

22/23



ANNUAL REPORT

2022-2023



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Acknowledgement of Country

Kempsey Shire Council acknowledges the land of the Thunggutti/Dunghutti Nation.

We pay respect to Elders past and present.

We acknowledge the role of emerging leaders to continue to guide us in the future.

We acknowledge the Stolen Generations and the need to change practices to be inclusive.

This land always was and always will be Thunggutti/Dunghutti land.



< Ngambaa Nature Reserve



< Looking out from Fishermans Reach

About our Annual Report

This report outlines Council's progress on our Community Strategic Plan (CSP), 2042: Your Future, and achievement of our 2022-23 Operational Plan. It also presents Council's audited financial statements for the year ended 30 June 2023.

The annual report provides an insight into the strategic and key actions delivered in 2022-23 against each of the strategic directions, demonstrating our commitment to deliver on our 2042 vision.

The report is Council's primary tool for reporting to our community and stakeholders on service delivery and financial performance. It is also a vital part of our overall governance framework and our commitment to transparency and accountability.



MESSAGE FROM THE MAYOR

It is an honour to introduce the 2022-23 Kempsey Shire Council Annual Report. Over the last year Councillors have continued to develop a deeper understanding of their role in local government, serving our community. This has been a challenging time for all who had to be elected at the court-ordered rerun in July of the December 2021 election.

Over the past 12 months, Council has delivered some great projects, including the Mid North Coast High-Performance Centre, which opened in February 2023 and is managed by the South West Rocks Country Club. Two upcoming Council projects received multi-million-dollar grants: the Kempsey Regional Saleyards and the Five Headlands Coastal Experience. Both will add great value to the Kempsey Shire.

The official handover of the Slim Dusty Centre (SDC) to Council was completed in December 2022, and has already proven to be a great asset for the Kempsey Shire, with the recent Steve Waugh, The Spirit of Cricket India exhibition, a highlight.

< Looking out from Smokey Cape



< Hinterland Macleay Valley

Council also delivered some well-received events, including the Macleay Music Muster which featured local and national Country Music stars, and attracted 3500 people from all over. "The River to the Sea", a large-scale Agricultural Conference was held at the SDC. I found it a great success, bringing together 120 local producers.

Other highly successful events included the Kempsey Laneway Festival, the Big Day Out and the Get Ready Family Fun Day. Council continues to work closely with the Aboriginal community, supporting the delivery of NAIDOC, and in Reconciliation Week, the stunning Sky Stories.

The ongoing road works in all areas of the Shire have been very noticeable, with many kilometres of resealed sections completed. These include South West Rocks, Crescent Head and Stuarts Point Roads. A multi-year project of just under \$2.3M of safety improvements have been completed on Armidale Road. Council staff should be widely acknowledged for their outstanding work of delivering these road safety and upgrade works.

In great news for our library outreach service, Kempsey Shire has a brand-new library van, which provides an essential service to Crescent Head and Hat Head, as well as providing book delivery services to members who are unable to attend the library in person due to age or disability.

I thank the General Manager, Kempsey Shire Council staff, and our wonderful community, who have shown such resilience, for making our Kempsey Shire a great place to live and work.

Leo Hauville
Mayor





MESSAGE FROM THE GENERAL MANAGER

As I look back over the past 12 months, while there have been no natural disasters as experienced in previous years, or major organisational change, there have been many challenges presented to me as the General Manager, our leadership team and all the staff.



One of our major challenges has been the shortage of skilled staff in key areas, which has resulted in higher workloads and stress levels on existing staff. In positive recruitment news, Council was awarded the 2022 Aboriginal Employment Strategy National Deadly Award for Employer of the Year as a Government Partner, which recognises the commitment Council has made to promote employment opportunities within our community.

A significant challenge over the past 12 months has been the ongoing financial sustainability issues the council faces. Staff have continued to deliver on our financial sustainability strategy, have undertaken an investigation around a Special Rate Variation, and plan to deliver a report to the council at the November 2023 meeting.

With challenge comes opportunity, and as such, the 2022-23 year saw Council set a record for the delivery of capital works projects, with approximately \$50M in capital works being delivered in the past twelve months. These include the remediation of the Devils Nook landslip, multiple landslips along Armidale Road, and Toorumbbee Road. The drier weather also enabled good progression on several road and bridge projects. The installation of solar power and the refurbishment of Stuarts Point and Gladstone's Community Halls are other infrastructure projects successfully delivered in the 2022-23 financial year.



