Donations and Sponsorship programs throughout the year.</p> <p>Council administered a total of \$198,721 this financial year supporting social, cultural, sports, leisure, events and festivals across the Kiama LGA:</p> <ul style="list-style-type: none"> <li>Destination Events Funding \$122,600</li> <li>Signature Community Events \$40,000</li> <li>Small Community Events, Donations and Sponsorship \$36,121</li> </ul> <p>All grants programs were concluded by March 2024, with focus in April – June on processing of a number of donations.</p>	95%	
			<p>This year Council has a new framework of policies and procedures for our public art and permanent art collection. We have also delivered an exciting new initiative - incorporating art in unexpected places including bin shelters as a mean of showcasing artwork beyond the gallery walls. Two new street art pieces were created in Kiama as part of the Winter Festival program.</p> <p>The following procedures and policies were endorsed and adopted by Council on 19 April 2024:</p> <ul style="list-style-type: none"> <li>• Public Art Procedure</li> <li>• Public Art Policy</li> <li>• Art Collection Procedure (Art Acquisition and Deaccession)</li> </ul>		

Code	Action Name	Responsible Officer Directorate	Comment	Progress	Traffic Lights
			<ul style="list-style-type: none"> <li>Art Collection Policy.</li> </ul>		


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


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.1.1.2.1	In partnership with Shellharbour Council, convene and manage the Illawarra Inter-agency.	Planning, Environment and Communities Directorate	<p>Council continued to co-convene the Illawarra Interagency, in collaboration with the Shellharbour City Council.</p> <p>The Illawarra Interagency supports community organisations, agencies, associations, clubs, groups, and charities to meet, network, build capacity, collaborate and take action, delivered through bi-monthly in-person or online meetings, networking events or training. During this period, the Illawarra Interagency offered its members opportunities in capacity building, networking and professional development, with themed meetings and events a traditional Yarning Circle, a presentation from the Community Industry Group peak body and a Networking Event.</p> <p>Approximately 425 interagency members participated in meetings, provided over 40 blog posts to its 424 subscribers, promoted Illawarra based activities, events,</p>	100%	




Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.1.1.2.2	Develop and implement a strategy and policy framework which encourages and supports volunteers to work with Council on a range of programs and activities.	Planning, Environment and Communities Directorate	<p>projects and services to 5,167 viewers. The interagency newsletter has around 590 subscribers that share news and information online. A total of 6,178 members and subscribers engaged and benefited from this collective.</p> <p>Due to staffing changes, the convening of the interagency needs to be reviewed and task reallocated.</p> <p>An active library volunteer program and policy has been established and is operating effectively including Friends of Kiama Library, volunteer staff in the Family History Centre and volunteer staff within the library who support service provision.</p>	100%	

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


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.1.1.3.1	Develop a youth engagement strategy and action plan.	Planning, Environment and Communities Directorate	<p>Development of a standalone youth strategy and action plan was postponed with the view to conduct a review of SENCENTRAL Youth Service programs and activities in line with the 'The Early Intervention' grant funding and the revised vision for the Community Hubs team, aimed at a holistic and coordinated approach to service provision. The SENCENTRAL Youth Services and Community Development are combined to leverage on partnerships and build natural alignment of service planning and</p>	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.1.1.32	Partner and reimagine our youth services, using our assets as the hub for youth engagement and activity.	Planning, Environment and Communities Directorate	<p>delivery across the youth and community sectors. A Community Development Strategy inclusive of actions that respond to needs and interests of all target groups, including young people is under development for completion late 2024.</p> <p>The SENTRAL Youth Service program and engagement activities have been revitalised, responding to identified and changing needs and based on feedback from young people.</p> <p>Key improvement areas include:</p> <ul style="list-style-type: none"> <li>Combine youth services team with the Community Development team to break down silo practices, leverage on broader community networks and partnerships, and improve internal processes to enable youth workers focusing on direct service provision.</li> <li>Refining objectives such as Drop-In, recording studio, outreach program and school partnership.</li> <li>Introduction of workshops and training to the program delivery.</li> <li>Review and updating procedures for advocacy, referral and partnership.</li> <li>Building new partnerships based on recommendations from the White Paper.</li> </ul> <p>The new program offerings include:</p>	100%	


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.1.1.33	In partnership with Libraries and Cultural Hubs, develop and implement an annual program of activities and events to support young people in our Local Government Area (LGA).	Planning, Environment and Communities Directorate	<ul style="list-style-type: none"> <li>Weekly outreach programs and activation of community halls, commencing at Jamberoo and Gerringong.</li> <li>Revised drop-in program on Wednesday to cater for two specific age groups: 1) year 7-12 age group and 2) 18+ age group.</li> <li>Monthly SENTRAL Sounds at various locations across the LGA.</li> <li>Weekly school outreach program, to strengthen relationship and collaborations.</li> <li>Planned for transition to high school workshops for primary schools - commencing in 2024 term 3-4.</li> <li>School holiday programs each term, designed and driven by young people.</li> <li>Information and referral services.</li> </ul> <p>Overall participation numbers have been 1027: Youth Centre programs: 331, Holiday Programs: 227 and SENTRAL Sounds: 469.</p> <p>A number of youth events have been held in our libraries including musical gigs. The events have been facilitated by young members of our community with youth contributing to the organisation and management of the events and playing in the bands. The library gigs have provided young people with the opportunity of appearing in their first live gig in a safe and welcoming space amongst family and friends.</p>	100%	

Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
		Directorate	Library staff have also met with SENTRAL Youth Services staff to plan activities for the next six-month period.		

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



Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
1.1.1.4.1	Implement the priority actions of the Council's Disability Inclusion Action Plan.	Planning, Environment and Communities Directorate	<p>Council is proud to have a new Disability Inclusion Action Plan (DIAP) and Implementation Plan. Key focus areas of the DIAP are positive community attitudes and behaviours, livable communities, meaningful employment and better systems and process.</p> <p>The DIAP is a four-year plan that outlines actions Council will undertake to improve access and inclusion for people with a disability, including:</p> <ul style="list-style-type: none"> <li>• Accessibility improvements to Council community facilities and public spaces, pathways, website, events.</li> <li>• Consult with people with a range of disability types on matters of importance and create opportunities to participate in decision making.</li> <li>• Deliver accessible community events and programs.</li> </ul>	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.1.1.4.2	Review with the intent to improve our halls and community facilities usage, asset maintenance, program offerings and support for Council and community purposes.	Planning, Environment and Communities Directorate	<ul style="list-style-type: none"> <li>Provide training to staff and community.</li> </ul> <p>Council is continuously taking steps to improve and ease participation of people with a disability to our service, facilities and programs. Examples include improvement to our public spaces through upgrade of facilities and infrastructure, ensuring accessible events and programs through provision of accessible amenities, transport, sensory tent and parking and providing opportunities to have a say on Council's plans and strategies through our Community Engagement Strategy.</p> <p>Council has a network of six community halls, distributed across the municipality, which comprise of older style and single purpose facilities.</p> <p>An assessment of Council halls, including their current asset condition and utilisation status were undertaken which identified a number of gaps and opportunities for improvement. Key areas for consideration found to be the underutilisation, maintenance status and the absence of a long-term vision for the assets. A number of recommendations and options have been put into place to increase activation, renewal, management and operations.</p> <p>Led by Technical Services, the procurement to engage consultants for the renewal of Joyce Wheatley Community Centre has commenced.</p> <p>A marketing strategy implemented to promote the facilities and community halls are included in Council's</p>	95%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.1.1.4.3	Undertake an assessment of all Council owned halls and community facilities to determine asset status and required needs to improve maintenance and usage.	Planning, Environment and Communities Directorate	<p>new online booking system as of June 2024. A 2-year activation plan will be developed in 24-25 FY.</p> <p>Council's new Disability Inclusion Action Plan (DIAP) includes actions to improve accessibility and increase utilisation of community facilities.</p> <p>Council has a network of six community halls, distributed across the municipality, which comprise of older style and single purpose facilities.</p> <p>A high-level assessment of Council halls was undertaken which identified some gaps and opportunities for improvement, including underutilisation, maintenance status and lack of a long-term vision for facilities. It recommended options to increase activation and a plan for management and operation of halls. A marketing strategy implemented, the online booking commencing from June.</p> <p>Despite ageing facilities, Council continues to maintain them as safe, accessible and welcoming place for community to meet and take part in activities and programs.</p> <p>Council will develop a 2-year activation plan in 24-25 FY and will conduct further investigation into renewal and upgrade works. Led by Technical Services, the procurement to engage consultants for the renewal of Joyce Wheatley Community Centre commenced.</p>	95%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			Council's new Disability Inclusion Action Plan (DIAP) includes actions to improve accessibility and increase utilisation of community facilities.		

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.1.1.51	Utilise events to create opportunities for connections, volunteering, skill development and collaborative partnerships throughout our communities.	Chief Executive Officer	The Kiama Visitor Information Centre has ten active volunteers that assist with day-to-day activities. The Destination Event Funding Program enabled Council to support a total of 23 local events in 2023-24 over three rounds. The total amount of the grants equated to \$122,600. Along with this financial and in-kind support, the Tourism and Events team assist event owners and organisers to produce planning documentation and navigate approvals and permit requirements based on the needs of the event. The actions of the Grants and Sponsorship audit have been enacted with a Policy in place, new guidelines developed, and an internal assessment panel formed to assess applications against criteria and deliver recommendations to Council.	100%	
1.1.1.52	Provide opportunities for focused industry development and	Chief Executive Officer	'Tourism After Hours' continues to be well attended by Destination Kiama partners. The Above and Beyond Award	100%	



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
	capacity building, fostering excellence and quality in our local service offering.		continues to highlight exceptional local service within our community and The monthly 'Buzz' newsletter delivers information to industry and stakeholders regarding skill development opportunities and grants and Council partnered with the Kiama Community College to deliver Business Bootcamp and Canva for marketing. 231 partners this financial year demonstrates the strong support from the local industry and trust in the Destination Kiama program.		



**Outcome 1.2**  
We love where we live; we have the services and facilities we need, and the natural beauty of our surroundings enhances our safe, active, and healthy lifestyle.

1.2.1 Provide facilities that enable us to participate in social, cultural, recreational and sports activities, no matter our background, ability or age

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


Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
1.2.1.1.1	Review and update Library Strategy.	Planning, Environment and Communities Directorate	A Public Library Consultant from the State Library of NSW has conducted a tour of our libraries and provided a library assessment report which was presented to Council at the April 2024 meeting. Jan Richards Consulting has been engaged and has commenced working with the library team and the Director of Planning, Environment and Communities in the development of a Library Strategic Plan. The project is on track to be completed by September 2024.	80%	
1.2.1.1.2	Provide and maintain a high-quality library collection.	Planning, Environment and Communities Directorate	671 new items were processed to refresh our collections and our regular deselection program removed 1,025 items and 24,422 physical items borrowed across both our libraries as well as 13,447 digital items consisting of e-book, e-audio and e-magazines giving a total of 37,869 loans in the April - June quarter.	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.1.1.3	Deliver quality digital and online library services to the community.	Planning, Environment and Communities Directorate	<p>We currently have 28 active book club members utilizing our 87 book club kits.</p> <p>A collections survey was distributed to the community with 100 responses being received. The overall rating for our collections were 3.9 out of 5 with 1 being the lowest and 5 being the highest. Adult fiction was rated a 4 by the respondents and 3.7 for both the adult non-fiction and large print collections.</p> <p>831 Home Library visits were made during the year providing vital library resources to our frail, elderly housebound clients and their carers.</p> <p>In the April – June quarter:</p> <ul style="list-style-type: none"> <li>13,447 digital resources have been borrowed across e-book, e-audio and e-magazine.</li> <li>4,344 subscribers to our newsletter which was distributed 3 times this quarter.</li> <li>The library website had 31,085 page views</li> <li>4,153 hours of internet has been used across both libraries by 2433 users and our public access computers provided 882 hours by 1258 users.</li> </ul> <p>Our libraries continue to extend our reach beyond the physical walls of our building providing access to online resources such as e-books, e-audio, e-magazines as well as databases for research, education and lifelong learning. A recent Collection Survey indicated that over 44% of respondents used our online collections. Our website remains a vital point of contact for the</p>	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			<p>community providing information about our programs, services and activities. A daily schedule of social media posts provide engaging content which highlights the different aspects of our service.</p> <p>The most popular posts include #bookfacefriday where we highlight the latest titles in our collection and #throwbackthursday featuring local history images and content.</p> <p>Our public PC's and Wi-Fi access continue to be a well utilized resource within our libraries and play a critical role in closing the digital divide in our community.</p>		
1.2.1.14	Make library heritage collections available online.	Planning, Environment and Communities Directorate	<p>The library has been collecting unique local history information across a number of different physical formats including pamphlets, articles and ephemera over a period of 25 years. This collection has been checked against current online holdings for possible duplication. If items were unique, they have been scanned and digitised so they can be uploaded to our Digital Asset Management (DAM) system.</p> <p>Historic Gerringong Council minutes and Local History Vertical files were amongst the 689 files that have been digitised in the April – June quarter.</p>	100%	
1.2.1.15	Provide early literacy programs and events that meet guidelines and standards and outcome measure for Australian Public Libraries.	Planning, Environment and Communities Directorate	<p>In April – June:</p> <ul style="list-style-type: none"> <li>44 early literacy session were held with 857 attending.</li> </ul>	100%	


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			<ul style="list-style-type: none"> <li>11 school holiday activities were also held attracting 187 participants.</li> <li>Grant funding received from NSW Veterans Affairs provided the opportunity for children to engage with a returned veteran and local artist to paint a poppy for the Art for Anzacs exhibition held in the Council Chambers.</li> </ul> <p>The range of early literacy programs the library offers has grown to include an extra fortnightly Baby Story Time session and fortnightly Toddler Tales at Gerringong Library. These programs as well as the weekly Preschool Story Time sessions in both libraries teaches children important preliteracy skills and fosters a lifelong love for reading and storytelling.</p>		

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


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.1.2.1	Finalise and implement Open Spaces and Recreation Strategy.	Infrastructure and Liveability Directorate	<p>The draft Open Space and Recreation Strategy is progressing. The strategy will be reported to Council in late 2024 for endorsement and then will be placed on public exhibition for community comments.</p> <p>Work has been progressing well on other grant funded</p>	70%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			projects alongside the Strategy including Masterplans for Open Space.		

