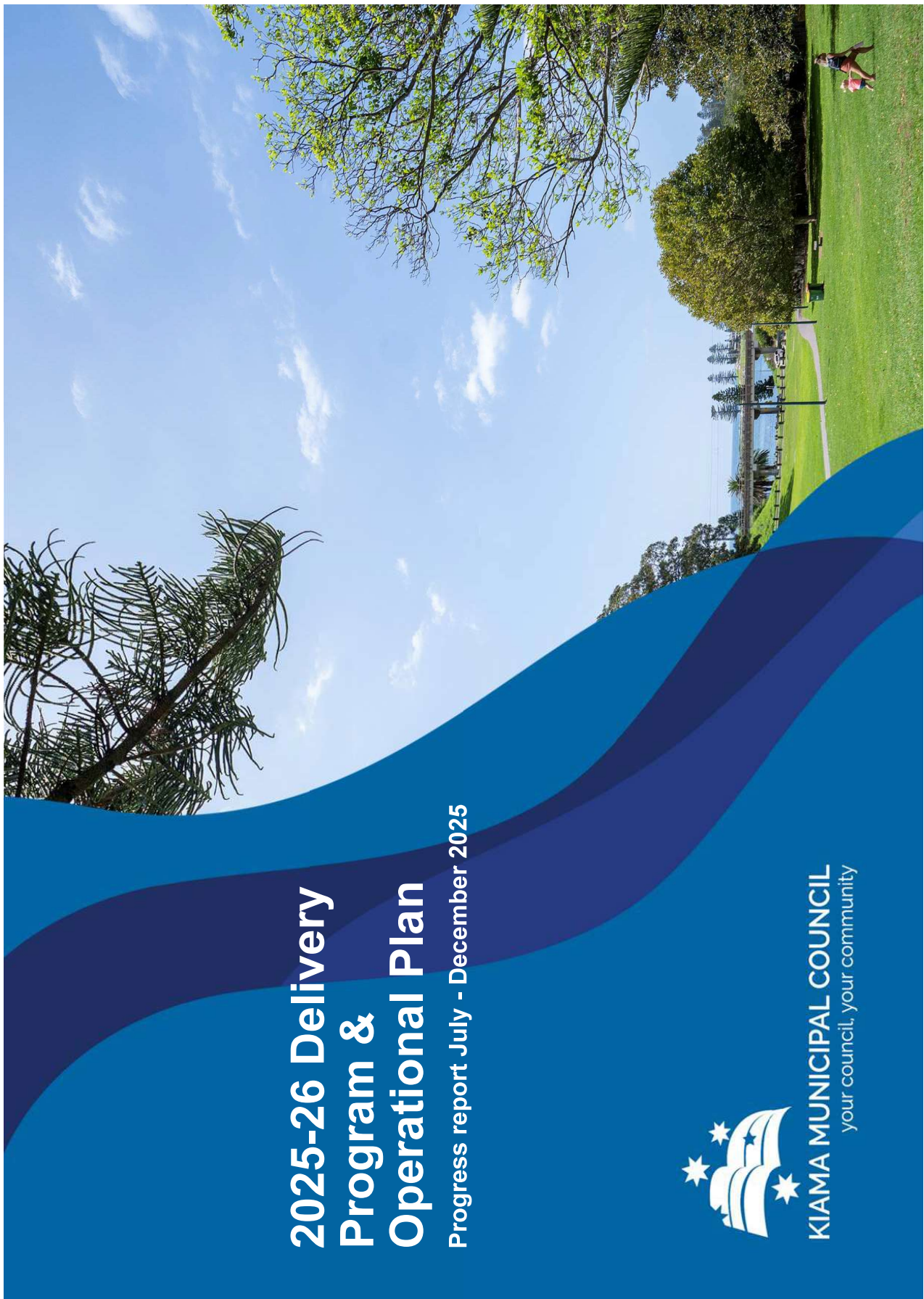




Acknowledgement of country

Kiama Municipal Council acknowledges the Wodi Wodi people on Dharawal country as the traditional custodians of the land on which our Municipality is located. We pay our respects to Elders past, present and future. We are committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to our community.

Item 12.1

Enclosure 1



Item 12.1

Enclosure 1

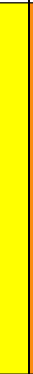
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How to read this report

Term used in the plan	Cascading Code e.g.	What this term means.
Focus Areas	1	The focus areas reflect the aspirations of the community, supporting the Community Vision. Our Community Vision and aspirations have been grouped into four key areas.
Goals: Where do we want to be?	1.1	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	The strategies are how we will achieve the outcomes. They reflect the 2025-2035 Community Strategic Plan (CSP). They are numbered as 1.1.1, 1.1.2 and so on.
Delivery Program (DP): 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 (OP)	1.1.1.1.1	What deliverables Council will focus on in the 2025-26 financial year to contribute to the Delivery Program strategies. 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 deliverable as per the legend below.

This report reflects progress against the 2025-26 Operational Plan which is the first of four Operational Plans to deliver against the 4-year Delivery Program, as such there are not deliverables under all Delivery Program strategies as deliverables against these strategies will occur later in the Delivery Program life-cycle.

Activity status legend	
	90% + Complete or Near Complete
	50% to 89% Significant Progress
	10% to 49% Commenced
	9% or less Behind Target
	0% Not yet due/ No longer relevant

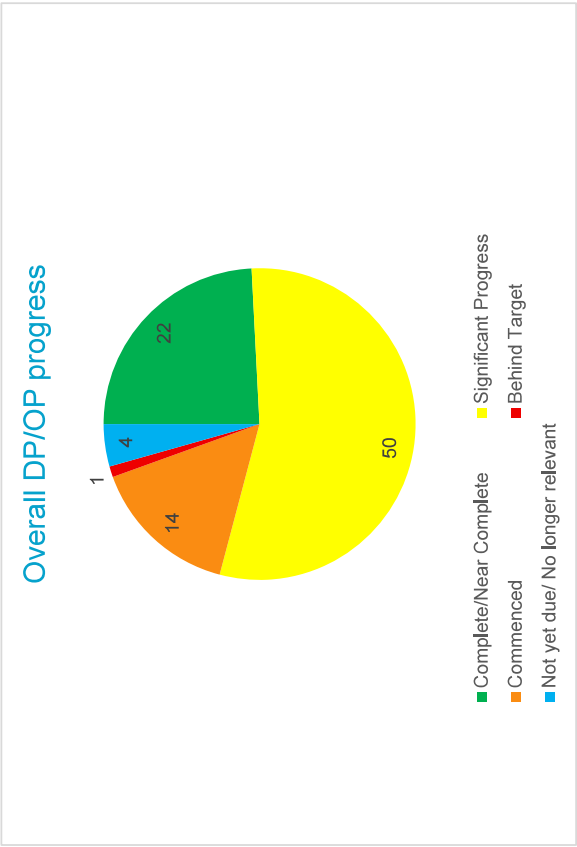
Performance summary

There is a total of 91 reportable deliverables in the 2025-26 Delivery Program and Operational Plan (DPOP). It should be noted that the Kiama Municipal Council DPOP separates business as usual activities (which are outlined in team overviews) and discreet project based activity which is included in reportable deliverable tables. This report provides progress updates on the reportable deliverable tables.

Across the duration of this DPOP period the following has been achieved:

- 24.1% (22) deliverables are complete or near complete
- 55% (50) deliverables have been significantly progressed
- 15.4% (14) deliverables have commenced
- 1.1% (1) deliverables are currently behind target
- 4.4% (4) deliverables are either not yet due or their delivery is on hold

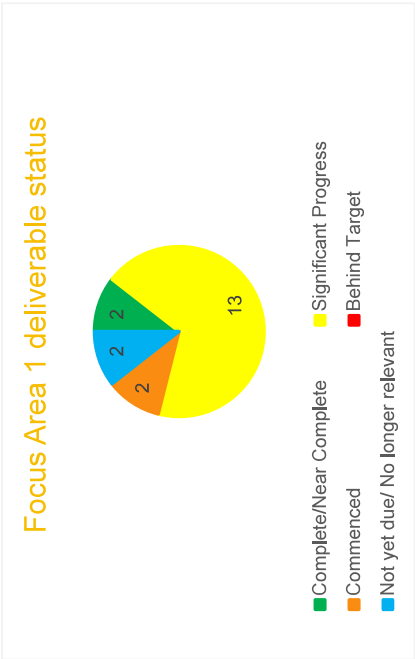
Given this report reflects progress to the midpoint of the delivery cycle, it is promising to see 79.1% of actions either complete or significant progress has been made, and a further 15.4% commenced indicating that council and our community will be able to observe, enjoy or derive benefit from the many things delivered in the 2025-26 financial year.