^ Crescent Head



< Hinterland Macleay River

As far as the core business of council goes, our Waste Management team has had a very successful year, including completing the construction of the new landfill site (Cell 4), and the implementation of the new waste app. Waste and Sewer have a huge and complex program of water and wastewater projects over the next six years, to the value of \$250 million. Willawarrin and Stuart McIntyre Dam Water Treatment Plants each received significant grant funding, and the South Kempsey pressure sewer was completed.

Council has worked with the community over the past 12 months to develop some key plans and strategies, including *the South West Rocks Local Growth Management Strategy and draft Structure Plan, Sustainability and Resilience Strategy, Waste Management Strategy, Local Infrastructure Plan, and Our Creative Macleay.*

Kempsey Shire Council has an amazing group of people that make up our team, and one which the Councillors and the community should be very proud of. It is only through the continued and combined effort of the 370-plus staff that the extensive work program detailed in this document can be achieved.

Craig Milburn
General Manager

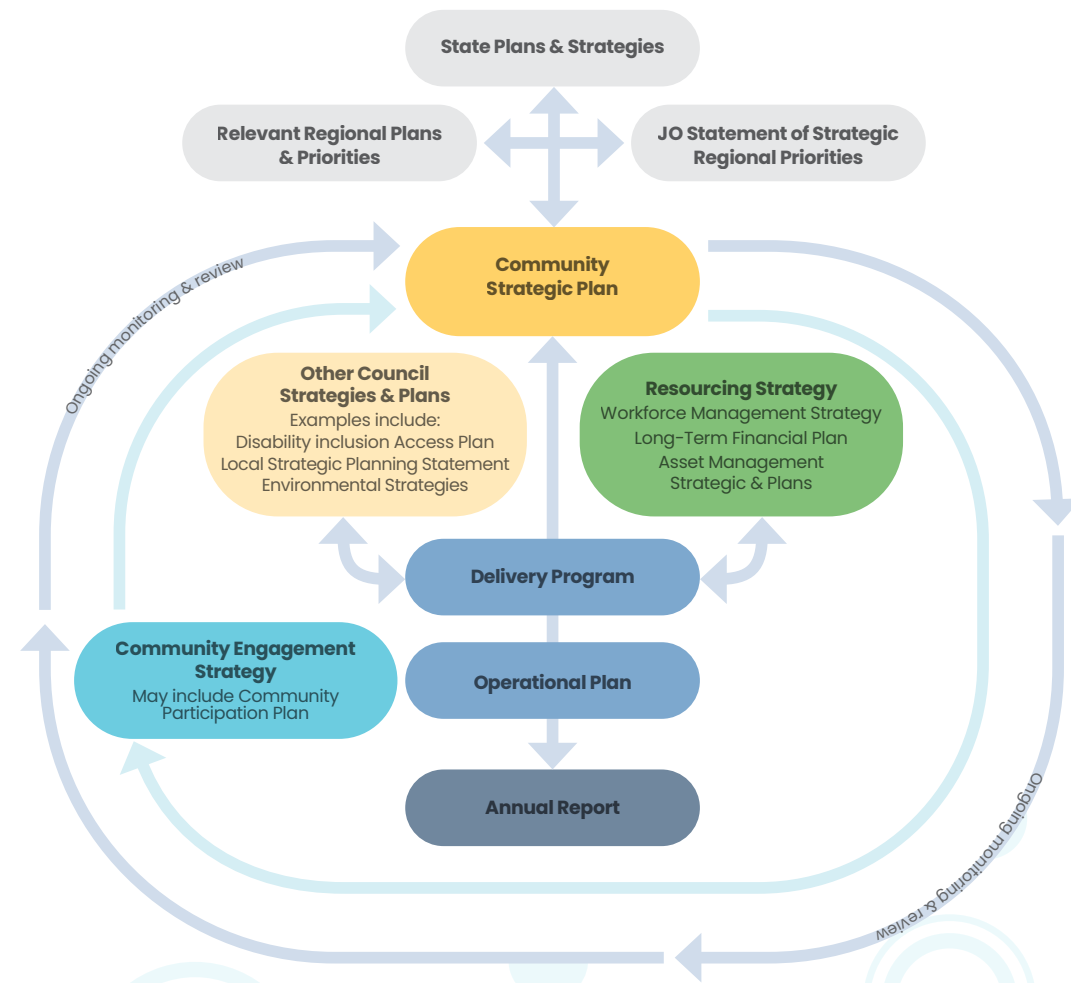


The Integrated Planning and Reporting Framework

Integrated planning and reporting (IP&R) is one of the principles of the Local Government Act.

