

12 MINUTES OF COMMITTEES

12.1 Minutes: Audit, Risk and Improvement Committee - 23 October 2024

Responsible Director: Office of the Chief Executive Officer

Attachments

1 23 October 2024 - ARIC - minutes [↓](#)

Enclosures

Nil

RECOMMENDED

That the Minutes of the Audit, Risk and Improvement Committee meeting held on 23 October 2024 be received and accepted.

Background

Attached for Councillors' information are the minutes of the Audit, Risk and Improvement Committee meeting held on 23 October 2024.



**MINUTES OF THE
MEETING OF THE AUDIT, RISK AND
IMPROVEMENT COMMITTEE**

commencing at 12:30pm on

WEDNESDAY 23 OCTOBER 2024

By Teams

Item 12.1

Attachment 1

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE 23 OCTOBER 2024

**MINUTES OF THE
AUDIT, RISK AND IMPROVEMENT COMMITTEE
HELD BY TEAMS
ON WEDNESDAY 23 OCTOBER 2024 AT 12:30PM**

- PRESENT:** Mr D Pendleton (Chair)
Mr J Mitchell
Ms R Wheatley
Councillor M Lawton (non-voting)
- IN ATTENDANCE:** Jane Stroud - Chief Executive Officer
Seren McKenzie – Acting Director Infrastructure and Liveability
Joe Gaudiosi – Chief Operating Officer
Olena Tulubinska – Chief Financial Officer
Sally Darragh – Internal Auditor
Renee Winston – Manager People and Performance
Michael Kharzoo – Director - Financial Audit | NSW Audit Office
Mubashshir Hassan – Associate Director - Financial Audit | NSW Audit Office
Dane Parsons – Internal Audit Manager | InConsult
- OBSERVERS:** Councillor C McDonald (Mayor), Councillor M Matters

The Chair welcomed Cr Lawton as the new Councillor non-voting Committee member.
The Chair invited members to introduce themselves and provide a background of their relevant experience to the Committee.

1 APOLOGIES

Ed Paterson, Acting Director Planning, Environment and Communities.

2 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

The Chair declared the meeting open and acknowledged the traditional owners:

“On behalf of those present, I would like to show my respect and acknowledge the traditional owners of the Land, of Elders past and present, on which this meeting takes place, and extend that respect to other Aboriginal and Torres Strait Islander people present.”

3 DECLARATIONS OF INTEREST

Nil.

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE 23 OCTOBER 2024

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4.1 Audit, Risk and Improvement Committee meeting on 30 July 2024

24/025ARIC

Resolved that the Minutes of the Audit, Risk and Improvement Committee meeting held on 30 July 2024 and submitted to the 15 August 2024 ordinary Council meeting, and the meeting notes from the 29 August 2024 meeting be received and accepted.

(Members Mitchell and Wheatley)

5 BUSINESS ARISING

Nil.

6 ARIC ACTIONS ARISING

6.1 Actions arising from previous meetings

24/026ARIC

Resolved that the Audit, Risk and Improvement Committee notes the report on action items arising from previous meetings.

(Members Wheatley and Mitchell)

7 ARIC STANDARD REPORTS

7.1 Update on internal audit activities

24/027ARIC

Resolved that the Audit, Risk and Improvement Committee:

1. Notes the findings and recommendations relating to the asset management internal audit report, and requests that the CEO identifies target dates that can be brought forward to progress items and report this to the next ARIC meeting.
2. Endorse the ARIC annual report for inclusion in Council's 2024 annual report.

(Members Mitchell and Wheatley)

Noted:

- InConsult provided an overview of their audit completed on asset management. This was a large audit comparing Council's asset management practices using the National Asset Management Assessment Framework.
- There were 9 areas that Council did not meet core elements of the Framework standards.
- The audit was delayed by the introduction of 3 community projects resulting from a Council resolution and because of staffing availability / changes.

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE 23 OCTOBER 2024

- The audit findings indicate asset management practices are immature and resulted in 38 recommendations.
- The Committee questioned the target dates for implementing some of the recommendations and the staff will review these and identify some actions that can be brought forward. The new dates will be reported to the next meeting.
- Council is working on implementing asset management within the TechOne system as a priority.
- Member Wheatley recommended a criticality analysis of assets to help prioritise maintenance / works.
- Asset management issues were also identified in the service reviews and the procurement audit.
- Council does not have a standard construction contract for capital constructions and Member Wheatley recommended using AS2124.
- Council has a low level of project management maturity. The Committee discussed in some detail the Gerringong Surf Club build.
- A Lease Policy is being developed that will provide consistency across the Municipality.