Focus Area 1| Liveable

Highlights

- The Community Development Strategy has been drafted and will be presented to ELT and Council in Q3. The Strategy will guide and inform priority works within the Community Development and will include actions for implementations.
- The Asset Condition report for Blue Haven Terralong, along with associated costings finalised and ready for review by Executive Leadership team and Councillors.
- The second annual DIAP accountability report submitted to Dept of Community and Justice in October, successfully.
- Completion of a new mural on Terralong Street, Kiama, by mural artist Jimmy Dvate. The artwork received an overwhelmingly positive community response, with strong praise for both the artist and the mural's long-term contribution to the public realm.
- Cultural Development team partnered with Library public programs to deliver the October school holiday program, the Makers & Creators program, Grandparents Day Storytime, and the Haunted Library event at Gerrington Library.
- Draft Reconciliation Action Plan (RAP) has been developed in consultation and collaboration with the Aboriginal Advisory Group and Elders and presented to Reconciliation Australia for feedback. Feedback has been addressed, a further brief internal consultation has taken place, and the RAP will be re-sent to Reconciliation Australia in Q3 for a final review before progressing the document to ELT and council for consideration.



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1: Liveable

1.1: We value a strong sense of belonging, where social and cultural life thrives, and residents, families, friends and visitors feel welcome and included.

1.1.1: Support and deliver the initiatives that encourage community connection and social interaction for all residents.

1.1.1.1: Ensure the community continues to have access to quality seniors accommodation and services for current and future residents

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.1.1.1.1	Commence drafting Blue Haven Terralong Strategic Plan	Retirement Village Operations	The scope of the review was finalised and the consultants were appointed.	50%	
1.1.1.1.2	Commence Asset Condition Report for Blue Haven Terralong including required capital works	Retirement Village Operations	Complete, report and costings ready for review.	100%	

1.1.1.2: Empower and build a connected, resilient, safe and cohesive community through partnerships and community development programs and initiatives.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.1.1.2.1	Implement actions from Disability Inclusion Action Plan (DIAP)	Community Outcomes	The 2nd annual DIAP accountability report submitted to Dept of Community and Justice in October, successfully. The report highlighted key outcomes and progress under DIAP commitments. Community Development partnered with Human Resources and delivered an all-staff presentation to staff at the quarterly staff meeting in October. This included disability awareness raising and highlighting of commitments under DIAP. A new partnership has been formed with Uniting Care, collaborating on the Kiama DIAP, including advocacy and development of guidelines. The Accessible Audits report findings presented to Operations and Facilities teams for consideration under priority works programs, LTFP capital works and external funding opportunities to improve accessibility of facilities.	50%	

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.1.1.2.2	Finalise Community Development Strategy and develop implementation program for action	Community Outcomes	The Community Development Strategy has been drafted and will be presented to ELT and Council in Q3. The Strategy will guide and inform priority works within the Community Development and will include actions for implementations. The Community Development team have continued to deliver on programs, services and activities, including: Hosting the Bondi2Berry pitstop in Hindmarsh Park, finalising round 1 of the Community Grants Program, presenting the revised Grants, Donations and Sponsorship Policy to Council for public exhibition and endorsement, convening or attending various community networks and interagency, deliver programs and activities for over 600 young people at Sentral (Drop in Programs, Spring School Holiday program, completed the Transition to primary school program, Mental health fishing program commenced), applied to various grants programs and planning for community events (e.g. Seniors Festival, Australia Day, various youth grants).	90%	
1.1.1.2.3	Implement creative infrastructure opportunities for engagement in arts and culture.	Community Outcomes	One of the highlights of Quarter 2 was the completion of a new mural on Terralong Street, Kiama, by mural artist Jimmy Dvate. The artwork received an overwhelmingly positive community response, with strong praise for both the artist and the mural's long-term contribution to the public realm. Community feedback included comments such as "absolutely stunning", "amazing - what a great addition", and "a beautiful enhancement to the area". Dvate also completed a second mural on the men's amenities block adjacent to the Visitor Information Centre in Kiama that also received public praise. Council also continued to progress the Art in Unexpected Spaces curatorial theme, showcasing works by Gerringong-based artist Melanie Duncan, with artworks installed on bin shelters in Kiama and Jamberoo.	50%	

1.1.1.3: Deliver programs and activities that support lifelong learning, build social inclusion and promote a sense of belonging

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.1.1.3.1	Facilitate creative initiatives to fuel the creative economy.	Community Outcomes	A significant highlight during this reporting period was the delivery of the Art and Wellbeing in Nature program, supported through successful Social Cohesion Grant funding. The five-week program engaged a local art therapy practitioner to deliver workshops that promoted wellbeing through creative practice and connection to nature. Participants reported forming new friendships and continuing creative and social connections beyond the program. The group demonstrated strong collaboration, mutual support, and trust, fostering a strong sense of community. Participation in nature-based art therapy also contributed to reduced stress, increased mindfulness, and improved mood. Another highlight this period was the creation of a mural on a bus shelter, made possible through successful NAIDOC Grant funding. Created by local artist and Traditional Owner Auntie Jodie Stewart, the mural is significant for fostering community connection and sharing traditional storytelling.	50%	
1.1.1.3.2	Provide greater access to creative learning and professional development for artists.	Community Outcomes	A highlight this period was the Cultural Development team's partnership with Library public programs, supporting the October school holiday program, the Makers & Creators program, Grandparents Day Storytime, and the Haunted Library event at Gerringong Library. Our role included engaging external creative practitioners to deliver workshops, providing professional opportunities for local creative sole traders while enhancing community access to arts and creative learning. The Grandparents Day event, supported through successful grant funding, offered intergenerational creative activities that fostered family connection and community participation. The Haunted Library event delivered inclusive creative activities for all ages, encouraging engagement, skill development, and social connection across the community.	50%	

1.1.1.4: Create welcoming, vibrant and accessible library spaces to build a strong library community.

1.1.2: Support and deliver inclusive events and programs that foster connections and celebrate diverse cultures and backgrounds.

1.1.2.1: Develop a customer driven dynamic and sustainable collections.

1.1.2.2: Support access, equity and inclusion through current and emerging technology

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1.2: We embrace the natural beauty of our area which fosters a healthy, active lifestyle and a diverse range of activities to sustain our mental and physical well-being, supported by the services and facilities we rely on.

1.2.1: Foster accessible, inclusive and safe community spaces, facilities and services that cater to a range of physical, mental and social needs for different ages and abilities.