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.1.3.1	Manage and maintain the safe operation of a seasonally used outdoor pool at Jamberoo in accordance with statutory obligations and community expectations. Lifeguard recruitment, identify risks and implement relevant safety actions to meet statutory obligations.	Planning, Environment and Communities Directorate	The seasonal outdoor pool at Jamberoo was opened from 20 November 2023 to 22 March 2024. In response to community request for early opening, the pool was opened two weeks ahead of schedule in anticipation of higher temperatures. The pool continued to have a lifeguard on duty during opening hours and free of charge to residents. The total number of visitors were 8,860 people with the highest attendees recorded in final week of January and the first week of February. The Plant maintenance works were scheduled weekly. One sand filter was replaced during this season. A total of three unscheduled closures occurred due to weather conditions and staff shortages. All risks and issues were effectively managed, and operations were in compliance with established procedures.	100%	


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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.1.4.1	Manage and maintain the safe operation of leisure centre services including indoor aquatic facility, swim and fitness programs, sports hall and gym.	Planning, Environment and Communities Directorate	The pool and plant maintenance schedule were adhered to on a weekly and monthly basis as per the center's protocols. All pool testing outcomes were documented to adhere to the regulations set by the NSW health department, ensuring that the required standards for public swimming pools were met. Any identified risks or faults were promptly addressed, with repairs carried out in a timely manner to guarantee public safety. Incident reports were completed, actioned, and forwarded to the Council's risk management team for evaluation. Incidents were evaluated to identify potential enhancements/ repairs for our facility.	100%	
1.2.1.4.2	Undertake service level review of Leisure Centre.	Chief Executive Officer	The Service Review of the Kiama Leisure Centre is complete. This review has been reported to Council and to other Committees of Council for noting and endorsement. An implementation plan has been developed and a draft strategy is also in place to enable the recommendations of the review to be actioned.	100%	
1.2.1.4.3	Leisure Centre Services and programs provision considering all risks and meet a wide range of needs.	Planning, Environment and Communities Directorate	The Kiama Leisure Centre provided diverse program to its members and visitors including swimming lessons, group fitness classes, gym and personal training and child minding. These programs were delivered to meet the leisure, health and wellbeing needs of the community and in compliance with risk and safety of visitors. Incident reports and necessary actions are promptly submitted to the Council's Risk Management team.	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			<p>Council continues to audit safety and risk plans to improve safety and ensure compliance.</p> <p>Council undertook a comprehensive Service Review of assets, programs, staff resources and operational areas. The Service Review report recommended development of a strategy, long term asset renewal and maintenance program, review of service and program offerings, management model and operational structure. These recommendations will guide and inform Council decisions and directions over the next few years to ensure services are efficient, effective and sustainable.</p>		

1.2.2	Take steps to feel safe wherever we are, any time of day or night
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**1.2.2.1: Implement the Council Lifeguard Strategy 2025 to keep our nominated beaches safe for users; supporting training, equipment provision and upkeep staffing.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.2.1.1	Develop and deliver Seasonal Beach Patrol Program, beach access and patrol.	Infrastructure and Liveability Directorate	The program was successfully implemented for the 2023/24 season. The service provided 104 rescues for the season and 0 fatalities at patrolled beaches during patrols.  For more details of the 2023-2024 Season please see the <a href="#">Ocean Lifeguard Seasonal Report</a>	100%	




1.2.3	Look after each other; in times of disaster
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**1.2.3.1: Contribute to the Local Emergency Management Committee.**


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.3.1.1	Contribute to local and regional emergency management planning, response, and recovery.	Infrastructure and Liveability Directorate	Council officers continue to attend scheduled Local Emergency Management Committee meetings as well as additional council and agency liaison meetings as they arise. CEO regularly attends Recovery meeting. Recovery works for previous storm damaged works and storm events in April/May 2024 are continuing on Jamberoo Mountain, Wallaby Hill, Foxground, Yellow Rock Roads. Works will be continuing in the 2024/25 period.	100%	

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


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.3.2.1	Manage the Companion Animals Register and comply with requirements, responsibilities and legislation as outlined in the Companion Animals Act and relevant regulations.	Planning, Environment and Communities Directorate	<p>In the April – June 2024 period 5 Companion animal complaints were received and 100% of those investigated within the 2-day time frame. 1 dog attack investigated; no infringement was issued. No other infringements were issued for a breach of Companion Animals Act. 41 pro-active companion animal patrols conducted in this period.</p> <p>62 Companion animal complaints were received in the 2023 – 2024 year and 100% of those investigated within the 2-day time frame - 6 dog attacks investigated, 2 infringements were issued at a value of \$1,650.00, 21 other infringements were issued for a breach of Companion Animals Act with a value of \$5,685.00. 358 pro-active patrols for companion animal matters were conducted in this period.</p>	100%	

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

Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
1.2.3.3.1	Reimagine our compliance service, ensuring customer service is at the heart of what we do.	Planning, Environment and Communities Directorate	Council Officers maintain high quality customer service at the forefront of practice, actively listening to community concerns and communicating clear expectations with customers. Council's Environmental Health Officers have been liaising closely with external stakeholders including the Public Health Unit, Transport NSW and surrounding Council staff members to prioritize customer needs at the forefront of practice. Council's officers have been working tirelessly to manage customer expectations through actively listening to the concerns of the community and negotiating amicable outcomes for any discrepancies presented. Council's officers have maintained an inherent focus on balancing customer needs and expectations with legislative requirements to openly communicate and problem solve community concerns to achieve positive outcomes for customers and community members.	100%	
1.2.3.3.2	Manage and implement requirements of the Public Health Act and Regulations, in relation to water quality of public swimming pools, public non-reticulated drinking water, skin penetration and legionella in accordance with legislative requirements.	Planning, Environment and Communities Directorate	Council's Environmental Health Officers continue to partner with various key stakeholders to monitor and ensure positive public health outcomes are achieved within the community. Council's officers continuously liaise with the Public Health Unit from the Illawarra Shoalhaven Local Health District to conduct inspections of public non-reticulated drinking water. Inspections continue regarding registered public swimming pools in relation to water quality. All Public Health complaints area investigated. During summer months, monthly monitoring of microbial quality of Council managed pools and spas is conducted.	100%	


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.3.33	Maintain compliance through maintenance of registers, scheduled inspections and action to rectification of breaches as required by the Swimming Pool Act and Regulations.	Planning, Environment and Communities Directorate	<p>Council's Environmental Health Officers continue to work with stakeholders and the wider community to provide promotion, protection and education of public health.</p> <p>Between 1 April – 30 June 2024:</p> <ul style="list-style-type: none"> <li>21 Private Swimming Pools were inspected by Kiama Council in accordance with the Swimming Pools Act 1992. Sec 22D.</li> <li>5 Private Swimming Pools were received from Private Certifiers, due to being non-compliant for Kiama Council to follow-up.22E (Sale of a Home OR Tenancy Agreement).</li> <li>14 Private Swimming Pools were issued a Certificate of Compliance. 22D's.</li> <li>4 Private Swimming Pools were issued a non-Compliant Certificate (Resulting in reinspection's) Private Swimming</li> </ul> <p>Pools continue to be certified and inspected through direct requests to Council as part of contracts of sale, tenancy agreements or occupation certificates. A previous action plan has now been developed, where Kiama Council has activated a Swimming Pool Compliance Program, where Pool and Safety Education will be covered by a designated officer attached to the Environment and Regulations Team.</p>	100%	

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


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.3.41	Manage and implement requirements of the Food Act and Regulations through a scheduled inspection program and rectification of breaches. Education and provision of food safety information and education.	Planning, Environment and Communities Directorate	<ul style="list-style-type: none"> <li>• In the period 1 April – 30 June 2024 Council's Environment Health Officers have:                             <ul style="list-style-type: none"> <li>o Inspected 82 food shops operating in the municipality with the following results:                                     <ul style="list-style-type: none"> <li>o 19 x 5 stars,</li> <li>o 29 x 4 stars,</li> <li>o 20 x 3 stars and</li> <li>o 14 failing their inspection.</li> </ul> </li> <li>• There were 9 re-inspections completed during this quarter with 8 food shops having satisfactory results and 1 food shop failing their re-inspection.</li> <li>• There were also 4 inspections completed of mobile food vans with 3 having satisfactory results and 1 mobile food van failing their inspection.</li> </ul> </li> </ul> <p>There have been various Food Safety Failures reported for this period which have been rectified through implementing a graduated enforcement approach by conducting reinspection's of premises that have failed their food inspections.</p> <p>3 Penalty Infringement Notices have been issued for repeated serious breaches of the Food Standards Code.</p> <p>In the 2023-2024 DPOP period Council's Environmental Health Officers have:</p>		

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			<ul style="list-style-type: none"> <li>• Inspected 224 food shops this financial year. The inspection results included:                             <ul style="list-style-type: none"> <li>◦ 84 x 5 star,</li> <li>◦ 57 x 4 star,</li> <li>◦ 44 x 3-star inspection results and</li> <li>◦ 39 failed inspections.</li> </ul> </li> <li>• 12 re-inspections were conducted with 11 having satisfactory results and 1 failed inspection.</li> <li>• 4 mobile food vans were inspected with 3 satisfactory results and 1 failed inspection.</li> <li>• 7 temporary food stalls were also inspected.</li> </ul> <p>There has been various food safety failures recorded during this financial year and escalation has been required for food businesses in serious or repeated breach of the Food Standards Code. This has included increased numbers in the issue of Improvement Notices and Penalty Infringement Notices.</p> <p>Council's officers spend dedicated time educating, working with and supporting food shop owners to ensure they are practicing safe food handling methods to reduce the risk of a food borne illness outbreak. Officers also provide fit out advice for new or prospective food shop owners upon request.</p>		

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.3.5.1	Manage the Public Health and Safety Legislation - on-site sewerage legislative compliance.	Planning, Environment and Communities Directorate	Due to staff changes during the 2023 - 2024 reporting period, Consultants were engaged to conduct inspections on Council's behalf. There are 116 high risk systems and 63 of these were inspected during the annual reporting period. Of the 63 inspections, 58 systems were found to be compliant and 5 were defective. There are 832 low risk systems and 71 of these were inspected during the annual reporting period. Of the 71 inspections, 67 systems were found to be compliant and 4 were defective.	50%	

1.2.3.6: Manage environmental complaints about pollution.

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.2.3.6.1	Investigate pollution complaints.	Planning, Environment and Communities Directorate	Council's Environmental Health Officers have investigated 116 noise complaints in the 2023-2024 financial year. 61 alleged other pollution complaints were also investigated: with <ul style="list-style-type: none"> <li>• 28 relating to pollution of water ways,</li> <li>• 10 relating to air pollution,</li> <li>• 7 relating to sewer discharge.</li> </ul>	100%	







**Outcome 1.3** Our heritage matters; we want to learn, preserve and share both the Aboriginal history of this area and the history since settlement.


1.3.1 Recognise and respect our First Nations peoples and their connection with the land and waterways for thousands of years; identify and safeguard areas and items of cultural significance.

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.3.1.1.1	Participate in planning and staging of annual Local Government Regional National Aborigines and Islanders Day Observance Committee (NAIDOC) Awards in partnership with Wollongong, Shellharbour and Shoalhaven Councils.	Planning, Environment and Communities Directorate	Council hosted the 2023 Local Government Regional NAIDOC Week Awards at The Pavilion, on Saturday 29 July 2023. The Regional NAIDOC Week Awards is delivered annually in partnership with Shellharbour City Council, Wollongong City Council and Shoalhaven City Council. The event was attended by approximately two hundred members of the Aboriginal community, Elders, dignitaries, the wider community, community services and government agencies.  Themed 'For Our Elders', the event comprised of cultural activities, performances and the Award presentation. The event was attended by approximately two hundred members of the Aboriginal community, Elders, dignitaries, the wider community, community services and	80%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.3.1.1.2	In partnership with our First Nations Community implement an annual calendar of cultural events and commemorations.	Planning, Environment and Communities Directorate	<p>government agencies.</p> <p>Council is supporting and actively participating in the planning of the 2024 NAIDOC Week Awards, to be hosted by Shoalhaven City Council. Council also planned for programs in Kiama to acknowledge and showcase the contribution of our First Nations people.</p> <p>Community Hubs and Library Services have partnered with the Jamberoo Public School and their Koori Club, to deliver a cultural immersion project. Funded by the National Indigenous Australians Agency, this project will engage students to develop a mural and bush tucker garden at Jamberoo Public School.</p>	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			<p>exhibitions for the local Aboriginal artists, participating in the annual Regional NAIDOC Week Awards, and partnering with Jamberoo Primary School to install a mural and establish a native garden.</p> <p>These events provide opportunities to acknowledge and celebrate contributions made by our First Nations people, share cultural knowledge, ensure respect and care for Country, provide opportunities to demonstrate and exhibit Aboriginal culture through art and performances.</p>		

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.3.1.1.3	Develop an engagement plan and process to engage with our First Nations Community on the Uluru Statement from the Heart.	Planning, Environment and Communities Directorate	<p>Council is working toward development of its first Reconciliation Action Plan (RAP). This work is guided by the Reconciliation Australia's RAP Framework and in consultation with the local community members. The RAP will consolidate initiatives and programs Council will undertake in collaboration with the community to strengthen relationship with our First Nation Peoples. The RAP will be a successive plan that will guide and shape Council and community efforts toward reconciliation. A RAP roundtable is being planned, to engage and consult community.</p> <p>Further, Council is working on development of an Aboriginal Cultural Protocol, to guide Council and the wider community on culturally appropriate practices and activities and to strengthen awareness, respect and relationship.</p>	100%	

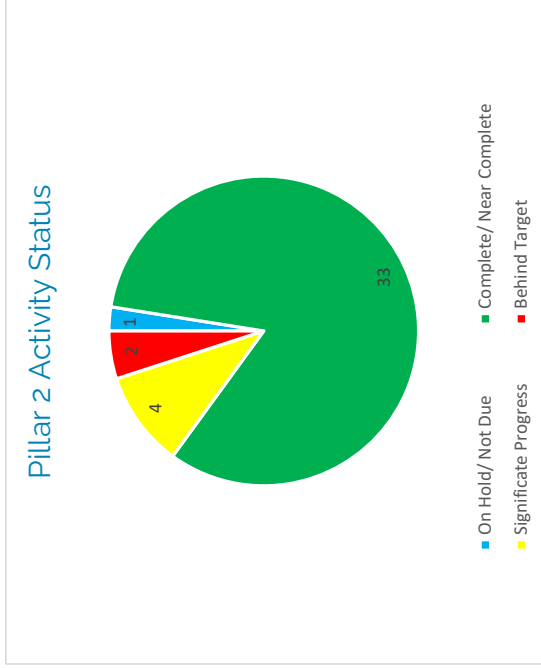
1.3.1.2: Facilitate the identification and protection of local areas and items of cultural and/or heritage significance.

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
1.3.1.2.1	Continue to undertake reviews of heritage items to maintain and improve the protection of heritage with the Local Government Area (LGA).	Planning, Environment and Communities Directorate	<p>The Kiama Heritage Planning Proposal was adopted and placed in the NSW Government Gazette this year. This Planning Proposal introduced a number of additional heritage items into the Local Environmental Plan. It also created two Heritage Conservation Areas in the Kiama Town Centre.</p> <p>The review of heritage items continues with any potential Heritage Items identified to be considered in the next Local Environmental Plan review</p>	95%	
1.3.1.2.2	Engage with First Nations peoples locally and regionally, as well as relevant specialists, to identify Aboriginal cultural sites to ensure they are correctly identified and protected.	Planning, Environment and Communities Directorate	<p>This year Aboriginal Cultural Heritage Sites continue to be identified and protected through assessments undertaken as part of Development Proposals as well as through the use of the Aboriginal cultural Heritage Development Assessment Toolkit.</p> <p>Staff continue to engage and consult with First Nations peoples to identify and protect culturally significant areas.</p>	95%	

## Pillar 2 | Natural Environment We thrive in a sustainable environment.

### Highlights

- Kiama Coastline Coastal Management Program (CMP) Report has been completed and in May Council resolved to adopt the CMP. Council has written to the Minister for Environment requesting certification of the CMP. Once certification is received and published in the Gazette, Council will begin implementation of the CMP.
- Erosion control measures for the Blue Angle Creek in Seven Mile Beach Holiday Park were completed and grant acquittal finalised in June.
- Weed control at Baileys Island completed with grant acquitted.
- National tree day activities delivered with Kiama High School.
- 24 May saw the launch of our first community battery in Kiama Downs, after collaboration with Endeavour Energy.
- This year an amendment to the Development Control Plan (DCP) to incorporate the agritourism guidelines developed by the Department of Planning was finalised. The preparation of a Draft DCP for the Kiama South Urban Release Area was also commenced and exhibited.
- This year Council commenced the preparation of the Growth and Housing Strategy after consultation with community. The Kiama Council's Growth and Housing Strategy will set out a clear plan to support the delivery of housing in our municipality and our



region over the next 20 years. It will also identify if new housing opportunities are required, and if so, where and how these opportunities can be supplied.

- Waste Services ran educational workshops and events aimed at reducing waste to landfill. These events included the Household Bulky Waste event held in September and March of the reporting period. Additionally, 5 home composting workshops were run, the fabric swap event, the clothes swapping party, facilitation of Kiama High Schools careers day, Second-hand Saturday and the household chemical cleanout.
- Throughout the 2023-2024 reporting period, the waste collection team lifted approximately 864,000 bins across all three waste streams. The FOGO bins generated the highest tonnages demonstrating the community waste behaviors are in line with expectations.
- Council was successful in a grant funding application for undertaking Floodplain Risk Management Strategy & Plans for Jamberoo and the Spring Creek (Kiama) catchments. These projects are programmed to commence in 2024/25.


#### Items not yet commenced

- Due to resource demands for significant additional storm damage works on several local roads through the period, the planned scoping of the Kiama Coastal Walk extension from Gerringong to Gerroa to support the lodging of a funding submission with State Government was unable to be undertaken in this financial year period. This action has been carried over in to the 2024 - 2025 Delivery Program and Operational Plan.
- Due to other strategic priorities the town centre planning study for the township of Gerringong has not yet commenced. It is anticipated that this will commence during the 2024-2025 Delivery Program and Operational Plan period, however it is likely that this will be incorporated into the Development Control Plan and Local Environment Plan review rather than as a stand-alone activity.