The IP&R framework for NSW councils was introduced by the NSW Government in 2009 and applies to all councils in the state.

IP&R provides a framework for identifying community priorities and demonstrates how our vision and long-term plans, including financial, asset and workforce management plans, inform our strategic directions and deliverables each year given the resources available. Deliverables are outlined in the annual Operational Plan which connects actions to budgets. Quarterly reporting against the Operational Plan ensures progress is monitored and challenges are responded to in a timely manner.



Source: NSW Office of Local Government

Our Community

DEMOGRAPHICS

	Population	31,180
	Median Age	48
	People born overseas	8%
	Couples with children	19%
	Medium and high density dwellings	11%
	Couples without children	28%
	Indigenous people	13%
	Lone person households	26%
	Libraries	4
	Public swimming pools	4
	Sports fields	16
	Parks and playgrounds	97

Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id (informed decisions)



Our Economy

STATISTICS



Source: NEIR data 2022, ABS Census 2022

Our Community Vision

From the mountains to the sea, our people are given the opportunities and infrastructure to build a safe, sustainable and welcoming community.

Marrungbu.

< Looking out to Grassy Head from the Hinterland.

Grassy Head coastline at sunset >

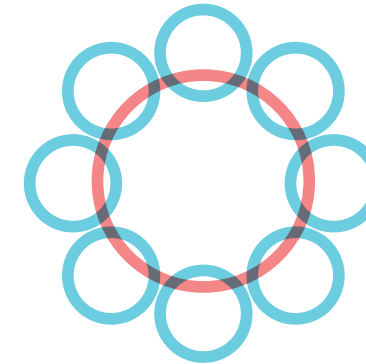


Our Council

An elected Mayor and eight Councillors makes up the Kempsey Shire Council.