7.2 Progress report on implementation of audit recommendations

24/028ARIC

Resolved that the Audit, Risk and Improvement Committee notes the information in the progress reports for:

1. Internal audit recommendations
2. CRIP audit recommendations
3. Child Safe Monitoring Assessment recommendations.

(Members Wheatley and Mitchell)

Noted:

- The 38 recommendations from the InConsult Audit into asset management will be included in the next progress report.
- Currently 12 recommendations out of 125 are outstanding.
- Internal Auditor meets regularly with staff about progressing recommendations and these are included in Managers' KPIs and performance reviews.
- Recommendation R7 Code of Conduct refresher target completion date was July 2024.
- **Action:** CEO to report on progressing the timeframe for recommendation R7 Code of Conduct refresher completion.

7.3 Enterprise Risk Report

24/029ARIC

Resolved that the Audit, Risk and Improvement Committee note the information in the Enterprise Risk report.

(Members Wheatley and Mitchell)

Noted:

- *New Guidelines for Risk Management and Internal Audit for Local Government in NSW* came into effect in July 2024.
- CivicRisk Mutual have engaged InConsult to undertake CRIP assessments of member councils.
- Asset management will be added as a separate risk to the Strategic Risk Register

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE 23 OCTOBER 2024

- Risk appetite statements will be endorsed by the new Council, scheduled for the December 2024 meeting.
- HSE Global are undertaking a safety culture audit of the organisation
- The Committee discussed the change in settlement date for the Blue Haven Bonaira sale and the impact of the building defects, noting any variations will need Council endorsement.

7.4 Monthly Financial Report - August 2024

24/030ARIC

Resolved that the Audit, Risk and Improvement Committee receives and notes the Monthly Financial Report for August 2024.

(Members Wheatley and Mitchell)

Noted:

- Continuing to improve reporting, eg posting journal adjustments and general ledger movements monthly, which will be reflected in the QBR
- **Action:** COO and CFO to provide full year budget and full year forecast, and quarterly or six monthly project targets in terms of P&L.
- Capitalisation of salaries is a concern and processes have been improved to capture this as projects commence and progress.

7.5 Statement of Investments - September 2024

24/031ARIC

Resolved that the Audit, Risk and Improvement Committee notes the information relating to the Statement of Investments as at 30 September 2024 and that the CEO undertakes an investigation into the ING investment breach.

(Members Wheatley and Mitchell)

Noted:

- Disaster Recovery funding is still to be received.
- The Committee expressed concern about portfolio compliance and counter party limits, with a slight overweight position with ING (33% actual exposure versus 30% limit). Council's external investment advisor stated it was an immaterial and temporary breach however the Committee questioned whether this constituted a delegation breach.
- The Chair advised that authority to invest was based on counter party limits and would require a resolution if the position moved outside the policy parameters.
- **Action:** The CEO to review the Council report and decision from the August ordinary meeting in relation to investments and advise of the process going forward.

7.6 Draft Annual Financial Statements 2023-24

24/032ARIC

Resolved that the Audit, Risk and Improvement Committee:

1. endorse the Draft Financial Statements for 2023-24 to be presented to Council at the next Council meeting.

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE 23 OCTOBER 2024

2. acknowledge the work done by the Finance team and the Audit Office.

(Members Mitchell and Wheatley)

Council officers Debra Webb (Financial Manager) and Liam Mikleus (Financial Accountant) joined the meeting at 2.04pm.

Noted:

- CFO explained that only minor changes had been made since the draft statements were presented to ARIC in August 2024.
- The Committee acknowledged the exceptional work undertaken by the Council Finance team and the NSW Audit Office and the outstanding collaboration.
- The 2023-24 statements are the fourth set of financial statements presented to ARIC in the past 18 months.
- The Committee confirmed that they were happy with the wording in the statements as presented.

Michael Kharzoo from the NSW Audit Office presented to the Committee, commenting on

- (a) the big improvement and outstanding work of the Finance team
- (b) achieving 2 audit processes in one year and meeting the timeframe of 31 October
- (c) how the clean audit opinion and removal of qualification was arrived at and acknowledging the work that went into achieving this
- (d) areas of focus moving forward – revaluations, values of assets, cyber security, aged care facility divestment.

