Strategic Finance and Governance Action Plan

Code	Action	Comments	Progress
IP.1.1	Develop a Cash Reserves Policy to establish a minimum cash position.	Completed - no further action BAU	100
IP.1.2	Establish following reserves: • Restricted reserve to meet the cost of replacement/renewal of Blue Haven Terralong assets	Completed - no further action BAU	100
IP.1.3	Ongoing annual investment in identified cash reserves	Completed - Council has a restricted asset policy that details each reserve and it's purpose including how each reserve is funded	100
IP.1.4	Develop a Borrowing Policy based on sound, long-term financial management principles.	Borrowing Policy has been drafted	100
IP.1.5	Continue to pursue grant funding with low exposure to residual/recurrent expenditure or growth in depreciation/renewal	Completed - no further action BAU	100
IP.1.6	Nominate estimated costs and distribution of proceeds of sales of property resolved to divest (liquidity plan schedule).	Draft will be reviewed by ELT in March and then to be presented to Council.	85
IP.2.1	Develop Pricing Policy for fees and charges, including applying user pays principles where it is appropriate to do so	Completed - no further action BAU	100
IP.2.2	Utilising Planning Agreements or site-specific Section 7.11 Contribution Plans, continue to pursue developer funding, including in perpetuity funding, to mitigate the financial burden on Council.	Completed - no further action BAU	100
IP.2.3	Prepare a Parking Strategy to introduce paid parking for certain areas of the Municipality	The elected body did not support the strategy	100
IP.3.1	Review existing Asset Management Policy and prepare and adopt an improvement plan to ensure Policy is contemporary and aligned with IP&R Guidelines.	Completed - no further action BAU	100
IP.3.2	As part of preparing next Community Strategic Plan, review and update Asset Management Strategy to incorporate contemporary Asset Management Policy.	Completed - no further action BAU	100
IP.3.3	Commence review of individual Asset Management Plans to include forward maintenance and renewal requirements for individual asset types.	4 AMPs adopted and published on KMC website 1 AMP on track for completion by June 2026 to align with revaluation (buildings)	90
IP.3.4	Complete and make public a dilapidation/building report for Terralong and Havilah	BH Terralong Building Condition Report has been received and with responsible officer	100
IP.3.5	Examine the potential to subdivide and divest Havilah place in accordance with the criteria contained in the Property Plan	Preliminary subdivision plans prepared. Demolition due to be completed mid March 2026. Draft business case, which considers economic and social impacts, receieved and being reviewed internally. Finalised business case to be considered by Finance & Major Projects Advisory Committee and Councillors in coming months.	85
IP.3.6	Complete Plan of Management for Blue Haven Terralong, including, examining options to retain and refurbish Terralong to conform with contemporary independent living units	Draft Strategic Review has been received. Currently being reviewed and considered.	100

IP.3.7	Prepare business cases and masterplans to identify revenue opportunities associated with the following catalyst sites: • Kiama Sports Precinct, including Kiama Leisure Centre • Havilah Place • 11 Manning Street • Council's Works Depot • Council's Waste Depot • Spring Creek	Final Kiama Sports Precinct masterplan option being presented to Council for endorsement by mid 2026. 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 and Major Projects & Finance Advisory briefed on high-level consolidation options. Councillor workshop scheduled for March 2026. 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.	85
IP.3.8	Update and finalise Property Plan including reviewing existing revenue generated by each property, current financial performance and potential for growth for each property, and underperforming properties.	Completed - no further action BAU	100
IP.4.1	Prepare and adopt a Continuous Improvement Framework, including the identification of services to be reviewed in Years 1, 2 and 3	Completed - no further action BAU	100
IP.4.2	Hold a Service Review Think Tank to consistently determine the key priorities for each service within the Council's budgetary constraints.	Completed - no further action BAU	100
IP.4.3	Develop an actions matrix to identify which actions of the completed service reviews should be prioritised, based on risks, costs and timeframes and to identify quick wins.	Completed - no further action BAU	100
IP.5.1	Develop a Technology One Roadmap, that examines the full cost of fully implementing Technology One.	Completed - no further action BAU	100
IP.5.2	Undertake an analysis of available software solutions already utilised by Council to determine the most efficient and effective software solution/s for Council.	Completed - no further action BAU	100
IP.5.3	Develop a Strategy for deploying a new: · Salary System · Position Description Framework · Payroll Cycle · Performance Review processes	All completed except the Fortnightly payroll – modelling for implementation June 2026 prepared, consultation on how staff will be best supported and communications developed.	90
IP.6.1	Adopt a year-on-year operational savings program across the business to grow cash balances	Completed - no further action BAU	100
IP.6.2	Continue rigorous internal monthly and quarterly financial monitoring processes	Completed - no further action BAU	100
IP.6.3	Develop and implement a Project Management Framework to ensure all Council projects are consistently managed on time and on budget.	Completed - no further action BAU	100