1.2.1.1: Community has access to equitable and affordable facilities that meet their needs.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.2.1.1.1	Develop Community Facilities Strategy to inform and guide Council for planning, management and operation of Council's facilities.	Community Outcomes	Community facility audit reported to Council 2025. Consideration being given to included Community Facilities into expanded Open Space and Recreation Strategy being prepared for December 2026.	10%	
1.2.1.1.2	Manage safe and efficient utilisation of Community Halls.	Property and Commercial	In consultation with Manager Property and Commercial and directors of Corporate Services and Strategies and Community, the delegations and responsibilities relating to community halls were reviewed. It was clarified and confirmed that safe and efficient utilisation of community halls are better fitted within Property team. Ongoing management of Community Halls occurring.	50%	

1.2.1.2: Kiama Leisure Centre is managed efficiently and effectively and remains competitive in the industry and region.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.2.1.2.1	Plan and deliver leisure, health and fitness programs and service from the Kiama Leisure Centre and the seasonal Jamberoo Pool.	Community Outcomes	Key Program highlights for Q2: * Oct school holidays programs - 83 participants * Swim school and squads - average of 5074 participants across 984 sessions each month * Gym for All averaging 13.7 & Kinder Gym averaging 12 participants per session * Active membership averaged 1,281, pass holders averaged 868 and Fitness Passport entries averaged 1839 per month * Group Fitness program had 7.6% increase from Q1, 17.54 participants per class. Two new Fitness classes	50%	

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Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
			started in Q2: Yoga and Bodystep. Health Moves Program completed a 12 week program. Operations Scheduled maintenance or service completed including grounds maintenance; air con, pool vacuum, UV system and spa controller, water treatment services; and Crèche carpet and Gymnastics mats cleaned. Jamberoo Pool- Preparation works (facilities, recruitment, promotion) for opening on 29 November. End of season report will be collated in Q3.		

1.2.1.3: Investigate Development of Community Facility Strategy, inclusive of Leisure Centre.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.2.1.3.1	Review of fees and charges associated with use of sporting fields to ensure cost recovery.	Operations and Maintenance	Options are being investigated and assessed for implementation in association with Property section. Consultation is to occur with KDSA. Fees & charges to be included in next FY.	80%	

1.2.1.4: Finalise the development of a masterplan to include future plans and design for Kiama Leisure Centre.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.2.1.4.1	Continue to implement priority outcomes from the Kiama Leisure Centre Service Review Report.	Community Outcomes	All Operational Actions from the Service Review are now complete. A Council resolution relating to strategic actions is in progress. The EOI process relating to two programs will commence in February 2026, followed by market testing.	50%	

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1.2.1.5: Ensure and enhance public health and safety and compliance by implementing/enforcing the following:

- Public Health Act 2010
- Public Health Act Regulation 2022
- Swimming Pool Act and regulations
- Food Act 2003 and associated regulations
- Australia New Zealand Food Standards Code

1.2.1.6: Implement the requirements of the Roads Transport Act, Road Rules and Public Spaces (Unattended property) Act 2021. Investigate and action parking, traffic and abandoned item complaints. Make legal determination for non-compliance (Caution/Warning/Infringement). Conduct scheduled parking patrols to support effective traffic and parking management.

1.2.2 Empower young people with the skills, resources, and opportunities to actively engage and thrive within the community.

1.2.3: Maintain and enhance our public gardens, parks and green spaces, cultivating a strong sense of pride and ownership and appreciation of beauty.

1.2.3.1: Open Space, Aquatic and Recreation strategy.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.2.3.1.1	Finalise and Implement Open Space, Aquatic & Recreation Strategy.	Property and Commercial	Draft Strategy reviewed by Director Strategies & Communities, Planning and Development, Community Outcomes and Property & Commercial teams. Development of this revised Strategy is occurring and will be finalised by December 2026.	30%	
1.2.3.1.2	Develop a prioritised list of drainage works required for sporting fields and identify budget allocations for works in future budgets.	Operations and Maintenance	A draft list of projects has been developed and are to be included in the future capital works lists.	80%	
1.2.3.1.3	Review and document Levels of Service for Parks and Gardens.	Operations and Maintenance	Mowing schedule has been developed and currently validating but are awaiting fleet telemetry installation.	80%	

1.2.3.2: Deliver educational programs, services and infrastructure that improve the cleanliness of public places and reduce litter.

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Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.2.3.2.1	Shade Pergola - Old School Flat Rock Pool budget permitting.	Property and Commercial	This action has commenced however there is no allocated budget for this as yet.	10%	

1.2.3.3: Modernise and standardize the cleaning services provided to all Council facilities.

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1.3: We are committed to learning about, honouring, preserving, and sharing both our Aboriginal heritage and the history of first settlement.

1.3.1: Respect and honour First Nations peoples and their connection to Country. Safeguard cultural areas and items if significance and engage with Community and seek knowledge with intent to learn, share, and protect.

1.3.1.1: Recognise and respect our First Nations people and their connections to the land and water and cultural practices.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.3.1.1.1	Engage and consult with the local Aboriginal community and relevant Local Aboriginal Land Councils to understand their preferences for participation in land and sea management.	Environment and Compliance	Initial consultation undertaken with the Aboriginal Advisory Group for some Coastal Management Projects. Ongoing consultation and engagement to occur as part of desktop review of Coastal Management Program and new Coastal Estuaries Management Program. Action is scheduled for implementation in Q3-Q4.	15%	
1.3.1.1.2	Enhance and expand Aboriginal stories, culture and our region's rich heritage.	Community Outcomes	Key highlights include: * Convening of two Aboriginal Advisory Group meetings (October and December), attended by various departments to inform and consult on projects and plan. * Funded by Aboriginal Affairs, delivered a series of workshops and activities with the Koori Club at Jamberoo PS, working with Traditional Owners. This included artwork, language, bush tucker, and culture. As part of this grant, a local Aboriginal Artist was commissioned to paint a mural on a bus shelter in Gerrigong. * The Aboriginal Acknowledgement Project is nearing completion with 9 artworks commissioned and ready for installation, depicting Aboriginal flora and fauna, to be installed Q3 at key town entrances and Aboriginal significant sites. * Advocating for and supporting internal and external stakeholders to acknowledge and safeguard Aboriginal Country and culture. * Collaborating with Traditional Owners and Property and Commercial team to host a Native Title Symposium in February 2026.	60%	

1.3.2: Support the development and implementation of a Reconciliation Action Plan.

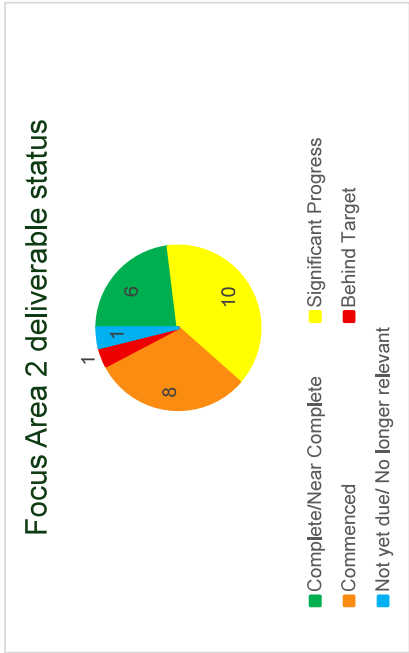
Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
1.3.2.1.1	Finalise Reconciliation Action Plan (RAP) and develop implementation program or action.	Community Outcomes	The draft RAP has been presented to Reconciliation Australia. Feedback has been addressed, a further brief internal consultation has taken place, and RAP will be re-sent to Reconciliation Australia in Q3 for a final review before progressing the document to ELT and council for consideration. The Aboriginal Advisory Group and Elder continue to provide input and advice on the draft RAP.	85%	

1.3.3.1: Safeguard areas and items of local cultural and/or heritage significance.

Focus Area 2| Sustainable

Highlights

- Natural Disaster recovery works completed on Jamberoo and Yellow Rock roads.
- 2025 National Tree Day delivered, with preparations for 2026 National Tree Day about to commence.
- Review and assessment of services delivered from Minnamurra Waste and Recycling Centre completed and report of recommendations presented to Council.
- Embedded battery collection trial implemented by Waste Services under partnership with the EPA.
- Waste Services soft plastic collection trials implemented, ultimately resulting in the implementation of soft plastic collection points at all Woolworths stores in the Illawarra.
- Ensure public land and public assets in hazard affected coastal areas are appropriately managed - Not able to progress on the project which was relevant to this deliverable - Minnamurra Rockwall Remediation Works, due to having no internal resource available. Civil Engineer was appointed Jan 2026 to follow up on this project, to progress high level design to detailed design.



Items behind target

2: Sustainable

2.1: We protect our people, place, and biodiversity through thoughtful planning and actions, preserving the natural environment that defines our spectacular landscapes.

2.1.1: Review, plan and deliver strategies that conserve our natural environment, including coastlines, waterways, biodiversity, and areas of environmental significance.