7.7 IT Data Breach Incident Report

24/033ARIC

Resolved that the Audit, Risk and Improvement Committee:

1. Notes the information in relation to the data breach report and actions taken.
2. Notes that cyber security risk for Council is rated as a significant strategic risk and management is working on strengthening internal controls to mitigate this risk.

(Members Wheatley and Mitchell)

Noted:

- A change in structure means that the IT team now reports to the CFO.
- The risk from the breach was contained in line with the incident response plan and mitigating actions put in place.
- The Cyber Security Policy will include staff requirement to complete training before being issued with a device.
- Internal penetration testing was undertaken by Cyber Security NSW and planning regular phishing exercises to build on training continues.

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE 23 OCTOBER 2024

8 INFORMATION REPORTS

Nil.

9 GENERAL BUSINESS

Next meeting is on Tuesday 3 December 2024.

10 CLOSURE

There being no further business the meeting closed at 2.40pm
These Minutes were confirmed at the Ordinary Meeting of Council
held on 20 November 2024

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Chair

Item 12.1

Attachment 1

12.2 Minutes: Finance Advisory Committee - 3 October 2024

Responsible Director: Office of the Chief Operating Officer

Attachments

- 1 Minutes - Finance Advisory Committee - 3 October 2024 [↓](#)

Enclosures

Nil

RECOMMENDED

That the Minutes of the Finance Advisory Committee meeting held on 3 October 2024 be received and accepted.

Background

Attached for Councillors' information are the minutes of the Finance Advisory Committee meeting held on 3 October 2024.



**MINUTES OF THE
MEETING OF THE FINANCE ADVISORY
COMMITTEE**

commencing at 3.00pm on

THURSDAY 3 OCTOBER 2024

Council Chambers, 11 Manning Street, KIAMA NSW 2533

MINUTES OF THE FINANCE ADVISORY COMMITTEE

3 OCTOBER 2024

MINUTES OF THE
FINANCE ADVISORY COMMITTEE
HELD IN THE COUNCIL CHAMBERS, KIAMA,
ON THURSDAY 3 OCTOBER 2024 AT 3.00PM

PRESENT: Graeme Gherashe (Chair), Anna-Leena Risku, Peter Currie.

IN ATTENDANCE: Chief Executive Officer – Jane Stroud
Chief Operating Officer – Joe Gaudiosi
Chief Financial Officer – Olena Tulubinska
Head of Implementation & Acting Director, Planning,
Environment & Communities – Ed Paterson

1 APOLOGIES

Elizabeth Kelly, Mark Greaves

2 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

The Chair declared the meeting open and acknowledged the traditional owners:

“On behalf of those present, I would like to show my respect and acknowledge the traditional owners of the Land, of Elders past and present, on which this meeting takes place, and extend that respect to other Aboriginal and Torres Strait Islander people present.”

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4.1 Finance Advisory Committee on 14 August 2024

24/060FAC

Resolved that the Minutes of the Finance Advisory Committee meeting held on 14 August 2024 be received and accepted.

(Carried unanimously)

The Chair asked about the incorporation of the recommendations into the budget. The recommendations will be considered as part of QBR. Terralong to be added to Action Tracker. Financial Reporting requirements for FAC to be reviewed. The CEO advised some changes would be incorporated into reports to provide an executive summary. The Chair advised additional requests for reports should be kept to a minimum. Items not covered in this agenda raised in the June meeting to be covered in a latter meeting or communication include: deployment of financial assets; discussion of

MINUTES OF THE FINANCE ADVISORY COMMITTEE

3 OCTOBER 2024

FACs role on Terralong ILUs and input on the role/oversight by CEO, and if ARIC has a role in Terralong ILUs; and review of FAC reports.

4 DECLARATIONS OF INTEREST

Nil

5 FAC ACTIONS ARISING

5.1 FAC Action Tracker - September 2024

2306.01 – update status to Ongoing

6 FAC STANDARD REPORTS

6.1 Statement of Investments: August 2024

24/061FAC

Resolved that the Finance Advisory Committee notes the information relating to the Statement of Investments as at 31 August 2024.

(Carried unanimously)

Hol provided an update on catalyst sites – tender to be sent out for specialist consultant to undertake this work including business cases.