IP.6.4	Address issues associated with Blue Haven Terralong including, but not limited to: · The true cost which should be applied and whether the general rate revenue is subsidising its operations · The adequacy of current and proposed future maintenance fees · Review the level of maintenance fees	Strategic Review at IP3.6 will contain commentary regarding unit pricing and recurrent fees. Expected that the unit pricing will be rated appropriate and recurrent fees low. The low recurrent fees is known and due to regulatory requirements within the Retirement Villages Act, KMC initial strategy in past 2 years has been to focus on unit pricing increases aligned to market which are not subject to the same regulatory oversight.	90
IP.6.5	Ongoing review of operating costs with the goal of identifying permanent savings	Completed - no further action BAU	100
IP.6.6	Restructure the presentation of draft and published budgets to detail programs and activities compared to current and previous years and funding sources for each capital project.	Completed - no further action BAU	100
IP.6.7	Revalue land improvements (non-depreciable and depreciable), other structures, swimming pools, open space and recreational assets, library books and other assets within 'Infrastructure, property, plant and equipment' to bring Council closer to verifying all IPPE balances.	Started Building revaluation in March 2026, on track to complete the valuation by June 2026 (excludes library books)	95
IP.6.8	Revalue stormwater drainage assets and land under roads to bring Council closer to verifying all IPPE balances	Completed - no further action BAU	100
IP.6.9	Continue identified processes and procedures to ensure that Council resolutions are obtained when internally restricted cash is going to be released for alternate purposes where possible.	Completed - no further action BAU	100
IP.6.10	*Has been deleted as 6.7 and 6.10 were the same*		
IP.6.11	Review audit logs for privileged and super user accounts from One Council and Authority to ensure privileged and super user access is appropriate	Completed - no further action BAU	100
IP.6.12	Review user access for Authority and One Council to ensure staff have appropriate access	Completed - no further action BAU	100
IP.6.13	Continue to reconcile grant income and expenses on a monthly basis going forward in order to calculate reserve balances. This will also provide an overview of the grant receipt, cost and any required funding (acquittal) request.	Completed - no further action BAU	100
IP.6.14	Continue weekly independent review of exception payroll report to ensure anomalies in renumeration etc. which could indicate potential fraud are captured.	Completed - no further action BAU	100
IP.6.15	Continue review of termination payments	Completed - no further action BAU	100
IP.6.16	Review and capitalise Work In Progress YR1	Completed - no further action BAU	100
IP.6.17	Implement a robust quality review process for asset classes which are not subject to comprehensive revaluation, to assess for any potential impairment. This impairment exercise should be conducted on an annual basis	Completed - no further action BAU	100
IP.6.18	Continue implementing the following best practice procedures: • Enforce segregation of duties when processing manual payments • Periodic review of all supplier Masterfile changes"	Completed - no further action BAU	100
IP.7.1	Adopt and implement an Advocacy Strategy which seeks to address cost-shifting, facilitate key actions of this Plan, leverage partnership funding with neighbouring councils and strategic partners.	Completed - no further action BAU	100
IP.7.2	Work with ISJO to prepare a new Statement of Regional Priorities, including opportunities to investigate opportunities for resource sharing and combined advocacy approaches.	Completed - statement considered last ISJO meeting	100
IP.7.3	Continue to collaborate and share benchmarking information with neighbouring councils	Completed - no further action BAU	100

IP.8.1	Undertake an immediate review of the Policy Register and ensure that: • any policy that has not been reviewed in the last 5 years is identified for review as soon as possible	Completed - no further action BAU	100
IP.8.2	Undertake a desktop review of the entire policy register occur to generate a policy status list categorising each document as follows, or similar: • Maintain as Council Policy • Maintain as Internal/Operational Policy • Change from Council Internal/Operational Policy • Amend / Merge with another policy • Redundant - to be deleted • Change from Council / Internal Policy to Procedure	Completed - no further action BAU	100
IP.8.3	Report to the Council Executive recommending the revocation of redundant policy and other documents, confirmation of correct categorisation of each document and details of policies requiring significant review.	Completed - no further action BAU	100
IP.8.4	The Policy Framework and Policy Development and Review Procedure be reviewed to consider the following: a) Requiring policies to be reviewed every three years. b) Require each policy to be either formally reconfirmed or re-adopted once every four years by either the Executive Leadership Team or Council (once every Council term) as appropriate. i.e., other review can simply be a desktop review if no changes required. c) State that policies will only be submitted to the Consultative Committee if they relate to matters impacting on workplace safety, staff behaviour or conduct or would involve a significant impact on levels of staff resourcing. d) Determine whether “internal policy” or “operational Policy” will be the term consistently applied to policies set by the Executive Leadership Team. e) Implementation of appropriate KPIs to ensure timely review of all policies.	Completed - no further action BAU	100
IP.8.5	Undertake a review of policy and procedure templates to consider the following: a) Remove the consultation section from all policy and procedure templates. b) Review the “Operational Policy”. This is inconsistent with the terms used in the Policy Framework. Council will need to determine whether “internal policy” or “operational Policy” will be the term consistently applied to policies set by the Executive Leadership Team. c) Update the procedure template to provide advice to staff that replication of content between policies and procedures should be avoided	Completed - no further action BAU	100
IP.8.6	A review of staff knowledge and understanding of the PULSE Policy Module be undertaken and an appropriate training plan be developed in response.	Completed - no further action BAU	100
IP.8.7	An urgent review of the Business Continuity Plan and Crisis Management Framework, and all associated documentation be undertaken, with updated copies of separate Business Continuity Plan, Crisis Management Plan and Crisis Management Communications Plan to be adopted and accompanied by an appropriate training and awareness campaign for relevant staff.	Completed - no further action BAU	100
IP.8.8	Six months after the adoption of the updated Business Continuity Plan and Crisis Management Plans an appropriate scenario testing event be scheduled to confirm staff understanding of the application of the plans.	Completed - no further action BAU	100

