



ORDINARY MEETING OF COUNCIL

ENCLOSURES

Tuesday 17 August 2021

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Delivery Program 2017-21 and Operational Plan 2020-21 4th quarter and annual reporting

Enclosure 1



Item 11.1

1: Community

1.0: A Healthy, Safe and Inclusive Community

1.1: Developing and implementing services and programs that promote social cohesion, healthy and active lifestyles for residents of all ages, abilities and interests



1.1.1: Improving the liveability of Kiama for those with diverse backgrounds and abilities

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.1.1	Monitor and improve accessibility within the Municipality	Access Committee regularly advises Council on accessibility issues, infrastructure and developments	5 meetings held pa	3 meetings held in this period with 11 issues addressed.	100%	34 issues in the community brought to the Access Committee and addressed.	Manager Community & Cultural Development	Completed 
<p>Annual comment: Kiama's Access Committee continues to be a very useful process for identifying and addressing issues of accessibility within the Kiama Local Government Area with 34 issues brought to the committee by community members, then addressed by Council Officers.</p>								
1.1.1.2	Maintain the Illawarra Interagency blog site	Blog posts that promote inclusive services, projects and events that support diversity and accessibility	>30 posts pa	100% complete	100%	Three additional information posts on issues of diversity have been published this quarter.	Community & Cultural Development Officer	Completed 
<p>Annual comment: Thirty information posts on issues of diversity were published via the Illawarra Interagency blog site this year. The interagency blog is accessed by 349 community service industry providers throughout the Illawarra, providing services to thousands of residents each year.</p>								



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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.1.3	Support Age/Disability sector development	Grant funding received and activity plan targets met	>80% of activity targets met	> than 80% of targets met	100%	Key activities include: 3 Access Committee meetings, 2 Suicide Prevention Collaborative meetings, 3 Rapid Response Group meetings following more suicides, 1 Co-design workshop for a postvention service & 1 Strategic Planning workshop for the Collaborative, 2 Dementia-friendly Kiama Alliance meetings, 9 Online Social Support meetings held that connect people living with dementia locally, nationally and internationally, 1 Community Care Collective meeting, 2 Women's Trauma Recovery Centre working group meetings, 1 Prevention of Older People Abuse (POPA) network meetings and 2 community training	Manager Community & Cultural Development	Completed 


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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						sessions held, 1 Older Men Social Support & Suicide Prevention meeting, and 1 Illawarra Interagency meeting attended.		
<p>Annual comment: The Aged and Disability Sector Support and Development Officer continues to play an important role in championing and supporting a variety of initiatives across the region that lead and/or contribute to the identifying of and addressing of systemic barriers and provision of supports and services that address issues that relate to older people and people with disability.</p>								
1.1.1.4	Maintain currency of information about the accessibility of Council's public toilets, on the National Public Toilets Register	National Public Toilet Register is kept up-to-date	100% updated		100%	Blowhole Point Amenities accessibility information added to the National Public Toilet Register	Asset Systems Officer	Completed 
<p>Annual comment: All Operational Plan activities completed for this action.</p>								
1.1.1.5	Encourage local businesses and commercial facility owners to identify and address existing barriers to access or use of their business by people with a	Publish articles promoting accessibility in Council newsletters	2 articles published	> than 2 articles promoted.	100%	Multiple articles and opportunities for education and participation in consultations and awareness distributed through Council channels in this period.	Manager Community & Cultural Development	Completed 


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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	range of abilities							
Annual comment: Every opportunity to engage, encourage and champion disability awareness and supports across the community has been pursued via sharing and distributing articles and tools that support this outcome.								
1.1.1.6	Advocate accessibility to local business networks to promote Kiama as an outstanding accessible community and holiday venue for people with disability	Number of presentations promoting accessibility at Council run events	2 presentations pa	non in this period.	0%	Due to COVID-19, no Council run events have been scheduled that provide an opportunity to implement this measure	Manager Community & Cultural Development	Behind target 
Annual comment: Due to COVID-19, no Council run events have been scheduled that provide an opportunity to implement this measure								
1.1.1.7	Promote and encourage use of the accessibility budget to support access resources and assistance to support opportunity for all residents to genuinely participate in Council functions,	Percentage of budget utilised to assist accessibility of Council's community consultations and events	80% of budget allocated	< than 80% of budget utilised	0%	Disability supports were organised for Council's Winter Ignite Festival, but the festival didn't go ahead due to severe weather.	Manager Community & Cultural Development	Behind target 



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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	consultations, events and activities							
Annual comment: Budget not currently being utilised. Greater promotion of the budget needs to be undertaken within Council to encourage provisions of support being provided at events and consultations that utilise this budget allocation.								
1.1.1.8	Support the Dementia Friendly Kiama Project (DFKP) subject to available funding	Activities of the Dementia Friendly Kiama Project Action Plan are implemented, subject to funding	100% completed	100% completed	100%	In this period, 2 Alliance meets held, 11 online social catch-up meetings held.	Manager Community & Cultural Development	Completed 
Annual comment: The Dementia-friendly Kiama Project (DFKP) continues to connect and empower People Living With Dementia PLWD) and those along side them. In the past 12 months, the project has: reviewed the content of its community education sessions and updated it, provided weekly online social catch up meetings to keep PLWD connected during COVID where PLWD and other dementia projects from around Australia and the world have participated including from Singapore and America, held monthly Alliance meetings to coordinate the activities of the project, conducted 2 community education sessions, and support the Bondi2Berry annual fundraising bike ride and their Bondi2Bluemountains fundraising bike ride by host pit-stops in Kiama with all funds going to dementia research. Bondi2Berry have raised over \$500,000 since inception 5 years ago and the DFKP has hosted the Kiama pit stop each year.								


1.1.2: Work collaboratively with the Aboriginal community

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.2.1	Plan and undertake annual NAIDOC Week activities	Annual NAIDOC Week activities are	100% completed	50%	100%	A couple of months leading up to NAIDOC week, Council's Aboriginal Liaison Officer (ALO) resigned	Manager Community & Cultural Development	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		completed by 31/07/2020				from Council. However an art exhibition was still held at the Old Fire Station Community Art Gallery. Other activities that were in planning prior to the ALO departure (school emersion day and children's activities with an Aboriginal theme at Kiama Library) were not able to be implemented.		
<p>Annual comment: A couple of months leading up to NAIDOC week, Council's Aboriginal Liaison Officer resigned from Council. However, they still held an art exhibition at the Old Fire Station Community Art Gallery. However the other activities that were in planning prior to their departure (school emersion day & children's activities with an Aboriginal theme at Kiama Library) were not able to be implemented.</p>								
1.1.2.2	Participate in planning and staging of annual Local Government Regional NAIDOC Awards	Annual Local Government Regional NAIDOC Awards are completed by 31/07/2020	100% completed	not delivered	100%	All planning was in place for the NAIDOC Awards to be held on 24 July, however they have now been postponed until the 23 October due to Covid restrictions.	Manager Community & Cultural Development	Completed 
<p>Annual comment: All planning was in place for the NAIDOC Awards to be held on 24 July, however they have now been postponed until the 23 October due to Covid restrictions.</p>								
1.1.2.3	Plan and undertake Annual Sorry Day events	Annual Sorry Day events completed by 31/05/2021	100% completed	100% complete	100%	Kiama Sorry Day was held on Tuesday 26 May 2021 via live stream from the Pavilion, Kiama. A flag raising ceremony was	Community & Cultural Development Officer	Completed 

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
Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						held one week beforehand and pre-recorded for inclusion in the live stream. Two schools participated live from the Pavilion, with an additional school providing a pre-recorded video for inclusion. Welcome to Country was provided by Uncle Richard Campbell, the guest speaker was Auntie Doreen Compton and Aboriginal dance and education was provided by the Doonooch Dancers.		
	<p>Annual comment: Kiama Sorry Day was held on Tuesday 26 May 2021 via live stream from the Pavilion, Kiama. A flag raising ceremony was held one week beforehand and pre-recorded for inclusion in the live stream. Two schools participated live from the Pavilion, with an additional school providing a pre-recorded video for inclusion. Welcome to Country was provided by Uncle Richard Campbell, the guest speaker was Auntie Doreen Compton and Aboriginal dance and education was provided by the Doonooch Dancers.</p> <p>Follow up from the event is as follows:</p> <ul style="list-style-type: none"> - 137 views have been made of either the live stream or recording of the live stream - 166 views have been made of the video highlights reel of the live stream - 260 students from two local schools watched the live stream, feedback still pending from other local schools - 40 students were shown the recording of the live stream 							
1.1.2.4	Undertake other activities to engage with the local Aboriginal	All opportunities for	100% completed	100%	100%	ALO prior to resignation was meeting with Aboriginal students each week at Kiama	Manager Community & Cultural Development	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	community as opportunities arise	engagement investigated				High School, assisting them with their cultural knowledge and social & emotional wellbeing and using the connections with the students to share and connect with their parents where possible. Unfortunately the Aboriginal Heritage Project has continued to struggle to progress.		
<p>Annual comment: Aboriginal Liaison Officer prior to resignation was meeting with Aboriginal students each week at Kiama High School, assisting them with their cultural knowledge and social and emotional wellbeing and using the connections with the students to share and connect with their parents where possible. Unfortunately the Aboriginal Heritage Project has continued to struggle to progress.</p>								

1.1.3: Provide and promote cultural and artistic activities and programs


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.3.1	Undertake activities that support the 'Build' strategy identified in Council's BISI cultural planning document as funding allows	Plans for a new Arts Centre are Development Application (DA) approved by 31/12/2020 Funding is sought for the New Arts	100% completed	90% completed	100%	This action is currently being reviewed to determine where it fits within Councils priorities and strategic planning.	Community & Cultural Development Officer	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Centre with all relevant funding opportunities investigated and applications made where relevant						
Annual comment: This action is currently being reviewed to determine where it fits within Councils priorities and strategic planning.								
1.1.3.2	Undertake activities that support the 'Integrate' strategy identified in Council's BISI cultural planning document	Cultural Board meetings are held with artist community representatives as members Deliver the annual Music in the Park program	6 meetings pa	1 meeting held this quarter	100%	One meeting of the Kiama Cultural Board was held in May. Music in the Park was able to resume for the end of its 2020/21 season with sessions held May and June.	Community & Cultural Development Officer	Completed 
Annual comment: Four meetings of the Kiama Cultural Board were held this year, while meetings were held online during 2020, limited activity doing COVID in 2020 limited the necessity of the usual 6 meetings per year. The Music in the Park sessions were unable to go ahead at all in 2020, however two sessions have been held in 2021, May and June.								
1.1.3.3	Undertake activities that support the 'Invest' strategy identified in Council's BISI cultural	Opportunities for increasing public art installations within the Kiama Local Government	100% completed	100% complete	100%	There were 6 new artists published in the Weave Artist Directory this quarter. New public artwork murals opportunities are being explored through the	Community & Cultural Development Officer	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	planning document	Area are investigated				SENTRAL Youth Services Create to Connect program. Visitor numbers are lower this quarter, however sales have increased.		
		Kiama Cultural Grants are administered via one funding round per year	100% completed	100% completed				
		Number of artists who are registered on the 'Weave' directory increases annually	20% increase pa	6% increase				
		Maximise use of the Old Fire Station Community Arts Centre by ensuring exhibition space is well utilised	Booked 52 weeks pa	13 bookings completed				
		Average number of visitors to the Old Fire Station Community Arts Centre	Average of 850 visitors per week	516 average visitor per week				

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.3.4	Undertake activities that support the 'Sustain' strategy identified in Council's BISI cultural planning document	Maintain and increase use of the Kiama Cultural Arts Network blog site	25% increase in blog site views pa	0% complete	100%	The Kiama Cultural Arts Network (KCAN) blog site continues to be maintained as a website, with the Facebook page utilised in conjunction with the monthly Mailchimp Newsletter. A face to face Artists Gathering was held in early April.	Community & Cultural Development Officer	Completed 
		The annual Arts Honour Roll program is completed	100% completed	0% complete				
		Annual program of Arts Biz education workshops are held	>2 workshops held pa	100% complete				
		Maintain the average number of reactions to the Kiama Cultural Arts Network Facebook page	Average of 25 reactions per week	0% complete				



Annual comment: Public art murals are being investigated through the Youth Services, Create to Connect project, a preliminary audit of existing public artwork was undertaken earlier in the year. Cultural Grants were fully expended in the March 2021 funding round with four projects funded. The Pride Choir has been established with 25+ members, rehearsals held at the Joyce Wheatley Community Centre, Walk My Way and Cedar Getters Grandaughter projects currently undergoing research and Kiama YouthFest is scheduled to be held in July 2021. Weave Artist Directory has seen a 30% increase in artist membership. Old Fire Station Community Arts Centre has hosted 51 exhibitions, including exhibitions by 5 artists who have not previously used venue. Average weekly visitor numbers are lower at 516 per week and a total number of 19,595. However, sales have increased by 41% for Kiama based artists and 82% overall from the previous year.

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Artist gatherings are held to promote networking	4 gatherings held pa	1 gathering held this quarter				
<p>Annual comment: Over the last 12 months communication and engagement via the Kiama Cultural Arts Network (KCAN) has adapted to the changing conditions prompted by COVID and its associated restrictions and lockdowns. A monthly (or more regularly depending on conditions) newsletter was adopted in order to engage more directly with the Kiama arts community, this has been well received with artists now actively providing information for inclusion and positive feedback. Through digital technology, arts business workshops were able to be held in September and October, long with a number of online artist gatherings as well as face-to-face meetings.</p>								



1.1.4: Provide a range of library resources and services that support our community in recreational and lifelong learning

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.4.1	Provide Library and Family History Centre programs	Provide a range of library community programs that support recreation and lifelong learning	70 programs pa	17 programs this quarter with 439 people attending	100%	The library has provided a number of physical and online programs during the last quarter with 498 people participating in our programs including Seniors Festival events - Online safety and creating a photobook, Sydney Writers Festival activities featuring Kate Grenville and Barry Cassidy, - the Kiama audience was	Manager Library Services	Completed 
		Provide a range of Family History Centre community programs that support	2 programs pa	1 program delivered this quarter with 17 people in the Family History Centre and 42 people				

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	History Centre customer services	enquiries completed Number of Family History Centre enquiries completed	100 enquiries pa	not this quarter		on a regular basis. People seek information from the library across a number of different platforms including in person, online via email and website enquiries as well as through out social media including Instagram, Facebook and Twitter.		
<p>Annual comment: Usage of our libraries have changed since returning from Covid lockdown as we had to balance maximum numbers of people in our buildings, library programs, social distancing requirements, demand for services and the amount of time people spent in the building so that others could also use our services.</p>								
1.1.4.3	Provide Library loan services	Number of loans processed at Kiama Library Number of loans processed at Gerringong Library	120,000 loans pa 4,000 loans pa	29,859 864	100%	Collection use remains steady. The demand for online resources especially e-audiobooks remains high, usage of which is higher than e-books. E-resources account for 6,182 loans in this quarter.	Manager Library Services	Completed 
<p>Annual comment: Collection usage has changed since our return from lockdown restrictions. Demand for e-audio resources continues to remain high. Our e-resource collection is combined with Shoalhaven Libraries collection which has enabled us to include all our online titles in the library catalogue. This means that the items are discovered by our community and staff when searching for specific titles which raises awareness of all the items the library has on</p>								

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.4.4	Develop and implement literacy programs	Undertake satisfaction survey of literacy program attendees as required Number of literacy events held Number of attendees at literacy events	100% completed 60 events pa 300 attendees pa	not this quarter due to restrictions still being in place. 27 events 439	100%	Early literacy programs continue to be popular at Kiama and Gerringong Libraries. We have been able to increase the maximum number of people attending to 24 and social distancing requirements are still in place. The recent introduction of the 1 person per 4 square metre rule has meant we have to reduce the number to a maximum of 20. Preschool Story Time at Gerringong Library has grown with regular fortnightly sessions the audience has grown and are looking forward to moving into the new Gerringong Library space.	Manager Library Services	Completed 
<p>Annual comment: Early literacy programs continue to be popular at Kiama and Gerringong Libraries but numbers have been affected by COVID restrictions with early literacy programs only returning in August 2020 with maximum numbers attending capped at 20. Before COVID average attendance would be 50 +. Preschool Story Time at Gerringong Library has grown with regular fortnightly sessions instead of monthly session and enthusiastic</p>								


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.4.5	Deliver Library Information Technology Program	Hours of internet access provided at Kiama and Gerringong libraries	2,000 hours pa	3,3632	100%	Covid restrictions have impacted the availability and the number public computers available at Kiama which in turn restricts the number of internet hours used. In July 2020 we were restricted to 5 Public PC's with a 30 minute limit and over time have been able to increase the number of PC's and the internet limits as restrictions have eased. We have also installed more effective data collection systems for monitoring usage of the both public PC's and WiFi available at Kiama Library. Similar systems will be implemented at the new Gerringong Library.	Manager Library Services	Completed 
		Number of users of public computers at Kiama and Gerringong libraries	2,000 users pa	3324				

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
<p>Annual comment: Again COVID restrictions have impacted PC and WiFi usage as limited have been placed on library visitation and the amount of time people can spend in the library or using our PC's. More effective WiFi systems have been installed and are subsidized by the State Library of NSW. Increased data is available on PC and WiFi usage at both Gerringong and Kiama Libraries.</p>								
1.1.4.6	Identify opportunities and implement changes to improve disability access and inclusion in facilities and services	Changes investigated and implemented where appropriate	2 changes implemented	not this quarter	100%	Accessibility has been a constant consideration when planning and implementing the new Gerringong Library. We also consider when making changes to Kiama Library.	Manager Library Services	Completed 
<p>Annual comment: We have implemented two initiatives to make our services more accessible and COVID-safe. We have added a self-service checkout PC, which enables people to check out their own items while maintaining social distancing (without having to come to the front service counter). This also benefits people who wish to maintain anonymity while checking out items on sensitive subjects. The new user-friendly library app enables people to easily access their account information and check out items from their own mobile device and offers accessibility settings, so customers can search the catalogue and other library services via the app with an enlarged font size to aid visibility.</p>								
1.1.4.7	Plan for and implement new Gerringong Library facility	Regular attendance and input into project planning meetings Collaborate with Project Manager to ensure required Human Resources,	100% attendance completed	100% attendance achieved during the last quarter. Collaboration ongoing	100%	All the resources required for the new Gerringong Library have been ordered or currently stored at Council facilities ready to go on site as soon as the building is handed over to Council. Consultation with IT, HR and Risk are ongoing and further advice will be	Manager Library Services	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Risk, Policies and Protocols are developed by various Council teams and implemented as required				sought when staff are actually available to go onsite.		
		Ensure all required library resources (collections, IT resources, etc) are available for opening of new facility	100% completed	All library furniture has been ordered and collections				
<p>Annual comment: Library resources have been ordered, received and stored in preparation for the new Gerringong Library. Moving plans are currently being made so that we are ready to go when official sign off have been granted</p>								



1.1.5: Facilitate sport and health related facilities and programs




Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.5.1	Implement a range of health and wellbeing programs for young people	Number of young people participating in health and wellbeing programs	>60 participants	> than 60	100%	In this period, Teen Mental Health 1st Aid delivered at Kiama High School in collaboration with the High School. Empower	CENTRAL Youth Services Coordinator	Completed 


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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		incorporating content around active lifestyle, nutrition, mental health and drug and alcohol use				with Rubi delivered to 13 young women. 15 young people with complex needs provided individual support.		
		Program participants report in their evaluations that they feel more confident about their wellbeing having participated in the program	>80% of participants pa	>80%				
		Number of health and wellbeing programs delivered to young people incorporating content around active lifestyle, nutrition, mental health and drug and alcohol use	>4 programs held pa	> 4 programs				
<p>Annual comment: A very challenging year for SENTRAL Youth Services, responding to a 70% increase in the number of young people accessing the service, many with complex issues. The demand for the service was greater than the service could provide, and along with an increase in anti-social</p>								




Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
behaviour and vandalism resulting in creating an unsafe environment for both young people and staff, CENTRAL closed it's Drop-In program for 5 months. This provided the service with the opportunity for staff to recuperate and re-energise, revise protocols and install a CCTV system. Other programs and Individual Support continued through this period which also helped to address these dynamics. The Drop-In program was re-instated at the end of this reporting period.								
1.1.5.2	Engage with and educate members of the community on healthy, affordable and sustainable food and gardening practices	Implement activities to engage with and educate members of the community on healthy, affordable and sustainable food and gardening practices	>2 activities pa	4 activities implemented	100%	Organised and implemented a World Environment Day workshop 'Introduction to permaculture'. Organised and implemented a Seniors Festival workshop 'Growing food in small spaces'. Participated in 1 Coordination group meeting 16/04/21. Attended 3 planning meetings and completed a number for actions for Connecting Over Fair Food regional event.	Health Promotion Officer 01	Completed 
Annual comment: Met and exceeded the annual target for this action. Workshops and programs were well attended and evaluated by the community.								
1.1.5.3	Engage with and educate members of the community on leading an active, healthy and sustainable lifestyle	Implement activities to engage with and educate members of the community on leading an active, healthy and	>2 activities pa	4 activities implemented	100%	Finished 1x 8 week Get Active Outdoors event and began planning for one in September 2021.	Health Promotion Officer 01	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		sustainable lifestyle						
<p>Annual comment: Met and exceeded activities for this action. Two 8 week Get Active Outdoors programs were implemented and two chalk art workshops facilitated in mental health month. Overall activities were well attended and evaluated.</p>								
1.1.5.4	Engage with members of the community to promote Council health and sustainability events, information and activities	Promote Council and community health and sustainability events, information and activities (including mental health)	>6 activities pa	19 activities promoted	100%	Promoted Kiama Redcross fun run, WED workshops and Health moves.	Health Promotion Officer 01	Completed 
<p>Annual comment: Met and exceeded this action. A total of 19 activities were promoted through Council's communication streams and four Community Support Skills training workshops were implemented in the community.</p>								
1.1.5.5	Deliver community health grants programs	Administer the Health and Sustainability Grants Programs Administer the Community Garden Grants Program	1 round of funding held pa 1 round of funding held pa	1 round of funding completed 1 round of funding completed	100%	Finalised round 4 of the Community Garden grants with one application received and assessed that ending up withdrawing due to site suitability. Created online application form for the Health & Sustainability Grants and updated grant guidelines for round 7 of funding in 2022.	Health Promotion Officer 01	Completed 


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
Annual comment: Administered one round of Health & Sustainability funding with a total of three projects funded, Parkinson Kiama (\$700), Kiama Rotary (\$1,500) and Kiama BUG (\$750). Administered one round of Community Gardens Grants with one application received which later withdrew due to suit suitability.								
1.1.5.6	Facilitate Health and Sustainability Committee Meetings	Health and Sustainability meetings are held	>4 meetings pa	6 meetings	100%	Organised and held two Health & Sustainability Committee meetings 6 April and 17 June 2021.	Health Promotion Officer 01	Completed 
Annual comment: Six Health & Sustainability Committee meetings were held in the 20/21 FY.								
1.1.5.7	Undertake planned program of maintenance to ensure the Leisure Centre and Jamberoo Pool facilities are maintained to required standards	Leisure Centre and Jamberoo Pool programmed maintenance to achieve minimum standards is completed on time and within budget	100% completed on time and within budget	Maintenance has been completed on time and within budget	100%	All planned program maintenance has been completed and within budget.	Leisure Centre Manager	Completed 
Annual comment: All planned program maintenance has been completed and within budget.								
1.1.5.8	Undertake capital improvements and renewal to ensure the Leisure Centre and Jamberoo Pool facilities are maintained	Capital works and renewal program completed on time and within budget	100% completed on time and within budget	behind target	50%	Capital projects have been carried over to next financial year which include air handling upgrade and replacement of gym equipment and hall chairs due to reassessing quotes to	Leisure Centre Manager	Behind target 


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	to required standards					work within current budget constraints		
<p>Annual comment: Most capital projects have been re-voled to new financial year including air handling upgrade and replacement of gym equipment and hall chairs. The replacement of the Leisure Centre spa was completed in 1st quarter.</p>								
1.1.5.9	Ensure effective operations of Leisure Centre and Jamberoo Pool to meet community needs	<p>Ensure swim school operates to capacity agreed</p> <p>Maintain pool bookings for schools, swim clubs and aquatic customers each year at Leisure Centre</p>	<p>85% capacity pa</p> <p>10 bookings pa</p> <p>900 members</p> <p>>200,000 patrons pa</p>	<p>Term 2 swim school and squad capacity reached 90%</p> <p>Bookings were reduced due to Covid 19 restrictions</p> <p>Behind target - but Fitness passport admissions were steady</p> <p>Maintained patronage during the 4th quarter</p>	100%	<p>Jamberoo Pool operated successfully for Summer season from December 2020 to March 2021.</p> <p>Leisure Centre operations and programs continued with minimal COVID-19 restrictions whilst still ensuring hygiene and cleaning practices were maintained.</p>	Leisure Centre Manager	Completed 
<p>Annual comment: Jamberoo Pool operated successfully for Summer season from December 2020 to March 2021. Leisure Centre operations and programs continued with all programs running at varying capacities. The 2nd quarter saw an increase in entries when COVID restrictions started to ease.</p>								

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.5.10	Maintain or increase user satisfaction of Leisure Centre and Jamberoo Pool facilities and its activities and programs	Maintain customer satisfaction levels in annual customer satisfaction survey reported as good, very good or excellent	95% of patrons pa	behind target	50%	Currently developing satisfaction surveys for community engagement, including Leisure Centre members and casual users. The survey information will be used to help develop and maintain Leisure Centre services and activities in the future.	Leisure Centre Manager	Behind target 
<p>Annual comment: Currently developing satisfaction surveys for community engagement, including Leisure Centre members and casual users. The survey will be implemented in the next financial year. The survey information will be used to help develop and maintain Leisure Centre services and activities in the future.</p>								
1.1.5.11	Identify opportunities and implement changes to improve disability access and inclusion in facilities and services at Kiama Leisure Centre	Number of changes designed or completed	2 changes pa	Not in this quarter	100%	There are no current physical changes earmarked to the Leisure Centre regarding disability access and inclusion.	Leisure Centre Manager	Completed 
<p>Annual comment: There are no current physical changes earmarked to the Leisure Centre regarding disability access and inclusion.</p>								
1.1.5.12	Support implementation of smoke free legislation within	Develop and include smoke free implementation	100% completed	100% completed	50%	Nothing progressed this quarter due to cancellation of events	Health Promotion Officer 01	Behind target 



26



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	the Municipality and promote compliance at Council events and facilities	strategies for events in the Events Manual Provide strategies that minimise smoking to relevant event staff to implement at major Council events and target New Year's Eve and two other events	>3 events targeted pa	No events targeted.		from weather and COVID-19 concerns		
<p>Annual comment: Strategies were developed and sent to the Lean team for inclusion in the events manual in the 19/20 FY and 20/21 FY. Due to the number of events cancelled this FY due to COVID and weather this strategy was not completed, we will endeavour to target events in the 21/22 FY. However, smoke-free signage is currently being updated across the municipality.</p>								
1.1.5.13	Undertake program of new public water stations in public places, based on priorities identified by the Walking Tracks and Cycleway Committee - as funding opportunities allow	All opportunities for grant funding of public water stations pursued and an implementation program developed where funding permits	100% completed		100%	The public water stations in the public spaces program was being implemented as per the prioritised listing recommended by the Walking Tracks & Cycleways committee and has been completed as per the program within the current Operational Plan.	Asset Systems Officer	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
Annual comment: All prioritised water station listing recommended by the Walking Tracks & Cycleways committee has been completed. All Operational Plan activities completed for this action.								
1.1.5.14	Promote sunsmart marquee program through Council's communication channels (eg. website, Kimunico, social media)	Number of times Council's Sunsmart marquees are utilised by community groups	6 times pa	6	100%	4 booking received this quarter for the sunsmart marquee program	Health Promotion Officer 01	Completed 
Annual comment: Annual target met with 6 bookings made for the sunsmart marquee program.								

1.1.6: Manage footpath and cycleway infrastructure and assets

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.6.1	Manage footpath and cycleway asset renewals	Percentage of Council approved renewal program completed on time, within approved scope, within budget and to agreed standard	100% completed within budget and to agreed standard		100%	Completed in Q3	Works Coordinator	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Percentage of renewal budget expended	100% expended					
Annual comment: Revised program complete.								
1.1.6.2	Manage new footpath and cycleway asset creation	Percentage of Council approved new asset program completed on time, within approved scope, within budget and to agreed standard	100% completed within budget and to agreed standard		100%	Overall program is complete. The Bombo Headland Eco-walk (Stairs) project contract has been awarded for delivery and planning for the Jamberoo Valley Cycleway extension is awaiting advice from Transport for NSW regarding funding.	Works Coordinator	Completed 
		Percentage of new asset budget expended	100% expended					
Annual comment: Overall program is complete. The Bombo Headland Eco-walk (Stairs) project contract has been awarded for delivery and planning for the Jamberoo Valley Cycleway extension is awaiting advice from Transport for NSW regarding funding.								
1.1.6.3	Implement maintenance program for footpath and cycleway infrastructure and assets.	Percentage of Council approved maintenance program completed on time, within approved scope, within	100% completed within budget and to agreed standard		100%	All customer requests for footpath/cycleway repairs have been addressed within the required timeframe	Works Coordinator	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		budget and to agreed standard						
		Unscheduled maintenance completed within 5 days	90% completed within 5 days					
Annual comment: All customer requests for footpath/cycleway repairs have been addressed within the required timeframe								
1.1.6.4	Consult with a range of people with disability types to establish priorities within Council's pathway management plan	Quarterly review of pathways planning invites input from Council's Access Committee	100% completed	100% completed	100%	All pathways in current program were progressing on target. The Walking Tracks and Cycleways Committee are consulted in developing the program for cycleway infrastructure & walking trails. In planning for the 2021/22 forward capital works program, Council's Access Committee will be consulted.	Manager Design & Development	Completed 
Annual comment: All pathways in 2020/21 program were progressing on target. Those that had not commenced by March were deferred to the 2021/22 budget year. The Walking Tracks and Cycleways Committee were consulted in developing the program for cycleway infrastructure and walking trails. In planning for the 2021/22 forward capital works program, Council's Access Committee will be consulted to inform priorities.								
1.1.6.5	Identify and prepare cycleway funding applications	Lodgement of applications for external grant funding for cycleways	100% of applications completed	100% completed	100%	Due to current budget constraints, no application was made under the Transport for NSW Active Transport	Manager Design & Development	Completed 



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		identified in annual budget schedules				funding program due to the requirement for a 50% contribution. Council has sought reallocation of the \$3.8M funding previously allocated to the Minnamurra Boardwalk project to alternative active transport projects within the Local Government Area. Still awaiting a response from NSW Government. Other grant funding opportunities are being investigated. Council did receive \$500,000 in grant funding for the construction of a pedestrian/ cyclist barrier along the shared pathway at Bombo beach.		
<p>Annual comment: Council has sought reallocation of the \$3.8M funding previously allocated to the Minnamurra Boardwalk project to alternative active transport projects within the Local Government Area. Still awaiting a response from NSW Government. Other grant funding opportunities are being investigated.</p> <p>Council did receive \$500,000 in grant funding for the construction of a pedestrian/ cyclist barrier along the shared pathway at Bombo beach which is nearing construction completion. The Minnamurra Bike skills track was completed utilising \$200,000 in grant funding. A portable bicycle pump track was purchased and installed utilising grant funding, to be located at different sites throughout the Municipality in a year.</p>								
1.1.6.6	Process access driveway permits	Driveway access inspections	80% completed	100% completed	100%	All driveway inspections completed within 48 hours	Manager Design & Development	Completed 



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		carried out within 48 hours	within 48 hours					
Annual comment: All driveway inspections completed within 48 hours								

1.1.7. Manage recreation and open space infrastructure to cater for current and future generations

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.7.1	Manage recreation and open space renewals	Percentage of renewal budget expended Percentage of Council approved renewal program completed on time, within approved scope, within budget and to agreed standard	100% expended 100% completed within budget and to agreed standard	100% completed 100% completed	100%	Recreation and open space renewal program is progressing on time and on budget. Projects completed in Q1&2 include Tennis court surface renewals and fencing replacements at Blowhole point and Chapman Oval. Playground replacements which had not commenced by March 2021 were deferred to the 2021/22 budget. Contract awarded for Keith Irvine Oval amenities building with works underway.	Manager Design & Development	Completed 

Annual comment: Recreation and open space renewal program is progressing on time and on budget. Projects completed in the year include Tennis court surface renewals and fencing replacements at Blowhole point and Chapman Oval. Works continue to progress on projects within the Jamberoo




Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
Sports precinct including completion of the Kevin Walsh Oval Amenities building extension and Jamberoo Youth Hall refurbishment, also with contracts let for the construction commenced on the new amenities building at Keith Irvine Oval.								
1.1.7.2	Manage new recreation and open space asset creation	Percentage of Council approved new asset program completed on time, within approved scope, within budget and to agreed standard	100% completed within budget and to agreed standard	100% completed	100%	Recreation and open space capital new program progressing on time and on budget. The major project delivery was the Sanctuary Place Quarry Bike Skills Track, which has proven to be extremely popular with the community. Construction has also commenced on Bombo headland eco walk stairway project and Keith Irvine Oval new amenities building.	Manager Design & Development	Completed 
		Percentage of new asset budget expended	100% expended	100% completed				
Annual comment: Recreation and open space capital new program has delivered the Sanctuary Place Quarry Bike Skills Track, which has proven to be extremely popular with the community and heavily used by the youth. Construction has also commenced on Bombo headland eco walk stairway project and Keith Irvine Oval new amenities building which will both be completed in Q1 of 2021/22 budget year.								
1.1.7.3	Implement maintenance program for recreation and open space infrastructure	All required maintenance completed within 5 days	90% completed within 5 days	100% completed	100%	Maintenance of all Recreation and Open Infrastructure has been completed as per program. All customer requests have been actioned and rectified as resourcing permits.	Manager Design & Development	Completed 
Annual comment: Maintenance of all Recreation and Open Infrastructure has been completed as per program. All customer requests have been actioned and rectified as resourcing permits								



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.1.7.4	Improve accessibility of recreational facilities including wheelchair access to seating, shaded areas, outdoor exercise and play equipment	Where facilities are to be upgraded or new facilities provided, the plan for these facilities are tabled at Access Committee for comment with the feedback incorporated into the 4 year work program	100% completed	100% completed	100%	Upgraded accessible facilities completed at the Kiama Visitor Information Centre amenities, Gerringong Surf Lifesaving Club, Jamberoo Youth Hall and North Warri Beach. Future upgrades are proposed for Keith Irvine Oval sports facility and north Bombo Beach amenities to include accessible facilities.	Manager Design & Development	Completed 
<p>Annual comment: Upgraded accessible facilities completed at the Kiama Visitor Information Centre amenities, Gerringong Surf Lifesaving Club, Jamberoo Youth Hall and North Warri Beach. Construction has commenced on a new Keith Irvine Oval sports amenities facility that incorporates accessible facilities. An upgrade to North Bombo Beach amenities to include accessible facilities in proposed to commence, but is awaiting land owner consent.</p>								
1.1.7.5	Continue to provide free public Wi-Fi in the Kiama CBD	Wi-Fi is available to the public	95% availability	100%	100%	Public Wi-Fi continues to be available.	Manager Information Technology	Completed 
<p>Annual comment: Free public Wi-Fi has been available in the Kiama CBD.</p>								


1.2: Planning for and assisting specific needs groups




1.2.1: Operate Blue Haven Care



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.2.1.1	Provide grant-funded group and individual transport to targeted service users	Meet contractual requirements in reporting on community transport funding	100% completed	45%	45%	Total Trips for the last months are significantly down due to COVID Restrictions and the ongoing cancellation of services. Discussion with Transport for NSW who are aware of situation and have made exceptions for non compliance so no further action at this stage. Program will work to increase outputs once restrictions eased	Manager Community Programs	Behind target 
Annual comment: Trips are significantly down due to COVID Restrictions over the last 12 months								
1.2.1.2	Provide residential care at Blue Haven	Compliance with aged care accreditation standards Manage service delivery within budget	100% compliant <100% of budget	100% 70%	100%	Blue Haven has done much work this quarter and year to keep abreast of changing aged care quality regulation. Recent findings of the Royal Commission into aged care have required the residential facility to adapt and implement various new policies	Director of Nursing/Facility Manager	Completed 



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						and procedure, such as SIRS and restrictive practice management,		
<p>Annual comment: Blue Haven residential care has settled in well to the new Bonaira site. Some financial indicators such as ACFI revenue have shown great improvements, while future work with support from the business improvement fund grant will bring about positive fiscal changes. The service received 2 aged care commission assessment contacts and had no unmet needs identified.</p>								
1.2.1.3	Plan for the professional development needs of Blue Haven Care to meet current aged care standards	Corporate Professional Development Plan developed for Blue Haven Care	100% completed	100%	100%	Continues to meet all training requirements	Director of Nursing/Facility Manager	Completed 
<p>Annual comment: Blue Haven has an effective system for both mandatory, planned and responsive staff training. The facility frequently provides and monitors training that supports the quality of care of all consumers within the service. Responsive training needs are established from monitoring of key clinical performance indicators and applying a root cause analysis.</p>								
1.2.1.4	Provide programs to enhance the culture of Blue Haven Care	FISH Philosophy program implemented across Blue Haven Care	100% completed	0	5%	Decided to not implement this strategy	Director of Nursing/Facility Manager	Not in this quarter 
<p>Annual comment: Decided to not implement this strategy</p>								
1.2.1.5	Provide Blue Haven Aged Care Community Programs across the Shoalhaven,	Compliance with the Aged Care Quality Standards	100% completed	60%	65%	Action Plan partly commenced and being refined by the Quality and Compliance Officer role	Manager Community Programs	Behind target 





Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	Kiama, Shellharbour and Wollongong Local Government Areas							
<p>Annual comment: Staff will continue to work with the new Quality and Compliance Officer to work through the action plan to address issues identified in the Critical Success Solutions Audit. Also to complete a Self Assessment in preparation for Quality Review with the Aged Care Quality and Safety Commission due in December 2021</p>								
1.2.1.6	Create a positive volunteer culture within Blue Haven Care	<p>Volunteer satisfaction levels</p> <p>Targeted volunteer recruitment strategy developed and implemented by 30/09/2020</p>	<p>>90% satisfaction rating</p> <p>100% completed</p>		75%	<p>Not completed in this reporting period as the volunteer survey was not sent out until July 2021</p>	<p>Manager Community Programs</p>	<p>Behind target</p> 
<p>Annual comment: Volunteer Survey not sent out to volunteers until July 2021 therefore not finalised although overall feedback has been positive. Celebrated National Volunteer Week in May with good attendance. BHC has recruited 2 new volunteers in this period</p>								
1.2.1.7	Coordinate workforce, infrastructure and service planning for Blue Haven Bonaira	<p>Information Communication Technology (ICT) working group meetings are convened and chaired as scheduled</p>	<p>>90% pa</p>	95	100%	<p>Blue Haven has been able to fully staff the RACF throughout the year. This has occurred through ongoing recruitment and use of agency staff where</p>	<p>Director of Nursing/Facility Manager</p>	<p>Completed</p> 


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Fittings, furniture and equipment requirements are identified and procured within governance framework	100% completed	10		required. ICT meetings continue as planned.		
		Executive Steering Committee meetings are convened and chaired as scheduled	>90% pa	100				
		Workforce Planning working group meetings are convened and chaired as scheduled	90% pa	0				
<p>Annual comment: A few of the associated performance measures have ceased since opening at Bonaira. ICT management meetings continue and provide a trusted connection with this important corporate service. Furniture at Blue Haven Bonaira remains under warranty and has posed very few issues to date. In regards to workforce the facility has maintained its staffing levels as required and will use the grant from the business improvement fund to review and consider ways to improve rosters, workforce functions and other workforce efficiencies</p>								
1.2.1.8	Prioritise Blue Haven processes to be mapped and	Number of Blue Haven processes	12 process pa	25%	100%	No new processes this reporting period	Manager Community Programs	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	completed using ProMapp	mapped in ProMapp						
Annual comment: Implementation of the Software System eCase resulting from review of a number of processes								
1.2.1.9	Support Carers through the delivery of funded carer programs	Manage service delivery within budget	<100% of budget expended	This metric is attached to the previously funded respite carer centre. Now closed.	100%	This metric is attached to the previously funded respite carer centre. Now closed.	Director of Nursing/Facility Manager	Completed 
Annual comment: This metric is attached to the previously funded respite carer centre. Now closed.								
1.2.1.10	Blue Haven Care to be recognised as an inclusive organisation	Rainbow Tick achieved	100% completed		100%	Not going ahead with the Rainbow Tick	Manager Community Programs	Completed 
Annual comment: Although Blue Haven Care has update Protocols and Procedures and implemented staff training we will not be proceeding with the Rainbow tick but will continue to comply with the Aged Care Quality Standards								
1.2.1.11	Monitor viability of National Disability Insurance Scheme (NDIS) services	Monitor financial performance to ensure expenses do not exceed income	Expenses <100% of income	Not Applicable	100%	Council has endorsed that Blue Haven transition out of NDIS	Chief Financial Officer - Blue Haven	Completed 
		Unit costing project completed	100% completed	Not Applicable				