TechOne costings not included in these financials. Will be part of QBR. Report will be prepared for new Council.

The Chair asked if the Betterment Fund was restricted. CFO advised it is restricted funds.

CFO advised rate peg had been received and has \$200k unfavourable impact on LTFP.

6.2 Monthly Financial Report - August 2024

24/062FAC

Resolved that the Finance Advisory Committee notes the Monthly Financial Report for August 2024.

(Carried unanimously)

QBR will reflect the impacts identified in the monthly financial report for August 2024. PC requested detail on the scope provided to the consultants for the Service Reviews.

Hol advised FAC of the structure and approach for the scope development of the service reviews.

MINUTES OF THE FINANCE ADVISORY COMMITTEE

3 OCTOBER 2024

6.3 General Finance Update - September 2024

24/063FAC

Resolved that the Finance Advisory Committee note the general finance update provided in the report.

(Carried unanimously)

Manager Retirement Villages has commenced at BH Terralong. Progress on unit vacancies is being made.

7 GENERAL BUSINESS

Service Reviews

PC requested detail on the scope provided to the consultants for the Service Reviews.

Director PEC advised the review scopes were un in accordance with tender guidelines for Council. All scopes required involvement of FAC representative and staff.

Reviews are currently being shared with FAC members to progress to business case development.

The Chair advised an extension to the deadline of 10 October may be required.

CEO updated FAC on the impacts of the recommendations from the services reviews and the considerations required as well as the importance of service reviews to be regularly conducted.

Action: FAC members to provide their feedback on Service Reviews to the Chair for consolidation.

Catalyst Sites

Action: FAC to provide input to the Restricted Reserves policy in relation to the use of funds from any sale of catalyst sites.

New Council

Action: Meeting to be set for FAC to meet with the new Councillors once they are sworn in.

Depreciation

Consideration of depreciation of assets across Council. Auditors have reviewed this and revaluations have been undertaken by specialists.

8 CLOSURE

There being no further business the meeting closed at 4.11pm

These Minutes were confirmed at the Ordinary Meeting of Council held on 20 November 2024

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Chair

12.3 Minutes: Infrastructure and Liveability Advisory Committee meeting - 14 August 2024

Responsible Director: Infrastructure and Liveability

Attachments

- 1 Minutes - Infrastructure and Liveability Advisory Committee - 14 August 2024 [↓](#)
- 2 Submission - Leisure facilities (approved by committee) - Infrastructure and Liveability Advisory Committee [↓](#)
- 3 Submission - Parking traffic access (approved by committee) - Infrastructure and Liveability Advisory Committee [↓](#)

Enclosures

Nil

RECOMMENDED

That Council

1. Receive and accept the Minutes of the Infrastructure and Liveability Advisory meeting held on 14 August 2024.
2. Receive and note the Committee submissions on Kiama leisure facilities and parking and traffic access.

Background

As the term of the Infrastructure and Liveability Advisory Committee has now concluded, the members of the committee are acknowledged and thanked for their time and contributions.

The minutes of the final meeting held on 14 August 2024 are attached with this report, for Councilor's information.

Also for Councilor's information are the two Submissions prepared by the Committee, which are regarding the Kiama leisure facilities, and Parking and traffic access.



**MINUTES OF THE
INFRASTRUCTURE AND LIVEABILITY
ADVISORY COMMITTEE MEETING**

commencing at 5pm on

WEDNESDAY 14 AUGUST 2024

Council Chambers, 11 Manning Street, KIAMA NSW 2533

MINUTES OF THE INFRASTRUCTURE AND LIVEABILITY ADVISORY
COMMITTEE 14 AUGUST 2024

MINUTES OF THE INFRASTRUCTURE AND LIVEABILITY ADVISORY
COMMITTEE

HELD AT KIAMA MUNICIPAL COUNCIL
ON WEDNESDAY 14 AUGUST 2024 AT 5PM

PRESENT: Cr Mark Croxford
Dr Tony Gilmour
Dr Fiona Mackie
Michael Malone | Director Infrastructure and Liveability

1 APOLOGIES

Roy Rogers
Cr Stuart Larkins

2 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

The Chair declared the meeting open and acknowledged the traditional owners:

"I would like to acknowledge the traditional owners of the Land on which we meet, the Wadi Wadi people of the Dharawal nation, and pay my respect to Elders past, present and emerging."