**Outcome 2.1**  
We protect our people, our place, our flora and fauna through our planning and our actions.

2.1.1  
Protect our coast, our estuaries and waterways.

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


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.1.1.1	Develop/implement Kiama Coastal Management Program staged delivery program: stages 3 and 4	Planning, Environment and Communities Directorate	The Stage Three Report was completed and made publicly available on Council's website after extensive public, internal and agency consultation. The draft Stage Four Kiama Coastline Coastal Management Program (draft CMP) was prepared and was presented to Council in the November meeting, prior to going to public exhibition. Minor changes were made to the document in response to submissions and further agency feedback received. Letters of support were gained from all relevant agencies. The final Kiama Coastline Coastal Management Program was completed and presented to Council in Councils Ordinary meeting held on the 21st May. Council resolved to adopt the CMP. Council have written to the Minister for Environment requesting certification of the CMP. Once	100%	





Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.1.1.1.2	Review existing Coastal Zone Management Plans and implement priority actions through a staged delivery program.	Planning, Environment and Communities Directorate	certified and published in the Gazette, Council will begin implementation.  Coastal Zone Management Plans ceased to have effect from the 31st of December. Council has been working on developing a Coastal Management Program under the Coastal Management Act 2016 and has adopted the Kiama Coastline Coastal Management Program. Council have written to the Minister for Environment requesting certification of the CMP. This CMP covers the Open Coast area. Council will consider developing a second CMP for its estuaries. Most grant funded projects related to Coastal Zone Management Plans have been completed, except for the Minnamurra Coastal Wetland restoration project as the final grant to come out of a CZMP ready to start work on the ground on the 1st July 2024.	100%	
2.1.1.1.3	Implement erosion control measures for the Blue Angle Creek in Seven Mile Beach Holiday Park. (CZMP Action 2.1)	Planning, Environment and Communities Directorate	Contractors completed work in late December. Final reporting submitted to the grant funding body in May, with formal acquittal confirmation from funding body received in June.	100%	

2.1.2	Protect our biodiversity, native plants and animals.
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**2.1.2.1: Facilitate and encourage the protection of our natural environment and biodiversity.**


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.1.2.1.1	Work with Wollongong and Shellharbour Councils to update the Illawarra Biodiversity Strategy to improve coordination and management of biodiversity across the Illawarra.	Planning, Environment and Communities Directorate	Regional approach to biodiversity management working with ISJO, Local Land Services, Wollongong and Shellharbour Councils to deliver a consistent approach to biodiversity challenges.	100%	

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




Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.1.2.2.1	Ensure Council's planning instruments facilitate the recommendations of the adopted Illawarra Biodiversity Strategy and Municipal Vegetation Study.	Planning, Environment and Communities Directorate	The review of the Kiama Local Environmental Plan will consider the recently drafted Housing and Growth Management Strategy. That strategy will also contain recommendations for the management of existing Environmentally significant land as well as recommending sustainable and appropriate uses or conservation of those lands. Also, viable agricultural enterprises have been supported through updates to Development Control Plan 2020 and the Local Environment Plan 2011.	95%	
2.1.2.2.2	Implement and update Council Tree Management Development Control Plans and Local Environment Plan (LEP) provisions.	Planning, Environment and Communities Directorate	During the year Council continued to implement Council's Tree Management Development Control Plans and Local Environment Plan (LEP) provisions.	75%	

2.1.3	Protect and maintain our natural areas; conserve areas of natural significance.
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**2.1.3.1: Protect and maintain our natural areas.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.1.3.1.1	Pursue grant funding for natural area restoration at priority sites on Council land.	Planning, Environment and Communities Directorate	Weed control at Baileys Island WRP site was completed and the grant acquitted in July 2023. Erosion control measures for Blue Angle Creek at Seven Mile Beach Holiday Park were completed in December 2023, with grant acquittal in June 2024. Council explored options for grant funding for natural area restoration, resulting in the project "Restoration of Coastal Wetland surrounding Minnamurra Waste and Recycling Facility." This project aims to reduce weed cover, focusing initially on heavily disturbed vegetation in the south and then expanding to the entire site. By targeting this area, the seedbank will be reduced, benefiting downstream Coastal Wetlands. Grant application was successful, and a contractor will be starting works in early July. Council developed and adopted the "Kiama Coastline Coastal Management Program" for the open coast area of Kiama LGA under a Coast and Estuary grant. Once certified, this CMP will provide eligibility for grant funding at a 2:1 funding ratio. Letter of support provided to Illawarra Landcare in support of their Sydney Water community grant application - riparian revegetation at Jamberoo golf course.	100%	




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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.1.3.2.1	Undertake national tree day activities.	Infrastructure and Liveability Directorate	National tree day activities undertaken with Kiama High School in August 2023	100%	
2.1.3.2.2	Undertake scoping of Kiama Coastal Walk extension from Gerringong to Gerroa to support the lodgment of a funding submission with State Government.	Infrastructure and Liveability Directorate	Due to resource demands for significant additional storm damage works on several local roads through the period this project was unable to be completed.  The project will be continued in the 2024/25 reporting period.	10%	
2.1.3.2.3	Partner and collaborate to support or deliver community education and engagement programs to enhance environmental sustainability initiatives.	Planning, Environment and Communities Directorate	National Tree Day was completed successfully on the 31 <sup>st</sup> July, and involved council collaborating with Kiama High students, Landcare groups, and Minnamurra Lions Club, to educate in planting local native tree species, to help regenerate our natural environment. Preparations are well underway for National Tree Day 2024. Kiama Council have collaborated with Endeavour Energy to support the installation of our municipalities first community battery in Kiama Downs. Installation is now complete. The community battery officially launched on the 24 <sup>th</sup> May. Council has supported many other environmental sustainability initiatives such as the great Aussie bird count, SunSpot, DPI Fisheries "Leave no trace. Keep it clean" initiative, NSW Government EV Ready buildings program, Frog ID Week, Fisheries Climate-Smart Agriculture Program, as well as educating the public about endangered Shorebirds and dog off-leash regulation through social media campaigns.	100%	

**Outcome 2.2**  
Our natural environment of spectacular beaches, rainforests and rolling hills define our place.

2.2.1 Celebrate our natural environment and share the values that protect it with our families, friends and visitors to the region.

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

Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
2.2.1.1.1	Undertake ongoing review of Council Development Control Plan (DCP) and development policies.	Planning, Environment and Communities Directorate	This year an amendment to the DCP to incorporate the agritourism guidelines developed by the Department of Planning was finalised. The preparation of a Draft DCP for the Kiama South Urban Release Area was also commenced and exhibited. It is anticipated that this DCP will be finalised early in the upcoming financial year.	95%	
2.2.1.1.2	Undertake a town centre planning study for the township of Gerringong.	Planning, Environment and Communities Directorate	Due other Strategic Planning priorities, this project is not anticipated to commence until next financial year and will likely form part the LEP and DCP reviews rather than a stand-alone item.	0%	
2.2.1.1.3	Commence scoping strategy and implementation plan for the review of Kiama's Local Environmental Plan.	Planning, Environment and Communities Directorate	The review of the Kiama Local Environmental Plan will be informed by the Growth and Housing Strategy that is currently being prepared.	95%	


2.2.2	Retain and promote our natural environment and our scenic rural landscapes
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**2.2.2.1: Manage growth sustainably and thoughtfully, to respect our values and retain our local character through the implementation of good design principles to integrate new and old dwellings.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.2.2.1.1	Support the change to the Local Environmental Plan (LEP) to support the State Government Agribusiness reforms.	Planning, Environment and Communities Directorate	This year the Kiama Local Environmental Plan 2011 was updated by the State Government to now include the Agritourism Reforms. Appropriate guidelines have also now been included in the Kiama Development Control Plan 2020.	100%	<span style="color: green; font-size: 2em;">●</span>
2.2.2.1.2	Develop Council's Housing and Growth Strategy.	Planning, Environment and Communities Directorate	This year Council commenced the preparation of the Growth and Housing Strategy. The Kiama Council's Growth and Housing Strategy will set out a clear plan to support the delivery of housing in our municipality and our region over the next 20 years. It will also identify if new housing opportunities are required, and if so, where and how these opportunities can be supplied. Community engagement on the Housing and Growth Management Strategy occurred April – June quarter. The strategy will contain recommendations to respect our values and retain our local character through the implementation of good design principles to integrate new and old dwellings. It is expected to be publicly exhibited and finalised in the upcoming financial year.	95%	<span style="color: green; font-size: 2em;">●</span>

2.2.3	Develop strategies and plans for our current and future generations.
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**2.2.3.1: Kiama's Local Environment Plan is current and facilitates development in keeping with the local character.**



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.2.3.1.1	Commence scoping strategy and implementation plan for the review of Kiama's Local Environmental Plan (LEP).	Planning, Environment and Communities Directorate	The review of the Kiama Local Environmental Plan will coincide with the development of the Housing and Growth Management Strategy which has commenced this year. In the interim the existing LEP contains contemporary provisions.	95%	








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

2.1.1  
Responsibly manage resources and waste. Limit the waste we sent to landfill.



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



Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
2.3.1.1.1	Develop Waste Strategy 2023-2033 and complete a site masterplan.	Infrastructure and Liveability Directorate	The Journey undertaken through the Waste Strategy has endeavored to highlight key priorities for Council's waste management over the next planning cycle. These key priorities have considered future development of the Minnamurra Waste & Recycling Depot which will be outlined through the Site Masterplan, they have also considered available resources to implement minor changes that should result in a considerable improvement to resource recovery rates.  The draft Strategy will be reported to Council in the first quarter of 2024-2025 and exhibited to encourage community feedback.	90%	
2.3.1.1.2	Undertake Service Review of Waste Services and operations.	Infrastructure and Liveability Directorate	The Waste Services service review RFQ was established at the end of Q2 and commenced in Q3. It was expected to be completed in the early stages of Q4, however a lack of financial information did not allow for conclusions to be	90%	




Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.3.1.1.3	Undertake Waste Audits to establish baseline data to assist with future waste education programs.	Infrastructure and Liveability Directorate	drawn on the performance of the section. As a result, additional research and development of robust costing and associated analysis to ensure that the Service Review was better informed, and conclusions could be based on actual data. 2023-2024 focused on the completion of a visual waste audit to determine the frequency contamination is identified in the domestic waste streams. It identified that the main contamination was soft plastics in the co-mingled recycling.	100%	
2.3.1.1.4	Maintain and develop waste related content for website to support customer needs and expectations.	Infrastructure and Liveability Directorate	With assistance from the Communications team in Q4 to maintain the website, the information contained in Council's website remained current throughout the 2023-2024 reporting period.	75%	
2.3.1.1.5	Design, develop and conduct waste, recycling and resource recovery education and promotion events, workshops and activities.	Infrastructure and Liveability Directorate	Throughout the 2023-2024 reporting period, Waste Services ran educational workshops and events aimed at reducing waste to landfill. These events included the Household Bulky Waste events held in September and March of the reporting period. Additionally, 5 home composting workshops were run, the Fabric Swap event, the Clothes Swapping Party, facilitation of Kiama High Schools Careers Day, Second-hand Saturday and the household chemical cleanup.	100%	
2.3.1.1.6	Apply for waste and resource recovery funding programs (former Better Waste Recycling Fund).	Infrastructure and Liveability Directorate	Work carried out in Q2 and Q3 of the 2023 - 2024 reporting period paid off in Q4 when funds were secured Better Waste and Recycling no longer available, however during this reporting period, funding was secured with the assistance of the Illawarra Shoalhaven Joint Organisation	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.3.1.1.7	Implement actions identified in the Regional Community Recycling Centre Communications Strategy.	Infrastructure and Liveability Directorate	to develop and implement new communication and educational material for all households that receive a FOGO service, with the assistance of ISJO member Councils.  During the 2023-2024 reporting period, Council distributed a DL sized flyer in Q3.	100%	



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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.3.1.2.1	Establish Household Chemical Clean Out Collection in accordance with NSW Environment Protection Authority (EPA) requirements.	Infrastructure and Liveability Directorate	The household Chemical Cleanout Event was completed in Q1 of this reporting period.	100%	
2.3.1.2.2	Conduct Household Bulky Waste Drop Off Events for urban and rural households.	Infrastructure and Liveability Directorate	Event held 7-15 October with 1,410 registrations and 1,232 attended. A total of 236.39 tonnes received, with 124.87 tonnes recycled representing 53% resource recovery. This is down by approximately 7% from the previous event held in March. The event held in Q3 of this reporting period was also successfully run.	50%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.3.1.2.3	Provide high quality cleaning services.	Infrastructure and Liveability Directorate	Council's cleaning team have done an excellent job of juggling key priorities throughout the 23-24 financial year. A conscious decision to apply an additional waste services labourer to the cleaning team through the busy summer period helped boost morale and deliver a higher quality of service for public facing elements such as town centres, public toilets, halls, and libraries. 17 public toilets were cleaned 7 days per week resulting in each of those facilities having toilet rolls and paper towels replenished 6188 times throughout the year. Council also commenced implementation of maxi toilet rolls being installed in cubicles to ensure high use facilities had toilet paper available between visits, regardless of the event, market or holiday period. Internally, Council offices were maintained to a satisfactory standard.	100%	
2.3.1.2.4	Provide weekly recycling and organics and fortnightly garbage collections to residents of the Municipality.	Infrastructure and Liveability Directorate	Throughout the 2023-2024 reporting period, the waste collection team lifted approximately 864,000 bins across all three waste streams. The FOGO bins generated the highest tonnages demonstrating the community waste behaviors are in line with expectations. Co-mingled recycling generated the lowest tonnages, due to the nature of the material being collected. Residual waste to landfill was marginally higher than previous years, however this is in line with expectations given new developments coming online during this reporting period. The final quarter saw the addition of weekly short term rental accommodation and specific waste collections across the LGA.	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.3.1.2.5	Provide and maintain a suitable site for the acceptance of green waste, steel and items received at the Community Recycling Centre site at Minnamurra Depot.	Infrastructure and Liveability Directorate	During the 2023-2024 reporting period the waste facility was busy receiving high volumes of green waste, due to the reasonable price charged at the gate. 1310 tonnes of green waste was received combining Council and customer drop-offs. 390 tonnes of scrap steel was received, and 380 tonnes was exported for recycling. Following heavy rainfall at the start of the Q4, Council waived the charge for flood affected green waste receiving a total of 21 tonnes over 54 transactions. Approximately 67 tonnes of scrap steel was also received. We continue to receive positive community feedback with Customer's frequently commenting on Kiama Council staff and their excellent customer service, reasonable prices and clean odour free facility.	100%	
2.3.1.2.6	Undertake all monitoring and reporting to maintain Waste Depot License.	Infrastructure and Liveability Directorate	Monitoring and reporting was completed as required to ensure the ongoing compliance with License conditions.	100%	
2.3.1.2.7	Undertake Waste Depot rehabilitation as required.	Infrastructure and Liveability Directorate	The 2023-2024 reporting period saw repairs being completed to the water remediation system to ensure that ground water was being aerated to reduce the ammonia concentration. Additionally, capital works were quoted and established to repair road failure across the site, with road resurfacing completed in Q4. Minor maintenance including signage, road sweeping, vegetation maintenance and cleaning took place at regular intervals throughout the reporting period.	100%	

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.3.1.31	Conduct patrols of common illegal dump sites or areas.	Planning, Environment and Communities Directorate	Compliance Officer conduct regular patrols of known illegal dumping sites and have certain locations monitored by covert cameras to assist with investigation of common dump points. 104 illegal dumping complaints were received and investigated during this period with 4 PINs issued of a face value of \$3,000.00 PINs issued.	100%	
2.3.1.32	Investigate complaints of instances relating to illegal dumping.	Planning, Environment and Communities Directorate	Compliance Officer conduct regular patrols of known illegal dumping sites and have certain locations monitored by covert cameras to assist with investigation of common dump points. 104 illegal dumping complaints were received and investigated during this period with 4 PINs issued of a face value of \$3,000.00 PINs issued.	100%	

2.3.2	Limit our reliance on non-renewable natural resources.
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**2.3.2.1: Deliver education programs, services and infrastructure that will improve the cleanliness of public places and reduce litter.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.3.2.1.1	Implement Regional Litter Grant as managed by Illawarra Shoalhaven Joint Organisation (ISJO).	Planning, Environment and Communities Directorate	This grant was not applied for by ISJO. Action complete, no longer applicable.	100%	<span style="color: green; font-size: 2em;">●</span>