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
Annual comment:								
1.2.1.12	Expand the Commonwealth Home Care Packages program to eligible people across Shoalhaven, Kiama, Shellharbour and Wollongong Local Government Areas (LGA)	Increase total number of packages by 10% from original allocation (increase to 132 packages)	>10% increase	115	100%	Although there has been a lot of client movement between levels and into higher care package numbers have remained stable	Manager Community Programs	Completed 
Annual comment: There has been a lot of client movement between higher levels of packages and into residential care over the last 12 months but package numbers have remained stable although client services have increased due to the higher level of care. We recently recruited another Registered Nurse to assist with the higher clinical needs. It is expected that package numbers will increase over the next 12 months with the release, by the Commonwealth Government, of significantly increased number of HCPs.								
1.2.1.13	Deliver the Commonwealth Home Support Program to eligible people across Shoalhaven, Kiama, Shellharbour and Wollongong Local	Meet contractual requirements in reporting on all programs including Home Maintenance, Personal Care, Social Support, Domestic Assistance and Respite	100% completed	60%	60%	Outputs significantly down due to the impact of COVID	Manager Community Programs	Behind target 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	Government Areas (LGA)							
<p>Annual comment: Direct Service Hours are significantly down over the last 12 months especially in our Social Support Programs due to the impact of COVID Restrictions. The Department of Health is aware of the discrepancies and have made exceptions for this reporting period. Once the groups resume there is a plan of action to build and expand our current programs.</p>								
1.2.1.14	Expand Blue Haven Community's Brokerage Program	Brokerage unit is fully operational to manage all Support Worker requests, rosters, recruitment, etc	100% completed	90%	100%	Due to a recent high turn over of Support Workers we are currently recruiting Support Workers and Domestic Cleaners to meet the service need. In the meantime external brokerage has been used to gap fill - there have not been any unfilled services.	Manager Community Programs	Completed 
<p>Annual comment: Some difficulty covering staff leave due to staff shortages - begin filled by external brokerage over the year</p>								
1.2.1.15	Measure satisfaction with Blue Haven Care community services	Conduct satisfaction surveys, focus groups and complaints resolution feedback	>90% satisfaction	86%	100%	This was completed in February 2021	Manager Community Programs	Completed 
<p>Annual comment: The BHC Client Survey was completed in February 2021 and the results show that our Experience Rating was 86% which is down on our previous rating of 94% and the Bench Mark of 91%. An Action Plan was developed to address issues identified in the Client Survey. One of the main issues was changes to services and support workers - much of this was due to COVID and the rostering project to limit the number of staff attending clients and areas travelled. The other issues was a lack of social interaction which again was impacted by COVID and the suspension of Social Activities</p>								


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.2.1.16	Provide free Wi-Fi at Blue Haven Bonaire for the use of residents and their visitors	Wi-Fi is available to residents and their visitors	95% availability	100%	100%	Free Wi-Fi continues to be available at Blue Haven Bonaire.	Manager Information Technology	Completed 
Annual comment: Free Wi-Fi has been provided at Blue Haven Bonaire for the use of residents and their visitors.								
1.2.1.17	Blue Haven Care to be recognised as a dementia friendly organisation	Assessment undertaken and approved	100% completed	75%	100%	Still working on Action Plan	Manager Community Programs	Completed 
Annual comment: Staff are currently working with University of Wollongong in the Talking Mats project which is an extension of the Dementia Friendly project. UOW will assist with BH attaining a Dementia Friendly rating at the completion of this project in December 2021								
1.2.1.18	Meet all prudential reporting requirements required by funding bodies	All acquittals and financial reporting completed on time	100% completed	100%	100%	All prudential compliance required during the quarter and have been met	Chief Financial Officer - Blue Haven	Completed 
Annual comment: Under the Aged Care Act 1997 Blue Haven are required to complete a prudential compliance return to the Department of Health. This return is independently audited and Blue Haven remain a going concern. The next return is due for completion on 31 October 2021 for the 2020/2021 financial year.								
1.2.1.19	Provide Blue Haven's Disability Services across the Shoalhaven, Kiama, Shellharbour	Compliance with the National Disability Insurance Scheme	100% completed		100%	Transitioned out of this Program	Manager Community Programs	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	and Wollongong Local Government Areas	Practice Standards						
<p>Annual comment: In line with the decision by the Blue Haven Board, Blue Haven Community have transitioned out of this program effective 30th June 2021. We no longer have any participants registered with the NDIS</p>								
1.2.1.20	Monitor financial performance of Home Care Packages	Total income received is equal to, or greater than total operating expenditure	Operating ratio 1:1	1.04:1	100%	The unaudited surplus for the 2020/2021 financial year is \$117,366, giving an operating ratio of 1.04:1	Chief Financial Officer - Blue Haven	Completed 
<p>Annual comment: The unaudited surplus for the 2020/2021 financial year is \$117,366, giving an operating ratio of 1.04:1</p>								
1.2.1.21	Monitor financial performance of Residential Aged Care Home	Total income received is equal to, or greater than total operating expenditure	Operating ratio 1:1	0.84:1	100%	The financial performance of the Aged Care Home continues to improve with the two key drivers for improvement being continued increase in the Aged Care Funding Instrument and reduction on the reliance of agency staffing. Blue Haven have been successful in receiving a grant of \$313,000 from the Department of Health which is focused on achieving financial	Chief Financial Officer - Blue Haven	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						sustainability in aged care across Australia.		
<p>Annual comment: The financial performance of the Aged Care Home continues to improve with the two key drivers for improvement being continued increase in the Aged Care Funding Instrument and reduction on the reliance of agency staffing. Blue Haven have been successful in receiving a grant of \$313,000 from the Department of Health which is focused on achieving financial sustainability in aged care across Australia.</p>								

1.2.2: Operate Blue Haven Independent Living Units



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.2.2.1	Maintain occupancy levels to ensure that units are reoccupied within the mandatory 6 month refund requirement under the Retirement Villages Act 1999 and Retirement Villages Regulation 2017	Percentage of units reoccupied within 6 months of vacation	100% of units pa		95%	3 smaller units currently on open market	Manager Project Development & ILU Operations	Progressing 
<p>Annual comment: Revision of current waiting this policy to be presented to the Blue Haven board in order to streamline the reallocation process.</p>								

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.2.2.2	Ensure compliance with the Retirement Villages Act 1999 and Retirement Villages Regulation 2017	Audited Financial Statements are prepared and made available in accordance with the Retirement Villages Act and Regulation	100% completed		90%	Revision of the regulations in relation to capital management plans under review following OFT deferment of commencement due to Retirement Village Industry concerns regarding proposed changes.	Manager Project Development & ILU Operations	Progressing 
		Disclosure, marketing and contract documentation are maintained in accordance with the Retirement Villages Act and Regulation	100% completed					
		Refunds to outgoing Residents or their estate is undertaken within the 6 month period required under the Retirement Villages Act and Regulation	100% compliant					


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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
Annual comment: Review the role and responsibilities of the retirement village manager to be undertaken in order to ensure sufficient resources are available for the increased compliance & property management functions arising from a second Retirement Village and increasing industry regulation.								
1.2.2.3	Implement adopted marketing plan for 58 Independent Living Units at Blue Haven Bonaira	Unit settlement rates achieved in accordance with cash flow projections	>90% achieved		95%	54 of 57 units allocated at 30/6/21	Manager Project Development & ILU Operations	Progressing 
Annual comment: The action likely to be fully complete by 31/12/2021.								
1.2.2.4	Create necessary systems and infrastructure to establish Blue Haven Bonaira Independent Living Units as a fully functioning Retirement Village	Achievement of a similar Value Proposition to Blue Haven Terralong	>90% achieved		95%	Social capital progress report prepared for substitution to the Blue Haven Board.	Manager Project Development & ILU Operations	Progressing 
Annual comment: This action anticipated to be fully complete by 31/12/2021.								

1.2.3: Operate the Kiama Youth Centre and facilitate youth services and programs

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.2.3.1	Develop and implement a program of events for young people	Percentage of program participants report in their evaluations that they feel more confident about their health and wellbeing having participated in the program	>80% of participants	>80%	100%	100% of young people who accessed a program or Individual Support who completed an evaluation reported significant increases in feelings of confidence.	SENTRAL Youth Services Coordinator	Completed 
<p>Annual comment: In a very challenging year, SENTRAL Youth Service was still able to provide programs and Individual Support that continue to be impactful. For example, in regards to Individual Support provided in the last quarter, 5 young people who were accessing individual support provided a response on a scale from 1-10 of what their situation was like before and after (1 being nothing was going well and 10 everything was going well). On average the young people answered before accessing individual support their situation was a 3 on the scale, they then answered how their situation was after accessing individual support using the same scale and on average they were at an 8. 100% of the respondents also answered that they had achieved an improved health and wellbeing.</p>								
1.2.3.2	Provide a range of educational and recreational community development programs in conjunction with local schools	Number of programs completed in conjunction with local schools	4 programs completed	> than 4 programs for this year.	100%	Teen Mental Health First Aid, Empower and Youth Advisory Committee delivered at Kiama High School in this reporting period.	SENTRAL Youth Services Coordinator	Completed 
<p>Annual comment: Twelve programs delivered at Kiama High School this year.</p>								

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.2.3.3	Provide information, referral, advocacy and support for young people through the SENTRY youth facility and online mediums	<p>Number of youth-specific information items posted through online mediums per year</p> <p>Number of visits by young people to SENTRY Drop-in per year</p>	<p>>20 information posts pa</p> <p>500 individual visits pa</p>	<p>75 posts in this period.</p> <p>> 500 individual visits</p>	100%	75 posts in this period sharing youth specific information through online mediums including Facebook & Instagram.	SENTRY Youth Services Coordinator	Completed 
<p>Annual comment: The past 12 months has seen SENTRY face many challenges due to Covid, an increase in young people needing to lean on the service for support, the service response required around a spike in young people dying by suicide and a climate where young people feel less positive about their futures. These dynamics have seen the service stretched beyond it's capacity resulting in the Drop-In program having to be closed for 5 months. Despite this, more the 500 individual visits have been recorded with the annual total being more than 1000. Sharing information relevant to young people and that helps them identify opportunities and/or access services and information that supports good decision making has been integral in this environment. SENTRY has utilised its communication platforms a great deal in an effort to share relevant information and to stay connected with young people, seeing more than 300 posts over the year promoting opportunities, youth specific information and health messages.</p>								



1.3: We live in a safe community



1.3.1: Provide lifeguard and beach safety services and programs

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.3.1.1	Undertake scheduled patrol programs for Council beaches	Ratio of rescues conducted to preventative actions undertaken	Ratio 1:20	Achieved-	100%	The Beach Lifeguard report for the 2020/2021 season has been completed and was reported to Council in June 2021.	Leisure Centre Manager	Completed 
Annual comment: The Beach Lifeguard report for the 2020/2021 season has been completed and was reported to Council in June 2021.								
1.3.1.2	Conduct surf awareness education programs in local primary schools	Annual program completed	100% completed	behind target	0%	Surf awareness education programs in the local primary schools were not conducted due to COVID-19 in 2020/2021.	Leisure Centre Manager	Not in this quarter 
Annual comment: Surf awareness education programs in the local primary schools were not conducted due to COVID-19 in 2020/2021.								
1.3.1.3	Undertake program of scheduled maintenance of equipment	Maintenance schedule completed on time and within budget	100% completed	Completed	100%	Completed in quarter 1.	Leisure Centre Manager	Completed 
Annual comment: The program of scheduled maintenance of equipment has been completed on time and within budget.								

1.3.2: Implement public health and community compliance regulations and programs

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.3.2.1	Administer Food Safety Legislation	<p>Food recall system implemented with 48 hours of notification</p> <p>Temporary food stall applications determined within 21 working days</p> <p>Inspections conducted in accordance with NSW Food Regulation Partnership (includes inspections and markets/events)</p> <p>Compliance with legislation and food safety standards</p>	<p>100% implemented within 48 hours</p> <p>100% determined within 21 days</p> <p>80% completed</p> <p>90% 3 to 5 star rating</p>	<p>8 food recalls and 1 food safety newsletters issued;</p> <p>11 temporary food stall and 6 mobile food van permits determined;</p> <p>73 food shop inspections and 3 re-inspections;</p> <p>89 % target achieved on first round inspection;</p> <p>6 Warning letters issued.</p>	100%	<p>1) 8 food recalls and 1 food safety newsletters issued;</p> <p>2) 11 temporary food stall and 6 mobile food van permits determined;</p> <p>3) 73 food shop inspections and 3 re-inspections;</p> <p>4) 89 % target achieved on first round inspection;</p> <p>5) 6 Warning letters issued.</p>	Environmental Health Officer 01	Completed 
<p>Annual comment: 1) 48 food recalls and 13 food safety newsletters issued; 2) 57 temporary food stall and 17 mobile food van permits determined; 3) 174 food shop inspections and 3 re-inspections;</p>								

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4) 86 % target achieved on first round inspection; 5) 20 re inspections and 97.5% target achieved after re inspection.								
1.3.2.2	Provide Food Safety Education	Number of Food Safety Newsletters developed and distributed Provide 'I'm Alert' online food education training	2 editions pa 40 participants pa	1 Food Safety Newsletter issued this quarter; 82 participants with 67 visitors and 15 registrations to the food safety on-line learning platform.	100%	1) 1 Food Safety Newsletters issued this quarter; 2) 82 participants (67 visitors and 15 registrations) on the on-line learning platform hosted by Kiama Council.	Environmental Health Officer 01	Completed 
Annual comment: 1) 13 Food Safety Newsletters issued this year; 2) 221 participants (78 visitors to the site and 43 registrations) on the food safety on-line learning platform hosted by Kiama Council this year.								
1.3.2.3	Ensure Occupation Certificates are issued/received for completed premises	Investigate and respond to valid complaints regarding occupation of recently completed premises that have not been issued with an Occupation Certificate and take appropriate	100% completed		100%	Nil complaints received during the quarter concerning occupation of recently completed premises that have not been issued with an Occupation Certificate.	Manager Building & Development	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
<p>Annual comment: No complaints were received this year concerning the occupation of recently completed premises without an Occupation Certificate.</p>								
1.3.2.4	Create a register and implement a compliance program as required by the Environmental Planning and Assessment Regulation	Ensure Annual Fire Safety Statements are received annually for all relevant premises	>90% completed		100%	47 Annual Fire Safety Statements for relevant premises were received during the quarter. 77% of the total number of annual Fire Safety Statements required to be submitted annually for relevant premises have now been received by Council.	Manager Building & Development	Completed 
<p>Annual comment: This year Council only received 77% of the total number of Annual Fire Safety Statements, there are still 62 premises with overdue Annual Fire Safety Statements that Council is following up with.</p>								
1.3.2.5	Manage approvals and consents associated with road reserves under the Roads Act	Ensure approvals and consents are maintained and renewals managed	100% completed	100% completed	100%	The following public road reserve management activities are current: Leases of air space = 3 S139 Consent footpath awnings = 86 S125 Consent footpath dining = 37 Public road closure processes for disposal = 4	Manager Commercial Services	Completed 
<p>Annual comment: Road closure process for Noorinan Street Kiama completed during 2020/21 with sale of closed road effected with adjoining property owner. Four other road closure processes to be completed following statutory process obligations. Footpath dining consents increased by 2 during 2020/21 (total of 37 in place). Also introduced new footpath dining fee structure based on lease per square</p>								


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.3.2.6	Maintain an inspection and compliance register and program as required by the Swimming Pools Act	Ensure all pools at tourist and visitor accommodation premises with more than 2 dwellings that are required to be inspected in accordance with requirements of the Swimming Pools Act 1992 and Swimming Pool Regulations 2018 to ensure compliance	100% inspected		25%	3 pools were inspected in accordance with requirements of the Swimming Pools Act 1992 and Swimming Pool Regulations 2018 to ensure compliance.	Manager Building & Development	Behind target 
		Ensure all pools requiring an inspection are inspected in accordance with requirements of the Swimming Pools Act 1992 and Swimming	>80% inspected					

metre of footpath area used, in conjunction with Policy review.
No change to footpath awning consents and leases of air space - commercial areas.

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Pool Regulations 2018 to ensure compliance						
		Ensure all pools inspected that fail to comply with the requirements of the Swimming Pools Act 1992 and Swimming Pool Regulations 2018 that resulted in issuance of a Certificate of Non-Compliance under Clause 18BA of Regulations are recorded in the Swimming Pool Register	100% recorded					
		Ensure all pools inspected that comply with the requirements of the Swimming Pools Act 1992	100% recorded					

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		and Swimming Pool Regulations 2018 that resulted in issuance of a Certificate of Compliance under Section 220 of the Swimming Pools Act 1992 are recorded in the Swimming Pool Register						
<p>Annual comment: There are approximately 1100 swimming pools overdue for an inspection and Compliance Certification out of 1500 in the Local Government Area.</p>								
1.3.2.7	On-site Sewerage Management legislative compliance	<p>Low risk systems inspections conducted in accordance with risk rating schedule</p> <p>Percentage of compliant operating systems</p> <p>High risk system inspections</p>	25% inspected pa	24.78%	100%	Total number of Onsite Sewerage Management Facilities inspected during 4th quarter was 68 (22 low risk 46 high risk). Number of compliant systems inspected during 4th quarter was 66 (97.07%); (21 low risk 45 high risk). Number of defective systems= 2 (3.03%); (1 low risk 1 high risk)	Environmental Health Officer 02	Completed 



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		conducted in accordance with risk rating schedule						
<p>Annual comment: There are 924 on-site sewerage management systems within the local government area. There are 807 low risk systems and 200 (24.78%) of these were inspected during the year. There are 117 high risk systems and 107 (91.45%) of these were inspected. 312 (33.78%) of total systems (25% of low risks and 95% of high risk) have to be inspected per annum and 307 (33.23%) of total systems were inspected during the 2020-2021 period. The number is lower due to Covid related restrictions, staffing shortages and the 10% higher number of low risk inspections conducted in the 2019-2020 reporting period.</p>								
1.3.2.8	Implement Public Health Act legislation (public and private swimming pools and water supplies, skin penetration, legionella)	Annual report outlining orders issued under the Public Health Act submitted to NSW Health	100% completed	Not in this quarter.	100%	Annual report for NSW Health relating to orders issued was not required in this quarter. Swimming pool sampling of Council operated pools was conducted 3 times during this quarter. Ongoing updating and maintenance of public swimming pool (water quality), drinking water, skin penetration, warm water systems and cooling tower legionella risk register.	Environmental Health Officer 01	Completed 
		Inspections of premises in accordance with legislative requirements	100% completed	Ongoing updating and maintenance of public swimming pool (water quality), drinking water, skin penetration, warm water systems and cooling tower legionella risk register.				
		Registers of premises and	100% completed	1 new premises		1 new premises inspected and registered this quarter.		