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

3.1 Infrastructure and Liveability Advisory Committee Meeting on 9 July 2024

[24/010IALAC](#)

Resolved that the Minutes of the Infrastructure and Liveability Advisory Committee meeting held on 9 July 2024 be received and accepted.

(Members Gilmour and Croxford)

4 BUSINESS ARISING FROM THE MINUTES

Nil

**MINUTES OF THE INFRASTRUCTURE AND LIVEABILITY ADVISORY
COMMITTEE** **14 AUGUST 2024**

5 DISCUSSION ITEMS

5.1 Review of submission papers on Leisure Centre and Traffic. What happens next?

MM confirmed that both papers will be submitted for the next appropriate meeting of Council.

MM advised that he can formally communicate the papers as the submissions from the Committee to the staff working on the components.

5.2 Discussion on the Advisory Committee structure and working.

- Strengths, weaknesses

- Suggestions for the future

- Alignment of Committee's work with the Community Strategic Plan

Overall, ILAC Committee members were supportive of the Committee continuing during the next council term, subject to a modest streamlining of procedures and the Terms of Reference (TOR).

What worked well

- Selecting a smaller number of topics (say 4 each year) to discuss and research but addressing them in detail.
- Developing a submission paper on each topic helped focus Committee members and generate more tangible outputs for Council staff and Councillors.
- Site visits and chats with staff were useful and informative.

Potential improvements

- The Committee needs to be established and have a clear mandate early in the new Council term.
- The Committee might undertake limited community consultation, but this needs to be agreed by Council and aligned with other initiatives. Suggest this is covered in an updated Terms of Reference.
- Topics for Committee discussion needs to be led by ideas agreed by councillors. These should be 'strategic', not covering topics where most decisions have already been made, but might be in areas where Council does not currently have funding.
- Topics should be within the management responsibility of the relevant director. The Terms of Reference could usefully drop reference to the Community Strategic Plan as it is too high level for the work of the Committee.
- Involving the CEO in steering the committee during an early meeting would be helpful.

**MINUTES OF THE INFRASTRUCTURE AND LIVEABILITY ADVISORY
COMMITTEE** **14 AUGUST 2024**

- Cross learning between the 2 committees should be encouraged. Perhaps joint meetings every 6 months, sharing ideas on both topics and ways of working.
- Committee meetings should be 3 weeks prior to council meetings,
- The Chair's role is important but difficult. Ideally there will be continuity from members of the Committee from the previous council term.
- Guidance is needed from the chair on minute taking. Only high level points need to be captured, not 'she said, he said'. The style of minutes is different to full council meetings.
- The Committee could set a business or work plan for 6 or 12 months to make meetings more effective.

6 REPORTS FOR INFORMATION

Nil

7 GENERAL BUSINESS

8 CLOSURE

There being no further business the meeting closed at 6.15pm

These Minutes were confirmed at the Ordinary Meeting of Council held on 10
September 2024

Submission Paper: Kiama leisure facilities

Prepared by Kiama Council Infrastructure and Liveability Advisory Committee

Key recommendations

- Develop a comprehensive masterplan for the 'leisure centre precinct', to include the Leisure Centre, sports facilities, Blue Haven Terralong, Havilah Place and the community gardens.
- A masterplan should consider the option of replacing the existing Leisure Centre with a state-of-the-art multi-purpose facility that includes not only recreational spaces but also community services and potentially council offices
- Secure funding to consider explore alternative management models for the Leisure Centre to ensure the long-term sustainability of the Centre and its associated facilities.
- Conduct extensive community consultations to gather input from a wide range of users and stakeholders to ensure the new facilities meet diverse needs and preferences.
- Plan for a phased Leisure centre development approach to ensure that the transition from the old facility to the new one is seamless, minimising disruption to services
- Implement low-cost, high-impact Leisure Centre improvements in the short term. Better signage, a pop-up café and enhanced lighting would address immediate needs and improve user experience.

Background

This document is based on research by and discussions between committee members. The committee is advisory only and comprises a small number of community members, councilors and a non-voting council director. Decisions on any matters in this paper will need to be made by elected councilors and implemented by council staff.

Methodology

Consumer committee members met council staff responsible for community hubs and recreation spaces on 29 April and inspected the facilities. Council supplied various background papers including input from earlier community consultation. A background paper was prepared by community member Fiona Mackie, and discussed by the committee on 14 May. This paper was drafted by Tony Gilmour and has been expanded with input from other committee members.