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



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.4.1.1.1	Contribute to NSW Government and Illawarra Shoalhaven Joint Organisation (ISJO) Resilience Planning Projects and initiatives to improve Council's controls and knowledge of natural hazards management.	Planning, Environment and Communities Directorate	This year contemporary Bushfire Mapping was published in accordance with NSW Rural Fire Service's requirements.	100%	
2.4.1.1.2	Finalise the Bushfire mapping project.	Planning, Environment and Communities Directorate	The Bush Fire Prone Land mapping was certified by the NSW Rural Fire Service Commissioner on 30 May 2023. This project was completed ahead of schedule.	100%	
2.4.1.1.3	Update Development Control Plan (DCP) and Policy frameworks to reflect State government policy direction on resilience and natural disasters.	Planning, Environment and Communities Directorate	This action will likely commence in the next financial year if adequate funding and resources are available. It will be informed by the completion and certification of the Kiama Coastal Management Plan as well as the work being undertaken by the Illawarra Shoalhaven Joint Organisation	0%	







2.4.2	Mitigate and adapt to climate change and protect our environment.
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**2.4.2.1: Develop Flood Studies and Risk Management Plans to inform landuse planning.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.4.2.1.1	Seek funding for Catchment Flood Studies and associated Risk Management Studies/Plans.	Infrastructure and Liveability Directorate	Council was successful in a grant funding application for undertaking Floodplain Risk Management Strategy & Plans for Jamberoo and the Spring Creek (Kiama) catchments.	100%	
2.4.2.1.2	Deliver Priority actions from Gerringong and Jamberoo Flood investigations.	Infrastructure and Liveability Directorate	These projects are programmed to commence in 2024/25  The 65% design plans for the endorsed priority works at the 2 Jamberoo and 1 Gerringong precinct are programmed to be issues to council for review in early 2024/25	65%	

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
2.4.2.2.1	Establish an annual implementation strategy for the Corporate Emissions Strategy.	Planning, Environment and	Procurement of the Renewable PPA for the supply of electricity of council's large-scale sites and streetlights is complete implemented. An amendment deed was signed	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
		Communities Directorate	<p>off for changing our solar offtake from Bomen Solar farm and proposed local developments to New England Solar Farm, after local developments did not eventuate. Installation of kWattch controllers on our large-scale sites has begun. Solar PV systems at the Leisure Centre, Library and Administration building continue to be monitored. Investigations have begun for Fleet transition to Hybrids or EVs, currently have 10% Hybrid fleet, and one EV. LED streetlighting conversion is complete. Council continue to work with ISJO to address sustainability issues through the Net Zero Project Control Group. Currently, working collaboratively with a number of third parties to investigate public Electric Charging infrastructure possibilities and has received grant funding to install Council owned EV charging infrastructure at the Pavilion.</p>		
2.4.2.2.2	Ensure Council's planning instruments facilitate the recommendations of the adopted Community Emissions Strategy.	Planning, Environment and Communities Directorate	<p>Kiama Council continues to work collaboratively on a regional level with our neighbours and the Illawarra Shoalhaven Joint Organisation (ISJO). We have assisted ISJO through a Project Control Group to deliver a Regional Energy Strategy to guide net zero options and pathways and shape our own community's plan. This is being achieved through the NSW Government's Net Zero Plan Stage 1 (2020-2030) that provides a range of programs and strategies to move the state of NSW to a sustainable, low carbon basis. Council is also working collaboratively with a number of third parties to investigate public Electric Charging infrastructure possibilities. We are also working closely with ISJO to develop a Community Renewables Program, which is currently out</p>	100%	

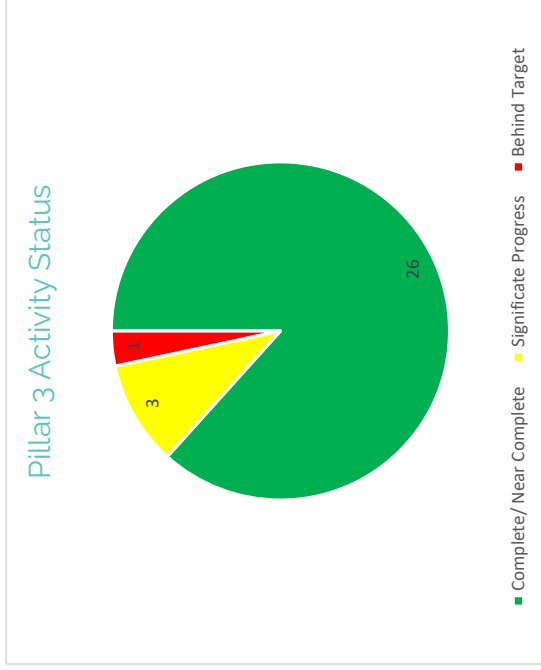


## Pillar 3 | Economy

### We create a strong and diverse economy.

#### Highlights

- This year Council has finalised and published its State of Our Economy Report, providing the necessary economic context and commentary for strategic and policy decisions regarding economic development. Work has also commenced towards drafting the Employment Lands Strategy which will feed into the overarching Economic Development Strategy.
- Delivered a free barista training program for local young people at SENTRAL youth service and liaised with the local business community create a pipeline from training to employment.
- Council's Economic Development staff successfully delivered the Careers at Council program, which saw 80 students from Kiama High School experience work in different functional areas within council. We also facilitated discussions between NSW department of education's head teacher careers and council's HR team to update our work experience program.
- The Destination Event Funding Program enabled Council to support a total of 23 local events in 2023-24 over three rounds. The total amount of the grants equated to \$122,600.
- Kiama was successful in winning the NSW Top Tourism Town Award in 2024, a tribute to our effective marketing and visitor experience offering.



- Our major tourism marketing campaigns have seen pleasing results with the annual tourism as at March 2024 increased to \$330 million (up \$52M).

- Service review of the Pavilion is underway currently with an expected completion time of June 2024. A variation to the initial scope has been requested and will be completed and reported on in quarter two 24/25


### Items not yet commenced

- Develop an Agricultural lands strategy – will commence following finalisation of Housing and Growth strategy which is currently out for community consideration and feedback.

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


3.1.1  
Help our local businesses grow strong.

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

Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
3.1.1.1.1	Prepare and adopt an Economic Development Strategy which identifies ways to creating a diverse and resilient economy within the Municipality.	Planning, Environment and Communities Directorate	This year Council has finalised and published its State of Our Economy Report, providing the necessary economic context and commentary for strategic and policy decisions regarding economic development. Work has also commenced towards drafting the Employment Lands Strategy which will feed into the overarching Economic Development Strategy.	90%	

3.1.2	Support local start-ups, entrepreneurs and new partnerships
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**3.1.2.1: Work collaboratively with key stakeholders to support local businesses.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.1.2.1.1	Rebuilding and establish relationships with local businesses, business chambers and other business organisations.	Planning, Environment and Communities Directorate	<p>This year Council's Economic Development staff have provided input to the Kiama &amp; District Business Chamber's operations and facilitated regular updates from the chamber through the Tourism &amp; Economic Advisory Committee.</p> <p>Publication of the State of Our Economy Report during the year supports local businesses to make strategic commercial decisions, proposals and grant applications.</p> <p>Council staff also partnered with neighboring councils in the Illawarra region to support and promote the Economic Gardening program, which has seen a remarkable uptake in participants from across the region.</p> <p>A business database was established, including a mailing list and public facing mailbox to facilitate direct communication with local businesses and prospective investors. The team has also updated council's Business webpage.</p> <p>Council also became a member of the Illawarra-Shoalhaven Regional Defence Network.</p>	95%	



3.1.3	Enhance and expand opportunities to demonstrate Kiama Local Government Area as a place to invest in.
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**3.1.3.1: In collaboration with regional partners implement the Regional Economic Development Strategy.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.1.3.1.1	Work with the Greater Cities Commission and the NSW Department of Planning and Environment (DPE) to implement the recommendations of the Regional Economic Development Strategy (REDS).	Planning, Environment and Communities Directorate	During the year Council continued to work with the NSW Department of Planning and Environment (DPE) to implement the recommendations of the Regional Economic Development Strategy (REDS). Note that the Greater Cities Commission (Six Cities Commission) was disbanded this quarter.	95%	
3.1.3.1.2	Develop an Employment lands strategy.	Planning, Environment and Communities Directorate	Council has commenced the preparation of the Employment Lands Strategy. This Strategy will used in conjunction with the recently drafted Growth and Housing Strategy to strategically guide future development in the municipality.	95%	


3.1.4	Maintain and expand a wide range of industry and business, including tourism, agriculture, light industry, professional and care services, etc.
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**3.1.4.1: Support a wide range of business opportunities through landuse planning.**

Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
3.1.4.1.1	Develop an Agricultural lands strategy.	Planning, Environment and Communities Directorate	Council is yet to develop an agricultural lands strategy. This will likely commence following the finalisation of the Housing and Growth Strategy in the next financial year.	0%	<span style="color: red; font-size: 2em;">●</span>


3.1-5	Support businesses and local leaders to mentor young people in skills development through traineeships, apprenticeships and volunteering.
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**3.1.5.1: Support employment and business opportunities through partnerships that enhance lifelong learning.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.1.5.1.1	Explore opportunities to partner with University of Wollongong (UOW) social enterprise hub and other leadership development programs. Explore opportunities to collaborate with Community College, TAFE, local training providers and schools.	Planning, Environment and Communities Directorate	This year Council's economic development staff supported the Illawarra Leadership Summit hosted by Business Illawarra at the University of Wollongong. This event featured leaders in Government and industry, including the University's Vice Chancellor, about issues affecting the region and effective leadership to address these issues. Economic Development Staff also met with iAccelerate, University of Wollongong's social enterprise program, to discuss opportunities for partnership. These opportunities include connecting local business leaders and experienced professionals with the program to act as mentors for growing local businesses. During the year a free barista training program for local young people took place at the SENTRAL youth service. The training was delivered by Kiama Community College. Economic development staff liaised with the local business community to create a pipeline from training to employment, ensuring that participants gain skills in customer service.	95%	


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

Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
3.1.6.1.1	Partner and collaborate with University of Wollongong (UOW) to explore opportunities to support innovation and entrepreneurship; local education; leadership programs; research activities; and environmental sustainability.	Planning, Environment and Communities Directorate	During the year Councils Economic Development Staff with both the University of Wollongong's Innovation and Commercial Research team as well as iAccelerate, UOW's social enterprise program, to discuss potential opportunities for partnership.	95%	

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


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.1.7.1.1	Utilise volunteering and work experience to expand skills of young people seeking employment and training.	Planning, Environment and Communities Directorate	This year Council's Economic Development staff successfully delivered the Careers at Council program, which saw 80 students from Kiama High School experience work in different functional areas within council. Staff have also facilitated discussions between NSW department of education's head teacher careers and council's HR team to update our work experience program. Economic Development Staff also assisted the delivery of a free barista training program for local young people at CENTRAL youth service and liaised with the local business community create a pipeline from training to employment.	95%	



**Outcome 3.2**  
An economy that embraces the opportunities of tourism while ensuring that we don't lose our community feel; our tourism development and the visitor economy is well managed.

3.2.1  
Manage tourism development and the visitor economy.

**3.2.1.1: Deliver Kiama Tourism and Events Strategic Plan 2022- 2026.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.2.1.1.1	Support Tourism and Economic Advisory Committee (TAC) to provide leadership and support to tourism industry.	Chief Executive Officer	The Tourism and Economic Advisory Committee have been vital in strategically guiding Tourism and Economic Development activities within Council.	100%	
3.2.1.1.2	Take a proactive approach to attracting and retaining tourism investment, creating and linking key tourism products within the region to create compelling touring experiences.	Chief Executive Officer	Our Tourism and Events strategy and Marketing plan actions actively link our tourism product through the use of itineraries, guidebooks and maps. Examples this year have included our creative campaign, linking our local galleries and studios, our winter campaign.  Continuing to work with Signature Media and Australian Traveller we deliver messaging to our two chief target market segments. The festival season campaign was focused around digital media and leveraged social media. The next half of the year will continue this campaign and place a focus on our third identified target market, "affluent families" in the lead up to winter.	100%	



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.2.1.1.3	Enact the Events Action Plan 2022-2026. A diverse mix of events conducted annually that reflect the areas character and bring economic and social benefits to the local community. Two (2) rounds of the Destination Event Funding Program accomplished exhausting budget. Annual review of the Destination Events Action Plan.	Chief Executive Officer	Our major winter campaign, "CoastIn. ChillOut." was a cooperative campaign with local partners, it has been received well and we eagerly await results. We have also partnered with TripAdvisor in Q4, and we continue to use the Grand Pacific Drive campaign for our international markets.  The Destination Event Funding Program enabled Council to support a total of 23 local events in 2023-24 over three rounds. The total amount of the grants equated to \$122,600. Along with this financial and in-kind support, the Tourism and Events team assist event owners and organisers to produce planning documentation and navigate approvals and permit requirements based on the needs of the event. The actions of the Grants and Sponsorship audit have been enacted with a Policy in place, new guidelines developed, and an internal assessment panel formed to assess applications against criteria and deliver recommendations to Council.	100%	
3.2.1.1.4	Work in partnership with key agencies to map and develop natural and cultural site experiences.	Chief Executive Officer	Two major marketing campaigns were enacted as per the Destination Marketing Plan. Kiama was successful in winning the NSW Top Tourism Town Award in 2024, a tribute to our effective marketing and visitor experience offering. Our major marketing campaigns have seen pleasing results with the annual spend for the year to March 2024 increased to \$330 million (up \$52M). The success of the more recent Coast In. Chill Out. campaign is also yielding positive results. Team continue to strengthen our relationship with cultural groups when delivering local events, by including	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			indigenous elements into programming, offering interactive workshops with art leaders and employing local talent for stage shows at our Council events. Throughout each of our information delivery points we include authentic representation and inclusion of our traditional owners. Our team took part in an Aboriginal Experience Tour whereby we learnt stories and history through local company Gumaraa.		
3.2.1.1.5	Foster a supportive regulatory environment which enables Kiama to be recognised as an event-friendly destination.	Chief Executive Officer	The Kiama LEP allows events to occur on public land. Major Events are no longer required to acquire approval via the Development Approval process. A revitalised event toolkit assists staff and event owners in planning and executing safe and effective events.	100%	
3.2.1.1.6	Promote and increase the quality of tourism experiences and events. Build local capacity, support collaboration initiatives and networking opportunities for business, event partners and organisers, artists, and local businesses.	Chief Executive Officer	Destination Kiama have a busy calendar of events designed for the active participation of our 231 active partners in projects and upskilling programs. The calendar is adapted annually, focusing on business needs which are determined through surveys and support requests and themes that present themselves in discussions with our partnership base.	100%	



3.2.2	Support sustainable local business development, visitations and events.
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**3.2.2.1: Deliver Kiama Tourism and Events Strategic Plan 2022– 2026.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.2.2.1.1	Deliver the Tourism and Events Strategic Plan and associated Action Plan, supporting positive community and industry engagement in tourism locally.	Chief Executive Officer	The Tourism and Events Strategic Plan continues to be the Tourism and Events Department's guiding document. With the major event review report was completed and recommendations adopted by Council Council run events appeal to visitors but are essentially community based. While the team elevates events through key activations, we also ensure programs incorporate local talent. This means we can maintain the 70/30 ratio of visitors to community. The Destination Kiama partnership program models communication and collaboration, sharing statistics and reasons why investment in the tourism industry is vital to our economy.	100%	
3.2.2.1.2	Build branding and marketing activities based on the area's genuine and unique qualities and character. Develop Kiama Tourism and Events Marketing Plan focused on driving sustainable growth in overnight visitor expenditure.	Chief Executive Officer	The 2024 Kiama Visitor Guide was launched in December 2023 and is distributed from the Kiama VIC, locally to partner businesses, and statewide via our distribution company to hotels and visitor touch points around NSW. The Destination marketing plan has been enacted with two major campaigns to date focusing on our high yield target markets. The winter campaign will begin in June 2024. Coast In. Chill Out. will focus on collaboration and packaging between partnering businesses, a competition	100%	



3.2.3	Welcome visitors to region and show off our iconic attractions.
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**3.2.3.1: Manage the Kiama Visitor Information Centre for the seamless provision of accurate, timely and friendly visitor information on tourism related services, attractions events support visitors.**