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		compliance are reviewed and updated as required by legislation		inspected and registered this quarter. Councils 2 follow up public drinking water amenities with tank water) have been conducted and are compliant with their quality assurance plan requirements.		Councils 2 follow up public drinking water (public amenities with tank water) have been conducted and are compliant with their quality assurance plan requirements.		
		Action to rectify breaches of legislation commenced within 5 days of notification	100% action commenced within 5 days	Councils 2 follow up public drinking water amenities with tank water) have been conducted and are compliant with their quality assurance plan requirements.				
<p>Annual comment: Annual report submitted to NSW Health for health orders issued is submitted to NSW Health upon request and by due date. Swimming pool sampling of Council operated pools was conducted 12 times during the year.</p>								



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
<p>4 council run public swimming facilities inspected during the year. 7 public swimming facilities inspected during the year. Ongoing updating and maintenance of public swimming pool (water quality), drinking water, skin penetration, warm water systems and cooling tower legionella risk register. 1 new premises inspected and registered. Councils 2 follow up public drinking water (public amenities with tank water) have been conducted and are compliant with their quality assurance plan requirements.</p>								
1.3.2.9	Inspect and issue approval for caravan parks to operate as required by the Local Government Act	Annual inspection of all caravan parks approvals to operate issued	100% completed		25%	One annual inspection was undertaken and one approval to operate were issued for a caravan park during the quarter.	Manager Building & Development	Behind target 
<p>Annual comment: Only 2 of 7 Holiday Parks currently operating in the Local Government Area have approval to operate.</p>								
1.3.2.10	Implementation of Dog Off Leash Areas	Percentage of users comply with requirements	90% compliance	95%	100%	Random Patrols conducted at all Off Leash Areas - more than 95% compliance this quarter	Senior Ranger	Completed 
<p>Annual comment: Continued improvement in overall compliance by owners. Funding being sought for new Jamberoo Off Leash area</p>								
1.3.2.11	Implementation of Companion Animals Legislation	Animals impounded are returned to owner or rehomed Dog attacks investigated within 24 hours of notification	90% returned or rehomed pa	100% rehomed	100%	All animals collected by owner prior to impounding - 5 attacks/aggressive reported - 1 offending dog identified - 2 Penalty Infringements issued, total value \$660 - 137 pro-active	Senior Ranger	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Complaints about animals investigated within 2 days of notification	95% investigated within 2 days	95%		interactions with owners - all companion animals complaints completed within required timeframes		
		Annual reports and registration financial statements submitted to Department of Local Government by due date	100% completed by due date	100% within timeframe				
<p>Annual comment: 2 Impounds for the year - 23 Penalty Infringements issued, total value \$8855 - 662 proactive interactions with owners. Continued improvements seen in all areas of compliance</p>								
1.3.2.12	Facilitate Companion Animals Education	Number of companion animal education events conducted	1 event conducted	0	100%	Delays again related to COVID 19 restrictions	Senior Ranger	Completed 
<p>Annual comment: Activities to be resumed at the first available opportunity post COVID 19 restrictions</p>								
1.3.2.13	Implementation of Roads Transport Act, Impounding Act, Crown Lands Act and Road Rules	Parking patrols conducted in accordance with monthly schedule High risk public and	100% completed 100% investigated	100% 100% within timeframe	100%	54 proactive and 217 general parking patrols conducted, 10229 spaces, 392 PINs - Face Value \$56782 - 0 environmental health incidents actioned - 50	Senior Ranger	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		environmental health complaints investigated within 4 hours of notification	within 4 hours			low-risk vehicle incidents investigated.		
		Non-high risk public and environmental health complaints investigated within 2 days of notification	100% investigated within 2 days	100% within timeframes				
		High risk vehicle complaints investigated within 4 hours of notification	100% investigated within 4 hours	100% within timeframe				
		Enforcement action undertaken for non-compliance (Cautions, Penalty Infringement Notices issued) of established breach of legislation issued within 2	100% completed within 2 days	100% within timeframes				


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		days of notification Non-high risk vehicle complaints investigated within 2 days of notification	100% investigated within 2 days	100% within timeframes				
<p>Annual comment: 334 proactive and 430 general parking patrols conducted, 21354 spaces, 1103 PINs - Face Value \$208039 - 7 environmental health incidents actioned - 192 low-risk vehicle incidents investigated. 2 Abandoned Vehicles impounded - PIN total value \$1100</p>								
1.3.2.14	Implementation of Protection of Environment Operations (Clean Air) Regulations	Determine applications under Protection of Environment Operations (Clean Air) Regulations within 14 days	100% determined within 14 days	100%	100%	24 applications and permits issued to create smoke - 100% processed within timeframes - 0 breaches	Senior Ranger	Completed 
<p>Annual comment: 90 applications and permits issued to create smoke - 100% processed within timeframes - 3 breaches PIN total value \$1500</p>								
1.3.2.15	Manage land use agreements associated with public places under the Local Government Act and Crown Land Management Act	All commercial based leases and licences completed as required All community group and sporting club based leases and licences	100% completed	100% completed	100%	Currently 70 land use agreements (leases and licences) in place on Council community, operational and Council managed crown land. An additional four new/renewed leases in negotiation/statutory process phases. No expression of	Manager Commercial Services	Completed 



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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		completed as required				interest processes were undertaken for the use of public land in the quarter.		
Annual comment: Total of 2 new leases and 2 lease renewals undertaken for 2020/21 as well as carrying out 4 EOI processes.								

1.3.3: Undertake local community safety initiatives

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
1.3.3.1	Implement Local Road Safety Action Plan and activities	Council endorsed recommendations implemented or included In Asset Management Plan Plan, promote and implement Road Safety Workshop Plan, promote and implement Bike Week activities	100% completed 4 workshops pa 100% completed	100% completed 100% completed 100% completed	100%	All Road Safety programs for 2020/2021 have been planned, promoted and implemented as per the Local Government Road Safety Guidelines.	Road Safety Officer	Completed 
Annual comment: All Road Safety programs for 2020/2021 have been planned, promoted and implemented as per the Local Government Road Safety Program Guidelines.								
1.3.3.2	Prepare road safety funding applications	Applications lodged for all available grant	100% completed	100% completed	100%	All Road Safety funding applications under the Local Government Road	Road Safety Officer	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		funding for road safety initiatives				Safety Program have been completed for the 2020/2021 period. In addition funding for the Road Safety Program has been approved at the ordinary meeting of Council held June 2021 to continue the LGRSP with funding by TfNSW until June 2025		
<p>Annual comment: All Road Safety funding applications under the Local Government Road Safety Program have been completed for the 2020/2021 period. In addition funding for the Road Safety Program has been approved at the ordinary meeting of Council held June 2021 to continue the LGRSP with funding by TfNSW until June 2025</p>								
1.3.3.3	Implement and manage the ongoing operation of CCTV systems in public spaces identified in Council's Crime Prevention Plan	Timely responses to approved requests for CCTV footage 95% compliance is achieved, identified through an independent audit conducted each council term (4 years)	95% processed within 2 weeks >95% compliance	100% processed within 2 weeks No audit undertaken in this period.	100%	9 applications for copies of images received and processed within this period.	Manager Community & Cultural Development	Completed 
<p>Annual comment: Council's Public Space CCTV systems continue to be utilised by NSW Police for crime prevention.</p>								
1.3.3.4	Undertake activities that	Attendance at Lake Illawarra	4 meetings pa	0 meetings attended	100%	Safety and crime issues continue to be	Community & Cultural	Completed



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	engage and build community connection	Precinct Safety Meetings Kiama Council Community Safety Committee Meetings held Undertake an annual review of actionable items	4 meetings held pa 100% completed	1 meeting held 100%		shared via the Lake Illawarra Police District Precinct Safety meetings and the Kiama Safety Committee meetings, both being held quarterly. Lake Illawarra Police are in regular attendance at the Kiama Safety Committee meetings, providing up to date Kiama specific crime reporting statistics.	Development Officer	
<p>Annual comment: Safety and crime issues continue to be shared via the Lake Illawarra Police District Precinct Safety meetings and the Kiama Safety Committee meetings, both being held quarterly. Lake Illawarra Police are in regular attendance at the Kiama Safety Committee meetings, providing up to date Kiama specific crime reporting statistics.</p>								
1.3.3.5	Action Local Traffic Committee recommendations	Endorsed recommendations implemented or included In Asset Management Plan Meetings held monthly	100% completed 12 meetings held pa	100% completed 100% completed	100%	Monthly traffic committee meetings have been held either in person or electronically in compliance with COVID-19 restrictions. All recommendations from the Committee have been implemented.	Manager Design & Development	
<p>Annual comment: Monthly traffic committee meetings have been held either in person or electronically in compliance with COVID-19 restrictions. All recommendations from the Committee have been completed or referred for implement.</p>								

2: Environment



2.0: Well Planned and Managed Spaces, Places and Environment



2.1: Maintain the separation and distinct nature of local towns, villages and agricultural land

2.1.1: Develop and implement appropriate land use plans

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.1.1.1	Assess Planning Proposals against relevant State Government legislation and Council Policy	Requests for Planning Proposals are reported/determined within 90 days of lodgement All Planning Proposals are completed within timeframe set out in Gateway Determination	100% reported within 90 days 100% completed	100% 100%	100%	One request for Planning Proposal made within quarter. Request reported/determined with 90 days. All Planning Proposal completed with Gateway Determination time frame.	Manager Strategic Planning	Completed 
Annual comment: All requests for Planning Proposals reported/determined with 90 days. All Planning Proposal completed with Gateway Determination time frame.								
2.1.1.2	Ensure the Kiama Development Control Plan (DCP) is an accessible and enforceable planning document by reviewing, amending and updating the	Complete review, amend and update the structure and accuracy of the Kiama Development Control Plan (DCP) with amended/ new controls for heritage items/ areas and the Kiama Town	100% completed	95%	100%	Draft controls prepared and are currently being reviewed internally.	Manager Strategic Planning	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	structure and accuracy of the Plan with amended/ new controls for heritage items/ areas and the Kiama Town Centre	Centre and adopt by 31/03/2021						
<p>Annual comment: Draft controls prepared and are currently being reviewed internally. Community Review Panel to be formed to review recommendations of Consultants prior to reporting matter to new Council to commence public exhibition</p>								
2.1.1.3	Ensure controls of the Kiama Local Environmental Plan (LEP) are current and contemporary by investigating and identifying future opportunities to amend LEP controls to facilitate varied housing options within the boundaries of the existing towns and villages	Undertake yearly housekeeping of the Local Environmental Plan (LEP) to address housing options	100% completed	60%	80%	Gateway Determination received April 2021. Amendments being reported to July 2021 meeting prior to undertaking consultation.	Manager Strategic Planning	Progressing
		Investigate and identify future opportunities to amend Local Environmental Plan (LEP)	100% completed	100%				
<p>Annual comment: Gateway Determination received April 2021. Amendments being reported to July 2021 meeting prior to undertaking consultation</p>								

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.1.1.4	Continue implementation of appropriate recommendations of Kiama Town Centre Study, investigate opportunities to amend Kiama Local Environmental Plan (LEP)	Investigate opportunities to amend Kiama Local Environmental Plan (LEP)	100% completed	100%	100%	Recommendations for LEP amendments have been made by Town Center consultants.	Manager Strategic Planning	Completed 
<p>Annual comment: Recommendations for LEP amendments have been made by Town Center consultants. Recommendations to be reviewed by Community Review Panel prior to report to new Council to commence public exhibition.</p>								
2.1.1.5	Review planning outcomes and controls for Gerringong Town Centre by investigating,	Engage a consultant by 31/03/2021 Complete investigation for the	100% completed 100% completed	0% 0%	0%	No work has commenced on this project due to staffing resources.	Manager Strategic Planning	Behind target 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	undertaking and preparing a Gerringong Town Centre Study	Gerringong Town Centre Study						
Annual comment: No work has commenced on this project due to staffing resources. Project has been included in the 2021/22 Delivery Program/Operational Plan.								
2.1.1.6	Monitor housing and land supply to ensure demand is being met by reporting to Council on the number of dwellings approved and completed and provide data on Council's website and annually to the Urban Development Programs	Provide quarterly reports to Council and report to the Urban Development Programs	100% completed	100%	100%	Quarterly report prepared for July 2021 Council meeting.	Manager Strategic Planning	Completed 
Annual comment: Annual dwelling numbers included in July 2021 Council meeting.								
2.1.1.7	Manage public places under the Crown Lands Management Act	Prepare and deliver Plans of Management Council managed Crown Land	100% completed	100% completed	100%	Council managed crown land Plans of Management (POM) are progressing. Land classification and categorisations reporting to Council and Crown Lands, pre-consultation and	Manager Commercial Services	Completed 


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						<p>drafting of the POM has taken place. Council considered staff reports at the October, November (Extraordinary meeting) and December 2020 meetings respectively in the current reporting year. Crown Lands advised this quarter that the previous POM completion date of 30 June 2021 no longer applies - no prescribed date for POM's to be completed.</p> <p>To report draft POM to Council for public exhibition commencement Q1 2021/22.</p>		
<p>Annual comment: The Council Managed Crown Land Plans of Management process continued through 2021/22 up the point of a draft Plan of Management being presented to Council for public exhibition.</p>								
2.1.1.8	Identify opportunities for revenue generation from surplus or non-community land and property	All Land Reclassification, Road Closures, Property Disposal completed as required	100% completed	100% completed	100%	Development application prepared for subdivision and consolidation of Irvine Street land following gazettal of planning proposal	Manager Commercial Services	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						(reclassification) to create a single residential lot for sale. Undertaking subdivision works at Glenbrook Drive to register five new residential lots, in conjunction with removal of restrictions on title for future sale consideration.		
<p>Annual comment: All statutory processes on target for identified property transactions. Attunga Avenue planning proposal was discontinued by Council during 2020/21. Irvine Street land sale will take effect 2021/22. Glenbrook Drive 5-lot subdivision works will be completed 2021/22 and lots will be held pending removal of restriction on title on land. Investigations took place with other Council property during 2020/21 and any recommendations on these to be reported to Council 2021/22.</p>								

2.1.2: Recognise and protect our heritage

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.1.2.1	Assess development applications in accordance with relevant Heritage requirements	Assessments carried out in accordance with adopted Protocols with referral to Council's Heritage Advisor	90% completed		100%	12 applications was referred for heritage advice in accordance with adopted protocols during the quarter.	Manager Building & Development	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
Annual comment: All applications were assessed in accordance with relevant Heritage requirements.								
2.1.2.2	Identify and protect areas of distinct and desirable character within the Municipality by undertaking local character analysis and preparation of appropriate Local Environmental Plan (LEP) and Development Control Plan (DCP) controls. Pending 2020-21 budget approval	Character statements adopted Engage a consultant by 31/12/2020	100% completed 100% completed	0% 0%	0%	A review of the strategic planning works program was undertaken. This was to align the program with the adopted LSPS. The DPOP did not reflect this update given the timing of the two documents. Focus has been on the completion of the Town Centre DCP and the Town Centre Heritage Controls. Action 2.1.2.2 has therefore instead been reflected as complete under different project headings. Specific centres have also been separated to enable character statements to be prepared for each area and for these to be reflected as individual projects within the DPOP. This will be updated as part of the review of the CSP.	Manager Strategic Planning	Behind target 
Annual comment: No specific action for this project has been undertaken for this quarter, due to delays in budget allocation. Project has been included in the 2021/22 Delivery Program/Operational Plan.								

2.1.3: Recognise and protect our agricultural lands

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.1.3.1	Protect and maintain productive agricultural lands through ensuring Council's statutory and policy documents contain necessary framework	Review appropriateness of Local Environmental Plan (LEP) and Development Control Plan (DCP) controls to ensure appropriate mix of uses permitted in rural zones (balancing environmental outcomes) and publish amendments	100% completed	0%	85%	Agricultural Lands Mapping project was due to be completed by the end of 2020. Review of Local Environmental Plan to commence once Agricultural Lands Mapping project is completed. Collaboration with Illawarra Shoalhaven Joint Organisation and neighbouring Councils continues. Rural Land Use Strategy to be prepared in next 4-5 years.	Manager Strategic Planning	Progressing 
		Work with Illawarra Shoalhaven Joint Organisation (ISJO) and neighbouring Councils to lobby State Government to encourage collaboration between	100% completed	100%				


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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		regulators and farm businesses						
		Council to lobby NSW Department Primary Industries (DPI) - Lands to finalise Important Agricultural Lands Mapping project	100% completed	100%				
<p>Annual comment: Agricultural Lands Mapping project was due to be completed by the end of 2020. Review of Local Environmental Plan to commence once Agricultural Lands Mapping project is completed. Collaboration with Illawarra Shoalhaven Joint Organisation and neighbouring Councils continues. Rural Land Use Strategy to be prepared in next 4-5 years.</p>								



2.2: Our community and natural environments are adaptive, resilient and sustainable and informed of predicted climate change impacts


2.2.1: Implement adapted Coastal Management Programs and legislative requirements


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.2.1.1	Implement actions identified within adopted Coastal Zone Management Plans (Minnamurra River and Crooked River) in accordance with funding and resource availability	Implement Baileys Island Weed Control and Rehabilitation Project by 30/06/2023	100% completed	The Baileys Island weed control and rehabilitation project has completed 100% of the first year of works.	95%	Bush regeneration contractors have completed the final year program of works for the Minnamurra Wetlands weed control project. A final report and grant acquittal will be completed in the new financial year.	Environmental/Sustainability Officer	Progressing 
		Implement Minnamurra Wetlands Weed Control grant by 30/05/2021	100% completed	The Minnamurra Wetlands weed control program has been finished, with 100% of the year 3 works completed.		Bush regeneration contractors have completed the first year program of works for the Baileys Island weed control and rehabilitation project. Works will continue in the new financial year under the second year program of works, in consultation and partnership with Sydney Water Corporation.		

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.2.1.2	Implement programs required as a result of the NSW Coastal Reforms process	Develop Kiama Local Government Area (LGA) Coastal Management Program in line with agreed work program by 31/12/2021	100% completed	Council has received and commented on the preliminary and updated first draft of the Stage 2 hazard and opportunities report.	75%	Council and Department of Planning, Industry and Environment are reviewing and finalising the draft Stage 2 Hazard and opportunities report for the Kiama LGA open coast CMP. Once finalised a Councillor briefing will be conducted prior to reporting to Council and proceeding with Stage 3 of the CMP process.	Environmental/Sustainability Officer	Progressing 
<p>Annual comment: Bush regeneration contractors have completed follow up maintenance weed control over the entire Minnamurra Wetland weed control project site. The works have resulted in significant reduction and suppression of problem weeds over the entire site, and regeneration of native species in their place. The project will be finalised and acquitted under the NSW coast and estuary program in the new financial year.</p> <p>The Baileys Island weed control and rehabilitation project has completed its first year program of works on Council owned land at Baileys Island. Council officers will continue to engage bush regeneration contractors and coordinate with Sydney Water Corporation to continue works over the entire site for the second year of the project.</p> <p>Annual comment: Council, agency stakeholders and the consultant have been involved with the development of the Stage 2 hazard and opportunities assessment and report. The report is nearing finalisation and will be presented to Councillors in the new financial year. Following the finalisation of this report, it is expected that Council will be proceeding with Stage 3 community and agency stakeholder consultation which looks at development and assessment of management options to deal with the issues identified in the Stage 2 report.</p>								


2.2.2: Protect and maintain environmentally significant natural areas

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.2.2.1	Support and implement local Illawarra Landcare projects	Requests for technical/material support completed within allocated budget	10 completed pa	greater than 10	100%	Three groups - Minnamurra Headland, Jubilee Grove and Little Blowhole have been given assistance this quarter, plants, waste bags or refuse pickup. Other local groups active by report having not requested assistance.	Landscape Officer	Completed 
<p>Annual comment: Most groups were active from the second quarter after covid restrictions lifted. Minnamurra Headland group and Little Blowhole had most requests for assistance. Landcare Illawarra assisting groups with plants so reporting</p>								
2.2.2.2	Pursue grant funding for natural area restoration at priority sites on Council land	Appropriate grant applications are reviewed and/or submitted for funding consideration	100% completed		100%	Council officers are continuing to progress workplans for the Blue Angle Creek bank stabilisation and Minnamurra River rock wall assessment, which have gained funding assistance from	Environmental/Sustainability Officer	Completed 


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						the NSW coast and estuary program. Council has finalised the Minnamurra Headland bank stabilisation project with funds provided by NSW LLS, and implemented the first stage of the Hyams Creek bank rehabilitation work.		
<p>Annual comment: Council has finalised works on two grant funded projects in the 2020/21 financial year. The finalised projects are the Minnamurra Wetlands weed control project and the Minnamurra headland bank stabilisation project. The first year of work of the three year grant funded project for Baileys Island has been completed, and two more grant funded projects are being started in the next financial year. Stage 1 works for the Hyams Creek rehabilitation project was also completed.</p>								
2.2.2.3	Manage vegetation at Seven Mile Beach Reserve	All bush regeneration works are completed as scheduled	100% completed	100%	100%	Although a good year free of droughts the weeds also benefited. Of concern was the new Spiny Burr Grass near tracks 1 & 2 which required extra attention to control.	Landscape Officer	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.2.2.4	Investigate and implement pledges from the Cities Power Partnership Program as funding, resources and opportunities permit	Cities Power Partnership Program pledges are implemented as funding, resources and opportunities permit	2 pledges pa	Council officers have prepared a Draft Corporate net zero emissions strategy for Council. Council officers have completed an LED upgrade for the Council administration building. Council officers also had an individual business case assessment prepared for Council's organisation for procuring 100% renewable energy for Council's operations.	95%	The LED upgrade for the Council administration building was finalised in the third quarter and data for energy use at the council administration building has indicated there is approximately a 10% overall electricity consumption decrease at the site as a result of the project. This will be confirmed further as electricity usage data continues to be collected and analysed. Council officers have prepared a draft Corporate Net Zero Emissions Strategy for	Environmental/Sustainability Officer	Progressing 



Annual comment: Generally all went well with the contractor following the program, however the Spiny Burr Grass near tracks 1 & 2 proliferated in the third quarter requiring extra attention and was removed manually by the contractor. This will be closely watched. Extra work was carried out in areas 5 - 8 to control isolated outbreaks of weeds.