Why are these issues being discussed?

- Kiama leisure centre is around 42 years old and approaching the end of its economic life. Decisions need to be made on options that could include a significant upgrade, creation of new facilities or discontinuation of providing some or all of the current services.
- The master plan being developed for the open space surrounding the leisure centre initially did not include the leisure centre. This has now changed. However further input has been requested by council staff to help shape the master planning process.

The leisure centre

- The facility is widely used by the Kiama LGA community and by neighbouring LGA residents. A wide range of ages and genders use the leisure centre and surrounding grounds.
- According to Council services the centre is the third most valued community asset. Any changes will need to be based on extensive community consultation and provision of full information. Council is putting in place a new consultation framework which is welcome, and might address concerns of some community members as to previous approaches.
- A number of sports groups are strong and effective advocates. This is a strength. However, council will need to listen to input from a wide range of sports codes and leisure centre users.
- Facilities align with outcome 2 of Pillar 1 of Kiama Community Strategic plan: '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'.
- The indoor 25m pool is well used in Learn to Swim and by other patrons. Is the only indoor 25m pool between Bomaderry and Wollongong. However, it is not competition standard 50m.
- Although all facilities in the leisure centre appear functional and it is a fit-for-purpose building, some areas have a tired appearance and require a facelift including the pool, spa and outdoor areas.
- More could be done in terms of provision of services to not only enhance the leisure and social interactive facilities but to offset costs such as supporting provision of a café. A short term solution would be a pop up (container type) coffee shop in the outdoor area near the pool.
- Maintenance costs are of the order of \$280k per year, and expenditure has been halted or reduced in line with council's financial position. It is not clear whether a strategic asset management approach has been - or is now being - followed.
- Costs could be reduced and better alignment achieved with Pillar 2 ('we thrive in a sustainable environment') by changing lights in the leisure centre to LED, and replacing the gas heating of the swimming pool.

Outdoor areas

- Outdoor sports fields, toilets and changing rooms are in need of major upgrade. The toilets are locked during the day and not accessible. They are in such poor condition that many use the leisure centre as an alternative.
- Lighting needs improving to bring it to competition grade and address safety issues.
- There are drainage issues such that not all facilities are all-weather. Synthetic surfaces might be needed for hockey and other uses.
- Some areas such as netball courts are not multipurpose, and consideration should be given to whether changes are feasible to allow several sports activities on the same pitch.
- There is no shaded spectator seating, and only limited spectator seating.
- There is no facility for food/beverage provision such as a café/bar for sporting grounds.

- Directional and informative signage is poor.
- The location of the skate park is not ideal.
- Parking and traffic are an issue at peak times, especially Saturday morning. Any consideration of parking and traffic matters in Kiama town centre need to take account of the leisure centre car park. Could better use of this car park be made at times when the leisure centre and sports grounds are not busy? Could sporting events be better timed to manage peak demand?

Ways forward

- For understandable reasons given council faces a performance order and financial constraints, the recent focus has been on relatively narrow, specific issues. It is welcome that the leisure centre and sports grounds are being considered as a single issue.
- However, a broader and more strategic approach is also needed to frame these discussions based on detailed demographic and market analysis of items including (a) changes in resident demand for leisure and sports facilities (b) private sector organisations offering similar products such as gyms (c) changing age profiles (d) use of facilities across LGA boundaries - inwards and outwards (e) precinct planning to ensure cohesive and integrated development across the LGA.
- There has been a start in strategic thinking of this type, but further work is needed. Liverpool City Council for example has helpful overarching strategies for community facilities, assessing current and future assets and utilisation.
- While the split in director responsibilities in council has been agreed by councillors, and has a logic, there is a danger that thinking could become siloed. This is one reason why an overarching strategic approach is needed. There are close links between provision of community and sporting facilities, and maintenance of the assets that support these activities.
- The advisory committee strongly believe the Leisure Centre is an important asset and a significant social and community strength. However, given the age and condition of the current facility, ideally we should consider decommissioning the existing facility and replacing it with a new, state-of-the-art multi-purpose facility. There should be a seamless transition between the old and the new to ensure minimal interruption to operations.
- Potentially the new facility could not only cater to recreational needs but perhaps include integrating Council Offices in a manner like that of the new Shellharbour Council and Civic Centre to create a centralised hub for community services. The new venue might potentially include commercial leasing spaces to generate revenue and support local businesses.
- To enhance the efficiency and quality of services, council could examine of the possibility of licensing the operation of the leisure centre to an outsourced provider. This might include (a) management of day-to-day operations (b) provision of additional services such as a café and event spaces and/or (c) maintenance and upkeep of the facilities.
- While consideration might be given to alternative management and service delivery approaches, selling the asset or establishing a public-private partnership does not look like a sound approach.
- Redevelopment of the leisure centre should be undertaken such that facilities will continue to be available for the use of locals. Potentially a new centre or certain facilities would be built before the old one was closed.