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.2.3.1.1	Kiama Visitor Information Centre Business Plan commits to the delivery of consumer led and contemporary visitor services whilst preserving the base function of exceptional customer service and accurate, helpful visitor information and delivers services in line with level one accreditation standards.	Chief Executive Officer	Accreditation has been completed and information signage audited. The Visitor Centre Business Plan was updated by the Visitor Services Coordinator, this is completed annually. The "i" information symbol is used to communicate the location of visitor information broadly within print publications, maps and online. The Buzz Newsletter is sent to partners and stakeholders monthly. The Kiama Visitor Information Centre is actively involved in the business community, not only are the staff the point of contact for all partnership enquiries, but actively maintain contact with local businesses to ensure information remains current and relationships are forged.	100%	
3.2.3.1.2	Increase the opportunity to use the Kiama Visitor Information Centre (VIC) to diversify and raise revenue through event and attraction ticket sales.	Chief Executive Officer	We have recently completed the new Cycling Guide and revision of the Kiama Dining guide. Retail sales at the Visitor Centre are on a continual upward trajectory, with merchandise focused on local product and quality souvenir lines. This Financial year profit increased by over 20%. The number of visitors serviced at the VIC grew this year from 46,200 to 58,944	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.2.3.13	Grow and develop the volunteer program at the Kiama Visitor Information Centre and build on positive culture. Focus on improving customer service, via upskilling Kiama Visitor Information Centre staff and volunteers to align visitor enquiries with destination experiences that may appeal to their interests.	Chief Executive Officer	Our volunteer program has been refreshed in 2023 and inclusion from our local community is welcomed. Currently the Visitor Information Centre supports 10 volunteers.	100%	
3.2.3.14	Visitors are able to access information via a range of mediums that encourages increased spend, dispersal through the region and higher satisfaction.	Chief Executive Officer	Destination Kiama, through its partnership program, destination website kiama.com.au, social accounts and printed collateral, provides for visitors' linkages between each of the area's attractions and businesses. The Tourism and Events Department have been involved in regional projects that include business events and the South Coast Marine Tourism harbour and waterway strategy.	100%	


3.2.4	Foster economic diversity to attract and retain investment in our Municipality.
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**3.2.4.1: Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider.**



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.2.4.1.1	Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider.	Infrastructure and Liveability Directorate	Holiday Park operations are continuing with good occupation rates being achieved. Customer expectations are being met. The business is currently on track to deliver to budget of the 2023/24 period, despite a significant downturn across the caravan & camping industry in NSW for the past two quarters. Kiama Coast Holiday Parks continues to feature as a significant destination accommodation provider for mainly NSW based visitors.	100%	
3.2.4.1.2	Deliver identified maintenance, capital works and improvement programs across all Holiday Parks.	Infrastructure and Liveability Directorate	Total capital & maintenance renewal program was behind target for the full year. Some cabin refurbishment programs were unable to be completed by the EOFY due to the unavailability of suitable local contractors to undertake the works in a timely manner. The window for activities such as this (between Easter & October long weekend) also represents a busy time for the construction industry in this region.	80%	
3.2.4.1.3	Meet all legislative and accreditation requirements for Holiday Parks and seasonal camping grounds through delivery of compliance program.	Infrastructure and Liveability Directorate	Compliance works are underway with civil contracts either approved with imminent commencement or at the tender stage. The majority of non-compliant sites have been cleared or are in the process of being vacated. Compliance works for roadways were unable to be	50%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.2.4.14	Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider.	Infrastructure and Liveability Directorate	Kiama Coast Holiday Parks continues to provide quality accommodation and visitor facilities throughout the year with a satisfactory budget result, operating as a significant part of the visitor accommodation sector for the region and remains a leading business in the Caravan & Camping Industry for the NSW/ South Coast.	100%	
3.2.4.15	Undertake service review of Holiday Parks operation. (Duplicate of 5.1.5.2.3)	Chief Executive Officer	Following a period of data gathering an initial service review was completed. Following the adoption of a revised framework for undertaking the service reviews the initial results will be used to undertake a large scope of assessment in early 2024/25	75%	

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.2.4.2.1	Delivery of a venue that exceeds industry standards, is financially sustainable, operating profitably as a commercial arm of Council.	Chief Executive Officer	The Pavilion continues to grow and attract large and small conferences, meetings, wedding and other events to the municipal area. The Pavilion currently operates under a shared service model, whereby the venue aims to balance the allocation of commercial/wedding events with	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			community not-for-profit bookings. This approach does impose some limitations on revenue expansion. A Service Review was due to be completed in quarter four, however a variation to the initial scope has been requested. It is expected that this review will reflect on commercial opportunities and alternate business models and options to better meet this target and have the space occupied more frequently.		
3.2.4.2.2	The Pavilion Kiama is an inclusive, accessible venue.	Chief Executive Officer	The Pavilion prioritises accessibility to the venue and continues to deliver with a hearing loop available, ramp access and upper and lower-level disability friendly amenities. The Pavilion has also increased font size on collateral and ensures that details regarding access is clearly viewable on the website.	100%	
3.2.4.2.3	The Pavilion Kiama manages the balance between community expectations and profitability via commercial opportunities.	Chief Executive Officer	Three major festivals and multiple music events have been hosted in conjunction with the neighboring sports fields in quarter two, three & four this year. In addition to the normal level of conference, funeral and other commercial event bookings, boosting revenue. Bookings for community events are sitting above the 20% target. Our commitment to equitable usage between commercial/wedding events and community bookings, including a 40% discount on venue hire for community events, somewhat restricts revenue extension opportunities. Strategies are being developed to overcome the distinct downturn in wedding bookings which has resulted due to a change in trends to smaller weddings and elopements. Council will also consider both barriers to booking growth and strategies to overcome changing	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
3.2.4.2.4	The Pavilion Kiama upholds high standards of physical appearance and cleanliness to meet industry standards.	Chief Executive Officer	trends and lower lead conversion following the Service Review. The venue has a high quality of cleanliness and delivers for all events all year round. Whilst the Pavilion remains fully operational, there are areas that require maintenance. Exterior painting of the venue, as well as sanding and polishing of the internal floor are scheduled for completion within the 24/25 budget.	100%	
3.2.4.2.5	Carry out a Service Review process on The Pavilion Kiama.	Chief Executive Officer	Service review of the Pavilion is underway currently with an expected completion time of June 2024. A variation to the initial scope has been requested and will be completed and reported on in quarter two 24/25.	100%	

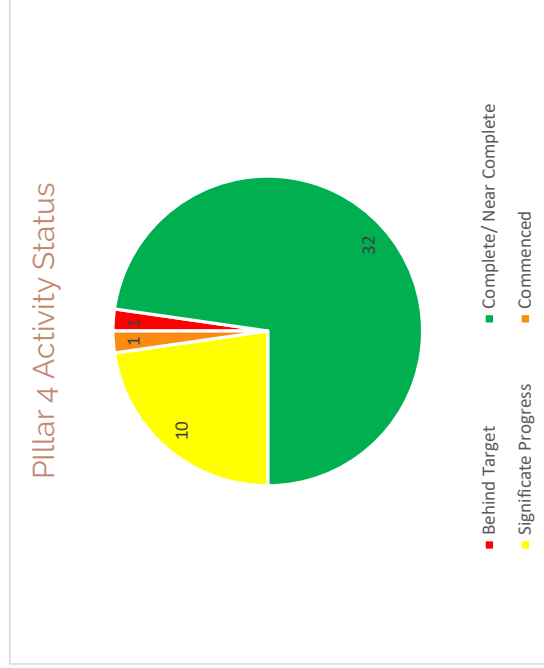


## Pillar 4 | Built Environment

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

#### Highlights

- During the year an Agritourism Development Control Plan (DCP) chapter was finalised and adopted by Council and is now included in the DCP.
- A Development Assessment Process Policy has been drafted and exhibited this year. It is envisaged that this will be reported back to Council for adoption early in the next financial year.
- A total of 827 Planning Certificates were issued over the annual period with an average processing time of 2.5 days, and 92.6% of certificates issued within 3 business days, which exceeds the performance target.
- Footpath maintenance program is on track and all CRMs responded to within agreed timeframes. Jamberoo cycleway extension is in detail design phase.
- The funding agreement for the \$4.5m Infrastructure Betterment Program is being finalised after clarifications of works scopes with the funding agency and the application of additional funds to improve the deliverables for the community.




**Items not yet commenced**

- Review priority actions from Draft Traffic and Parking Study for Kiama Town Centre including paid parking options - significant resourcing issues for the delivery of urgent priorities such as managing a series of storm events in April/May and the resulting reconstruction efforts as well as the unexpected departure of several key staff has significantly delayed this project. The scope of Study is being identified into specific component that would be deliverable under the resources and budgeting constraints of Council Strategic Improvement Plan and are being programmed for 2024/25 as discrete project.

<b>Outcome</b> 4.1	We love where we live; our housing reflects our values
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4.1.1	Help our local businesses grow strong.
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**4.1.1.1: Collaborate and partner through the Illawarra Shoalhaven Joint Organisation to develop a regional response to affordable housing supply.**

Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
4.1.1.1	Collaborate and partner through Illawarra Shoalhaven Joint Organisation (ISJO) and State Government agencies to develop a regional response to affordable housing supply.	Planning, Environment and Communities Directorate	During the year Council continued to collaborate and partner through Illawarra Shoalhaven Joint Organisation (ISJO) and State Government agencies to develop a regional response to affordable housing supply.	95%	

4.1.2	Facilitate development that is respectful of the local characteristics of the Municipality.
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**4.1.2.1: Support and strengthen our diverse communities through regional collaborations and local connections.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.1.2.1.1	Support and strengthen our diverse communities through regional collaborations and local connections.	Planning, Environment and Communities Directorate	This year Council continued to implement the Regional Economic Development Strategy through liaising with the Local Business Chamber and other local businesses. Staff also supported and attended the Illawarra Business Awards as well as various Kiama Business Chamber events.	95%	

4.1.3	Manage growth sustainably and thoughtfully.
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**4.1.3.1: Local Housing Strategy facilitates the provision of adequate housing supply within the Municipality.**


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.1.3.1.1	Meet the Greater City Commission Targets set for housing.	Planning, Environment and Communities Directorate	The Greater City Commission (Six Cities Commission) has now been disbanded. The housing targets are yet to be set and State Government direction may change. This year Council has commenced the preparation and community engagement for its Growth and Housing Strategy this quarter. This Strategy will ensure targets are achievable and how best they can be met.	90%	<span style="color: green;">●</span>
4.1.3.1.2	Assess Planning proposals in accordance with Council and regional strategies and targets.	Planning, Environment and Communities Directorate	This year Planning Proposals continued to be processed in a way that is consistent with Council and Regional Strategies and targets.	95%	<span style="color: green;">●</span>
4.1.3.1.3	Monitor housing and land supply to ensure demand is being met by reporting to Council on the number of dwellings approved and completed and provide data on Council's website and annually to the Urban Development Programs.	Planning, Environment and Communities Directorate	This year Council commenced the preparation of the Growth and Housing Strategy. The Kiama Council's Growth and Housing Strategy will set out a clear plan to support the delivery of housing in our municipality and our region over the next 20 years. It will also identify if new housing opportunities are required, and if so, where and how these opportunities can be supplied. It is expected to be publicly exhibited and finalised in the upcoming financial year. In addition, Council continued to monitor and report on local housing supply. Staff also worked with consulting	85%	<span style="color: yellow;">●</span>

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			firm Remplan on baseline reporting and projections based on the latest census data. Council officers are also actively participating in the Urban Development Program meetings.		

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

4.2.1  
Manage landuse planning to retain distinct towns and villages.


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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.2.1.1.1	Undertake a review of Council's Local Environment Plan (LEP) and associated strategies to provide a contemporary planning framework for Kiama Local Government Area (LGA).	Planning, Environment and Communities Directorate	<p>The review of the Kiama Local Environmental Plan will consider the proposed Housing and Growth Management Strategy, which will also contain recommendations for the management of existing rural land as well as recommending sustainable and appropriate uses of those lands.</p> <p>This year Council embarked on the preparation of the Kiama Growth and Housing Strategy, which sets out a clear plan to support the delivery of housing in our municipality and our region over the next 20 years. It will also identify if new housing opportunities are required, and if so, where and how these opportunities can be supplied. Extensive Community and Industry consultation has been undertaken during the preparation of the Strategy and the community will have further opportunities to comment during the public exhibition which is expected in the first quarter of the new year.</p>	60%	





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




Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
4.2.1.2.1	Work with the Illawarra Shoalhaven Joint Organisation (ISJO) and neighbouring Councils to lobby the State Government to make changes to the Standard Instrument Local Environmental Plans (LEP) and other relevant environmental planning instruments.	Planning, Environment and Communities Directorate	Council has continued to advocate with ISJO to State Government for updates to Local Environment Plan to facilitate viable agricultural enterprises and practices.	95%	

4..2.2	Deliver our Capital works program effectively and efficiently.
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**4.2.2.1: Ensure Council's planning systems and processes are contemporary and transparent.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.2.2.1.1	Prepare and adopt a contemporary Development Assessment Process Policy to ensure Council's planning systems and processes are contemporary and transparent.	Planning, Environment and Communities Directorate	A Draft Development Assessment Process Policy has been drafted and exhibited this year. It is envisaged that this will be reported back to Council for adoption early in the next financial year.	95%	

4.2.2.2: Council meets the legislative requirements for planning and assessment.

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.2.2.2.1	Deliver the Development Reform Program and Implement required actions to meet legislation, best practice and strive to meet customer service targets and policy.	Planning, Environment and Communities Directorate	Council continued to deliver the Development Assessment Reform Program and Implement required actions to meet legislation, best practice and strive to meet customer service targets and policy. Staff also undertook the necessary work to transition to Department of Planning Notice of Determination Template and Conditions. In addition, this year a Draft Development Assessment Policy was placed on public exhibition. This policy will ensure best practice and clear guidance for both Applicants and assessing officers.	95%	
4.2.2.2.2	Manage development assessment processes in accordance with state government best practice guidelines.	Planning, Environment and Communities Directorate	This year a Draft Development Assessment Policy was reported to Council and placed on public exhibition. This Policy will provide guidance and best practice to both Applicants and Assessing Officers. It will also ensure that Development Applications are assessed in accordance with the legislative requirements. In addition, requests for Additional Information, Assessment Reports, Notices of Determination and Stamped Plans are now publicly available on Council's DA Tracker. This year work also continued on the transition to the Department of Planning Notice of Determination Template and Conditions as required by legislation.	95%	
4.2.2.2.3	Continue to review and enhance Council's Development Assessment (DA) templates and work practices reflect the adopted Development Assessment Process Policy, the NSW Government's	Planning, Environment and Communities Directorate	Ongoing improvements continue to be made where required to DA templates and workflow processing, including integration with the NSW Planning Portal resulting in efficiency gains.	100%	


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
	Development Assessment Best Practice Guide and current legislation.				
4.2.2.2.4	Assess Development Applications in accordance with adopted timeframes and targets.	Planning, Environment and Communities Directorate	This year Development Applications continue to be assessed in accordance with adopted timeframes and targets, with just over 300 development applications determined for the year. There have been some challenges with recruitment for planners which has delayed assessments. A series of process improvements will be developed and implemented in the upcoming year to ensure the efficient and accurate assessment of Development Applications.	75%	
4.2.2.2.5	Undertake building inspections as principal certifying authority.	Planning, Environment and Communities Directorate	This year Council continued to provide a service to the community to undertake building inspections as principle certifying authority in accordance with legislative requirements, with 19 inspections undertaken.	75%	
4.2.2.2.6	Process complying development, occupation and construction certificates within legislative timeframes.	Planning, Environment and Communities Directorate	This year Council continued to provide a service to the community to process Complying Development Certificates, Occupation and Construction Certificates within legislative timeframes. This year the following were determined: <ul style="list-style-type: none"> <li>Complying Development Certificates: <ul style="list-style-type: none"> <li>KMC 2</li> <li>PCA 109</li> </ul> </li> <li>Occupation Certificates <ul style="list-style-type: none"> <li>KMC 9</li> <li>PCA 214</li> </ul> </li> </ul>	95%	



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.2.2.7	Inspect and issue approval for caravan parks to operate as required by the Local Government Act.	Planning, Environment and Communities Directorate	<ul style="list-style-type: none"> <li>Construction Certificates KMC 12 PCA 151</li> </ul> <p>This year Council Officers continued to inspect and issue approval for caravan parks to operate as required by the Local Government Act.</p>	95%	
4.2.2.8	Make timely decisions and submissions regarding proponent-led planning proposals.	Planning, Environment and Communities Directorate	<p>This year Council has continued to make timely decisions and submissions regarding proponent-led Planning Proposals.</p>	75%	
4.2.2.9	Make a Local Environmental Plan, which has been delegated to Council, in the timeframes specified in a Gateway Determination.	Planning, Environment and Communities Directorate	<p>All Draft Local Environmental Plans (Planning Proposals) continued to be processed in accordance with The State Government guidelines and within the Gateway Determination timeframes and requirements. In addition, all proponent-led planning proposal are submitted for a Gateway determination within 90 days of Council indicating its support if that support is given.</p>	95%	

**Outcome 4-3** Our built environment is safe and inclusive; our infrastructure is well planned and well managed,



4-3.1 Manage growth sustainably and thoughtfully.