2.1.1.1: Ensure compliance with and effectively manage and respond to complaints/incidents in accordance with the following:

- Local Government Act 1993
- Relevant environmental and planning regulations
- Companion Animals Act 1998 and associated regulations
- Protection of the Environment Operations Act 1997
- Environmental Planning and Assessment Act 1979
- Relevant Council policies

As well as delivering associated education and preventions initiatives where relevant.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
2.1.1.1.1	Work with Department of Primary Industries - Fisheries to investigate removal options of derelict drainage infrastructure from the entrance of Werri Lagoon to improve public safety.	Environment and Compliance	Consultation with DPI Fisheries conclude that this project is not in line with the NSW Estuary Asset Protection Program priorities, and funding is better sourced through other government funding opportunities such as the Coastal and Estuary implementation program. Consider removing this DPOP action - the CMP schedules this action in year five. This was added to this year's DPOP in error.	0%	
2.1.1.1.2	Use CoastSnap, or similar photo point monitoring, to undertake citizen science beach monitoring and to assess beach condition change based on image comparisons.	Environment and Compliance	Council have been successful in gaining a Coastal and Estuaries grant to install 4x CoastSnap photo point monitoring cradles. Initial planning and consultation have begun.	30%	
2.1.1.1.3	Ensure public land and public assets in hazard affected coastal areas are appropriately managed.	Engineering and Technical Services	Minnamurra Rockwall Remediation Works. Civil Engineer was appointed in Jan 2026 to progress the high level design to detailed design in Quarter 4.	5%	

2.1.1.2: Implement actions of the Kiama Open Coastline Coastal Management Program.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
2.1.1.2.1	Investigate opportunities to establish Coastal Vulnerability Areas (CVA), as identified by the Kiama Coastal Management Program, within State and Local Planning Instruments.	Environment and Compliance	Council is awaiting notification of outcome for a grant application submitted to the 25/26 Coastal and Estuary implementation program to formally introduce a CVA via a Planning Proposal, in line with Action B.1 of the Kiama Coastline Coastal Management Program.	20%	

2.1.1.3: Development and Implementation of Coastal Management Programs (CMPs) for Minnamurra River, Crooked River, and Werri Lagoon in accordance with the NSW Coastal Management Act 2016 and the Coastal Management Manual. This includes identifying key estuarine risks, ecological values, and management priorities to support sustainable coastal and estuarine health.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
2.1.1.3.1	Prepare tender for the development of CMPs for estuary management of Minnamurra River, Crooked River, and Werri Lagoon that identifies key estuarine risks, ecological values, and management priorities to support sustainable coastal and estuarine health	Environment and Compliance	Council has begun consultation with DCCEEW regarding planning for a Stage 1 Scoping Study and Coastal and Estuary planning grant to support the Scoping Study.	20%	

2.1.2: Celebrate and protect our natural environment by promoting its value and preserving scenic landscapes, while developing strategies for current and future generations.

2.1.2.1: Collaborate with Wollongong and Shellharbour Councils to review and update the Illawarra Biodiversity Strategy, ensuring improved coordination and management of biodiversity conservation across the region. This includes identifying priority areas, aligning conservation efforts, and enhancing ecological connectivity.

2.1.2.2: Protect natural areas through restoration and protection projects at priority sites on Council owned/managed land where grant funding is available for non-operational activities.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
2.1.2.2.1	Prepare a coastal habitat restoration and revegetation work plan that identifies, maps and prioritises specific works locations, along with	Environment and Compliance	Funding awarded to prepare revegetation work plan in 2025. Draft plan expected March 2026.	30%	

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Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
	works details suitable for implementation, such as weeds to be controlled and plants to be used, including species and habitats and locations that have cultural significance to the local community.		Council is awaiting notification of outcome for a grant application submitted to the 25/26 Coastal and Estuary implementation program to develop a coastal habitat restoration and revegetation works plan for the LGA's coastline in line with Action K.1 of the Kiama Coastline Coastal Management Program.		
2.1.2.2.2	Raise Community awareness to reduce illegal dune vegetation damage and removal by installing signage at strategic locations regarding value of dune vegetation along with actions and penalties that are enforceable under Council's Public Tree Management Policy.	Environment and Compliance	While signage is yet to be installed ongoing education and awareness is raised by various compliance and communication activities. Signage action is scheduled for implementation in Q3-Q4.	25%	
2.1.2.2.3	Undertake strategic weed management of Bangalay Sand Forest Endangered Ecological Community at Seven Mile Beach Reserve Weed Control Programs.	Environment and Compliance	Strategic weed management of Bangalay Sand Forest Endangered Ecological Community at Seven Mile Beach Reserve Weed commenced December 2025 and is due to be completed July 2026.	50%	

2.1.2.3: Investigate incidents of littering and illegal dumping and partner regionally to implement programs.

2.1.2.4: Effectively manage impacts from natural disaster.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
2.1.2.4.1	Complete Natural Disaster Recovery Works on damaged roads, Wallaby Hill Road, Jamberoo Mountain Road and Yellow Rock Road.	Engineering and Technical Services	Minor Patching Works left on Wallaby Hill Road, followed by claim. Jamberoo Mountain Road Works completed. Yellow Rock Road works completed, claim in progress.	90%	
2.1.2.4.2	Utilise NSW Infrastructure Betterment Fund to assess and enhance the resilience of Council Infrastructure Assets on Jamberoo Mountain Road, Wallaby Hill Road, and Foxground Road against future natural disasters.	Engineering and Technical Services	Preparing Relevant REFs, Construction Agreement, Works Packages for all three roads, program of delivery is on track. To be tendered in Q3 for construction.	30%	

2.2: We work together to understand and respond to the need for growth for change.

2.2.1: Address climate risks by taking proactive actions to mitigate and adapt to climate change, while protecting our environment.

2.2.1.1: Partner and collaborate with local organisations, stakeholders, and community groups to deliver education and engagement programs that promote environmental sustainability initiatives. This includes raising awareness of sustainable practices, encouraging community participation, and fostering environmental stewardship.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
2.2.1.1.1	Raise awareness of sustainable practices, encouraging community participation, and fostering environmental stewardship through promotion and engagement of local community groups and stakeholder programs.	Environment and Compliance	Term of Reference under review to be circulated with identified agencies in Q4. Ongoing collaboration between Council and the existing and emerging Landcare Groups is occurring.	60%	
2.2.1.1.2	Coordination of National Tree Day by working with local schools and Landcare groups for planting priority areas on Council Managed Land.	Environment and Compliance	Councils National Tree Day event held 4th August was a success. Planning for the 26/27 event will begin in Q3.	100%	
2.2.1.1.3	Gather information from the public to better understand community needs that place pressure on public coastal land, facilities, services and the natural environment as part of other community engagement activities.	Environment and Compliance	Promotion and engagement of the Community Renewables Program through letterbox drops with planning for Round 2 in early 2026. Staff working with ISJO and neighbouring Councils to investigate energy saving opportunities for low income households. Consultation occurred for the Community Emissions Reduction Plan in conjunction with the Community Strategic Plan in 2024/2025. Draft Community Emissions Reduction Plan prepared and internal consultation underway, in preparation for public exhibition.	50%	

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2.3: We use natural resources sustainably, focusing on protection, restoration, maintenance and enhancement.

2.3.1: Responsibly manage resources and waste. Promote recycling and FOGO to reduce the amount of waste we send to landfill.