- Given improved road transport options, the population growth of surrounding LGAs and the potential for various large new housing developments in Kiama LGA, a regional focus for leisure and sporting facilities is needed. An indoor 50m pool would be welcome by many locals, but might be better as a regional facility that not only Kiama ratepayers fund.
- The leisure centre, netball courts and playing fields need to be planned for as part of a connected set of council assets that include Blue Haven Terralong Street, the community garden and Havilah Place decommissioned residential aged care facility. A coordinated approach is needed to move to a holistic precinct with integrated planning for (a) leisure and sports facilities (2) community services and (3) commercial and residential developments.
- Precinct considerations should include coordinated parking, public transport, signage, disability access, land ownership and shared facilities. Consideration could be given to multi-story parking facilities to accommodate the increased demand and improve parking accessibility for the Kiama Town Centre, perhaps to include a 'park and ride' offering
- The 'precinct planning' should include housing options such as accommodation options for older people, for people living with a disability, affordable housing and people facing homelessness.
- Further consideration is needed as to how community consultation should be built into issues discussed in this paper on a continuing basis to ensure the voices of all stakeholders are heard and incorporated into the planning process. It is not clear how the master planning process currently underway will garner input from a wider range of local people.
- Given constrained financial resources, council should review prioritisation of potential action points: which would be undertaken first if money unexpectedly becomes available? There are some approaches that are relatively low cost and quick but bring major benefits such as better signage and a café.
- Given the financial constraints faced by council, securing funding through federal and state government grants will be essential. Council could develop a robust grant application strategy targeting specific funding opportunities for community, recreational, and infrastructure projects. The approach could also explore partnerships with private sector entities that can bring in investment and expertise.

Approved by the Advisory Committee on 23 July 2024.

Submission Paper: parking & traffic access

Prepared by Kiama Council Infrastructure and Livability Advisory Committee

Key recommendations

- The boundaries for any future parking study should be extended from Kiama Township to Havilah Place, Blowhole Point and south to Barney Street.
- Funding should be sought to develop a hierarchy of parking and traffic control / requirements that covers small and large centres i.e. Kiama thru to villages of Gerringong, Jamberoo and Kiama Downs.
- Upgrade sign posting, way finding for off street parking to better publicise the location and number of available car parks to improve the efficient use of existing available parking.
- Update available apps i.e. Google Maps, Apple Maps, WAZE etc...
- Safety – remove rumble strips and upgrade pedestrian crossings to comply with standards and remove ambiguity between pedestrians and drivers who confuse a crossing point with a pedestrian crossing.
- Ensure loss of Akuna St parking is replaced and communicated during future developments. This would also include updating apps etc.
- Better utilise Council Staff Car parking facilities for use outside Council working hours.
- Develop a comprehensive longer term parking strategy, to include consideration of an underground car park at Hindmarsh Park and a multi-storey car parking facility at Havilah Place. This approach could address both immediate and overflow parking needs, supporting sustainable urban mobility across Kiama.

Background

The committee was asked to comment on Parking and Access. This document is based on research by and discussions between committee members. The committee is advisory only and comprises a small number of community members, councillors and a non-voting council director. Decisions on any matters in this paper will need to be made by elected councillors and implemented by council staff.

Methodology

Council supplied various background papers including input from recent studies 2021 Traffic and Parking Study, Alternate Transport Review and the 2022 Peer Review.

The committee completed a walk around the Kiama Township with Councillor Croxford, Fiona Mackie and Roy Rogers (both Committee members).

A background paper was prepared by community member Roy Rogers and discussed by the committee on 11 June 2024.

Why are these issues being discussed?

Kiama Council LGA relatively small with high-income population and 3 distinct town village centres with Kiama Township the largest serving the LGA. The LGA and especially Kiama has a high

tourist load mainly concentrating around week ends and school holidays, however this is changing whereby increased numbers are frequenting weekdays including Wednesday to Friday.