IP.8.9	That the draft four-year internal audit plan consider the inclusion of appropriate internal audits relating to the following strategic risks. Noting that the financial security of the Council, the Performance Improvement Order and Blue Haven site are priority risks for the Council, the internal audits should be considered for scheduling from 2025/26 onwards: • Risk Management • Governance Arrangements • Organisation Capability	Completed - no further action BAU	100
IP.8.10	That the following registers be reviewed to ensure that they contain all required information, and are up to date in accordance with publishing timeframes: • Contracts Register required under s27 of the Government Information (Public Access) Act 2009 • Development Contributions Register required under cl217 of the Environmental Planning and Assessment Regulation 2021	Completed - no further action BAU	100
IP.8.11	Confirmation of the status of the Draft Development Application Policy be urgently undertaken. The policy should be published to the Council website if adoption has occurred, and if not the policy should be immediately placed before Council for adoption in accordance with the Environmental Planning and Assessment Regulation 2021.	Completed - no further action BAU	100
IP.8.12	The current work on developing an updated compliance policy be expedited and an updated policy covering the areas identified in the report be presented to Council at the earliest opportunity.	Completed - no further action BAU	100
IP.8.13	A defined process be immediately established to call for conflicts of interest at the commencement of Councillor briefing sessions, including the application of the requirements of the Code of Conduct in the management of those conflicts and maintain a register of conflicts declared at briefing sessions in accordance with clause 3.39 of the Code of Meeting Practice.	Completed - no further action BAU	100
IP.8.14	Establish a procedure to follow when a Councillor declares a pecuniary or significant non-pecuniary interest in a matter at a briefing, with particular reference as to whether the Councillor is still provided copies of briefing materials or reports after making the declaration.	Completed - no further action BAU	100
IP.8.15	The codes of conduct be urgently reviewed to include specific definition and prohibition of sexual harassment, to contribute towards compliance with Council's positive duty requirements under the Sex Discrimination Act 184 (Cth).	Completed - Council's duties in relation to the Sex Discrimination Act are covered in the Prevention of Workplace Bullying and Sexual Harassment Policy.	100
IP.8.16	An immediate review of the Internal Reporting (PID) Policy be undertaken to ensure compliance with PID legislation with particular emphasis on: • Renaming the policy "Public Interest Disclosures Policy" • The process for how a complaint in relation to the Council Chief Executive Officer can be made, how it would be handled and what responsibilities the Mayor would have in such circumstances.	Completed - no further action BAU	100
IP.8.17	Urgent training for all Public Interest Disclosure Officers be undertaken in relation to the changes to PID legislation and Council's Policy and updated responsibilities of Disclosures Officer.	Completed - Mandatory training for Disclosure Officers was conducted through the NSW Ombudsman consisting of an eLearning module.	100

IP.8.18	Urgently complete a self-assessment against the foundational requirements within the Cyber Security Guidelines – Local Government and report the results to management and the Audit Risk and Improvement Committee.	Completed - no further action BAU	100
IP.8.20	A review of arrangements for establishing new suppliers to Council be undertaken to ensure the separation of the functions of creating new suppliers from accounts payable. It is recommended that council give consideration to: • Implementing a policy requiring that the employee who sets up new vendors or changes vendor information does not have the ability/access in the financial system to create vendor payments, • Ensure that an independent officer reviews and approves the vendor account creation process, this officer is to have no ability to create vendors in the system, • Appropriate configurations and restrictions be implemented in the Tech1 Financial System to ensure the above two points occur, • periodically verifying any changes to vendor master files', and • A requirement for mandatory vacations, or job rotations, of all key personnel involved in the vendor payment process.	Completed - no further action BAU	100
IP.8.21	The development of appropriate exception reporting in relation to procurement and accounts payable, as identified in the previous internal audit on procurement, be expedited to enhance and expand the current range of reporting available to potentially identify irregularities in procurement and accounts payable functions.	Completed - no further action BAU	100
IP.8.22	Develop a strategic roadmap for when and how the remaining recommendations for the 2024 Hopwood Report are to be implemented	Completed - no further action BAU	100