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

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

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
2.3.1.2.1	Develop a Domestic Waste Long-Term Financial Plan (LTFP).	Waste Services	This Action is behind target given the focus on Service Reviews in 2025. Currently gathering data on upgraded waste collection trucks costs, new residential bins. However, this will be continued in Q3.	15%	
2.3.1.2.2	Review and assess services delivered from Minnamurra Waste and Recycling Centre.	Waste Services	Review of services delivered at the Minnamurra Waste and Recycling Facility was completed in July 2025. The review document was adopted by Council in the September 2025 Council meeting.	100%	
2.3.1.2.3	Implement two new value adding recycling processes to the Minnamurra Waste and Recycling Facility.	Waste Services	Within the Community Recycling Centre, two new value adding recycling processes were implemented. Being the embedded battery collection trial under partnership with the EPA. Additionally, soft plastic collections trials were implemented, ultimately resulting in the implementation of soft plastic collection points at all Woolworths stores in the Illawarra.	100%	
2.3.1.2.4	As part of the Minnamurra Waste and Recycling Facility masterplan, develop a future proof fire safety system.	Waste Services	As part of the spatial analysis and concept drawing development, a future proof fire safety system has been included. The implementation is reliant on ensuring a 150mm water main can be installed under the rail corridor. Additional water tanks will be purchased & installed in Q4 as an interim measure.	50%	
2.3.1.2.5	Implement Fatigue Management Procedure for all waste services vehicles >4.5 tonne in line with HVNL.	Waste Services	The fatigue management procedure has been created and is now required to be implemented within the Waste Services team.	50%	
2.3.1.2.6	Investigate replacement of Domestic Waste Mobile Garbage Bins for all residents.	Waste Services	Currently gathering data on the costs of new residential bins with RFID tags. Bin register data has been extracted in December 2025. The data requires analysis	45%	

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Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
			to determine the number, the size and the colour of bins currently presented by residents. This analysis is due to be completed in February 2026 with the target of submitting a RFQ to Vendor Panel by the close of Q3.		

2.3.1.3: Provide high quality waste and resource recovery services

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
2.3.1.3.1	Undertake a review of waste collection zones and domestic waste collection service provision and prepare implementation.	Waste Services	Bin register data was extracted in December 2025 to inform the process. The review of waste collection zones has commenced by consultant.	50%	
2.3.1.3.2	Develop Service Standards for all Council Property Cleaning.	Waste Services	Service standard development is approximately 50% completed and have been reviewed by employees responsible for their delivery. Additionally, Service Standards have been developed for all Council Halls in consultation with the Community Hubs Manager.	50%	
2.3.1.3.3	Commence modernising and standardising the delivery of Council Property Cleaning.	Waste Services	Three Utes used to undertake the Council Property Cleaning have been delivered. All three utes have standardised in terms of canopy storage setup, in-built pressure washers and cleaning tools. Additional utes will be similar setup as acquired. Further reviews on standardising equipment for cleaning tasks (colour coding) will be completed in Q3 & Q4.	80%	

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2.3.2: Limit our reliance on non-renewable natural resources.

2.3.2.1: Develop and implement a Community Emissions Reduction Strategy in alignment with Council's Corporate Emissions Reduction Plan (Net Zero Strategy).

2.3.2.2: Implement Council's adopted Corporate Emissions Reduction Plan and climate change adaptation and mitigation initiatives in alignment with Council's Net Zero Strategy. This includes reducing corporate greenhouse gas emissions, enhancing climate resilience, and integrating sustainability into Council operations.

2.3.2.3: Investigate feasibility of transition of Minnamurra Waste and Recycling Facility to renewable energy.

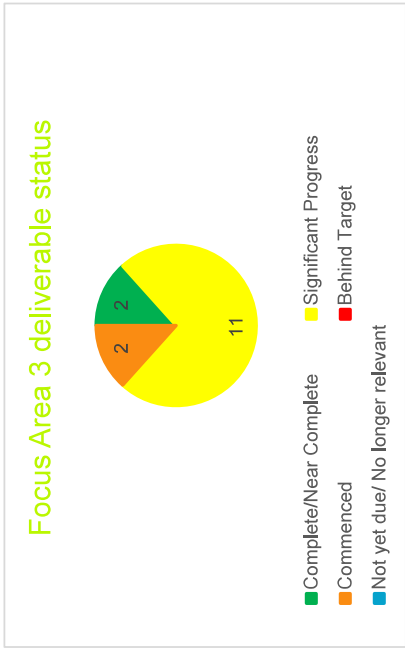
2.3.2.4: Discontinue the Hire Services Business Unit as per Waste Services Review recommendation.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
2.3.2.4.1	Commence discontinuation of Hire Services Business	Waste Services	Hire Services was discontinued in May 2025.	100%	
2.3.2.4.2	Undertake planning work and design for merged depot at Minnamurra.	Waste Services	Preliminary planning work has commenced with spatial analysis and concept drawings of the proposed merged depots. First concept has been reviewed by ELT with some changes to be implemented for presentation to Major Projects Committee and Councillors in Q3.	75%	
2.3.2.4.3	Implement findings of the Waste Services review.	Waste Services	Minnamurra Waste and Recycling Facility service review was adopted by Council in the September 2025 Council meeting. Development of the community consultation and engagement plan for the fortnightly collection is well underway.	50%	
2.3.2.4.4	Prepare for regional/testing market for waste collection services.	Waste Services	The Services Review 2025 completed an analysis of the current service delivery model and identified a cost per bin lift in the range that determined it was not a good option to outsourcing of the service.	100%	

Focus Area 3| Resourceful

Highlights

- Planning is underway for the July 2026 Kiama Winter Festival, building on the success of the 2025 event. The 2025 festival transformed Terralong Street into a vibrant, family-friendly winter experience supported by the NSW Government's Open Streets Program. It drew strong visitation, increased spend by 7%, boosted the night-time economy, and generated high engagement from local businesses. These outcomes are informing the 2026 planning process.
- Continued advocacy for event and tourism funding, including successful grant support for the Kiama Winter Street Festival and pending Multicultural NSW outcome for Kiama Culture Fest.
- The Visitor Economy Strategy is nearing completion, with final internal reviews underway. The complete draft will be reported to Council in March 2026. An implementation program is being developed in parallel, identifying priority actions, sequencing, resourcing and performance measures.
- Pavilion Business Plan submitted to Tourism and Events Manager and is being reviewed currently prior to presentation for adoption.



3: Resourceful

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

3.1.1 Foster local economic growth by supporting businesses, start-ups, entrepreneurs, and new partnerships and promoting Kiama LGA as a place for new business.

3.1.1.1 Support a wide range of business opportunities through landuse planning

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
3.1.1.1.1	Finalise and implement Employment Land Strategy.	Planning and Development	The Draft Employment Lands Strategy was publicly exhibited between August and October 2025 (this included 2 extensions). At the October Council meeting it was resolved to consider additional land and prepare a revised draft strategy for further exhibition. The submissions received during exhibition are being collated into a Public Exhibition Engagement Report and the proposed additional lands are being considered.	40%	
3.1.1.1.2	Participate in Regional collaboration for Economic Development.	Tourism, Events and Economic Development	* Strengthened regional business connections through bi-monthly meetings with DPI, local business leaders and stakeholders. * Contributed to the BNSW quarterly Business Conditions Survey. * Reviewed Kiama Council's Economic Development website content and shared updates with Business Illawarra. * Welcomed new Kiama Business Network representative Anne-Marie Esler to TEAC. * Attended Circular Economy project updates. * Provided feedback on the draft Kiama Employment Lands Strategy. * Supported nighttime economy growth by securing grant funding for a Night-Time Economy Strategy, a trial Special Entertainment Precinct, and supporting a Regional Night-Time Economy Program grant. * Continued stakeholder engagement to develop the draft Visitor Economy Strategy.	50%	

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
3.1.1.1.3	Foster and leverage partnerships as part of this Regional Economic Development Strategy including Business Illawarra and Kiama Business Network to support local economic development.	Tourism, Events and Economic Development	Council continues to foster and leverage partnerships that support local economic development. Bi-monthly meetings are attended with Business Illawarra and the Kiama Business Network, along with project-based engagement with the Illawarra Shoalhaven Joint Organisation and the Department of Primary Industries and Regional Development. These partnerships provide ongoing opportunities to support business growth, collaboration and regional economic outcomes.	75%	

3.1.2 Maintain and expand a wide range of industry and business; including tourism, agriculture, light industry, professional and care services.

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

3.1.3: Support skill development and job creation for all residents by fostering mentorship, expanding apprenticeships and traineeships, and strengthening partnerships to enhance local education, training, and business opportunities.