Parking has always been an issue with residents especially in Kiama on weekends and school holidays often forcing locals to shop elsewhere.

Kiama township has several large developments in the pipeline, affecting Akuna Street parking that will cause short term loss of available parking spaces with added construction parking that will frustrate residents for possibly a lengthy period.

Ways forward

Parking | Access precinct Boundaries

Although the main shopping centre is concentrated around Terralong and Manning Streets there are significant tourism and local activities adding to traffic and parking loads at The Harbour, Blowhole Point, Pavilion / Showground, Leisure Centre and Surf Beach to Barney Street for Farmers Markets and Caravan Park.

Boundaries for parking and access need to cover this larger precinct. A fresh parking and traffic study needs to be carried out covering the larger town precinct.

Parking | Traffic Control Hierarchy

Any parking and or controls put in place must consider the size, population etc. of key villages/towns in the LGA. This could be done by developing a hierarchy of parking and traffic control measures that are based on the village's population and tourist activity. If well communicated this would ensure that the smaller towns don't feel like they are missing out and that Kiama Township gets all the money spent on it.

Funding could be sought to develop an LGA wide Safety Road Plan.

Signposting, way finding and efficient use of parking

There are a significant number of off-street parking facilities. However, they are not well signposted or provides an indication of how many parking spots are available. Sign posting is confusing i.e. Event Parking where is it and why is it different to other parking?

Some parking areas are also exclusively used by Council employees / staff etc. on weekdays investigate opening these areas for public use outside Council work hours. During busy periods i.e. school holidays staff could be relocated to outer areas to free up parking for locals and visitors.

Better signposting including number of available spaces would improve efficient utilisation of car parking.

Parking time limits don't appear to be enforced (most users do not follow the time limits) due to limited resources and the multitude of areas covered by Rangers. Policing and increasing timed parking could provide increased revenue and free up parking in the Kiama Township improving liability for locals and access to services. Potentially bringing locals back to the town centre.

To optimise potential revenue gains, prepare a business case to increase the number of (part time or full time) parking rangers and adjust revenue projections accordingly.

Use of Apps

Improve utilisation of wayfinding apps i.e. Google Maps, Apple Maps, Waze. These readily available apps could show all available parking areas and number of parking spots available around the townships.

Safety and ambiguity

Current transverse rumble strips act as pseudo pedestrian crossing, making it confusing for both drivers and pedestrians. Transverse rumble strips pose tripping hazards and lack the necessary safety features for pedestrian crossings, leading to potential accidents and injuries.

Using transverse rumble strips as pedestrian crossings does not comply with the Australian Road Rules and the Roads Act 1993 (NSW), potentially exposing the council to legal liabilities.

Allowing transverse rumble strips to be used informally as pedestrian crossings could result in legal costs and damage public trust in the council's road safety management.

They should be removed so that the official pedestrian crossings are better defined, comply with relevant standards and are less ambiguous for pedestrian's and drivers.

A Future Strategy for Parking, Traffic and Access

As the population and natural attractiveness of the region grows, visitor numbers will increase placing even greater pressure on parking.

We already know everyone wants to park close to the town centre, beaches harbour etc.

Hindmarsh Park has a natural landform that is ideal to form an underground car park providing Terralong street with an at grade roof top recreating park / facility.

Car park users would have direct access to Terralong street or Black Beach and the Harbour.

Although this is a costly project it could form part of 15-to-20-year future parking strategy.

It would adopt paid parking and could release additional alfresco dining space on Terralong Street providing a revenue stream to Council.

Car spaces along Terralong Street would be relocated to the underground car park that would be paid parking.

There would be no loss of green recreation space as it would be the roof of the car park.

Car parking would be secure and covered a bonus for users.

In tandem, the development of a multi-storey car parking facility at Havilah Place could complement an underground facility at Hindmarsh Park. Serving as a strategic overflow parking area, especially during peak times, Havilah Place could support a 'park and ride' system, further decentralising traffic from the congested town centre and enhancing access to surrounding amenities. This approach ensures a sustainable, long-term solution to the growing pressures on our town's infrastructure, significantly enhancing accessibility and convenience for residents and visitors alike, and supports the continued growth and attractiveness of our region.

Approved by the Advisory Committee on 27 July 2024.