**4-3.1.1: Manage recreation and open space infrastructure to cater for current and future generations.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4-3.1.1.1	Identify priorities within the Open Space and Recreation Strategy for capital works program.	Infrastructure and Liveability Directorate	<p>Master planning of 2 significant sites, South Werri Reserve and the Kiama Sporting Complex have been delayed due to a number of site issues and relationships with other projects.</p> <p>The draft of the South Werri Reserve master plan has been received and is the subject of internal review with finalisation programmed for early 2024/25.</p> <p>The Kiama Sporting Complex planning process was paused to consider the recommendations of the Kiama Leisure Centre Service Review and preliminary inputs from the sub-division process for the former Residential Aged Care facility on 2 Havillah Pl. As a result of these additional inputs, the scope of the master planning process was updated, and additional investigation and</p>	70%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.3.1.1.2	Maintain currency of information about the accessibility of Council's public toilets, on the National Public Toilets Register.	Infrastructure and Liveability Directorate	planning works commissioned. The iterations of this master planning process will be continued into 2024/25. There were no new public toilets delivered in the 2023/24 period and the Kiama entries on the National Public Toilets Register.	100%	
4.3.1.1.3	Improve accessibility of recreational facilities including wheelchair access to seating, shaded areas, outdoor exercise and play equipment.	Infrastructure and Liveability Directorate	Construction of the new play space within Hindmarsh Park is underway and is programmed to be completed in September 2024 and this will deliver significant improvements to accessibility, seating and shade facilities in Kiama funded by the NSW Government's Public Spaces Legacy, Stronger Country Communities and Active Transport Programs.	80%	

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4-3.1.2.1	Deliver the approved recreation and open space programs to meet community needs.	Infrastructure and Liveability Directorate	It has been a challenging year for our open space maintenance due to extreme weather. This has impacted our ability to access many open spaces on a regular basis. Extra casuals were employed to assist with mowing. Our teams are back on track as the grass growing slows down.	100%	
4-3.1.2.2	Deliver community building asset maintenance and capital programs.	Infrastructure and Liveability Directorate	Building maintenance program is on track and all CRMs have been actioned within agreed timeframes. Completed capital programs include new kitchen and flooring to Minnamurra tennis club canteen, public toilet upgrades have been completed to James Oates Reserve and Gainsborough Oval.	100%	
4-3.1.2.3	Deliver stormwater asset maintenance and capital programs.	Infrastructure and Liveability Directorate	GPT maintenance program is progressing as scheduled. All CRM's have been actioned within agreed timeframes. Additional stormwater management on the Kiama Coast Walking Track has been installed	100%	


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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4-3.1.3.1	Manage and maintain the three (3) operating cemeteries.	Infrastructure and Liveability Directorate	Council continues to manage the cemeteries to serve our community and customers.	100%	






Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			<p>The three operational cemeteries have been effectively maintained throughout year despite challenging weather conditions and the lawn beams at Kiama cemetery have been expanded to allow for an additional 254 interment locations.</p> <p>Significant efforts have been made to update procedures and record keeping in line with new Interment Industry Scheme introduced by Cemeteries &amp; Crematoria NSW.</p>		

4.3.1.4: Remain engaged with Federal, State and Regional Planning.


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4:3.1.4.1	Attend, participate in and engage with, State Government planning reforms, workshops, reference groups and planning processes that relate to Kiama Local Government Area (LGA) and the region, particularly with the Great Cities Committee.	Planning, Environment and Communities Directorate	This year Council Officers continued to liaise with the local representatives of the Department of Planning as the Greater Cities Commission (Six Cities Commission) has been disbanded. Officers also continued to pursue adopted advocacy items.	95%	

4.3.1.5: Provide timely and accurate planning advice.





Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4-3.1.5.1	Ensure Council's spatial planning data is accurate and current.	Planning, Environment and Communities Directorate	Planning spatial data is reviewed and updated with legislation updates weekly and/or as notified by other government agencies. Development of an annual review program is planned and in the interim datasets are continually monitored and updated as required.	100%	
4-3.1.5.2	Issue Planning Certificates within required timeframes and targets.	Planning, Environment and Communities Directorate	A total of 827 Planning Certificates were issued over the annual period with an average processing time of 2.5 days, and 92.6% of certificates issued within 3 business days, which exceeds the performance target.	100%	
4-3.1.5.3	Provide timely, informative useful information to customers about the Development Application process and associated plans to support community understanding and engagement.	Planning, Environment and Communities Directorate	Council's website continues to provide timely, informative useful information to customers and reflects the NSW Government's Development Assessment Best Practice Council has prepared a draft Development Assessment Policy which was placed on public exhibition in Q4. It is expected that this policy will be adopted early in the coming year and will provide further best practice guidance to both applicants and assessing officers.	90%	

4.3.2	Actively plan how we travel and create safe travel routes whether we are walking, cycling, driving or accessing public transport.
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**4.3.2.1: Implement footpaths and cycleways program.**



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.3.2.1.1	Implement footpath and cycleway asset maintenance and capital programs.	Infrastructure and Liveability Directorate	Footpath maintenance program is on track and all CRMs responded to within agreed timeframes. Jamberoo cycleway extension is in detail design phase.	100%	
4.3.2.1.2	Review and extend the footpath and cycleway renewal and upgrade schedule.	Infrastructure and Liveability Directorate	The condition assessment of the existing footpath and shared path assets was completed.  The designs for the Jamberoo Cycleway have been progressing and the updated draft plans are being reviewed for construction issues and alignment of the road reserve and adjacent private lands. Construction is programmed for 2024/25	90%	
4.3.2.1.3	Apply for appropriate grants to fund improvements to the footpath and cycleway networks with less impact on Council's budget capacity.	Infrastructure and Liveability Directorate	Councils Grants Officer has investigated opportunities for external funding and applied as appropriate.	100%	

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.3.2.2.1	Manage Roads Act permits to ensure safety standards maintained.	Infrastructure and Liveability Directorate	Applications were processed and assessed as received.	100%	
4.3.2.2.2	Implement local funded Road Safety projects and programs.	Infrastructure and Liveability Directorate	The annual road safety action plan was approved for funding by Transport for NSW in Quarter 1 and actions are progressing. Construction of the Crooked River Road urban gateway treatment project was completed as were funding road safety activities such as the Learner Logbook Runs & workshops, Older Road User campaigns and National Road Safety Week activities.	100%	
4.3.2.2.3	Prepare Local Road Safety Action Plan to allow inclusion on funded works programs and grant applications.	Infrastructure and Liveability Directorate	The annual road safety action plan was approved for funding by Transport for NSW in Quarter 1 and actions are progressing. Construction of the Crooked River Road urban gateway treatment project was completed as were funding road safety activities such as the Learner Logbook Runs & workshops, Older Road User campaigns and National Road Safety Week activities.	100%	
4.3.2.2.4	Review priority actions from Draft Traffic and Parking Study for Kiama Town Centre for further investigation and action including paid parking options.	Infrastructure and Liveability Directorate	Significant resourcing issues for the delivery of urgent priorities such as managing a series of storm events in April/May and the resulting reconstruction efforts as well as the unexpected departure of several key staff has significantly delayed this project.	10%	




Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			The scope of Study is being identified into specific component that would be deliverable under the resources and budgeting constraints of Council Strategic Improvement Plan and are being programmed for 2024/25 as discrete project.		

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.3.2.3.1	Conduct scheduled parking patrols to support effective traffic and parking management.	Planning, Environment and Communities Directorate	During this period 434 active parking patrols were conducted. The number of fines issued during this period was 373, this provided a face value of fines equating to \$81,091.00. Received 199 illegally parked vehicle complaints and 45 abandoned vehicle complaints received and investigated. 4 abandoned vehicles removed; 5 fines valued at \$6,600.00 face value issued.	100%	
4.3.2.3.2	Investigate and action parking, traffic and abandoned vehicle complaints. Make Legal determination for non-compliance (Caution/Warning/Infringement).	Planning, Environment and Communities Directorate	During this period 434 active parking patrols were conducted. The number of fines issued during this period was 373, this provided a face value of fines equating to \$81,091.00. Received 199 illegally parked vehicle complaints and 45 abandoned vehicle complaints received and investigated. 4 abandoned vehicles removed; 5 fines valued at \$6,600.00 face value issued. A new fine issuing system was implemented to automate vehicle plate searches and to provide a seamless	100%	



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			integration with Revenue NSW which allows the customer to view an image of the non-compliant vehicle.		

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4-3.2.4.1	Identify and prioritise asset infrastructure renewal and upgrade projects for inclusion in the Capital Works Program together with other appropriate funding sources.	Infrastructure and Liveability Directorate	Asset condition assessment for roads and footpaths have been undertaken and informed the drafting of the 2024/25 works program.  Other asset upgrade works have been included in the 2024/15 capital program based on existing plans and the availability of funding from external sources and reserves	100%	
4-3.2.4.2	Identify and seek available appropriate external funding opportunities for infrastructure programs to improve Council's infrastructure portfolio with lower impact on Council's budget.	Infrastructure and Liveability Directorate	Council continues to apply for external funding as opportunities arise.  The funding agreement for the \$4.5m Infrastructure Betterment Program is being finalised after clarifications of works scopes with the funding agency and the application of additional funds to improve the deliverables for the community.	100%	
4-3.2.4.3	Implementation of priority actions from the Gerringong and	Infrastructure and Liveability Directorate	The 65% design plans for the endorsed priority works at the 2 Jamberoo and 1 Gerringong precinct are	65%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
	Jamberoo Flood Investigation Study.		programmed to be issues to council for review in early 2024/25		

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4.3.2.5.1	Deliver Hindmarsh Park Redevelopment.	Infrastructure and Liveability Directorate	Construction of the new play space within Hindmarsh Park is underway and is programmed to be completed in September 2024 and this will deliver significant improvements to accessibility, seating and shade facilities in Kiama funded by the NSW Government's Public Spaces Legacy, Stronger Country Communities and Active Transport Programs.	80%	
4.3.2.5.2	Deliver Jamberoo Cycleway and other Active Transport funded projects.	Infrastructure and Liveability Directorate	The designs for the Jamberoo Cycleway have been progressing and the updated draft plans are being reviewed for construction issues and alignment of the road reserve and adjacent private lands. Construction is programmed for 2024/25  Active Transport funded works in Hindmarsh Park (pathways upgrades, bike lockers, and repair stations) have been completed and will be commissioned in early 2024/25 as a part of opening the new play facilities.	35%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
4:3.2.5:3	Deliver priority actions from the Gerringong and Jamberoo Flood Investigation Study.	Infrastructure and Liveability Directorate	The 65% design plans for the endorsed priority works at the 2 Jamberoo and 1 Gerringong precinct are programmed to be issues to council for review in early 2024/25	65%	

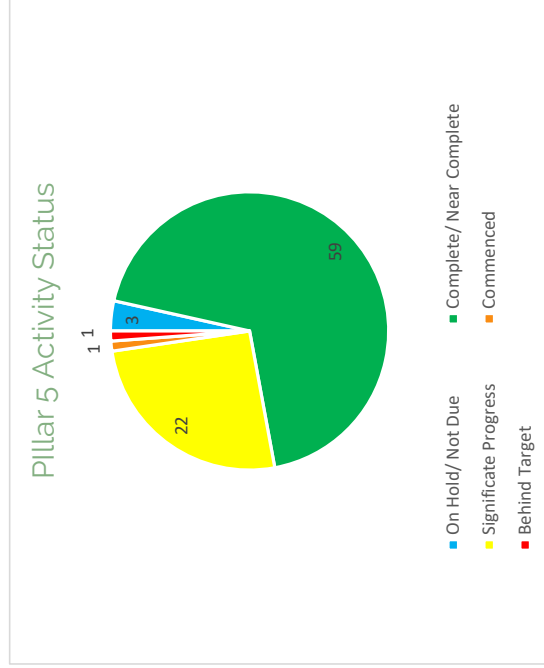


## Pillar 5 | Civic Leadership

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

#### Highlights

- Our Long-Term Financial Plan was revised and adopted by the Council on June 27, 2024.
- The implementation of monthly and quarterly financial reporting adhered to financial reporting standards. The preparation of annual financial statements is now conducted in accordance with statutory timeframes.
- The divestment program is continuing. The Akuna Street car park sale process was settled in November 2023 for \$5.5 million (ex GST) which is a significant contribution towards the 2023/24 budget for income through the divestment of land assets and the 22b Irvine Street site was settled the last quarter of the year for a total sale price of \$1.225m. These transactions were a significant contribution to achieving council's 2023/24 budget and continuing our journey towards financial sustainability and a balanced budget in 2027/27.
- Blue Haven operations continue at a high standard. RACF accreditation action plan implemented, ACGSA reaccreditation achieved with all previously unmet criteria addressed.



- 23/24 FY annual reporting completed in October 2023. Half yearly reporting on Delivery Program completed, 24/25 Operational Plan reviewed and endorsed by council June 2024.
- Council's new Community Engagement Strategy has been adopted by Council. The new Committee framework, as adopted by Council, has also been in place for a number of months and is nearing the end of this term of Council.
- Council posts on average 23 news articles/press releases per month to the Council website. Top ranking website pages are Homepage, Kiama Leisure Centre (KLC), KLC online portal, jobs, events, Council meeting agendas and minutes, contact us, waste and recycling, bin collection dates and search.
- In Q3, Council ran a campaign to subscribe to Kimunico (Council's public-facing monthly e-newsletter), the campaign saw an uptick of almost 25% in subscriber numbers, which was 1,065 at end June 2024. The Kimunico average open rate was 58% for the reporting period of FY23-24.
- Complaints handling policy endorsed January 2024. Refresher code of conduct training commenced in Q3. Code of Conduct review commenced Q4 in anticipation of new council.
- Service review program developed and approved by council. Council now has a dedicated Implementation Team to oversee this work.
- Strategic Finance & Governance Improvement Plan was approved by Council in June 2024, documenting Council's plan for addressing the updated Performance Improvement Order.

### Items not yet commenced



- Action to establish a Project Management Office (PMO) that supports continuous improvement and oversight of projects across all areas of Council has not been implemented as initially framed. In response to the extended PIO, the decision was taken to instead establish an Implementation Team for an (initial) period of 2 years to oversee both Council's response to the PIO as well as implementing continuous improvement, service review and project management policies and procedures.

- Action to implement Human Resources (HR) module of Technology One program is still outstanding due to a lack of IT and project management resources to oversee the implementation of the Human Resources component of Technology One. This action has now been carried over to the 2024-2025 Delivery Program and Operational Plan.


<b>Outcome 5.1</b>	Public funds and assets are managed strategically, transparently and efficiently.
5.1.1	Public funds are managed in accordance with Financial Management Standards and Local Government Act.