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						Councils consideration. The draft strategy will be reported to Council to go on public exhibition in the next quarter. Council officers also had an individual business case assessment conducted for Council's operations to procure 100% renewable electricity under a renewable Power Purchase Agreement (PPA).		
<p>Annual comment: The LED upgrade for the Council administration building was finalised in the third quarter and data for energy use at the council administration building has indicated there is approximately a 10% overall electricity consumption decrease at the site as a result of the project. This will be confirmed further as electricity usage data continues to be collected and analysed. Further LED upgrade sites will be considered in the next financial year. Council officers have prepared a draft Corporate Net Zero Emissions Strategy for community feedback. After public exhibition the Net Zero Strategy will be submitted to Council for adoption sometime in late 2021. Council officers also had an individual business case assessment conducted for Council's operations to procure 100% renewable electricity under a renewable Power Purchase Agreement (PPA). It is expected that this business case will provide the data for Council to act on a PPA in the future.</p>								
2.2.2.5	Bushfire prone land is accurately mapped and considered in	Complete a review of bushfire prone	100% completed	0%	0%	Municipal wide vegetation study required. Brief for vegetation study being	Manager Strategic Planning	Not in this quarter 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	planning processes	land mapping and adopt				prepared. Vegetation study delayed due to delays in budget allocation.		
<p>Annual comment: Municipal wide vegetation study required. Brief for vegetation study delayed due to delays in budget allocation. Project has been included in 2021/22 Delivery Program/Operational Plan.</p>								
2.2.2.6	Ensure biodiversity, corridor and bushfire mapping is accurate	Undertake a Municipal wide vegetation study	100% completed	10%	10%	Delays have been experienced in gaining data from the Department relating to the mapping of vegetation and as a result expected deadline for completion of this project was not met. This has been recognised in the budget with allocations made for this financial year in order to complete the project. This project has been moved to the 2021/22 Strategic Works	Manager Strategic Planning	Behind target 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
<p>Annual comment: Brief for vegetation study being prepared. Project delayed due to delays in budget allocation. Project included in 2021/22 Delivery Program/Operational Plan.</p>								
2.2.2.7	Work towards a reduction in greenhouse gas emissions by liaising with Illawarra Shoalhaven Joint Organisation (ISJO) to advocate to both Federal and State Governments for overarching regional approaches to this issue	All advocacy opportunities taken	100% completed	100%	85%	Collaboration is occurring as part of the review of the Illawarra-Shoalhaven Regional Plan.	Manager Strategic Planning	Progressing 
<p>Annual comment: Collaboration is occurring as part of the review of the Illawarra-Shoalhaven Regional Plan. Further work will be included in the community Net Zero Strategy.</p>								

2.2.3: Ensure environmental protection compliance

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.2.3.1	Comply with Biosecurity Act obligations through Illawarra District Weeds Authority	All notifiable events are reported to the Illawarra District Weeds Authority	100% completed	100%	100%	Actively assisting with financial contribution to Illawarra District Weeds Authority, staff attendance at management meetings. Complied with all obligations of the Biosecurity Act via the Illawarra District Weeds Authority.	Landscape Officer	Completed 
Annual comment: Council complied with all obligations of the Biosecurity Act via the Illawarra District Weeds Authority.								
2.2.3.2	Undertake and support on-ground activities and biodiversity education to promote and enhance natural areas	Community education events aligned to National Tree Day and World Environment Day	2 events pa	Sites prepared for national tree day planting in next quarter	0%	Site preparation for national tree day plantings proceeded as planned, with tree planting sites prepared at Spring Creek, Bombo Headland, Seven Mile Beach and Hyams Creek. The Birds of the Illawarra walk and talk was postponed due to evolving COVID situation in	Environmental/Sustainability Officer	Behind target 


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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						greater Sydney and the Illawarra.		
<p>Annual comment: No activities were able to be completed this year due to COVID 19 restrictions and risks. Unfortunate timing of outbreaks in the greater Sydney and Illawarra and restrictions led to the 2020 national tree day and the 2021 workshops to be cancelled.</p>								



2.3: The principles of ecologically sustainable development and compliance underpin town planning and local development



2.3.1: Conduct development and building assessment/approval functions in accordance with statutory requirements, policies and procedures




Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.3.1.1	Process Development Applications in accordance with delegations and in accordance with the requirements of the Environmental Planning and Assessment Act, which includes Ecologically Sustainable Development	Report all Development Applications to Council for determination in accordance with delegations	100% completed		100%	4 development applications were determined by the elected Councillors during the last quarter in accordance with delegations. This represents 100% compliance with this performance measure.	Manager Building & Development	Completed 
Annual comment: All applications were determined in accordance with statutory requirements, relevant policies and delegations.								
2.3.1.2	Development Applications are processed and determined in accordance with adopted timeframes	Process local Development Applications within legislative requirements and timeframes following provision of all relevant information	50% processed within 40 days		100%	22% of 82 local development applications were determined within 40 days and 100% of 1 integrated development applications were determined within 60 days this quarter.	Manager Building & Development	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Process Integrated Development Applications within legislative requirements and timeframes following provision of all relevant information and response(s) from State Agencies	50% processed within 60 days					
<p>Annual comment: 27.4% of 355 local development applications were determined within 40 days and 55.6% of 9 integrated development applications were determined within 60 days this year.</p>								
2.3.1.3	Undertake Building Inspections as Principal Certifying Authority	Requested inspections undertaken on the scheduled day with 48 hours' notice	90% completed within 48 hours		100%	104 building inspections were undertaken as requested on the scheduled day during the quarter by Council's Building Certification team. This represents 100% compliance with this performance measure.	Manager Building & Development	Completed 
<p>Annual comment: Council's Building Certification team undertook 427 Building Inspections as Principal Certifying Authority during the past year.</p>								

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.3.1.4	Process Complying Development Certificates within legislative timeframes	Complying Development Certificates processed within 10 days after provision of all relevant information	100% completed within 10 days		100%	One Complying Development Certificate was issued by Council's Building Certification team within 10 days after provision of all relevant information during the quarter.	Manager Building & Development	Completed 
Annual comment: 11 Complying Development Certificate was issued by Council's Building Certification team during the past year.								
2.3.1.5	Process Construction Certificates within legislative timeframes	Occupation Certificates processed within 10 days after provision of all relevant information Construction Certificates processed within 10 days after provision of all relevant information	100% completed within 10 days 100% processed within 10 days		100%	2 Occupation Certificates and 5 Construction Certificates were issued by Council's Building Certification team within 10 days of receiving all relevant information during the quarter.	Manager Building & Development	Completed 
Annual comment: All Occupation Certificates and Construction Certificates were issued in accordance with statutory timeframes.								
2.3.1.6	Process Section 149 Certificates and maintain required data base to meet	Planning Certificates issued within 3 days after provision of all	90% issued within 3 days	100%	100%	Duplicate action. Refer to Action 2.3.1.11	Manager Strategic Planning	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	statutory requirements	relevant information						
Annual comment: Duplicate action. Refer to Action 2.3.1.11								
2.3.1.7	Apply and oversee application of Council's S94 Council's plan(s)	Council's updated Indirect Contributions Plan exhibited and adopted	100% completed	20%	20%	Contributions Plan to be prepared in conjunction with new Housing Strategy.	Manager Strategic Planning	Behind target 
Annual comment: Contributions Plan to be prepared in conjunction with new Housing Strategy. Preparation and adoption of Housing Strategy included in 2021/22 Delivery Program/Operational Plan.								
2.3.1.8	Implement tree management legislation and policies and investigate breaches of legislation and customer action requests	Reported breaches of tree management legislation are investigated within 21 days of notification	90% investigated within 21 days	71% completed	100%	96.6% of tree management applications processed in less than 21 days. Non high risk customer requests are behind 21 day target (47%). 100% of high-risk reports investigated within 4 hours.	Manager Design & Development	Completed 
		Non-high risk Customer Action Requests related to trees on Council land investigated within 21 days of notification	95% investigated within 21 days	54.2% completed				

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Tree Management Applications processed or determined within 21 days	90% determined within 21 days	96.6% completed				
		High risk Customer Action Requests related to trees on Council land investigated within 4 hours of notification	100% investigated within 4 hours	100% completed				
Annual comment: 97.6% of tree management applications on private lands are processed in less than 21 days.								
2.3.1.9	Process engineering development assessment	Engineering development referrals are completed within 14 days	80% completed within 14 days	87%	100%	93 engineering referrals were assessed in Q4 and of these 81 completed within 14 days	Subdivision & Development Engineer	Completed 
Annual comment: 402 engineering referrals were assessed over the year and of these 381 were completed within 14 days which equates to approx. 95%								
2.3.1.10	Process road occupation permits	Road Occupation permits processed within 5 business days	90% processed within 5 business days	95%	100%	19 applications were received in Q4 and 18 were processed with 5 business days	Subdivision & Development Engineer	Completed 
Annual comment: 121 applications were received over the year and 116 were processed with 5 business days which equates to approximately 96%								



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.3.1.11	Process Planning Certificates and maintain required database to meet statutory requirements	Planning Certificates issued within 3 days after provision of all relevant information	90% issued within 3 days	100%	100%	250 Planning Certificates were issued in this quarter. 97.6% of Certificates were issued within 3 days.	Manager Strategic Planning	Completed 
Annual comment: A total of 1,009 Planning Certificates issued within 2020-2021. 97% of Certificates issued in 2020-2021 were issued within 3 days.								
2.3.1.12	Apply and oversee application for local infrastructure contributions framework	Undertake recreational and cultural facilities needs analysis by 31/12/2020 Prepare, finalise and adopt a new local infrastructure contributions framework	100% completed 100% completed	10% 0%	35%	Consultant's brief being prepared for recreational and cultural facilities needs analysis. Data has been collected as part of the review of Illawarra-Shoalhaven Regional Plan. New Local Infrastructure Contribution framework to be finalised as part of Kiama Housing Strategy.	Manager Strategic Planning	Progressing 
Annual comment: New Local Infrastructure Contribution framework to be finalised as part of Kiama Housing Strategy. Preparation and adoption of the Kiama Housing Strategy included in 2021/22 Delivery Program/Operational Plan.								
2.3.1.13	Assess Planning Proposals against relevant State Government	Ensure requests for Planning Proposals are reported/determined	100% reported within 90 days		100%	Duplicate Action. Refer to Action 2.1.1.11	Manager Strategic Planning	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	legislation and Council Policy	within 90 days of lodgement Ensure all Planning Proposals are completed within timeframe set out in the Gateway Determination	100% completed					
Annual comment: Duplicate Action. Refer to Action 2.1.1.11								

2.4: Effectively manage our waste and resources

2.4.1: Manage waste services

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.4.1.1	Operate Community Recycling Centre	Amount of waste diverted from landfill	250 tonnes diverted pa	317.52 Tonnes	100%	Continued to provide all services. E-waste agreement with Sims was cancelled due to company no longer accepting e-waste. Council is now considering going to one of two other companies.	Manager Waste Services	Completed 
		Continue to provide services at the Community Recycling Centre	100% of services maintained	100% of all services maintained				
Annual comment: 27% increase in annual tonnages received due to COVID 19								
2.4.1.2	Provide scheduled domestic and commercial collections for waste, recycling and organics	Services comply with collection and recycling contract and service schedule	100% completed on schedule	100% of all services completed	100%	Only change in providing our schedule services was to stagger the employees starting and finishing time to reduce the number of employees starting and finishing together due to COVID	Manager Waste Services	Completed 
Annual comment: Services provided as scheduled								


2.4.2: Undertake waste management programs

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.4.2.1	Implement programs identified in the Regional Waste Plan	Programs completed in accordance with adopted annual work plan	100% completed	100% completed	100%	Regional Community Recycling Centres - letterbox flyers distributed to households and print advertising, bike billboards rolling out across the region. Benchmarking study - Kerbside Clean-up Services report available with action/planning to be facilitated through Waste Managers, MDF/particleboard circular economy opportunities report available, research project with RMIT into biochar and activated carbon product opportunities eg. furniture. Asbestos CUP Grant fund received and rolled out this quarter. Proposed projects for 2021/22: Feasibility of Seabins in key areas, Regional Fabulous Fabric Free For All events, Cost of Litter Regional Workshops,	Waste Management Officer	Completed 


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.4.2.2	Implement programs identified in the Regional Illegal Dumping and Litter Strategies	Regional Illegal Dumping strategy programs completed in accordance with adopted annual work plan	100% completed	100% completed	50%	Litter grant - leftover monies used to provide cigarette butt litter infrastructure and signage to Blue Haven Bonaira for their Designated Outdoor Smoking Area re-housing the 'smokers shed' from the old Blue Haven Nursing Home on site at Blue Haven Bonaira. ISJO were successful in securing funding for their Clean Up & Prevention Grant - Legacy & DIY Asbestos Removal. It allows free removal of asbestos for a limited number of households (approx. 200) across Wollongong, Shellharbour & Kiama LGA's. Program is continuing for 21/22.	Waste Management Officer	Progressing 
<p>Annual comment: Community Recycling Centre - intensive promotion campaign developed including direct mail/brochures, print ads, social media video clips, survey competition. Bulky Kerbside Waste Benchmarking Study (UOW) report with leading practice checklist and regional/council recommendations. Circular Economy - MDF and particleboard report developed, looking at Biochar and Activated Carbon opportunities. Clean Up and Prevention Grant - Legacy and DIY Asbestos Removal trial for free removal of asbestos. All councils gave input into the NSW 20 Year Waste Strategy.</p>								

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.4.2.3	Develop and implement approved programs funded through the NSW Environment Protection Authority (EPA) Better Recycling Fund	Programs implemented as per Better Waste Recycling Fund Project Table	60% completed	Project underway.	75%	20/21 Projects: New Waste Fleet Signage Photography - and finalised. Waste Services on Wheels - 2 x quad bikes purchased, awaiting delivery. 2019/20 Projects: New Waste Fleet Signage appointment of Advertising Agency - Nucleo Pty Ltd appointed - final designs provided - awaiting feedback from management. New Waste Fleet Signage decals - quotation from Simpson Signs received. Awaiting final designs that will then be sent to Simpson Signs to print and place on waste fleet vehicles. 2013-17 Projects: Household Bulky Waste Shed - geotechnical survey conducted and appointment of GHD Pty Ltd to provide SoE for development application.	Waste Management Officer	Progressing 

Annual comment: Litter grant focussing on cigarette butt litter "We bin our butts" received and implemented. Clean Up & Prevention Grant - Legacy and DIY Asbestos Removal received and implemented.

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.4.2.4	Undertake scheduled waste management programs and workshops	Total tonnages diverted from landfill from programs undertaken Number of waste management workshops Number of annual waste management events undertaken	150 tonnes diverted pa 4 workshops held pa 3 events pa	300.88T 2 2	100%	Projects - Secure-A-Lid bin lock trial completed. 1,000 units purchased and will be sold @\$15 each (RRP \$29.95) to Kiama LGA residents only. Promotional collateral being designed and will be promoted once COVID restrictions ease. Household Bulky Waste held 13-28 March, 2021. Stats provided below. World Environment Day events held throughout June - waste specific events - Home Composting Workshop held 2/6 - 20 participants, Clothes Swapping Party held 4/6 - 93 attendees with 74% of all items claimed. This is on par with 2019 event's results. Annual Compost Giveaway -	Waste Management Officer	Completed 

Annual comment: 20/21 Projects: Replas product - outdoor furniture purchased and installed at the Minnamurra Bike Skills Track, replacement bollards at Union Way, Gerringong installed and outdoor furniture for back of Council Admin building purchased, yet to be installed. New Waste Fleet Signage photography - images provided. Waste Services on Wheels - 2 all terrain vehicles purchased, awaiting delivery. 19/20 Projects - New Waste Fleet Signage appointment of Ad Agency - appointment of Nucleo Pty Ltd. New Waste Fleet Signage decals - quotation received from Simpson Signs, awaiting final designs. Operation Swampy & Operation Lookout - illegal dumping cameras installed, now in operation. Waste videos - project not commenced. 2013-17 Projects: Cardboard baler on hold until 2022. Household Bulky Waste Shed - geotechnical survey conducted and appointment of GHD Pty Ltd to provide SoE for development application.

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.4.2.5	Process recyclables and organics	Resource Recovery target achieved as set by NSW Environment Protection Authority (EPA)	75% achieved pa	on target	100%	good achievement overall	Manager Waste Services	Completed 
		Total tonnages of organics processed (including kerbside and drop off facility)	>5,000 tonnes pa	6269.56				
		Total tonnages of recyclable processed (including kerbside and drop off)	3,000 tonnes pa	2947.72				

Annual comment: Secure-A-Lid bin lock trial completed and to be implemented 2021/22. Second Hand Saturday events cancelled due to COVID. Household Bulky Waste Drop Off Events - September 2020 event cancelled due to COVID, March 2021 held over 14 days with up to 2 bookings per household. World Environment Day - 2 waste related events - Home Composting Workshop and Clothes Swapping Party. Council Holiday Parks Summer recycling - distribution of bags to encourage recycling. Fabulous Fabric Free For All held with approx. 100 attendees. New Waste Fleet Design project - new decals to be put on waste fleet by 1st quarter 21/22. National Recycling Week recognised with a social media campaign. Waste on Wheels - 2 x quad bikes purchased awaiting delivery. Annual Compost Giveaway postponed due to COVID restrictions. Work underway on the Household Bulky Waste website to make bookings and administration of event efficient. CRC tonnages and urban and rural tonnages collected 20/21 - refer to attachment.

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status



Annual comment: The annual report that calculates the Resource Recovery target is sent to Council towards the end of July for completion and return on end August therefore the % will not be known until the report is completed. Going by the tonnages below and previous reports it is sure the 75% will be achieved.

Increase in Organics could be due to COVID as residents may be undertaking more gardening while home.