3.2: An economy that balances tourism opportunities with resident needs and ensuring we don't lose our community feel.

3.2.1: Thoughtfully manage tourism development and the visitor economy.

3.2.1.1: Provide strategic leadership and advocacy to support a sustainable visitor economy.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
3.2.1.1.1	Finalise Visitor Economy Strategy and develop implementation program for action to be included in future DPOPs.	Tourism, Events and Economic Development	The Visitor Economy Strategy is nearing completion, with final internal reviews underway. The complete draft will be reported to Council in March 2026. An implementation program is being developed in parallel, identifying priority actions, sequencing, resourcing and performance measures. These actions will be incorporated into future DPOPs to guide delivery across the next planning cycle.	95%	
3.2.1.1.2	Implement the recommendations from the Service Review of the Tourism and Events Department and The Pavilion Kiama, aligned with the outcome of the developed business cases for each.	Tourism, Events and Economic Development	VIC's adjusted operating hours will remain in place for the full 18-month trial, with a data-based report to Council in October 2026. Visitor Services Coordinator continues to: • Support partners with program and experience development • Maintain digital business listings • Work with DSSS to identify product/knowledge gaps Destination Kiama partnership program updated for 2026/27 with new benefits, pricing and optional social media buy-ins; feedback remains positive despite some non-renewals. Pavilion Business Plan due February 2026, informing DPOP actions and recommending a workforce review to align roles and capacity with business needs.	70%	

3.2.1.2 Support provided for the event industry ensuring a diverse, year-round calendar that strengthens Kiama area's visitor appeal and delivers social and economic benefits to the Kiama Local Government Area.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
3.2.1.2.1	Administer the Destination Event funding program	Tourism, Events and Economic Development	Kiama Council supported a diverse, year-round event calendar through the 2025/26 Destination Event Funding Program. Across Rounds 1 and 2, Council allocated \$105,710 in funding, with \$45,240 in multi-year commitments. Sixteen events were supported, attracting an estimated 49,900 attendees and generating \$5.59M in economic impact. Events spanned sport, music, arts and community festivals, strengthening Kiama's visitor appeal and local business activity. Council will also deliver the Kiama Winter Street Festival using grant funding and is awaiting the outcome of a Multicultural NSW grant to deliver Kiama Culture Fest.	75%	

3.2.1.3 Destination Kiama will deliver strategic marketing that showcase the area's unique experiences, foster visitor dispersal, address seasonality, and drive sustainable economic growth for a resilient tourism industry.

3.2.1.4 The Pavilion, Kiama will support community usage needs while prioritising commercial profitability to ensure its long-term sustainability.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
3.2.1.4.1	Develop and adopt a business plan for the Pavilion Kiama in line with the recommendation from the service review report.	Tourism, Events and Economic Development	Pavilion Business Plan submitted to Tourism and Events Manager and is being reviewed currently prior to presentation for adoption.	95%	

3.2.1.5 Holiday Park Strategy & Masterplans, implement Service Review decisions for maximising revenue for Holiday Parks.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
3.2.1.5.1	Implement operating improvements and efficiencies as identified in the Holiday Parks Service Review.	Property and Commercial	Ongoing - investigating best management model, then Masterplans will commence directly thereafter in May 2026.	50%	

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3.2.2 Support sustainable local business development, visitations and events including showcasing iconic attractions and hosting events that attract visitors to the region.

3.2.2.1 Major Events delivery, including implementing the key actions of the Major Events Strategy.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
3.2.2.1.1	Plan and deliver the Winter Festival.	Tourism, Events and Economic Development	Planning is underway for the July 2026 Kiama Winter Festival, building on the success of the 2025 event. The 2025 festival transformed Terralong Street into a vibrant, family-friendly winter experience supported by the NSW Government's Open Streets Program. It drew strong visitation, increased spend by 7%, boosted the night-time economy, and generated high engagement from local businesses. These outcomes are informing the 2026 planning process.	60%	
3.2.2.1.2	Advocate for funding for events and tourism.	Tourism, Events and Economic Development	Ongoing advocacy for event and tourism funding, including successful grant support for the Kiama Winter Street Festival and pending Multicultural NSW outcome for Kiama Culture Fest. Major events delivery aligned with the Major Events Strategy, including planning for the July 2026 Kiama Winter Festival and liaison with Great Southern Nights on programming opportunities. Draft Visitor Economy Strategy that lays out priority areas. These initiatives support sustainable local business development, year-round visitation and a vibrant cultural and night-time economy.	60%	

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3.2.2.2 Research and adopt contemporary, consumer-focused methods of information delivery, guided by benchmarking and data insights to enhance visitor engagement and satisfaction while reducing operating costs.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
3.2.2.2.1	Reduce operational costs at the Visitor Information Centre, while exploring innovative information delivery methods to enhance efficiency and achieve greater cost savings.	Tourism, Events and Economic Development	Operational efficiencies at the Kiama Visitor Information Centre continued to support cost reduction while maintaining service levels. Staffing kept to a minimum outside peak periods, with increased hours over the Christmas holiday period to manage significantly higher visitation. This delivered a savings of up to 50 staff hours per week compared to last Christmas holidays. Volunteer capacity strengthened with the recruitment of three additional volunteers, reducing reliance on paid staffing hours during peak periods and improving roster flexibility. The new Kiama Local Map continues to reduce printing and design costs by consolidating multiple brochures into a single resource with QR links to digital content, improving access to up-to-date visitor information and traffic to kiama.com.au website.	85%	

3.2.3 Support a safe, inclusive and vibrant nighttime economy that helps foster youth employment, social engagement and cultural expression.

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3.3: We love where we live and are strongly connected within our region. Growth and development will be managed sustainably, thoughtfully and equitably, while preserving our built and natural heritage.

3.3.1: Collaborate and partner through Illawarra Shoalhaven Joint Organisation (ISJO) to develop a regional response to supply of affordable housing.

3.3.1.1: Local Housing Strategy facilitates the provision of adequate housing supply within the Municipality.

3.3.1.2: Remain engaged with Federal, State and Regional planning.

3.3.2: Manage development and growth sustainably and thoughtfully.

3.3.2.1: Council meets legislative requirements for Planning and Assessment.

3.3.3: Manage and promote land use planning to retain distinct towns and villages.

3.3.3.1: Support and strengthen our diverse communities through regional collaborations and local connections.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
3.3.3.1.1	Finalise and implement Local Housing Strategy.	Planning and Development	The Local Housing Strategy was finalised and endorsed by Council at the July 2025 meeting. Implementation of the Strategy has now commenced, including an updated website and preparation of an informative video. The strategies 'non-negotiable principles for greenfield development' are being implemented through Scoping and Planning Proposals.	50%	
3.3.3.1.2	Finalise and implement Vegetation Study.	Planning and Development	Internal review of Strategy and previous resolution/s has occurred. This project is planned to commence in January 2026. Feedback from previously engaged consultant to occur and any changes to Strategy to be finalised prior to Planning Proposal being prepared and reported to Council for Gateway by mid-2026.	10%	

3.3.3.2: Develop Flood Studies and Risk Management Plans to inform land use planning.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
3.3.3.2.1	Following the Department of Planning's flood risk management manual, carry out the necessary steps required to complete flood studies in Spring Creek Flood Plain.	Engineering and Technical Services	Behind schedule on the review of the flood studies due to limited resources available. Application for Extension of Time lodged with grant funding body.	50%	
3.3.3.2.2	Following the Department of Planning's flood risk management manual, carry out Flood Risk Assessment for Jamberoo Flood Plain.	Engineering and Technical Services	Behind schedule due to having limited resources available to review and provide design comments back to consultants. Application for Extension of Time lodged with on this with grant funding body.	50%	

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3.4: Our infrastructure is well planned, well managed, safe and inclusive.

3.4.1: Advocate for better planned transport infrastructure to create safe travel routes whether we are walking, cycling, driving or using public transport to key destinations and facilities.