**5.1.1.1: Improved financial reporting and legislative compliance through reporting, scrutiny and oversight processes.**



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.1.1.1	Finalise Office of Local Government's Performance Improvement Orders (PIO).	Chief Executive Officer	A notice of intention to vary a performance improvement order was received by Council on 30 January 2024. The varied order was received on 27 May 2024. An implementation team has been established to oversee and progress the actions required under the order. The implementation team are drafting a Strategic Finance and Governance Improvement Plan as required by the varied order and will report on the Plan to Council and the Office of Local Government on a regular basis.	100%	<span style="color: green; font-size: 2em;">●</span>
5.1.1.1.2	Long Term Financial Plan (LTFP) developed and regularly updated.	Chief Operating Officer	The Long-Term Financial Plan was revised and adopted by the Council on June 27, 2024.	100%	<span style="color: green; font-size: 2em;">●</span>

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.1.1.3	Implement regular, complete and timely financial reporting.	Chief Operating Officer	The implementation of monthly and quarterly financial reporting adhered to financial reporting standards. The preparation of annual financial statements is now conducted in accordance with statutory timeframes. Some further improvements are yet to be made to quarterly budget review reports which will be implemented next financial year.	95%	
5.1.1.1.4	Budget software functional and relevant staff trained so that appropriate financial reports can be delivered with confidence in a timely way.	Chief Operating Officer	The budgeting module in TechOne is fully operational and employed for monthly and quarterly reporting, encompassing both internal and external reports. The Finance department conducted comprehensive training sessions for all budget owners.	100%	

**5.1.1.2: Maintain compliance with the Office of Local Government risk management and internal audit framework, including the Audit, Risk and Improvement Committee and internal audit operation in accordance with legislation.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.1.2.1	Audit, Risk and Improvement Committee (ARIC) provide support to the Chief Executive Officer through the provision of strategic oversight and guidance to meet Council continuous improvement priorities.	Chief Executive Officer	The Audit, Risk, and Improvement Committee has met 5 times in FY24. The Committee has been very active during the year in reviewing and monitoring Council's financial and risk management strategies, governance, internal audit activity, and external accountability responsibilities, including providing feedback and reviewing Council's financial statements for 2022 and 2023. Continuous	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.1.2.2	Implement recommendations adopted from Audit, Risk and Improvement Committee (ARIC) to increase oversight, risk management and compliance.	Chief Executive Officer	improvement priorities include an annual internal audit plan and monitoring the implementation of audit items.  Recommendation implementation plans from each audit completed are being actioned in accordance with agreed timeframes and regularly reported at ARIC meetings. While most are closed in agreed timeframes there are some delays in close-out due to resourcing or technology constraints.	80%	
5.1.1.2.3	Undertake all procurement and public tendering in accordance with Council policy and relevant legislation. Establish and implement Project Management Framework.	Chief Operating Officer	Procurement and tender processes adhere to legislative requirements. The Procurement Coordinator has commenced a detailed compliance review of the tendering process. Furthermore, the development of a Project Management Framework is underway.	50%	
5.1.1.2.4	Maintenance of system that minimises the potential of fraud within Council	Chief Executive Officer	The strategic internal audit plan was delivered on schedule. There were 6 internal audits completed during the year. Internal audit reports, including audit findings, recommendations and implementation timeframes are provided to the Audit, Risk and Improvement Committee, who monitor the implementation of audit recommendations.	100%	
5.1.1.2.5	Embed systems to support continuous improvement. Develop strategic priorities plan for implementation of audit reports received.	Chief Executive Officer	The Audit, Risk, and Improvement Committee met 5 times in FY24. The Committee takes an active role in reviewing and monitoring Council's financial and risk management strategies, governance, internal audit activity, and external accountability responsibilities.	90%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.1.2.6	Develop and deliver annual plan to implement priorities identified through Forsyths' report and other audits.	Chief Operating Officer	This includes regularly monitoring the implementation of internal audit recommendations, and ensuring outstanding items are addressed within a set timeframe. Finance team workplan has been based on Forsyth report, PIO and other audits and this will continue into 2024/25 financial year, taking into consideration a variation to PIO.	90%	
5.1.1.2.7	Develop and deliver annual plan to implement strategic priorities identified through Hopwood Report regarding governance, risk and Integrated Planning and Reporting.	Chief Operating Officer	Hopwood report 'review of governance arrangements' substantially complete and action plan reported to APIC regularly. An updated review of Councils governance arrangements by Todd Hopwood was completed in May 2024, priorities are being identified and workplan created and will be overseen by council's new Implementation Team.	80%	

5.1.2	Financial reporting is accurate, relevant and timely; to support decision makers and the community to understand how public funds and assets are managed.
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**5.1.2.1: Manage Council's Financial Sustainability through an increase of revenue and funding sources.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.2.1.1	Establish grant funding objectives and annual strategic priorities to support opportunities to maximise revenue sourced from external funding and grants.	Infrastructure and Liveability Directorate	Identifying infrastructure priority list with the Director Infrastructure & Liveability and Manager Engineering and Technical Services is an ongoing activity.	50%	<span style="color: yellow;">●</span>
5.1.2.1.2	Undertake pricing review on Retirement Village accommodation entry payments.	Chief Operating Officer	In October 2023, the pricing structure was reviewed and increased as benchmarked against market rates and indexation.	100%	<span style="color: green;">●</span>
5.1.2.1.3	Manage Council's investments in accordance with Local Government Act, Ministerial Order and Councils' investment policy to maximise investment returns.	Chief Operating Officer	Throughout the 2023/24 financial year, Council's investments were made in compliance with the Local Government Act, Ministerial Order, and the Council's investment policy, aiming to maximize returns as reported in monthly Investment Reports. Additionally, the Council updated its Investment Policy to better manage risk and improve returns.	100%	<span style="color: green;">●</span>
5.1.2.1.4	Invoices and rates notices are sent within statutory timeframes.	Chief Operating Officer	In the 2023/24 financial year, all invoices and rates notices were sent in accordance with the statutory timeframes.	100%	<span style="color: green;">●</span>
5.1.2.1.5	Debt collection processes ensure money owed to Council is	Chief Operating Officer	Council proactively pursued all outstanding invoices, following policy and local government standards.	100%	<span style="color: green;">●</span>

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
	received within required timeframes.				






5.1.3	Assets are managed to understand the relevance, importances and lifecycles needs involved in the provision of infrastructure.
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**5.1.3.1: Work to improve Council's ability to meet increases in demand for its public infrastructure and assets.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.3.1.1	Update the developer contributions policy to ensure adequate collection of fees and charges for refurbished assets, alongside analysis of existing and future needs.	Planning, Environment and Communities Directorate	This year the inception of the Development Contributions Coordination Group has enabled cross departmental collaboration to establish, monitor and review capital budgets and ensure that suitable projects are funded through development contributions.	100%	<span style="color: green; font-size: 2em;">●</span>
5.1.3.1.2	Ensure a contemporary governance framework is established to ensure development contributions are levied and spent appropriately.	Planning, Environment and Communities Directorate	This year the employment of a dedicated Development Contributions Planner has enabled the governance framework to be update. This has included a review of the Section 7.12 Contributions Plan and the Planning Agreements Policy.	100%	<span style="color: green; font-size: 2em;">●</span>

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.3.2.1	Asset Management Policy and Plans up-to-date and comply with the Local Government Act. Review and update Asset Management Policy and Plans.	Infrastructure and Liveability Directorate	Road asset valuations and condition assessments were completed this quarter. The completion of this project has informed the development of the capital works program for 2024/25 and will support the drafting of longer term works program.  Preparatory works started for the next valuation program - stormwater assets. The stormwater assets assessment will be completed to program in 2024/25	100%	
5.1.3.2.2	Undertake asset re-evaluations on all classifications of assets to address the mandatory and statutory requirements of the Act to the agreed schedule.	Infrastructure and Liveability Directorate	Asset conditions assessment of road and associated infrastructure has been completed  Preparation for engaging a consultant for the condition assessment and valuation of stormwater assets is underway for the works to be undertaken in 2024/25	100%	
5.1.3.2.3	Utilise Asset Management Plan to guide lifecycle management and decision making in capital and maintenance program development.	Infrastructure and Liveability Directorate	Asset condition assessment for roads and footpaths have been undertaken and informed the drafting of the 2024/25 works program.	100%	

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.3.3.1	Undertake strategic review of all Council land holdings.	Infrastructure and Liveability Directorate	<p>A review of the Council land register has been completed and a number of minor inconsistencies in land descriptions and land attributes have been identified for correction in early 2024/25.</p> <p>The initial assessment of the landholdings has been completed and has informed the divestment program for the 2024/25 Operational Plan. Finalising the remainder of the review was delayed by project issues on a number of divestment projects in the final quarter and is being finalised in early 2024/25.</p>	75%	
5.1.3.3.2	Coordinate actions for the sale of Council land and property including investigations and acquisition of new Council land/property in accordance with Annual Public Land Management Program and Strategic Improvement Plan.	Infrastructure and Liveability Directorate	<p>The divestment program is continuing. The Akuna Street car park sale process was settled in November 2023 for \$5.5 million (ex GST) which is a significant contribution towards the 2023/24 budget for income through the divestment of land assets and the 22b Irvine Street site was settled the last quarter of the year for a total sale price of \$1.225m. These transactions were a significant contribution to achieving council's 2023/24 budget and continuing our journey towards financial sustainability and a balanced budget in 2027/28.</p> <p>Several sites are progressing through the various statutory process (road closures, land registration, preparation for sale). Agreement in the sale of 70 South Klama Drive was achieved at the end of June and the sale process for the</p>	80%	


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			O'Connell Street site is programmed to commence in July 2024.		

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.4.1.1	Develop and implement priority actions of the Financial Sustainability Strategy.	Chief Operating Officer	This was integrated into the Strategic Finance and Governance Improvement Plan, adopted by the Council at the meeting on June 27, 2024.	100%	<span style="color: green; font-size: 2em;">●</span>
5.1.4.1.2	Review fees and charges to maximise opportunities for revenue increases in line with community expectations.	Chief Operating Officer	Fees and charges were subject to review and update by the respective department managers, and the resultant changes have been integrated into the 2023-24 budget approved by the Council. Moving forward, the Council will conduct an in-depth review of pricing methodologies for each core business area as part of its ongoing Service Reviews.	95%	<span style="color: green; font-size: 2em;">●</span>
5.1.4.1.3	Repricing on retirement villages in line with market fees.	Chief Operating Officer	Annual price increases are implemented in accordance with Retirement villages Legislation. In October 2023 new prices were introduced based on market assessment and indexation.	100%	<span style="color: green; font-size: 2em;">●</span>

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.4.2.1	Implement the strategic actions outlined in Council Resolution 22/1040C to support stability, maintain systems and processes ensure all service levels continue to be delivered to a high level.	Chief Operating Officer	Blue Haven operations continue at a high standard. RACF accreditation action plan implemented, ACOGA reaccreditation achieved with all previously unmet criteria addressed.	50%	
5.1.4.2.2	Prepare an annual Operational Plan for each of the Blue Haven components to better deliver high levels of service and improve cost effectiveness. Ensure compliance with the Aged Care Act, Aged Care Quality Standards and the Retirement Village Act.	Chief Operating Officer	An Operational Plan has been completed for Blue Haven.	100%	
5.1.4.2.3	Prepare for and undertake accreditation processes for Blue Haven Home Care programs to maintain approved provider status. Ensure Residential Aged Care maintains same compliance. Monitor Aged Care Reform Agenda. Continue to maintain compliance with the Retirement Villages Act.	Chief Operating Officer	ACOGA reaccreditation achieved 2024.	100%	
5.1.4.2.4	Prepare and execute a decommission strategy for the	Infrastructure and Liveability Directorate	The sub-division investigation and design process is continuing to enable to former Residential Aged Care facility to be excised from the Blue Haven village.	50%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
	disused aged care facility at Havilah Place.		Preparation works for securing the former Residential Aged Care from public and village resident access is underway including identification of interconnected services. Implementation of the site security arrangements is planned for early 2024/25	75%	
5.1.4.2.5	Finalise the Asset Management Plan for Blue Haven and its components to adequately plan and fund replacement/renewal and repairs and maintenance for the facilities.	Infrastructure and Liveability Directorate	Asset Management Plan was prepared in first quarter 2024. Associated actions are being implemented.	100%	
5.1.4.2.6	Continue to improve and address governance matters for Blue Haven and its associated services.	Chief Operating Officer	Action plan submitted to ACQSC late 2023 and successful accreditation assessment Jan 2024.	100%	
5.1.4.2.7	Review and ensure compliance with Prudential Standards for year ending June 2024.	Chief Operating Officer	Prudential standard update completed, presented to council July 2023. Prudential compliance is an ongoing matter.	90%	
5.1.4.2.8	Prepare and manage the sale of Blue Haven Bonaira Aged Care and Independent Living Unit Services.	Chief Executive Officer	Negotiations underway with preferred tenderer and council approved preparation of contract.	100%	
5.1.4.2.9	Develop and implement a Community Engagement Plan regarding the Council Resolution 22/1040C.	Chief Executive Officer	A communications plan was developed in FY22-23 and continued to be implemented to communicate the divestment of Blue Haven Bonaira including links to FAQs, as well as provide BAU updates and promote good-news stories about Blue Haven throughout this reporting		





5.1.4	Council delivers the functions of local government sustainably and in accordance with community expectations. All services and functions delivered by Council will be reviewed in accordance with Integrated Planning and Reporting requirements within the four-year cycle of council election.
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**5.1.5.1: The Community Strategic Plan and its associated documents are delivered in line with the Integrated Planning and Reporting Framework.**

Code	Action Name	Responsible Officer	Annual Comment	Progress	Traffic Lights
5.1.5.1.1	Review the Delivery Program, Operational Plan and ensure Integrated Planning and Reporting (IPR) document suite reviewed six monthly and annual reporting is completed.	Chief Operating Officer	23/24 FY annual reporting completed in October 2023. Half yearly reporting on Delivery Program completed. 24/25 Operational Plan reviewed and endorsed by council June 2024.	100%	<span style="color: green; font-size: 2em;">●</span>

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.1.5.2.1	Undertake service review of Leisure Centre operations. DUPLICATE OF ACTION 1.2.1.4.2	Chief Executive Officer	This is a duplicate in the system	0%	
5.1.5.2.2	Undertake service review of Waste Services and operations.	Chief Executive Officer	The draft Service Review report was received and is currently the subject of internal review to verify the data inputs (historical data and financial reporting from prior to the implantation of some Tech1 financial reporting modules) and interpretations to confirm the draft recommendations. This review is programmed for completion in early 2024/25.	90%	
5.1.5.2.3	Undertake service review of Holiday Park operations.	Chief Executive Officer	Following a period of data gathering an initial service review was completed. Following the adoption of a revised framework for undertaking the service reviews the initial results will be used to undertake a large scope of assessment in early 2024/25	75%	
5.1.5.2.4	Conduct Council's Hire Services to provide high quality contracted services to clients.	Infrastructure and Liveability Directorate	External Hire Services have delivered services in the 2023-2024 financial year. Council has lost 2 jobs in the 12-month period and has picked up 2 new jobs with more enquiries. It is clear that external charge out rate increases are required under the new financial structure of Waste Services; Council cannot continue service provision under the current rate structure. A review is currently underway, and report will be presented to the new Council	100%	



<b>Outcome 5.2</b>	Governance is transparent and builds trust.
5.2.1	Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.2.1.1.1	Conduct Council Meetings in accordance with Code of Meetings Practice.	Chief Executive Officer	11 Council meetings and 3 extraordinary meetings have been held. All council meetings have been held in accordance with the Council Code of Meeting Practice.	100%	<span style="color: green;">●</span>
5.2.1.1.2	Facilitate Councillor workshops, briefings and public forums as required.	Chief Executive Officer	Councillor workshops and briefings have been facilitated and coordinated throughout the period, including a pre-candidate briefing in preparation for September 2024 elections.	100%	<span style="color: green;">●</span>
5.2.1.1.3	Review and establish Council Committees and consultative bodies in conjunction with a review of Council's Community Engagement Policy.	Chief Executive Officer	Council's new Community Engagement Strategy has been adopted by Council. The new Committee framework, as adopted by Council, has also been in place for a number of months and is nearing the end of this term of Council. Ongoing engagement also occurs with precinct groups and organisations as part of the adopted Engagement Strategy.	100%	<span style="color: green;">●</span>