2.5: Effectively manage our transport, drainage and other infrastructure and assets

2.5.1: Manage road infrastructure through the Road Asset Management Plan



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.5.1.1	Implement road asset renewal program	Percentage of Council approved program completed on time, within approved scope and budget and to agreed standard	100% completed within budget and to agreed standard		100%	Program is complete. Toolijooa Rd tender is complete and ready to be awarded.	Works Coordinator	Completed 
		Percentage of renewal budget expended	100% expended					
Annual comment: Program is complete with the exemption of Toolijooa Rd tender which is complete and ready to be awarded.								
2.5.1.2	Implement new road asset creation	Percentage of Council approved program completed on time, within approved scope and budget and to agreed standard	100% completed within budget and to agreed standard		100%	No new road assets in this quarter	Works Coordinator	Not in this quarter 




Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Percentage of New Asset budget expended	100% expended					
Annual comment: In this reporting year we had no new road assets created.								
2.5.1.3	Implement maintenance program for roads, footpaths and cycleways	All required maintenance completed within 5 days	90% completed within 5 days		100%	Scheduled Maintenance of all roads, footpaths and cycleways have been completed. All customer requests have been actioned and rectified within the target times.	Maintenance Coordinator	Completed 
Annual comment: Scheduled Maintenance of all roads, footpaths and cycleways have been completed. All customer requests have been actioned and rectified within the target times.								
2.5.1.4	Complete audit of all accessible parking places and identify improvements. Where facilities are to be upgraded or new facilities provided, the plan for these facilities are tabled at Access Committee for comment with the feedback	Completion of audit Plans tabled at Access Committee for comment as required	100% completed 100% completed	100% completed 100% completed	100%	Audit completed. Plans for upgrades to facilities have been tabled to Access Committee for discussion as required.	Manager Design & Development	Completed 



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	incorporated into the 4 year work program							
Annual comment: Audit previously completed. Plans for upgrades to facilities have been tabled to Access Committee for discussion as required.								
2.5.1.5	Complete audit of all signs at bus stops to assess accessibility for people with a disability	Audit completed with any identified improvements included in 4 year work program	100% completed		100%	Completed in Q3	Maintenance Coordinator	Completed 
Annual comment: Audit completed and actioned.								

2.5.2: Manage drainage infrastructure through Drainage Asset Management Plans

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.5.2.1	Implement drainage asset renewals	Percentage of Council approved renewal program completed on time, within approved scope and budget and to agreed standard	100% completed within budget and to agreed standard		100%	Storm Water Levy funding was applied to the Barney Street Culvert renewal works which was completed. Another major drainage asset renewed and upgraded was a culvert adjacent to the slip site on Jamberoo Mountain Road.	Asset Systems Officer	Completed 



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Percentage renewal budget expended	100% expended					
Annual comment: All Operational Plan activities completed for this action.								
2.5.2.2	Implement new drainage asset creation	Percentage of Council approved new asset program completed on time, within approved scope and budget and to agreed standard	100% completed within budget and to agreed standard		100%	No current upgrade/new asset installation/construction within current Operational Plan. A flood risk management plan for the Gerringong & Jamberoo catchment that experienced recent flood events is expected to be completed within the next Operational plan, which may identify new or ungraded infrastructure assets. Flood Study report to be provided when completed.	Asset Systems Officer	Completed 
Annual comment: All Operational Plan activities completed for this action. Flood Study report to be provided when completed to establish additional stormwater requirements for future Operational Plans.								
2.5.2.3	Respond to stormwater related customer service requests for the operation of the	Inspect and assess defect complaints and make safe within 5 business hours	100% completed within 5 business hours		100%	Customer requests are responded to within 5 days.	Works Coordinator	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	stormwater network							
Annual comment: All customer requests have been action within agreed timeframe.								
2.5.2.4	Respond to customer service requests for damaged pit lids or frame structures	Damage repaired within 30 days of customer service request	100% completed within 30 days		100%	Thirty day target being met	Works Coordinator	Completed 
Annual comment: All customer requests have been action within agreed timeframe.								
2.5.2.5	Respond to customer service requests for blocked drains	Remove blockage within 30 days of customer service request	100% completed within 30 days		100%	thirty day target being met	Works Coordinator	Completed 
Annual comment: All customer requests have been action within agreed timeframe.								
2.5.2.6	Inspect stormwater pits and surrounds	Visual condition assessment completed for all stormwater pits on a 2 year schedule	50% completed		100%	Inspections carried out in flood prone areas in Gerringong and Jamberoo to ensure stormwater infrastructure integrity. Some modifications have been carried out on drainage infrastructure where issues have been identified.	Works Coordinator	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
Annual comment: Inspections carried out in flood prone areas in Gerrigong and Jamberoo to ensure stormwater infrastructure integrity. Some modifications have been carried out on drainage infrastructure where issues have been identified.								
2.5.2.7	Implement maintenance program for gross pollutant traps	Program completed on time and within budget Annual schedule developed by 31/08/2020	100% completed		100%	Gross Pollutant Traps have been serviced to a level that ensures the assets are functioning effectively and waterway pollution is minimized.	Asset Systems Officer	Completed 
Annual comment: All Operational Plan activities completed for this action.								
2.5.2.8	Implement maintenance program for pit litter capturing devices	Annual schedule developed by 31/08/2020 Program completed on time and within budget	100% completed		100%	All maintenance completed within the customer request system	Works Coordinator	Completed 
Annual comment: All maintenance completed within the customer request system								

2.5.3: Manage community buildings through the Community Building Asset Management Plan						
Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments
2.5.3.1	Implement Community Buildings asset renewals	Percentage of Council approved renewal program completed on time, within approved scope and budget and to agreed standard	100% completed within budget and to agreed standard		100%	Building maintenance and renewals has been carried out in accordance with the agreed work program, Werri Beach progress hall, coach house arts gallery renewals rolled over to next financial year.
		Percentage of renewal budget expended	100% expended			
Annual comment: Building maintenance and renewals has been carried out in accordance with the agreed work program, Werri Beach progress hall, coach house arts gallery renewals rolled over to next financial year.						
2.5.3.2	Implement new Community Buildings asset creation	Percentage of Council approved new asset program completed on time, within approved scope and budget and to agreed standard	100% completed within budget and to agreed standard		100%	Kiama Blowhole Visitor Information Centre Amenities were completed in Q2. Investigation work for the Jamberoo School of Arts drainage design diversion works are in progress with the Design & Development department.
						Completed

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Percentage of new asset budget expended	100% expended			Keith Irvine Amenities building construction has been carried over to the next FY for completion.		
Annual comment: All Operational Plan activities completed for this action with the exception of the Jamberoo School of Arts and Keith Irvine Amenities which are progressing.								
2.5.3.3	Implement maintenance program for community buildings	All required maintenance completed within 5 days	90% completed within 5 working days		100%	All building maintenance activities have been completed in accordance with the work plan.	Maintenance Coordinator	Completed 
Annual comment: All building maintenance activities have been completed within agreed timeframes.								
2.5.3.4	Develop a 4 year work program that identifies and measures the number of public toilets and signage on other public buildings to be replaced to improve accessibility and table at Access Committee for comment	Access Committee comments incorporated into 4 year work program	100% completed		100%	All public amenities and public buildings currently noted within asset register have signage as per current standards.	Asset Systems Officer	Completed 


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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
<p>Annual comment: All public amenities and public buildings currently noted within asset register have signage as per current standards. All Operational Plan activities completed for this action.</p>								

2.5.4: Manage other assets and infrastructure through the Other Asset and Infrastructure Asset Management Plans

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
2.5.4.1	Implement other assets and infrastructure asset renewals	Percentage of Council approval renewal program completed on time, within approved scope and budget and to agreed standard	100% completed within budget and to agreed standard		100%	Fountaindale Dam telemetry communications system sensor replacement has been placed on hold awaiting further investigation for Dam decommissioning as advised by the Manager of Operations and Maintenance.	Asset Systems Officer	Completed 
<p>Annual comment: All Operational Plan activities completed for this action.</p>								
2.5.4.2	Implement new other assets and	Percentage of Council approved new asset program completed on	100% completed within budget and to		100%	No new other assets within current Operational Plan.	Asset Systems Officer	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	infrastructure asset creation	time, within approved scope and budget and to agreed standard	agreed standard					
		Percentage of new asset budget expended	100% expended					
Annual comment: No new other assets within current Operational Plan.								
2.5.4.3	Implement maintenance program for other assets and infrastructure	All required maintenance completed within 5 days	90% completed within 5 working days		100%	All customer requests received in this period have been actioned, are under investigation or completed.	Manager Design & Development	Completed 
Annual comment: All customer requests received in this period have been actioned, are under investigation or completed.								

3: Economy



3.0: A Diverse, Thriving Economy

3.1: Promote and encourage business development and economic prosperity in the local area


3.1.1: Implement the Kiama Economic Development Strategy

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
3.1.1.1	Prioritise key projects in partnership with the Economic Development Committee	Regular meetings held with the Economic Development Committee	6 meetings held pa	5	100%	Held one meeting in this period. Committee are reviewing the Economic Development Strategy and progressing the major projects as identified.	Economic Development Manager	Completed 
<p>Annual comment: There are a number of strategic plans being developed within council and a major priority for 2021/2022 is to ensure that we are collaborating across departments of council to ensure the best outcomes are achieved for employment and business growth.</p>								
3.1.1.2	Participate in ongoing process reviews to minimise 'red tape'	Number of processes reviewed	>3 processes reviewed pa	3	100%	Continually looking at ways to streamline processes. Focus for 2021/2022 will be the Events streamline process and the Business facilitation enquiry.	Economic Development Manager	Completed 
<p>Annual comment: Council will continue to look for ways to streamline the business investment and facilitation functions but seeking to establish working groups for Agribusiness and Commercial enquiries.</p>								



3.1.2: Develop opportunities to increase the economic output of rural land

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
3.1.2.1	Provide advice on Agribusiness Policy	New business enquiries resulting from Guidelines completed and implemented	10 new business enquiries pa	5	100%	Provided input to the proposed planning legislation change to enable diversification of farm businesses and to streamline the process.	Economic Development Manager	Completed 
Annual comment: Work will continue into 2021/2022 to progress these amendments and to communicate amendments to the Rural sector.								
3.1.2.2	Participate in review of Local Environmental Plan (LEP) to facilitate rural diversification	Number of new ventures entered into	10 new ventures pa	3	100%	Submission lodged to DPIE. We will continue to focus on this and communicate to community in 2021/2022.	Economic Development Manager	Completed 
Annual comment: Submission lodged to DPIE. We will continue to focus on this and communicate to community in 2021/2022.								

3.1.3: Encourage business innovation, creativity and diversification opportunities


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
3.1.3.1	Conduct forums and programs that support Economic Development via the Kiama Small Business Forum	Number of forums and programs held supporting the Kiama Small Business Forum	6 forums/ programs supported pa	8	100%	There were none held in this quarter. During the year we have held more Small business events and many of these were delivered online.	Economic Development Manager	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
Annual comment: It is envisaged that the Webinar series would continue to be offered online with face to face events commencing when lockdown and COVID permits.								
3.1.3.2	Work with local business networks to provide training and resource support to develop and promote Kiama as an outstanding accessible business community	Number of speaker presentations provided to local business networks	2 presentations held pa		0%	None in this quarter.	Economic Development Manager	Not in this quarter 
Annual comment: This training is best delivered via the Community Services team or at least content and resources provided to enable promotion to the local business networks.								
3.1.3.3	Develop and promote Kiama's economic and employment opportunities	Activities undertaken to promote opportunities	6 activities pa		100%	Monthly newsletters continue to be distributed to the business database. Funding opportunities are conveyed to the business community and regular meetings held with State Government Agencies to cross promote innovative local businesses.	Economic Development Manager	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
<p>Annual comment: We will again host a number of business forums that provide information and resourcing to all sectors of business to enable them to access the State and Local networks that will create these opportunities. We are also continuing to progress the Kiama Economic Development Strategy that will have a clear focus on employment outcomes and enabling diversity to grow in the municipality.</p>								
3.1.3.4	Look for opportunities to encourage business to use environmentally friendly practices	Information on environmentally friendly practices is distributed via Economic Development newsletter	>2 articles published		10%	Not in this quarter.	Economic Development Manager	Not in this quarter 
<p>Annual comment:</p>								
3.1.3.5	Ensure suitable land is available for small scale service industrial uses and identify modest area/s of land that is suitable in the short to medium term	Complete analysis of modest area/s of land that is suitable for small scale service industrial uses in the short to medium term by 31/12/2020	100% completed	25%	30%	Consultants brief to be prepared to identify suitable land. Delays in project due to delays in appointing budget and staffing resources.	Manager Strategic Planning	Behind target 
<p>Annual comment: Consultants brief to be prepared to identify suitable land. Delays in project due to delays in appointing budget and staffing resources. Project included in 2021/22 Delivery Program/Operational Plan.</p>								

3.2: Recognise and support Council as a significant purchaser in the local area

3.2.1: Procurement protocols encourage local and regional business engagement

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
3.2.1.1	Monitor and update procurement policy	Continual review to identify opportunities for procurement from social enterprise	100% completed		100%	Procurement processes and policy are under review to inform business requirements for process improvements through implementation of new TechOne product. ISJO Panel contracts are utilised where available and where quotes received from panel suppliers are considered value for money.	Manager Operations & Maintenance	Completed 
		All major procurement considered for regional procurement via Illawarra Shoalhaven Joint Organisation (ISJO)	100% completed					
<p>Annual comment: Procurement processes and policy are under review to inform business requirements for process improvements through implementation of new TechOne product. ISJO Panel contracts are utilised where available and where quotes received from panel suppliers are considered value for money.</p>								



3.3: Promote and support tourism in the local area

3.3.1: Management of Kiama Coast Holiday Parks as viable business entities

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
3.3.1.1	Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider	Net financial returns of Kiama Coast Holiday Parks achieve budget	100% budget achieved	Holiday Parks have exceeded the yearly budget forecast	100%	Income for bookings/occupation for the fourth quarter is \$2,108,160. Average cabin occupancy across the Parks for the fourth quarter = 67%. Average site occupancy across the parks for the fourth quarter = 49%.	Holiday Parks Coordinator	Completed 
<p>Annual comment: Income received across the five Parks for actual bookings/occupation for the 2020/2021 financial year = \$10,455,533.00. The average cabin occupancy for the year = 70%. The average site occupancy for the year = 50%.</p>								
3.3.1.2	Undertake activities to actively promote Kiama Coast Holiday Parks as a destination of choice	Implement and annually review Marketing Plan for Holiday Parks	100% completed	Barefruit Marketing engaged to develop marketing plan, currently gathering additional information through on-site visit and consultation with Council staff	100%	Holiday Parks exhibited at the Sydney Caravan & Camping Supershow and Kiama I Do, increasing eDM list and social media followers. Barefruit Marketing engaged to create Holiday Parks Marketing Plan, on-site visit undertaken and consultation with Council staff. Quarterly Newsletter distributed to 30,000+ distribution list. Design work undertaken for new branded Park signage. Updates to	Holiday Parks Coordinator	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						website, 3 blogs posted, content calendar created, ongoing social media channel brand alignment.		
<p>Annual comment: The main focus for the 2020/2021 financial year, in regards to Holiday Parks marketing was to continue support for local groups and events, to enhance the Park social media presences, the exposure of the Parks rebranding and development of a marketing plan to identify how to best optimise our business and increase income and occupancy.</p>								
3.3.1.3	Meet all legislative and accreditation requirements for Holiday Parks	Park Managers compliance with contract requirements	100% compliant	Weekly meetings held with Holiday Park management teams, reviewing contract obligations and topical issues.	100%	Weekly meetings held with Park Management teams, reviewing contract obligations and topical issues inc future bookings. 12 month interim/extension contracts being entered for Kiama Harbour Cabins, Surf Beach and Kendall's Beach Holiday Parks. 3 month caretaker contract for Seven Mile Beach Holiday Park being entered, whilst tender documents are developed for following 9 month period. Holiday Parks team working collaboratively with other departments on compliance for Section 68 Licences. Approval given for	Holiday Parks Coordinator	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
<p>Annual comment: All Parks received National Accreditation and recognised as COVID safe businesses. Holiday Park team is continually working collaboratively with other departments within Council on compliance for Section 68 licences. Regular meetings have been introduced with Park Managers to review contract obligations and discuss topical issues.</p>								
3.3.1.4	Identify opportunities and implement changes to improve disability access and inclusion in facilities and services	Consideration to improve disability access and inclusion incorporated into all planning processes for Holiday Park renewals and capital works	100% completed	No opportunities presented to improve disability access in this quarter, with minimal improvements undertaken across the Parks.	100%	No opportunities presented to improve disability access in this quarter, with minimal improvements undertaken across the Parks. Further review undertaken of accessible cabin at Surf Beach Holiday Park. Minor works to be completed in 2021/22 financial year.	Holiday Parks Coordinator	Completed 
<p>Annual comment: An full assessment was undertaken on the accessible cabin at Surf Beach Holiday Park, with a few minor works to be undertaken in the 2021/2022 financial year. Any future redevelopment works at the Holiday Parks will have accessible considerations and improvements.</p>								
3.3.1.5	Implement strategies identified in the Kiama Coast Holiday Parks Masterplan	Complete planned maintenance program for Holiday Parks on time and within budget Complete capital works and renewals	100% completed on time and within budget 100% completed on time	General maintenance undertaken across the Parks on an ad hoc basis Progress of capital projects	75%	Planning schedule developed for Werri Beach Holiday Park redevelopment, which will extend the on-site occupancy for a number of holiday vans. Communication distributed. Progress of capital projects across the	Holiday Parks Coordinator	Behind target 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		program for Holiday Parks on time and within budget	and within budget	across the parks:		parks: * ongoing upgrade works to Surf Beach Holiday Park residence * quotes sought for refurbishment of Cabin 21 at Kiama Harbour Cabins * contractor engaged for fire hydrant installation at Kendall's Beach Holiday Park * quotes received for CCTV upgrade and replacement of amenity keypads at Warri Beach Holiday Park * scopes of worked developed for C Block amenity upgrade and termite damaged refurbishment of reception at Seven Mile Beach Holiday Park		
<p>Annual comment: The Warri Beach Holiday Park redevelopment has been delayed due to the need for further assessments and studies. A range of maintenance works and capital improvements were undertaken throughout the year including new bathrooms, flooring and painting in some cabins, a new games room at Surf Beach Holiday Park, a shade sail and new safari tent at Seven Mile and a replacement roof for the residence at Warri Beach Holiday Park. Works have continued with the upgrade to the residence at Surf Beach, and will be completed early in the 2021/2022 financial year. Planning undertaken for a number of capital projects for 2021/2022 with some projects rolling over from 2020/2021.</p>								
3.3.1.6	Implement upgraded network at each Holiday Park	Complete network upgrade of Wi-Fi at each	100% completed on time	40%	40%	Network upgrades have been completed for Surf Beach and the Harbour Cabins. Due to	Manager Information Technology	Behind target 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Holiday Park on time and within budget	and within budget			budgetary constraints the update for Warri Beach, Kendall's Beach and Seven Mile Beach will commence in the new financial year.		
<p>Annual comment: Due to budgetary constraints, this work was not completed but will recommence in the new financial year.</p>								



3.3.2. Maximise the tourism economy through the promotion of the Kiama Municipality as a destination and the provision of product options and experiences for all visitors

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
3.3.2.1	Implement the Strategic Tourism and Events Plan	Provide industry development opportunities annually Overnight Visitor Expenditure (averaged) is maintained or increased	>3 opportunities pa \$200M overnight visitor spend pa	75% 50%	80%	Steady recovery with visitor numbers increasing was very reassuring during this quarter following the devastating impact of COVID-19. The tourism industry was able to see light at the end of the tunnel. The marketing recovery campaign began.	Visitor Services Coordinator	Behind target ●
<p>Annual comment: Kiama welcomes an estimated 983 000 visitors annually (360 000 domestic overnight visitors, 610 000 domestic day visitors & 13 000 international overnight visitors). COVID-19 statistics show that total visitors, visitor nights and estimated spend are all down year-on-year (about -24% on average). This takes things back to what they were in 2017/2018. There are many LGA's in NSW that recorded much greater drops.</p>								




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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
3.3.2.2	Deliver and promote a year round Events Strategy	Annual Destination Events Calendar is maintained Annual Destination Events Funding Program is maintained and managed	100% completed 100% completed	100% 100%	100%	COVID-19 meant many events were sadly cancelled or rescheduled. Despite this events that did occur, did so throughout the year.	Visitor Services Coordinator	Completed 
<p>Annual comment: COVID-19 meant many events (13 sponsored events) were sadly cancelled or rescheduled throughout this financial year. Despite this events that did occur, did so throughout the year.</p>								
3.3.2.3	Identify and prioritise tourism development opportunities	Tourism Opportunity Plan priorities are communicated and actioned by Council staff (internally) and external stakeholders	100% completed	100%	100%	A marketing recovery plan began during this quarter, following the effects on the industry from the COVID-19 pandemic. This has included support by way of filtering down the State Government resources for funding and assistance whilst also reigniting the social media 'Kiama@Home' Facebook page.	Visitor Services Coordinator	Completed 