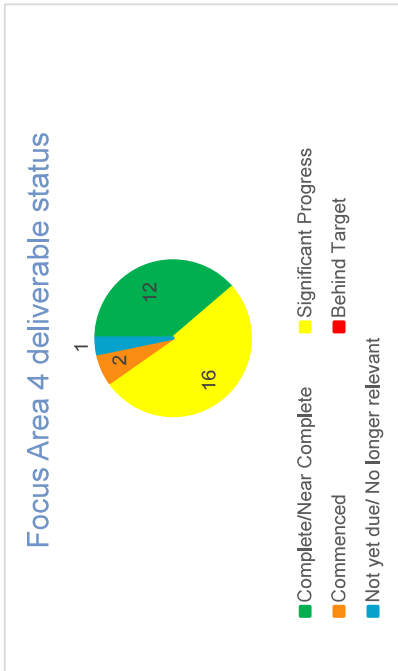
3.4.1.1: Work to improve Council's ability to meet increased in demand for its public infrastructure and assets.

3.4.1.2: Deliver roads program of works as per approved budget.

Focus Area 4| Responsible

Highlights

- The Pricing Policy was incorporated in the 2025/26 Fees and Charges document which was adopted by Council in June 2025 and will continue to underpin preparation of future budgets by guiding setting of fees and charges.
- Lease and Licence Policy for lessee and licencing in property developed.
- 2024-25 Annual Report written, designed and published by 30 November 2025. Annual Report design undertaken in-house allowing for savings of approximately \$10,000 on outsourcing of design.
- A Project Management Framework has been developed in accordance with global industry standards set by the Project Management Body of Knowledge (PMBOK) and workshops have been run with key internal stakeholders. The framework ensures council's Communication's team are engaged to assist with community engagement strategy in the planning stage. Liaison with council's procurement team has been built into the framework resulting in external communications of projects that meet set financial thresholds.
- Workforce Management Plan 2025-2029 reviewed and adopted July 2025.
- Level 1 Cybersecurity Maturity Implementation Plan has been developed and present to ARIC. Plan implementation has commenced.
- The six-monthly grant status update report prepared for presentation at December 2025 Council meeting.



4: Responsible

4.1: Public funds and assets are managed strategically, transparently and efficiently.

4.1.1: Public funds are managed in accordance with Financial Management Standards and Local Government Act, with accurate and timely reporting.

4.1.1.1: Strengthen financial reporting, ensure legislative compliance, and promote long-term sustainability by enhancing scrutiny and oversight processes while optimizing funding opportunities, and improving procurement practices.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.1.1.1.1	Develop a Borrowing Policy based on sound, long-term financial management principles.	Finance	A draft Borrowing policy has been developed for consideration by the Executive Leadership Team in Q4 after additional amendments were required. Council's position on borrowing is outlined in the current adopted Long Term Financial Plan.	80%	
4.1.1.1.2	Develop Pricing Policy for fees and charges, including applying user pays principles where it is appropriate to do so.	Finance	The Pricing Policy was incorporated in the 2025/26 Fees and Charges document which was adopted by Council in June 2025 and will continue to underpin preparation of future budgets by guiding setting of fees and charges.	100%	

4.1.2: Effectively manage assets and commercial investments, ensuring their relevance, lifecycle needs, and value are optimized in accordance with legislative requirements.

4.1.2.1: Council will take a risk-based approach in pursuit of its objectives. Safety and minimizing exposures are actively considered as we maintain assets and delivering services for the community.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.1.2.1.1	Prepare business cases and masterplans to identify revenue opportunities associated with the following catalyst sites: • Kiama Sports Precinct, including Kiama Leisure	Property and Commercial	Final Kiama Sports Precinct masterplan option being presented to Council for endorsement by mid-2026.	60%	

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
	Centre • Havilah Place • 11 Manning Street • Council's Works Depot • Council's Waste Depot • Spring Creek		Draft Business Case for Havilah Place and 11 Manning Street received and being reviewed internally. Engagement with Council's Major Projects & Finance Advisory Committee to occurring prior to reporting to Council by mid-2026. Council's Works Depot declared as State Significant Rezoning Project. Explanation of Intended Effects exhibited by NSW Government in 2025. Ministerial declaration anticipated Q4 of 25/26. Site Specific DCP controls to be reported to Council for exhibition by mid-2026. Internal PCG established for consolidating Council's Depot operations at Minnamurra. ELT briefed on high-level consolidation options. Major Projects & Finance Advisory and Councillor workshops scheduled for February and March 2026 respectively. Input from final Service Reviews for Stores & Fleet and Domestic Waste required. Spring Creek to be included in Structure Plan for Kiama Urban Expansion Area, as identified by adopted Local Housing Strategy and draft Employment Zone Strategy. Anticipated the NSW Government will announce the preparation of the Structure Plan as State Significant.		

4.1.2.2: Develop a strategic plan for the future sustainability and direction for Blue Haven Terralong this will include development of an asset condition and capital works requirements over the coming years.4.1.2.3: Asset Recycling Strategy finalised and implemented.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.1.2.3.1	Asset recycling Strategy finalised and implemented.	Property and Commercial	Completed.	100%	

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4.1.2.4: Development of Lease and Licence Policy for lessee and licensing in property.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.1.2.4.1	Prepare a Lease and Licence Policy for lessee and licensing in property	Property and Commercial	Completed.	100%	

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

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

4.1.2.7: Asset revaluations on all classification of assets undertaken, responding to management letters from external auditors.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.1.2.7.1	Asset revaluations with 2025-26 financial year focus on Open Space.	Engineering and Technical Services	Re-valuation of Open Space and Recreational Assets was carried out and completed. Asset Management Plan was subsequently developed based on the re-valuation. AMP for Open Space is currently on public exhibition, then final engagement report followed by adoption in Q3.	90%	

4.1.2.8: Review and Update Asset Management Plan for Kiama Council, including policy, plans and procedures.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.1.2.8.1	Creation of Asset Management Plan - draft Policy and Asset Inventory Audit.	Engineering and Technical Services	Building re-valuation tender was awarded, followed by Asset Management Plan to be carried out based on the re-valuation. Drafting of AMP underway and on track for public exhibition and final adoption in Q4.	50%	

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4.1.3: Council delivers local government functions and sustainable services that meet community expectations, with regular service reviews per IP&R requirements.

4.1.3.1: Maintain compliance with all relevant legislation and requirements, including the Office of Local Government risk management and framework, including Audit, Risk and Improvement Committee (ARIC) and internal audit operation.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.1.3.1.1	Investigate options for strategy repository - research practice by other Councils and best fit for KMC based on determined requirements and available budget.	Implementation	Decision made to pause investigation of strategy repository and instead focus resources on introduction on Business Planning model and associated online tool as well as investigation of suitability of Tech One for Corporate Planning reporting. 2026-27 Business Planning template developed, and manager workshop delivered in December 2025.	50%	
4.1.3.1.2	Yearly review of Delivery Program and development of Operational Plan including public exhibition and incorporation of community feedback.	Implementation	Business Planning templates developed and manager workshop on business planning delivered. Business Planning includes team review of Delivery Program and development of 2026-27 team Operational Plan deliverables.	50%	
4.1.3.1.3	Annual Report development and publication.	Implementation	2024-25 Annual Report written, designed and published by 30 November 2025. Annual Report design undertaken in-house allowing for savings of approximately \$10,000 outsourcing design would cost.	100%	
4.1.3.1.4	Council will prepare updated safety framework.	People and Culture	Online safety management system now in operation. Next stage of project is the go-live of inspections and risk assessments. There has also been changes to WHS Act and Regulation.	40%	
4.1.3.1.5	Council will develop workplan for safety based initiatives based on WHS safety system and culture review roadmap	People and Culture	The Risk Team continues to work through the Safety Improvement Plans with each department. 48% of initial list have been completed. Most items on the list are underway and at varying levels of completion.	50%	
4.1.3.1.6	Investigate options for enterprise risk reporting & incident repository - research practise by other	People and Culture	BeSafe Incident and Hazard modules in operation since November 2025. Working well.	85%	

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
	Councils and best fit for KMC based on determined requirements and available budget.				
4.1.3.1.7	Action priority items from continuous Risk Improvement Program report.	People and Culture	Reporting on CRIP items is a standard agenda item for ARIC. 34 of 48 recommendations complete.	60%	

4.1.3.2: Develop a program for telematics system for operational fleet.