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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.2.1.2.1	Maintain currency of Council's insurance portfolio and support the management of claims.	Chief Operating Officer	Insurance renewal documentation and declarations have been submitted by the due date. All general insurance and workers compensation policies were completed in accordance with the renewal schedule set by council's insurer.	100%	
5.2.1.2.2	Maintain regular meetings and discussions with SafeWork to maintain Councils cooperative partnership.	Chief Operating Officer	Positive interactions with SafeWork continue. No improvement notices have been issued for the year.	100%	
5.2.1.2.3	Manage Council records in accordance with legislative requirements.	Chief Operating Officer	A major upgrade to Council's Records and Document Management System is in progress. This will improve the security and quality of our data management. Council has embarked on an archiving and digitisation project which will result in improved legislative compliance for Records and Information Management.	50%	
5.2.1.2.4	Deliver functions to improve information and data management with a focus on privacy, security, ethics, quality and sharing.	Chief Operating Officer	A major upgrade to Council's Records and Document Management System is in progress. This will improve the security and quality of our data management. Council has embarked on an archiving and digitisation project which will result in improved legislative compliance for Records and Information Management.	50%	
5.2.1.2.5	Proactive disclosure program of information release with the application of legislation, underpinned by open data	Chief Operating Officer	Informal and Formal GIPAs are responded to in accordance with legislative requirements. Internal/escalated reviews processes had some delays due to change in staffing this period.	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
	principles to all appropriate documents.				
5.2.1.2.6	Manage and address perceived and actual conflict of interest with all staff, volunteers, and Councillors.	Chief Operating Officer	Conflict of interest forms available, annual reminder to all staff sent August 2023. On receipt of conflict-of-interest forms mitigations considered and registered. Code of conduct refresher for all existing staff >2 years rolled out Q3.	100%	
5.2.1.2.7	Effectively manage complaints in accordance with legislation.	Chief Operating Officer	Compliance with Legislation evidenced by updating policies this period. Public Interest Disclosure Policy endorsed September 2023; Complaints Handling policy & Child Safe Policy endorsed January 2024. New workflows and registers have been created. Business Ethics statement also updated to include Public Interest Disclosure and Child Safe complaint requirements.	100%	




5.2.2	Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect.
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**5.2.2.1: Council's external and internal communications, including web and intranet assets, deliver efficient online services for users, facilitate effective engagement between our community and Council, meet legal requirements, and industry and accessibility standards.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.2.2.1.1	Facilitate internal communications to support outward communications.	Chief Executive Officer	Monthly staff email newsletters (12 newsletters sent for FY23-24 with an average open rate of 23.5%) and regular CEO email updates distributed to all staff. Information posted on staff intranet and internal depot screens, printed materials in tea rooms, posters put up around office spaces in admin centre and other Council facilities to keep staff informed about relevant events and updates. Monthly Cross-Council Communications meetings held with staff who have communications & marketing components to their roles in various departments of Council.	100%	
5.2.2.1.2	Develop and implement a Communications Strategy, a Media Strategy, implement Social Media Strategy and continue to work through Website Content Strategy.	Chief Executive Officer	Kiama Council's first Media Policy was endorsed March 2024 and is being utilised. Social Media Policy has been implemented and social media monitoring occurs daily with breaches reported. Communications Strategy in progress and Website Content Strategy continues to be worked through.	90%	
5.2.2.1.3	Effectively communicate the projects, plans, actions and outcomes of Council to inform our	Chief Executive Officer	Council posts on average 23 news articles/press releases per month to the Council website. Top ranking website pages are Homepage, Kiama Leisure Centre (KLC), KLC online portal, jobs, events, Council meeting agendas and minutes, contact	100%	


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
	community in a timely and accessible way.		us, waste and recycling, bin collection dates and search. Council's social media channels are used to share news alongside other Council information and public service announcements. Kiama Council Facebook follower numbers increased in FY23-24 to 8685, with an increased focus on Council-created video content gaining high numbers of views. Instagram and LinkedIn followers also increased to 2642 and 3404, respectively. In Q3, Council ran a campaign to subscribe to Kimunico (council's public-facing monthly e-newsletter), and updated Kimunico with a new look in April 2024. The campaign saw an uptick of almost 25% in subscriber numbers, which was 1.065 at end June 2024. The Kimunico average open rate was 58% for the reporting period of FY23-24.		
5.2.2.1.4	Liaise with a range of media to fulfil media requests, arrange photos, interviews, filming and provide Council statements.	Chief Executive Officer	Media liaison occurs daily and weekly with a range of local media outlets and organisations, including community radio. All media enquiries were responded to within 8 business hours, as per our Media Policy. Media is monitored via Council's media monitoring service, which shows our top publications for editorial reach in the FY23-24 were The Daily Telegraph (syndicated), ABC Online, Illawarra Mercury, and News.com.au (note: the monitoring service does not pick up The Bugle). Sentiment breakdown over the year was 11% positive, 5.6% negative and 83.3% neutral.	100%	

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.2.2.2.1	Develop and implement a Customer Service Strategy.	Chief Operating Officer	A Customer Service Charter submitted to the August Council meeting for endorsement in early 2024/2025	50%	
5.2.2.2.2	Develop a Customer Service Charter.	Chief Operating Officer	A Customer Service Charter submitted to the August Council meeting for endorsement in early 2024/2025	60%	
5.2.2.2.3	Utilise digital technology and optimise integrations to enhance customer experience.	Chief Operating Officer	Implementation of an online booking system is progressing. The booking tool is being used internally to manage bookings. Once staff are comfortable with the new tool and the remaining integration have been completed, the tool will be made available to the community for use. This digital technology and integration will enhance the Customer experience and streamline internal processes, resulting in a more efficient and optimised service offering.	65%	



**5.2.2.3: Continue to maintain strong strategic connections to develop and deliver regional and local priorities with Regional Partners and key stakeholders including: Illawarra Shoalhaven Joint Organisation; Illawarra Shoalhaven Local Health District; State Government Agencies; and the Greater Cities Commission.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.2.2.3.1	Maintain strong strategic connections to develop and deliver regional and local priorities with Regional Partners and key stakeholders including Illawarra Shoalhaven Joint Organisation (ISJO); Illawarra Shoalhaven Local Health District (ISLHD); State Government Agencies; and Greater Cities Commission.	Chief Executive Officer	CEO has participated in relevant forums and remains key member and heavily engaged with regional partners and key stakeholders.	100%	


5.2.3	Engage with the community in meaningful dialogue and demonstrate how community participation is being used to inform decisions.
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**5.2.3.1: Implement the Community Engagement Strategy.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.2.3.1.1	Establish annual priorities for community engagement activities, in accordance with Local Government Act and NSW Department of Planning and Environment (DPE) community participation plan requirements.	Chief Executive Officer	With the finalisation and endorsement of the revised and updated Community Engagement Strategy, the Community Engagement Officer has also created a Community Engagement Schedule, which has a calendar of community pop-up events, as well as a Community Engagement Toolkit to assist Council staff to plan, design and execute community engagement activities.	100%	<span style="color: green; font-size: 2em;">●</span>
5.2.3.1.2	Develop and implement engagement plans that support ongoing consultation and participation of the community, following Integrated Planning and Reporting requirements for community engagement.	Chief Executive Officer	Kiama Council is dedicated to fostering a culture of meaningful community engagement to achieve better and more sustainable outcomes for our municipality. Council appointed its first Community Engagement Officer this year, with recruitment occurring in late 2023 and the new staff member starting January 2024. The Community Engagement Strategy update involved appointing agency to assist with a co-design process to draft the strategy, getting the draft strategy on exhibition and having our revised and updated strategy endorsed in June 2024. During the process to co-design, draft and finalise the strategy Council reached around 3,000 stakeholders including community members, staff and Councilors at a series of pop-up events, workshops, and briefings. The updated Community Engagement Strategy	100%	<span style="color: green; font-size: 2em;">●</span>

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
			provides a practical framework for delivering meaningful and measurable community engagement while amplifying the diversity of community voices.		




5.2.3.2: Our elected officials are supported through good systems and records.

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.2.3.2.1	Elected Councillors are supported to be effective in their role through education, engagement support.	Chief Operating Officer	Councillor's professional development training program completed for 2024, workshops have included cyber security, Child Safe standards, communicating council priorities, staff engagement & diversity, Growth Management Strategy, Community engagement, Respect@work and psychosocial risks.	100%	
5.2.3.2.2	Elected Councillors have clear and accountable roles.	Chief Operating Officer	Councillors' professional development opportunities continue as outlined in 5.2.3.2.1 Councillors understand they are accountable under the Code of Conduct.	100%	
5.2.3.2.3	Conduct of Committees of Council to be accountable and transparent.	Chief Operating Officer	Code of Meeting Practice endorsed July 2023. Committees have recently had terms of reference updated following February Council Meeting. Minutes are recorded and forwarded to council and available to public	100%	
5.2.3.2.4	The purpose, role delegation, including membership and its	Chief Operating Officer	Council committees had terms of references revised following February 2024 resolution. Terms of Reference	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
	conditions, of each Committee of Council is clear, transparent and publicly accessible.		now include explicit reference to conflict-of-interest requirements, and administrative changes regarding minuted content.		
5.2.3.2.5	Accountability is demonstrated through compliance with appropriate delegations.	Chief Operating Officer	Delegations register on website. Staff delegations 95% complete, await executive level sign off on remaining section. Audit of delegations completed and submitted to ARIC.	95%	

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



Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.2.4.1.1	Develop a suite of community indicators to enable council to measure how effectively we are working towards the objectives of the Community Strategic Plan.	Chief Operating Officer	Corporate planner has worked with all teams to identify suitable actions and measures to reflect how we are tracking toward achievement of DPOP & CSP. with CSP being reviewed post-election in 24/25FY the community indicators will be revised and updated, considering best practice available from Local Government Professionals or other industry bodies.	75%	
5.2.4.1.2	Support staff to engage with effective planning, reporting and developing measures.	Chief Operating Officer	Staff were supported and engaged to contribute to 24/25 Operational Plan which was approved by Council June 2024.	100%	
5.2.4.1.3	Develop a program of service review and alignment with Community Strategic Plan reporting.	Chief Executive Officer	Service review program developed and approved by council. Council now has a small, dedicated Implementation Team to oversee this work.	100%	

**Outcome 5.3**  
Council has the right structures, technology, processes and procedures to support their role in delivering for the public.

5.3.1 Council will build organisational capabilities and capacity to deliver excellent customer service.

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.3.1.1.1	Deliver priorities outlined in Workforce Management Strategy: implement resourcing strategy to ensure right people, with the right skills, in the right jobs to achieve the objectives of the Community Strategic Plan.	Chief Operating Officer	A draft Workforce Plan for the next 12 months is being prepared to be submitted to the new Council.	100%	
5.3.1.1.2	Develop, review compliance undertake the annual human resource management program of works.	Chief Operating Officer	Compliance is regularly undertaken within the team. The HR program of works was developed and delivered for the year	100%	
5.3.1.1.3	Undertake change management processes to deliver organisational restructure.	Chief Operating Officer	Phase 2 has been completed, the project is completed for 23/24FY, and a future phase will be considered after the council election in 24/25FY	100%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.3.1.1.4	Undertake change management and consultations to deliver salary system review.	Chief Operating Officer	Executive leadership team have reviewed revised concept, budget implications have been produced. Base principles around condensed framework, skills-based assessment, and performance review process agreed. Workshop with Management Leadership team complete and meeting with union scheduled for 15 July 2024. Project plan on track with completion date October 2024.	80%	
5.3.1.1.5	Implement Human Resources (HR) module of Technology One program.	Chief Operating Officer	The final HR modules remain outstanding as IT and project resources were unable to be allocated this period for HR modules of Technology One.	0%	

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

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.3.1.2.1	Reduce high risk exposure for Council through effective risk management systems and processes in line with agreed risk appetite.	Chief Operating Officer	Council continues to effectively manage its risk management systems and processes through scheduled operational and strategic risk reviews.	100%	
5.3.1.2.2	Proactively focus on safety through a coordinated emergency management system. Work Health and Safety (WHS), first aid	Chief Operating Officer	Emergency management system for Blue Haven have now achieved compliance. First aid training for staff remains current. Consultation, through incident and hazard notification, inspection and investigation continues	100%	









5.3.2	Council will deliver the actions outlined in the State of the Organisation Report and Strategic Improvement Plan.
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**5.3.2.1: Continuous improvement is embedded in the organisation through delivery of the Strategic Improvement Plan priorities annually.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.3.2.1.1	Undertake strategic review of all Council land holdings in accordance with SIP2 Property Plan.	Chief Executive Officer	<p>A review of the Council land register has been completed and a number of minor inconsistencies in land descriptions and land attributes have been identified for correction in early 2024/25.</p> <p>The initial assessment of the landholdings has been completed and has informed the divestment program for the 2024/25 Operational Plan. Finalising the remainder of the review was delayed by project issues on a number of divestment projects in the final quarter and is being finalised in early 2024/25.</p>	75%	<span style="color: yellow; font-size: 2em;">●</span>
5.3.2.1.2	Implement priorities identified in Council's adopted divestment strategy in accordance with SIP2 property plan.	Chief Executive Officer	<p>The divestment program is continuing. The Akuna Street car park sale process was settled in November 2023 for \$5.5 million (ex GST) which is a significant contribution towards the 2023/24 budget for income through the divestment of land assets and the 22b Irvine Street site was settled the last quarter of the year for a total sale price of \$1.225m. These transactions were a significant contribution to achieving council's 2023/24 budget and continuing our journey towards financial sustainability and a balanced budget in 2027/27.</p>	100%	<span style="color: green; font-size: 2em;">●</span>


Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.3.2.1.3	Implement appropriate recommendations of Hopwood Governance Report in following areas: Policy framework; and corporate governance framework.	Chief Operating Officer	Several sites are progressing through the various statutory process (road closures, land registration, preparation for sale). Agreement in the sale of 70 South Kiama Drive was achieved at the end of June and the sale process for the O'Connell Street site is programmed to commence in July 2024.  Of 33 recommendations in the Hopwood report, 25 actions are complete, and 7 actions are part complete. Policy framework was reviewed and endorsed September 2023. Corporate Governance Framework is partially complete and will be further informed by the May 2024 Hopwood report recommendations.	85%	
5.3.2.1.4	Support strong governance to ensure trust in Council's processes with priority focus on the review of Complaints and Code of Conduct policies.	Chief Operating Officer	Complaints handling policy endorsed January 2024. Refresher code of conduct training commenced in Q3. Code of Conduct review commenced Q4 in anticipation of new council. Code of Conduct complaints have been managed in accordance with 'the Procedures for the Administration of Code of Conduct complaints' and reported on annually as required.	95%	
5.3.2.1.5	Establish a Project Management Office (PMO) that supports continuous improvement and oversight of projects across all areas of Council.	Chief Executive Officer	Council has prioritised an Implementation team to focus on Performance Improvement or, Service Review program. Governance and Legal consolidation, in lieu of a Project Management Office for this period.	0%	
5.3.2.1.6	Develop a program of service review and alignment with	Chief Executive Officer	Service review program, as informed by performance improvement orders has been developed and approved by council.	40%	

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
	Community Strategic Plan reporting.				

5.3.3	A customer centric Information Management and Technology Strategy will be developed to build the capacity and capability of Council.
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**5.3.3.1: Information Management and Technology delivers excellent customer service through clear strategy, customer centric practice and the ongoing transition of a digital first approach that enables access to information services for our diverse community needs.**

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.3.3.1.1	Develop an Information Management and Technology (IM&T) Strategy to support the delivery of excellent customer service and build the capability and capacity of Council.	Chief Operating Officer	The review of the Information Management and Technology Strategy has concluded that the strategy is outdated and needs updating given the significant changes in technology and Council operational requirements that have occurred since the current strategy was adopted. This will require the involvement of a third-party to assist in developing the new strategy, but the timing of this engagement will need to be sensitive to the current fiscal challenges.	50%	<span style="color: yellow;">●</span>
5.3.3.1.2	Support the procurement and implementation of new technologies to ensure that they align with business needs and strategic direction.	Chief Operating Officer	All proposed new technologies for Council have been assessed against the ICT Strategy, with consideration being given to Council priorities and business needs. When the new ICT strategy is developed a review will be conducted to ensure that alignment is maintained.	70%	<span style="color: yellow;">●</span>
5.3.3.1.3	Continue to implement program of works to replace Council's Enterprise Software Solution.	Chief Operating Officer	One council program of implementation continues as a key focus. Implementation timeline has been revised to reflect organisational priorities and workforce availability.	100%	<span style="color: green;">●</span>

Code	Action Name	Responsible Officer Directorate	Annual Comment	Progress	Traffic Lights
5.3.3.1.4	Establish a Project Management Office (PMO) that supports continuous improvement and oversight of projects across all areas of Council. DUPLICATE OF ACTION 5.3.2.1.5	Chief Executive Officer	Council has prioritised an Implementation team to focus on Performance Improvement or Service Review program, Governance and Legal consolidation, in lieu of a Project Management Office for this period.	0%	
5.3.3.1.5	Develop and implement an action plan with priority outcomes to deliver the Information Management and Technology (IM&T) Strategy.	Chief Operating Officer	The Information Management and Technology Strategy has undergone an initial review. Further amendments will be finalised before formal delivery of an action plan	50%	