MAYOR

Leo Hauville



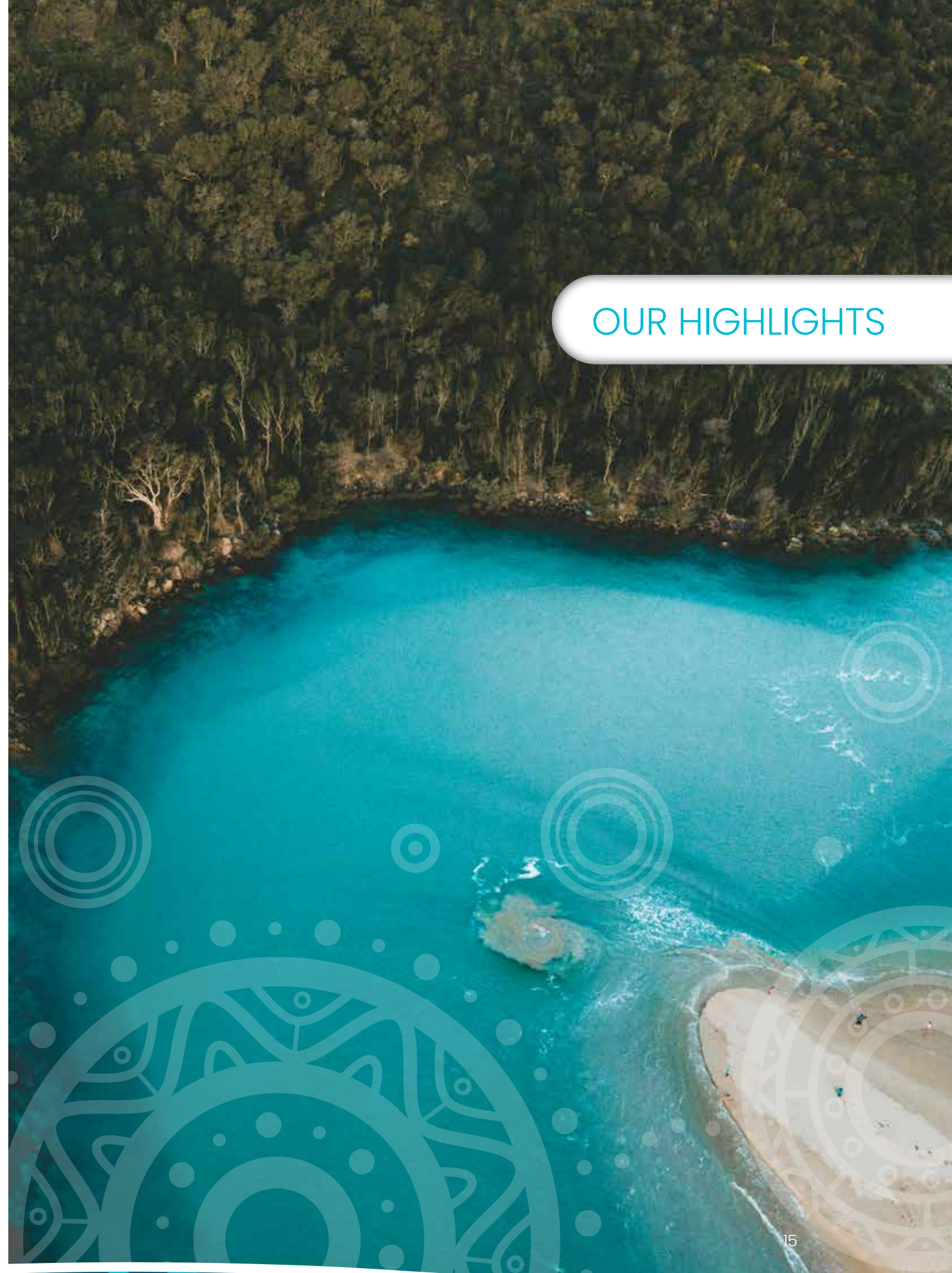
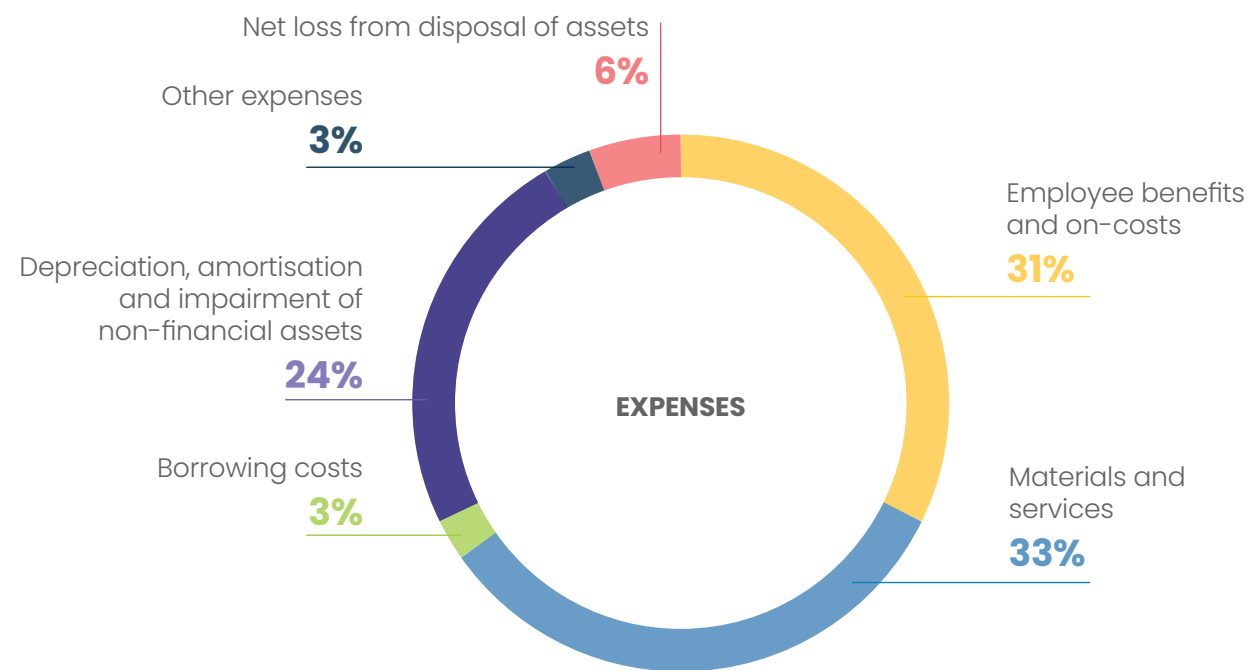
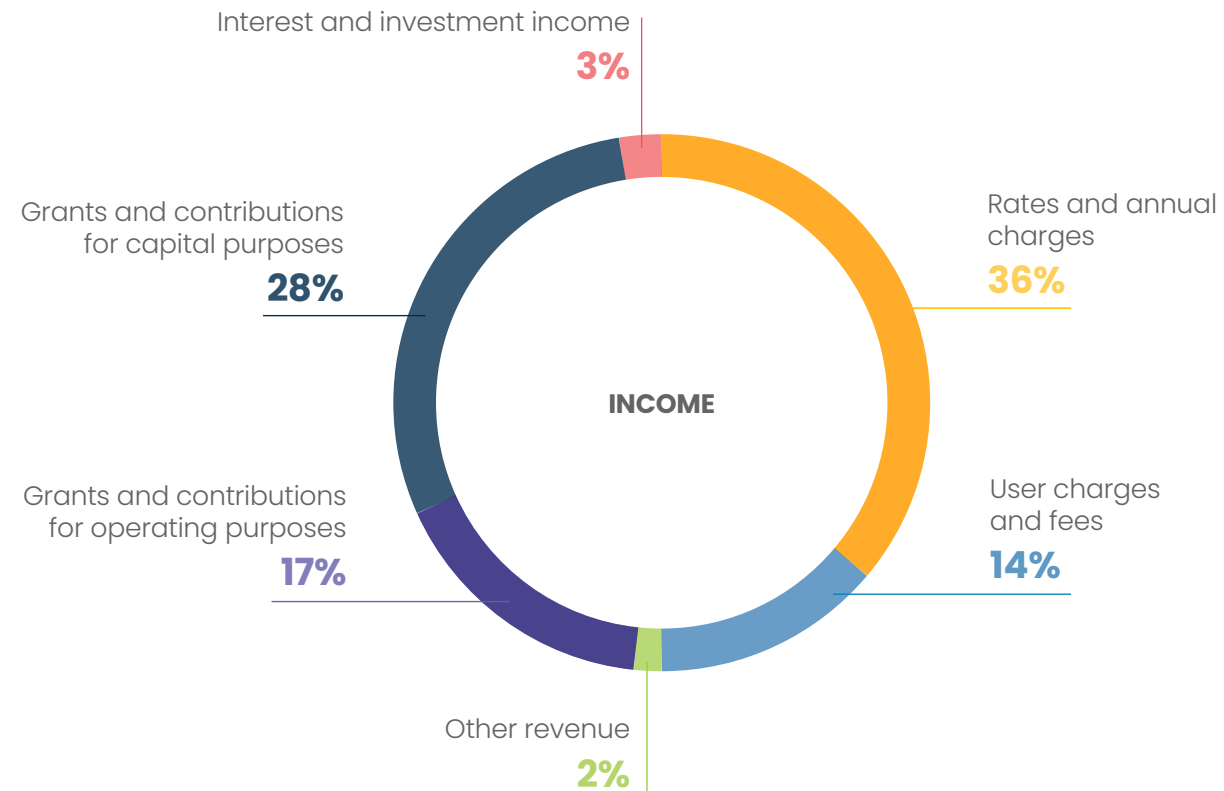
- Councillor Arthur Bain
- Councillor Scott Butterfield
- Councillor Simon Fergusson
- Councillor Anthony Patterson
- Councillor Kerri Riddington
- Councillor Kinne Ring
- Councillor Dean Saul
- Councillor Alexandra Wyatt