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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
<p>Annual comment: Following the effects of the pandemic, Destination Kiama have been working with State agencies in filtering down support packages to assist local businesses in their recovery. A marketing recovery plan has begun and a new Strategic Tourism & Events Plan devised, from this, a three year action plan will be delivered.</p>								
3.3.2.4	Grow community and tourism industry engagement	Conduct Tourism After Hours events	4 events held pa	75%	100%	Tourism after hours was staged at Gather by the Hill in Gerringong. A well attended event whereby an Above and Beyond Certificate was awarded to Jo Robertson from Bare Foot Five Tribe.	Visitor Services Coordinator	Completed 
<p>Annual comment: A marketing recovery plan has begun and a new Strategic Tourism & Events Plan devised, from this, a three year action plan will be delivered to meet the goals of maximising the tourism economy.</p>								
3.3.2.5	Market and promote visitation to Kiama	An annual destination marketing campaign is conducted Australian Tourism Data Warehouse listings for Kiama are increased	100% completed 10% increase pa	100% Maintenance achieved	100%	Partnerships with Sydney Weekender, TimeOut Sydney, Out and About with Kids, We Are Explorers and Australian Traveller have seen us continue to promote our area to high yielding target markets.	Visitor Services Coordinator	Completed 
<p>Annual comment: Partnering with publications, and agencies that reach out high yielding target markets, Destination Kiama have seen excellent growth in the website audience, whereby traffic rose 64.5% since 2018, from an average of 17,014 sessions per month in 2018/19 to 27,993 in 2020/21. Instagram's</p>								

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
3.3.2.6	Work with local tourism businesses to address existing access barriers for potential customers and users with a disability	Accessibility issues are included in presentations for tourism operators	100% completed	100%	70%	Despite IGNITE, Kiama Winter Festival not going ahead, we had planned many opportunities to be as inclusive as possible. This includes a sensory 'chill zone' tent, fireworks viewing platform and vision impaired tours.	Visitor Services Coordinator	Not in this quarter 
<p>Annual comment: As part of all of Destination Kiama plans and publications as well as support applications we assess, inclusiveness is required to be met.</p>								
3.3.2.7	Operate the Visitors Information Centre to provide high level visitor services 7 days per week	Maintain a Level 1 Accreditation for the Visitor Information Centre	100% completed	100%	100%	Despite COVID-19 the Kiama Visitor Information Centre at Blowhole Point continues to be an excellent source of information.	Visitor Services Coordinator	Completed 
<p>Annual comment: Despite COVID-19 the Kiama Visitor Information Centre at Blowhole Point continues to be an excellent source of information. More recently, offering an increased number of events ticketed through the centre. Level 1 accreditation was achieved and support of supplementary visitor outlets supported in Jamberoo and Gerringong.</p>								
3.3.2.8	Implement upgraded network at the Visitor Information Centre	Upgraded network at the Visitor Information Centre completed on	100% completed on time and within budget	100%	100%	This will not be progressed this financial year.	Manager Information Technology	Completed 



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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		time and within budget						
Annual comment: The existing network at the Visitor Information Centre is fit for purpose and no further upgrades will be undertaken at this time.								
3.3.2.9	Implement upgraded public Wi-Fi at the Visitor Information Centre	Upgrade of IT facilities for public Wi-Fi at the Visitor Information Centre completed on time and within budget	100% completed on time and within budget	100%	100%	This will not be progressed this financial year.	Manager Information Technology	Completed 
Annual comment: Vendors were engaged to review options for provision of Public Wi-Fi at the Visitor Information Centre however it is not financially viable at this time and will not progress.								
3.3.2.10	Look for opportunities to promote healthy and sustainable environments through tourism channels	Information on sustainable tips for visiting Kiama are included in tourism publications	>1 publication	100%	100%	Began work on a new campaign as part of the COVID-19 recovery with We Are Explorers, with a focus on transformational and revitalise travel this will have a strong sustainability message.	Visitor Services Coordinator	Completed 
Annual comment: Working with partners such as We Are Explorers and Green Caffeem we strive to maintain and grow our sustainable messaging.								
3.3.2.11	Clarify event roles, responsibilities	Roles, responsibilities and resourcing	100% completed	100%	100%	Full time events coordinator employed.	Visitor Services Coordinator	Completed


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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	and resourcing for Major, Destination, Community and Civic events	defined and communicated by 31/08/2020						●
Annual comment: Full time events coordinator employed.								
3.3.2.12	Budgets developed and allocated to responsible officers for all event categories - Major, Destination, Community and Civic events	Budgets developed and allocated by 31/08/2020	100% completed	100%	100%	Festivals and event budget will be included in Tourism & Events Department oversight from 2021/2022.	Visitor Services Coordinator	Completed ●
Annual comment: Destination Kiama have a full time Events Coordinator, all event inquiries are vetted and distributed to relevant Council stakeholders based on the needs of the enquirer. More work needs to be done to pull the application and approval process into a more streamlined service offering to the organiser.								
3.3.2.13	Council's website events calendar displays Destination Kiama events by integrating Australia Tourism Data Warehouse (ATDW) Application Programming Interface	Council's website integrates Australia Tourism Data Warehouse (ATDW) Application Programming Interface by 31/08/2020	100% completed		100%	See previous quarter comments.	Communications Officer 01	Completed ●



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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
<p>Annual comment: Having reviewed the product requirements and processes internally and the technical specifications with OpenCities, this project was discontinued. An efficiency loss was identified that couldn't be rectified within the 12-months. While the project was discontinued this year, it will be re-investigated in 2021-22 due to a possible product need when Kiama Coast Holiday Parks is redeveloped. Council will also reap the benefit of a reduced integration cost as OpenCities continue developing the product with other Councils.</p>								
3.3.2.14	Pursue new Destination and Major Events for the Kiama Local Government Area (LGA)	Destination Events and Marketing for Events Toolkits developed and distributed to event organisers Number of new events secured	100% completed >2 events pa	75% 100%	80%	This has been difficult due to the COVID-19 Pandemic. Discussions with Sports Marketing Australia have been had to look at supplementing our current calendar with sporting and other events throughout the year.	Visitor Services Coordinator	Behind target 
<p>Annual comment: This has been difficult due to the COVID-19 Pandemic. Discussions with Sports Marketing Australia have been had to look at supplementing our current calendar with sporting and other events throughout the year.</p>								
3.3.2.15	Prepare a prospectus for Jerrara Dam outlining the principal investment opportunities as a means of testing the market	Prospectus finalised	100% completed		10%	It was agreed that Council engage a consultant to undertake a feasibility study on the previously identified options 2 and 3 of the Jerrara Dam Site Development Options report. This study will be undertaken in the	Visitor Services Coordinator	Behind target 

123

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
Annual comment: With Economic Development to look at a scoping study.								
3.3.2.16	Prospectus/guide to accommodation development opportunities developed as a means of promoting region-wide opportunities	Prospectus finalised and submissions opened	100% completed		10%	Strategic Planning Manager and Economic Development Manager identifying sites, however giving the current COVID-19 climate, our current accommodation stocks are not being utilised.	Visitor Services Coordinator	Behind target 
Annual comment: Strategic Planning Manager and Economic Development Manager identifying sites, however giving the current COVID-19 climate, our current accommodation stocks are not being utilised.								
3.3.2.17	Work with the State Government and Council's Property Team and Economic Development Manager on the implementation of the Marine Based Tourism Strategy, in particular to exploring opportunities for activation of the	Master Plan for Kiama Harbour and Blowhole Point developed in conjunction with Plans of Management/s	100% completed	50%	50%	On hold following the presentation of The Kiama Harbour Revitalisation Strategic Framework by Maritime (Transport for NSW). This presentation sparked controversy after recommendations were met with opposition.	Visitor Services Coordinator	Not in this quarter 

124

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	Kiama Harbour, whilst ensuring protection of marine biodiversity							
<p>Annual comment: On hold following the presentation of The Kiama Harbour Revitalisation Strategic Framework by Maritime (Transport for NSW). The Strategic opportunities outlined had a strong tourism focus. This presentation sparked controversy after recommendations were met with opposition. It is expected that this project will be continued following the December 2021 Elections.</p>								
3.3.2.18	Advocate for the redevelopment of Surf Life Saving Clubs as identified in the Tourism Opportunities Plan, including a South Coast high performance surf centre	All opportunities for advocacy of redevelopment of Surf Life Saving Clubs undertaken	100% completed	50%	50%	Acting manager has been in touch with the President of Kiama SLSC, Lachlan Payne. The club have just completed interior renovations and are interested in exploring possibilities to create revenue, restrictions are preventing this.	Visitor Services Coordinator	Behind target 
<p>Annual comment: Continuing discussions with surf clubs and looking for avenues to allow for investment within current zoning restrictions.</p>								
3.3.2.19	Increase the amount of locally made goods available for sale at the Visitor Information Centre	Locally made goods for sale at Visitor Information Centre increased	10% increase pa	100%	100%	Local photographer puzzles have added to the locally sourced product offering this quarter.	Visitor Services Coordinator	Completed 
<p>Annual comment: The Visitor Information Centre sources and provides a mix of souvenir and gift offerings. The gallery space, allows for a rotation of local artists to display and sell their pieces, along with a retail area that supports local ceramics, photographic puzzles, postcards and calendars, woodwork,</p>								



125

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						textiles including cushion covers, sarongs, towels and cards, magnets and tee shirts are sourced from a local supplier as well as a good range of local books. Confectionery is supplied by Berry Treat Factory. The VIC continues to look for avenues to source other locally made gifts and souvenirs.		

3.3.3: Promote and manage activities and functions at The Pavilion Kiama

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
3.3.3.1	Pursue opportunities to increase the number of weddings and conferences hosted at The Pavilion	Increase number of weddings Increase number of conferences	10% increase pa 20% increase pa	10% increase achieved	100%	During the quarter Conference enquiries have escalated substantially and have continued to resume this has taken much of 2021 weekend dates along with rescheduling community and conferences. This quarter saw 6 weddings confirmed. Kiama I Do event was a great success. Conference activity is picking back up again in quarter 4 and the enquiry rate is increasing day by day which is pleasing to see. A focus on conference social media will only increase. Maintenance and inventory stock take	Event & Conference Marketing Coordinator	Completed 

126

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						updated. Completed fees and charges. Please Note: Late in this quarter we were hit with COVID restrictions once again taking place from 25 June until 9 July which has seen large events either cancel or postpone to date.		
<p>Annual comment: This financial year was a mixed bag with ups and downs mostly due to the ongoing pandemic restrictions that had been put in place. Events were hit hard but bounced back quickly once restrictions were lifted to reflect a high volume of bookings right across the board. Ongoing efforts have continued to engage clients across all areas of the business. With restrictions easing in quarters 2 and 3, conferences, weddings and events were at a high enquiry level which was pleasing and saw bookings escalate. Online enquiries were at the all time highest levels with marketing reflecting bookings flowing in. Whilst weddings were affected the client still continued to book which reflected a 10% increase overall.</p>								
3.3.3.2	Implement the provisions of the Disability Inclusion Plan for The Pavilion Kiama	Ensure disability inclusion is considered for all Pavilion events	100% considered	Achieved	100%	Working with Aged Friendly Illawarra by accepting age friendly seating to be available at all Pavilion events. Consideration will be given to accessibility with re-designing new marketing material.	Event & Conference Marketing Coordinator	Completed 
<p>Annual comment: Continued efforts are made with Working with Aged Friendly Illawarra by adoption of age friendly seating for all events at the Pavilion. Including marketing in all online and hard copies of pavilion collateral.</p>								
3.3.3.3	Undertake sales and marketing activities for The Pavilion	Annual sales and marketing plan implemented	100% completed	Achieved	100%	Marketing plan & budget completed and continuing to progress focusing on social media, and converted new events, new	Event & Conference Marketing Coordinator	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						<p>signage being implemented in and around the municipality and the Pavilion. A consolidated approach to following up on all enquiries within 24 hours to convert business during COVID has been excellent with conversion rates and with the enquiry rate being at a lower level with restrictions easing slowly moving into Working within the government current guidelines and capacity numbers but increasingly smaller & larger meetings are increasing up to 25% more.</p>		
<p>Annual comment: Whilst it was a slow start due to the pandemic in quarter 1 the marketing plan was fully executed in the 2020/2021 budget. As mentioned in earlier reports the full range of marketing activities that ranged from social media implementation to Kiama I DoI wedding expo was completed successfully and executed within the allocated marketing budget. This included the capital works budget items which also contribute to the overall marketing of the venue in order to promote and book events to fill the diary throughout the year.</p>								

4: Civic Leadership

4.0: Responsible Civic Leadership that is transparent, innovative and accessible





4.1: Council is financially sustainable

4.1.1: Meeting and reporting against IPART/Fit for the future benchmarks

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.1.1.1	Maintain financial sustainability	Council meets the seven 'Fit for the Future' financial health and sustainability ratios	7 benchmarks met	4 of the 6	100%	Council continues to monitor its financial performance against the six Office of Local Government Performance Ratio's. It is estimated that Council will meet 4 of the 6 ratios for the 2020/2021 financial year. The ratio's that Council are not likely to meet are the operating performance ratio and the unrestricted current ratio. A three year financial sustainability plan has been drafted for review by Council and is focused on the future sustainability of Council.	Chief Financial Officer - Blue Haven	Completed 
<p>Annual comment: Council continues to monitor its financial performance against the six Office of Local Government Performance Ratio's. It is estimated that Council will meet 4 of the 6 ratios for the 2020/2021 financial year. The ratio's that Council are not likely to meet are the operating performance ratio and the unrestricted current ratio. A three year financial sustainability plan has been drafted for review by Council and is focused on the future sustainability of Council.</p>								

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4.1.2. Identify opportunities to diversify and maximise funding sources



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.1.2.1	Maximise return from commercial operations	Returns from commercial operations exceeds budget	95% of budget achieved	104%	100%	Work continues to maximise returns on commercial properties, this has been included as a strategic priority for the 2022 budget.	Chief Financial Officer - Blue Haven	Completed 
<p>Annual comment: The final result for commercial income for the 2021 financial year is 104% of budget. The total actual commercial income for 2021 totals \$14.8 million against a budget of \$14.17 million.</p>								
4.1.2.2	Comply with all financial legislative requirements	All requirements met with designated dates	100% completed	100%	100%	All financial legislative returns have been lodged within the quarter.	Chief Financial Officer - Blue Haven	Completed 
<p>Annual comment: Council is on track to meet all financial reporting requirements for the 2021 financial year</p>								
4.1.2.3	Maximise interest return from investments	Interest rates exceed benchmarks while meeting investment guidelines	>90 day Bank Bill Swap Rate (BBSR)	0.52% v 0.05%	100%	Council continues to perform above Bank Bill Swap Rate of 0.05%, with Council's last 12 month average of 0.52%.	Chief Financial Officer - Blue Haven	Completed 
<p>Annual comment: Council continues to perform above Bank Bill Swap Rate of 0.05%, with Council's last 12 month average of 0.52%.</p>								
4.1.2.4	Review Council's fees and charges annually	Fees and charges other than those subject to legislation or community obligations at least meet	100% reviewed	100%	100%	Council has endorsed the 2022 annual Fees and Charges at the June Council meeting.	Chief Financial Officer - Blue Haven	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		Council's expense						
Annual comment: Council has endorsed the 2022 annual Fees and Charges at the June Council meeting.								

4.2: Council embraces good governance and better practice strategies


4.2.1: Manage effective risk framework across council



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.2.1.1	Review, coordinate and implement the Risk Management program of works	Manage claims in accordance with legislation and Council protocols Planned program of works delivered within agreed timeframe	100% compliant 100% completed	100% 100%	75%	Relevant insurances have been renewed and certificates of currency received and shared. Claims managed in accordance with legislation. Dures process has been updated and shared, emergency flipcharts completed and ready for distribution. Asset tolerance workshop completed with key stakeholders.	Risk Management Coordinator	Progressing 
<p>Annual comment: Work completed:</p> <ul style="list-style-type: none"> - ERM policy & strategy update - walking track risk signage - Tech One Enterprise Risk Management developed and implemented - Approved risk enhancement funding - Dures and emergency flipchart upgrades - Specific risk workshops with Engineering & Planning teams 								
4.2.1.2	Review, coordinate and implement the Work Health and Safety	Deliver planned program of works by 31/12/2021 Monitor compliance with Council's	100% completed 100% completed	100% 100%	100%	Actions relating to hazards and incidents are satisfactory. Life guard work area is nearing completion this is the only	Risk Management Officer - Work Health & Safety	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	program of works	contractor management framework				identified hazard that is outstanding.		
		Manage incident investigations and Work Health and Safety issues on Council's hazard register by ensuring all reported hazards are registered and actioned	100% completed	100%				
		Monitor Council's due diligence in Work Health and Safety and ensure all significant incidents are investigated	100% completed	100%				
<p>Annual comment: Council's WHS system continues to evolve with a focus on emergency management, preemployment medical, public risk at holiday parks and dial before you dig compliance. Future projects include establishing a low cost learning and development platform and plant and equipment competence assessment system.</p>								
4.2.1.3	Review, coordinate and implement the Injury Management program of works	Planned program of works delivered within agreed timeframe Claims managed in accordance	100% completed 100% compliant	100% 100%	100%	Claims managed in accordance with legislation, monthly reports to Executive Leadership Team (ELT) on track, premium modelling provided to ELT and	Risk Management Coordinator	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		with legislative requirements				Finance, Drug & Alcohol training revision and platform commenced.		
Annual comment: All claims managed in accordance with legislation, monthly reports to ELT completed. Premium modelling relatively accurate.								
4.2.1.4	Review, coordinate and implement the Enterprise Risk Management framework	Implement Council's Enterprise Risk Management Program	100% completed	100%	75%	Policy and Framework review commenced - endorsement process to be finalised. Risk reviews from all sections were completed by EOFY as planned. The OneCouncil system and reports continue to be refined and are now able to be customised for ELT, Manager, ARIC & Auditor requirements. Commenced strategic risk and risk appetite discussions with the new ELT and this will continue in the 21/22 FY.	Risk Management Coordinator	Progressing 
Annual comment: 20/21 FY has seen a significant improvement in the transparency, access and reporting of Corporate Risks with the Tech One implemented. This has contributed to more robust reviews and quality output, concise report provided to ARIC. Proactive risk enquiries and decisions made against Council's tolerance are becoming more frequent.								





Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.2.1.5	Implement continuous improvement for risk management	Continuous Risk Improvement Program (CRIP) Audit actions implemented	100% completed	100	100%	A CRIP audit was conducted in May 2021 which showed that Council can demonstrate good improvement with risk management practices. The key areas that require focus in future will be strategic risk, risk appetite and project risk assessment. The audit actions have been tabled and ELT will assist with allocating action and realistic due dates so it can be presented to ARIC.	Risk Management Coordinator	Completed 
<p>Annual comment: 20/21 has tested our business continuity processes and we have now refined such that a second wave of work from home and restrictions was relatively seamlessly managed. Two continuity exercises were held, one infections disease outbreak at the RACF and the second being loss of a building. The ELT feel capable of managing such an event. The CRIP audit was also conducted again by InConsult as an updated since 2017. Many improvements were demonstrated and Council will now plan to work through the recommended actions to raise our risk maturity further, particularly in strategic risk, project risk and risk appetite context.</p>								
4.2.1.6	Enact corporate risk management strategies	Continuous Risk Improvement Program (CRIP) audit report recommendations implemented by 31/03/2021	90% implemented	70% completed	100%	A CRIP audit was conducted in May 2021 which showed that Council can demonstrate good improvement with our risk management practices. The key	Risk Management Coordinator	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						areas that require focus moving forward will be strategic risk, risk appetite and project risk assessment. The audit actions have been tabled and ELT will assist with allocating action and realistic due dates so it can be presented to ARIC.		
<p>Annual comment: 20/21 has tested our business continuity processes and we have now refined such that a second wave of work from home and restrictions was relatively seamlessly managed. Two continuity exercises were held, one infections disease outbreak at our RACF and the second being loss of a building. The ELT feel capable of managing such an event. The CRIP audit was also conducted again in May 2021 by InConsult as an updated since 2017. Many improvements were demonstrated and Council will now plan to work through the recommended actions to raise our risk maturity further, particularly in strategic risk, project risk and risk appetite context.</p>								
4.2.1.7	Oversee the ongoing operation and functioning of the Audit Risk and Improvement Committee	Audit Risk and Improvement Committee meets at least quarterly and reviews implementation of risk management strategies and actions	4 meetings held pa	4 meetings held	100%	Audit Risk and Improvement Committee meeting held on 25 May.	Internal Auditor	Completed 
<p>Annual comment: The Audit Risk and Improvement Committee met 4 times this year. Recruitment process progressing for ARIC vacancy.</p>								
4.2.1.8	Provide information and communication	IT equipment replacement plan developed and	100% completed	100%	100%	Revisions to the equipment replacement plan		Completed

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	systems which meet business needs	implemented by 31/12/2020				have been finalised and Service Level Agreements have been met.	Manager Information Technology	
		Service Delivery for resolution of requests/incidents in accordance with Service Level Agreements (SLA)	90% Service Level Agreement met	100%				
		Service Delivery for response of requests/incidents in accordance with Service Level Agreements (SLA)	90% Service Level Agreement met	100%				
Annual comment: Information and communication systems which meet business needs have been provided.								
4.2.1.9	Develop and implement automated monitoring with the ability to record availability statistics for our network	Automated monitoring of the network is in place and availability statistics are recorded by 31/12/2020	100% completed	100%	100%	Automated monitoring of the network is in place and availability statistics are recorded.	Manager Information Technology	Completed 
Annual comment: Automated monitoring of the network is in place and availability statistics are recorded.								


Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.2.1.10	Develop and implement an Information Technology Disaster Recovery (DR) Plan	Develop Disaster Recovery Plan and publish in TRIM and ProMapp by 31/12/2020	100% completed	100%	100%	The Information Technology Disaster Recovery (DR) Plan has been completed.	Manager Information Technology	Completed 
Annual comment: The Information Technology Disaster Recovery (DR) Plan has been completed.								
4.2.1.11	Annual review of ICT (Information Communication Technology) Strategic Plan	Review and update of Plan is completed by 31/12/2020	100% completed	100%	100%	The ICT (Information Communication Technology) Strategic Plan annual review has been completed.	Manager Information Technology	Completed 
Annual comment: The ICT (Information Communication Technology) Strategic Plan annual review has been completed.								
4.2.1.12	Develop and implement an Information Technology Backup Plan	Develop Backup Plan and publish in TRIM and ProMapp by 31/12/2020	100% completed	100%	100%	The Information Technology Backup Plan has been completed.	Manager Information Technology	Completed 
Annual comment: The Information Technology Backup Plan has been completed.								
4.2.1.13	Develop and implement Internal Service Level Agreements (SLA) for IT services across	Internal Service Level Agreements (SLA) developed and implemented by 31/12/2020	100% completed	100%	100%	All Service Level Agreements (SLAs) required for IT services across Council functions have been implemented.	Manager Information Technology	Completed 

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	Council functions							
Annual comment: All Service Level Agreements (SLAs) required for IT services across Council functions have been implemented.								


4.2.2: Manage an effective workforce in an environment of continuous improvement

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.2.2.1	Develop, review and implement the Human Resource Management program of works	<p>Deliver a weekly payroll service, with 95% accuracy or above</p> <p>Annual planned program of work delivered within agreed timeframe</p> <p>Review and implement Council's Employee Improvement and Performance Review</p>	<p>>95% accuracy</p> <p>100% completed</p> <p>100% completed</p>		100%	<p>CEO Recruitment complete. Compliance audit continues as the major work priority. Focus on compliance with Child Safe Standards has continued, with ELT endorsement of designated child related roles. Guidance and support for restructures and interim restructures ongoing. Role design for OneCouncil Payroll and HR module configuration design continued. Functional testing commenced. Data cleanse nearing completion. Council leave reconciliations</p>	Manager Human Resources	Completed 




139

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		process by 08/07/2021				behind target and to be resolved in Q1 2021/22.		
<p>Annual comment: Key achievements include:</p> <ul style="list-style-type: none"> - Review and endorsement of the Higher Grade Pay, Work from Home, Position Description and Position Evaluation Protocols, Leave Provisions Protocol and Procedure. - Overhaul of Consultative Committee composition and Code of Meeting Practice for Consultative Committee developed and endorsed. - Managed high load of grievances, complaints and investigations majority of which have been resolved, including support to Mayor and ELT for Executive business continuity and succession planning. - Delivered improved systematic reporting to Managers on Accrued Time Balances. - Process improvements and reporting implemented in Recruitment and Payroll to improve quality. 								
4.2.2.2	Develop, review and implement the Organisational Development program of works	Develop and implement the Corporate Learning and Development Plan	100% completed		50%	Review Council's onboarding and employee experience complete. Implementation of Council's Code of Conduct training commenced but was impacted by COVID related public health orders. Reviews and consolidation of Learning and Development Protocols commenced. Council's Rural Management Team was awarded winners of the Statewide Rural Management Challenge.	Manager Human Resources	Behind target 
		Coordinate employee engagement opportunities	100% annual schedule completed					
		Planned program of work delivered within agreed timeframe	100% completed					
		Develop and implement the leadership development programs in	100% completed					


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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		consultation with MANEX						
<p>Annual comment: Improvements to the process, administration and recording keeping for Code of Conduct have been achieved. Corporate Induction program has been reviewed and delivered in the new format. Review of Council's onboarding and employee experience has begun and will roll over into Q1 for 2021-2022. Cross Council meeting are being reviewed to determine the current state across Council. Following this consultation the implementation of 1:1 and team meetings will progress to ensure regular feedback conversations are consistent across Council and will roll over into Q1 for 2021-2022.</p>								
4.2.2.3	Revise Council's recruitment practices to ensure that access and equity principles are actively and consistently implemented	Ongoing review of recruitment practices as appropriate	100% completed		100%	Recruitment and Selection Training delivered. Implemented new pre-employment service providers, exiting existing agreements with third party suppliers of services. Implemented changes to the management and approval processes to reflect decisions of ELT. Supporting documentation on Council's website is currently under review to ensure it is up-to-date and serving the needs of customers. Anti-Discrimination Board dispute relating to recruitment outcome.	Manager Human Resources	Completed 
<p>Annual comment: Continued to meet increasing demand for recruitment services. Key improvements made in the quality of pre-employment probity checks including right to work, Working with Children Checks, qualification checks and Police Checks. Transitioned to new suppliers for Police Checks and pre-employment medicals to ensure improved quality and efficiency to meet increased volume in service demands.</p>								

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.2.2.4	Facilitate effective engagement with staff to promote Council's values, brand and reputation consistently	Staff newsletter produced and distributed a minimum of 6 times per annum	>6 newsletters pa	100%	100%	Staff newsletter for April/May produced and distributed.	Communications Officer 02	Completed 
Annual comment: All staff newsletters produced and distributed - 6 in total over the 20/21 year.								
4.2.2.5	Optimise and enhance business efficiency through the use of the right technology	Provide information and communication systems which meet business needs	100% completed	100%	100%	Information and communication systems continue to be provided to Council staff which enable them to meet business needs. These include software, hardware and connectivity.	Manager Information Technology	Completed 
Annual comment: Information and communication systems continue to be provided to Council staff which enable them to meet business needs. These include software, hardware and connectivity.								
4.2.2.6	Review and implement Council's Salary Structure in line with the Human Resource Management program of works	Review and implement Council's Salary Structure	100% completed		60%	Five of the eleven planned phases completed. Work completed in the quarter four includes: commencement of position alignment and comparative analysis, report provided to	Manager Human Resources	Behind target 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						workforce. Position Description and Position Evaluation Protocols but implementation on hold per decision of ELT; development of Position Description Revisit recourses (Position Description Guide) on hold per decision of ELT, pending ELT feedback. Further project progress is dependent on Council's budget.		
<p>Annual comment: Key work completed during this year:</p> <ul style="list-style-type: none"> - Current state salary data collection - Survey job matching - Negotiated Position Description and Position Evaluation Protocols - protocols are endorsed but not implemented - Audit and collation of Position Descriptions current state 								
4.2.2.7	Review and implement Council's Reward and Recognition process in line with the Human Resource Management program of works	Implement Council's Reward and Recognition process	100% completed		100%	ELT endorsed adjustments to Recognition of Long Service and protocol is under development. Council wide reward and recognition on hold until further determination by ELT.	Manager Human Resources	Completed 

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
Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
<p>Annual comment: Key Achievements - Mid year function held in August in abridged form due to Covid-19 social distancing requirements. Delivered COVID-Safe R U Ok? Day program Delivered Council's inaugural Employee Engagement Survey. Reviewed and implemented improvements to Corporate Induction Program and new employee on-boarding Reviewed and identified opportunities for improvement to Code of Conduct training.</p>								

4.2.3: Council, the Illawarra Shoalhaven Joint Organisation and our neighbour councils working together



Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.2.3.1	Initiate and support collaboration through Illawarra Shoalhaven Joint Organisation (ISJO) to advance Council and regional strategic objectives	New joint activities and procedures established for mutual benefit of ISJO stakeholders	>4 new joint activities or procedures pa		100%	Weekly online meetings held with ISJO Council CEOs and attendance at board meetings	Chief Executive Officer	Completed 

Annual comment: Worked collaboratively on the Illawarra Shoalhaven Regional Plan 2041 which offers a blueprint for the next 20 years and prioritises housing, jobs, infrastructure, healthy environment, connected communities and access to green space. Development of waste strategies and opportunities to identify waste streams and reduce landfill. Participated in the recruitment for the ISJO Executive Officer. Progressing the Regional Cycling Tourism Strategy and Enabling Water Sensitive Urban Communities regional framework. Working with the Weeds Authority in particular the war on Parthenium weed


4.2.4: Develop strategic partnerships with regional and other organisations to advance local community priorities

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.2.4.1	Initiate and support partnerships at regional level to advance Council's strategic objectives	All approved partnerships are implemented	100% completed		100%	Usual quarterly State Agency meeting postponed to August. Attended Country Mayors Association meetings	Chief Executive Officer	Completed 
<p>Annual comment: Quarterly meetings held with State agencies. Opportunities to meet with various government and private organisations have been acted on.</p>								
4.2.4.2	Advocate at appropriate forums for the provision of improved and accessible public transport within and between towns	Advocacy undertaken with key stakeholders	100% completed		100%	Illawarra Shoalhaven Joint Organisation support for the Cross Regional Transport Advisory Group to improve cross regional transport connectivity and developing a Regional Cycling Strategy	Chief Executive Officer	Completed 
<p>Annual comment: Illawarra Shoalhaven Joint Organisation support for the Cross Regional Transport Advisory Group to improve cross regional transport connectivity and developing a Regional Cycling Strategy</p>								

4.2.5: Manage a clear framework of strategic corporate planning, policies and protocols

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.2.5.1	Provide timely, comprehensive advice on proposed corporate policy and legislative change	Develop Corporate Delegations Register and maintain as required	100% completed		100%	Office of Local Government circulars discussed at weekly Executive Leadership Team meetings and circulated to appropriate officers. Integrated planning and reporting documents went on public exhibition and were endorsed by Council at the June extraordinary meeting	Chief Executive Officer	Completed 
		Develop Corporate Policy Register and maintain as required	100% completed					
		All required policy changes completed and reported	100% completed					
Annual comment: Review of governance arrangements was completed and action plan developed. Policy and Protocol register maintained and the following policies endorsed by the Council - Investment Policy; Section 355 Policy and the Footpath Dining Policy								
4.2.5.2	Maintain legislated corporate reporting requirements including Public Interest Disclosures, Government Information (Public Access) Act, Complaints	Research and develop a Corporate Legislative Compliance Register All legislative reporting is submitted by due dates	100% completed		100%	All legislated reporting has been completed.	Chief Executive Officer	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	Register, Publication Guide and Code of Conduct							
Annual comment: All legislated reporting has been completed.								
4.2.5.3	Deliver and enhance Integrated Planning and Reporting framework to improve long-term corporate planning and sustainability	All required Integrated Planning and Reporting quarterly, six-monthly and yearly reporting is completed to meet legislative requirements	100% compliant		100%	Integrated Planning and Reporting documents went on exhibition in June and were endorsed by the Council on 28 June 2021. Continue to progress IP&R module in TechnologyOne.	Chief Executive Officer	Completed 
		Undertake a comprehensive service review to ensure alignment with Community Strategic Plan	100% completed					
		Develop a suite of Community Indicators to enable Council to measure how effectively we are working	100% completed					

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		towards the objectives of the Community Strategic Plan						
		Develop and facilitate community engagement activities to develop Kiama's Community Strategic Plan 2021-31 by 28/02/2021	100% completed					
		Coordinate all required Integrated Planning documents for Council. Including Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Plans	100% completed					

Annual comment: All quarterly reporting completed on time and reported to the Council. IP&R measures were rolled over due to the postponement of the election from 2020 to 2021


4.3: Council and the community working together
4.3.1: Foster positive community relationships through open communication, opportunities for participation and sharing of information

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.3.1.1	Council's website is available and meets legal requirements, industry and accessibility standards and facilitates effective engagement for community and staff	Increase in community engagement activity Website is available Quarterly reviews of content completed Effective engagement and usability achieved for Council's website resulting in a reduction of enquiries to Customer Services	20% increase pa 99% available 100% completed 30% reduction	130% increase in unique visits. 100% uptime availability. 100% pages due for reviewed completed.	100%	Sustained Unique visitation trend of 130% on previous financial year.	Communications Officer 01	Completed 
		Effective and tailored training provided to staff for Web Administrator and Content Publisher roles	4 training sessions pa	Training provided in person and online.				




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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.3.1.2	Provide plain English, easy read and low vision readability versions of Council's communications material	Identify key material for review by 1/12/2020 Ensure all identified material is updated by 1/12/2020	100% completed 100% completed	100% 100%	100%	Publications and signage continue to be sent and approved by the communications team.	Communications Officer 02	Completed 
<p>Annual comment: All publications and signage were sent to and approved by the communications team to ensure plain language and readability as well as adherence to our style guide.</p>								
4.3.1.3	Coordination of Council information on a regular basis through a range of media	Public notices and regular notifications placed in local newspapers Community newsletter printed and distributed to ratepayers (hard copy) each quarter	20 notices pa 4 newsletter editions pa	15 notices 4	100%	100% of output for year achieved regards regular Bugle adverts have ceased with end of requirement for print notices by councils. Adverts still placed on a case-by-case basis for planning and other areas.	Communications Officer 02	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
4.3.1.4	Distribute Council information in a timely manner through a range of media	Kimunico email newsletter distributed weekly	50 newsletter editions pa	50	100%	Met all indicators for the quarter except integration of newsletters. This will be achieved in 21/22 second quarter.	Communications Officer 02	Completed 
		Ensure social media sites are used in line with Social Media Protocol and Style Guide	100% completed	100%				
		Progress integration of all Council's email newsletters	50 newsletter editions pa	Progressing				
		Promote Council activities via social media channels and Council's website	100% completed	100%				
		Review social media channels to ensure best practice and audience engagement	100% completed	100%				




Annual comment: 100% of output for year achieved regards newsletter. Note regular Bugle adverts have ceased with end of requirement for print notices by councils. Adverts still placed on a case-by-case basis for planning and other areas. Quarterly rates newsletter is also ceasing, with development of print alternatives underway.

Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
Annual comment: Met all indicators for email newsletters, media releases, web news, social media and print and broadcast news media opportunities.								
4.3.1.5	Facilitate effective engagement with the community	Review of Community Engagement Strategy Community Engagement Strategy is implemented	100% completed 100% completed	Progressing Progressing	100%	Appointment of new communications coordinator will allow greater attention to this review as well as ongoing engagement on a day-to-day basis.	Communications Officer 02	Completed 
Annual comment: New communications coordinator appointed July 2021.								
4.3.1.6	Live broadcast of Council meetings and public access meetings	Council meeting recordings are available online within 2 working days following the meeting Availability of Live broadcast of Council meetings and public access	90% availability within 2 business days 90% availability of live broadcast	100% 100%	100%	Council meeting and public access are broadcast live and recordings are available online within 2 working days following the meeting.	Manager Information Technology	Completed 
Annual comment: Council meeting and public access are broadcast live and recordings are available online within 2 working days following the meeting.								
4.3.1.7	Council's Intranet is coordinated and managed to provide business efficiencies for	Effective engagement and usability achieved for Council's intranet	30% increase in user access		50%	Some work was completed on the update of the intranet with content edited and updated throughout the	Communications Officer 01	Behind target 



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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	staff and is reviewed for improved access and engagement	Redevelopment of Council's Intranet to achieve value for money and business efficiencies	100% completed			reporting period. A review of the site has found that it needs to be reworked and include information that enables staff to gain access to information easily. A new provider Open Cities has been used (which is the same platform as our external KMC website) which will allow for a improve structure and layout of the intranet site. This work has commenced and will continue into the 21/22 financial year. Budget is allocated within the Communications Budget to support this website.		
Annual comment: This project will commence Q1 2021-22.								
4.3.1.8	Coordinate Council's media liaison and provide timely information to the community	Media releases and statements comply with Council's Communications Protocol	100% compliant	100%	100%	Media liaison continues, with timely but considered responses to enquiries. Also continue to distribute news stories to media and wider community	Communications Officer 02	Completed 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
						through Council Updates, weekly Kimunico newsletter and our social media channels.		
Annual comment: As per quarterly comment - this action will be reviewed for inclusion with other communication actions and targets.								
4.3.1.9	Promote availability of accessible Council information and events	Accessible Council information and events are promoted	100% completed	100%	100%	Continue to promote information and events in line with advice from COVID response team and NSW Government health orders.	Communications Officer 02	Completed 
Annual comment: COVID restrictions have severely restricted number of events to promote, but communications tasks has been focused on updating community as events proceed or are postponed.								
4.3.1.10	Council's events and consultation procedures revised to ensure suitable transport, access facilities and services are included	Ensure disability inclusion is considered for all events managed by the Destination Kiama team	100% completed	100%	100%	We continue to work with events organisers and transport operators to ensure that accessibility is front of mind with all events.	Economic Development Manager	Completed 
Annual comment: We continue to work with events organisers and transport operators to ensure that accessibility is front of mind with all events								
4.3.1.11	Develop and implement an overarching Communications Strategy that	Develop Overarching Communications Strategy by 31/12/2020	100% completed	100%	80%	Consultant has drafted strategy. New Communications Coordinator will oversee refinement	Communications Officer 02	Behind target 

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	informs all of Council and its sub brands communication activities	Implement Overarching Communications Strategy by 31/12/2020	100% completed	Progressing		and implementation over 21/22.		
Annual comment: Consultant has drafted strategy. New Communications Coordinator will oversee refinement and implementation over 21/22.								
4.3.1.12	Undertake a Brand review and develop corresponding style guides for all of Council and its sub brands	Brand review to be completed	100% completed	Progressing	75%	Brand Review and implementation awaiting resourcing to follow up on resolution of Council regards adoption of DK logo.	Communications Officer 02	Progressing 
		Style Guides to be developed	100% completed	Progressing				
Annual comment: Brand Review and implementation awaiting resourcing to follow up on resolution of Council regards adoption of DK logo.								
4.3.1.13	Promotion of Council information and events	Council information and events are promoted in line with Community Engagement Strategy	100% compliant	100%	100%	Continues via media releases, weekly e-news, social media channels and website events and news listings	Communications Officer 02	Completed 
		Fortnightly community news available via local print media	100% completed	Not met.				
Annual comment: Continues via weekly 3-newsletter, rates newsletter and Mayoral column, also regular use of social media platforms								
4.3.1.14	Development and	Complete and implement a	100% completed	Not met.	25%	Recent appointment of communications	Communications Officer 02	Behind target

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
	implementation of a Customer Response Commitment	Customer Response Commitment to ensure high quality customer service is provided in a timely, efficient, effective and consistent manner				coordinator and customer service coordinator will allow this to be achieved in 21/22.		●
Annual comment: Not completed as awaited appointment of relevant officers.								
4.3.1.15	Create an Event section on Council's website to house information and instructions for event organisers in one central location	Create an Event section on Council's website to provide accurate information for community event organisers to understand how to organise an event. Information to be maintained by Web Publishers in a timely manner and which reflects Kiama Event's Group (KEG) outcomes	100% completed		70%	Completion expected in Q1 2021-21.	Communications Officer 01	Behind target ●

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Action Code	Action Name	Performance Measure	Target	Actual	Progress	Comments	Responsible Officer Position	Status
		completed by 30/09/2020						
Annual comment: This project will be completed in Q1 2021-22.								