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4.2: Our governance is transparent and trusted, supported by the right structures, technology, and processes to effectively serve the community.

4.2.1: Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.

4.2.1.1: Focus on customer experience including monitoring analytics, through the Customer Service Charter.

4.2.1.2: Enhancing AI and virtual customer service offerings.

4.2.2: Communicate transparently to inform, build trust and respect.

4.2.2.1: Develop and implement Communications Strategy including Media and Social Media. Continue to implement and update Councils Social Media Policy, Media Policy and Website Content Strategy.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.2.2.1.1	Review, update and implement Community Engagement Strategy.	Communications, Engagement and Customer Service	Work has progressed on reviewing and updating the Community Engagement Strategy. Internal reviews including a staff survey, interviews with staff and external expert review are all either completed or underway.	60%	

4.2.2.2: Information management is transparent and builds trust, Council's records are managed as per legislative requirements.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.2.2.2.1	Complete phase one (due 2028) records transfer plan to Museum of History.	People and Culture	Kiama's transfer plan has been submitted to the Museums of History.	100%	

4.2.2.3: Focus on dedicated improvements on all forms of social media communications supported by resource allocation.

4.2.2.4: Effectively communicate the projects, plans, actions and outcomes of Council (and relevant government departments) to inform our community in a timely and accessible way.

4.2.3: Engage with community in a timely and meaningful way to help inform decision making and clearly demonstrate how community input shapes outcomes.

4.2.3.1: Continue to implement Council's Community Engagement Strategy incorporating Community Participation Plan, in accordance with Local Government Act and NSW Department of Planning (DPE) requirements. Continue to develop and implement community engagement program, incl staff training and schedule of activities.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.2.3.1.1	Embed a culture of refined project management across the organisation, Introduce document suite for the management of major/significant projects. Communicate the status of major/significant projects both internally and externally on a regular basis.	Implementation	A Project Management Framework has been developed in accordance with global industry standards set by the Project Management Body of Knowledge (PMBOK). Workshops have been run with key internal stakeholders and are being adopted by several council projects. It contains a suite of documents including educational materials of project management fundamentals, performance standards, templates to adhere to process, and aids for project execution. Communication measures have been incorporated mandating registration of projects which publish to an internal projects register to break down internal communication silos, increase project awareness across departments, and foster collaboration. The framework ensures council's Communication's team are engaged to assist with community engagement strategy in the planning stage. Liaison with council's procurement team has been built into the framework resulting in external communications of projects that meet set financial thresholds.	100%	
4.2.3.1.2	Results of employee engagement survey reviewed, prioritised and action plan developed.	People and Culture	Recommendations provided to ELT as per comments December 2025.	50%	
4.2.3.1.3	Investigate options for learning management system - research practise by other Councils and best fit for KMC based on determined requirements and available budget.	People and Culture	Researching complete and recommendation has been made. Currently there is no specific resourcing or budget allocation, therefore await final approval before project can commence.	90%	

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.2.3.1.4	Research and develop a revised Reward and Recognition Program	People and Culture	Updated as at 11 December 2025.	20%	
4.2.3.1.5	Workforce strategy reviewed to optimise workforce capability and contribute to industry skills shortage mitigation.	People and Culture	Workforce Management Plan 2025-2029 reviewed and adopted July 2025. (TRIM 25/60759).	100%	
4.2.3.1.6	Review and update Position Description Framework to align workforce strategy and new salary structure and updated evaluation program.	People and Culture	Framework complete, Consultation process finalised.	100%	

4.2.3.2: Communicate and engage staff and the community on the implementation, outcomes and change-management required around the Safety Strategy.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.2.3.2.1	Implement OneCouncil software according to the implementation plan adopted by Council.	Finance	The implementation plan for phase 3 is on schedule with the configuration completed and moved onto data migration.	50%	
4.2.3.2.2	Undertake an analysis of available software solutions already utilised by Council to determine the most efficient and effective software solution/s for Council and continue to partner with ISJO on cyber security.	Information Technology Services	The five-year IT Strategy produced by KPMG identified engaging an external party to lead this review with the following approach: - Establish business functionality requirements and application capabilities - Map business functionality to application capability and perform a gap and cost-benefit analysis - Engage an Enterprise Architect for consultation to provide QA - Prepare optimisation plan to configure applications that are aligned to business need IT will continue the pre work to allow this work to commence. An initial list of applications has been identified, and this will be used as input into the external party led project	25%	

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.2.3.2.3	Continue partnering with ISJO on Cyber Security and complete a self-assessment against the foundational require	Information Technology Services	The Klamia IT team continues to work with ISJO on a forthrightly basis to improve Klamia Council's cyber security posture and awareness.	80%	
4.2.3.2.4	Develop a realistic implementation plan for Council to achieve Level 1 Cybersecurity Maturity.	Information Technology Services	Plan has been developed and present to ARIC. Implementation of the plan has commenced.	100%	
4.2.3.2.5	Archiving / Digitisation Project phase 1 - DA files, Workers Compensation files, cemetery and other plans.	People and Culture	1.2 FTE have been allocated to this project, some significant gains made, however the incumbents have been seconded to assist in Records team to assist backfilling a vacancy so progress has been slower than forecast this quarter.	50%	
4.2.3.2.6	Disposal Authority Implementation into TRIM architecture.	People and Culture	The new disposal authorities have been successfully imported into the Content Manager/TRIM Test environment and a review is being undertaken by the Archives Officers to ensure accuracy. Once review complete, these will then be imported into the live system. Work to align new authorities to the current classification scheme is yet to be commence.	50%	
4.2.3.2.7	Regularly report on grants administration and alternative sources of revenue.	Finance	The six-monthly grant status update report has been prepared for Council's meeting to be held on 16 December 2025.	100%	

4.2.4: Council will build organisational capability, capacity and efficiency to deliver and measure the goals and strategies of the CSP.

4.2.4.1: Council organisational structure and capability is appropriate and evolving. The workforce is supported with the right policies, resources and opportunities for development while delivering services for our community.

4.2.4.2: Enhance operational efficiency by leveraging innovative technology solutions, ensuring robust cybersecurity, and fostering digital inclusivity to support sustainable growth and resilience within the local government.

4.2.4.3: Continue implementation of Service Reviews and resulting recommendations to improve organisational efficiency.

Code	Action Name	Responsible Team	Comments	Progress	Traffic Lights
4.2.4.3.1	Continue the rolling program of service reviews for 2025. Undertake reviews in 2025/26 and ensure oversight of actions from Service Reviews.	Implementation	Three reviews completed and presented to Council - Domestic Waste Management, Depot Operations/Fleet Management and Commercial Waste. Legal Services review almost complete and will be reported to the March Council meeting.	80%	
4.2.4.3.2	Implement the recommendations from the Service Review of the Tourism and Events Department and The Pavilion Kiamia, aligned with the outcome of the developed business cases for each.	Tourism, Events and Economic Development	From 28 April, the Kiamia VIC will trial reduced hours (10–4 daily) for 18 months, saving ~\$40k annually, while the Pavilion Business Plan explores additional cost-saving and revenue options.	50%	

Authorisation and version control

Owner/Responsible Officer	Head of Implementation	
Department	Implementation	
Date adopted/endorsed	[date]	
Resolution number (if applicable)	N/A	
Next review date	N/A	
TRIM reference	[trim ref]	
Date completed	Date adopted/endorsed	Brief detail of amendments
	[date]	N/A

Council reserves the right to review, vary or revoke this Report.

Respect

Innovation

Integrity

Teamwork

Excellence

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In person

Our Administration Building located
at 11 Manning Street Kiama is open
8.45am to 4.15pm Monday to Friday
(excluding public holidays)



KIAMA MUNICIPAL COUNCIL

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Item 12.1

Enclosure 1

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