Our Organisational Structure





2022-23 Financial Summary



OUR HIGHLIGHTS



Corporate & Commercial

SLIM DUSTY CENTRE

The official handover of the Slim Dusty Centre (SDC) to Council occurred in December 2022.

The agreement sees the transfer of the SDC buildings and its contents, excluding the Slim Dusty Museum exhibits and memorabilia, at no cost to Council. The facility provides opportunities for arts, culture and entertainment experiences for residents and visitors to the Shire.

STREETS AS SHARED SPACES PROGRAM

Under the Streets as Shared Spaces Program, Elrington Lane and Savages Lane underwent massive overhauls to make them safer, more attractive and more usable for the local community. The project aim was to beautify the spaces, increasing connectivity between the two (2) main streets in the Kempsey CBD, encouraging the community to use these spaces and in doing so supporting local businesses. The project also provided the opportunity to increase public art within the Kempsey CBD. Local and interstate artists created murals under the theme of "From the mountains to the sea".

The Kempsey Laneway Festival celebrated the completion of the Streets as Shared Spaces project and the start of Youth Week. Over 2,000 community members came together to enjoy a wide range of interactive activities including Council's General Manager getting saturated to help raise funds for a local youth charity.

FIVE HEADLANDS COASTAL EXPERIENCE

Grant funding has been secured for the Five Headlands Coastal Experience (FHCE). The FHCE is a day walk, multi-day hike and kayaking experience that connects four of the Macleay Valley Coast's most spectacular National Parks and links five headlands from Grassy Head to Point Plomer. The experience crosses National Park and Council managed land and hence this project is a joint partnership between NSW National Parks & Wildlife Service as well as Kempsey Shire Council.

COMMUNITY EVENTS

A number of events were delivered across the Shire in 2022-23 including the Macleay Music Muster, and the Kempsey Laneway Festival. Agribusiness events including the River to Sea conference and Nose to Tail.

IMPROVED COMMUNITY FACILITIES

A number of community facilities improvements were delivered including the Willawarrin Showground Canteen, and refurbishment of both the Gladstone and Stuarts Point Halls.

Slim Dusty > Centre



Streets as Shared Spaces >



Five Headlands Coastal Experience >



Community Event - Macleay Music Muster

Improved > Community Facilities - Gladstone Hall Refurbishment





Operations & Planning

DEVILS NOOK LANDSLIP REPAIR

The remediation project for the landslip located 1km West of Devil's Nook, was successfully completed. The project has implemented various measures to stabilize the riverside road embankment, including soil nails, shotcrete retaining wall, and a new guardrail. These measures have significantly improved the safety and serviceability of the Armidale Road, providing a much-needed repair for the slip site.

FIXING COUNTRY BRIDGES PROJECT

Council received funding to replace 56 timber bridges in the Shire. 21 of the 56 bridges were replaced in 2022-23 with works continuing to replace the remaining 35 bridges by 30 June 2024.

These completed bridges represent a crucial step forward in enhancing the region's infrastructure and improving the lives of residents in the Macleay Valley. Once replaced, the bridges will allow for heavy truck loads, improved access and safety for farmers, industry and locals, more resistance to damage from fire and floods and reduce the annual maintenance costs for Council.

SWR HIGH PERFORMANCE CENTRE

The Mid North Coast High Performance Centre was officially opened on 24 February 2023. The centre now providing excellent facilities for the South West Rocks community.

The centre, which is managed by the South West Rocks Country Club (SWRCC) under a management agreement, has already hosted a number of sporting events since opening. The centre aims to promote high performance sports and encourage participation across the community, including junior and senior sports, minority groups and high-level / professional sport and other events.



< Devils Nook Landslip Repair
Devils Nook >



< Country Bridges Project
Brenton's Dam Bridge replacement
Main Beach South West Rocks >



^ SWR nature walk
< High Performance Centre

Utilities

WASTE MANAGEMENT

Key planning documents for our waste management facilities were endorsed and implemented including the Waste Management Strategy 2022-2032.

Construction of Waste Cell 4 at the Waste Management Centre progressed throughout the 2022-23 and is now complete. The new Cell is vital to reduce the stress on the local environment and meet the shire's waste disposal demands for the next five plus years.

SOUTH KEMPSEY PRESSURE SEWER SCHEME AND NEW SEWER PUMP STATION K34

Council constructed a modern, centralised sewerage collection system for South Kempsey. The system was built in the South Kempsey Employment Lands Hub, bound by the existing urban development to the north, state forest to the south and west, and state rail to the east.

The scheme is the first centralised sewer system being made available to the residents of South Kempsey (past South Street), achieves positive environmental outcomes through removal of reliance on absorption trenches in the area.

And importantly allows for growth in the area.



^ Waste Management Cell 4
< Dusk on Kempsey Smith Street



South Kempsey > Jacaranda
South Kempsey Sewer Pump Station K34 v





RESERVOIR REFURBISHMENT

Council is undertaking a program for the refurbishment of clear water storage reservoirs across the Shire and has recently completed the reservoirs at Stuarts Point with similar works to the Frederickton reservoir nearing completion.

This refurbishment project, mitigates corrosion by recoating the internal and external surfaces of the reservoir and, together with cathodic protection, extends the service life of the reservoir and prevents premature failure of the asset.



< Frederickton Reservoir Refurbishment
The Beautiful Macleay Valley
v



LEGISLATIVE REPORT





Legislative Report

ANNUAL REPORTING

Kempsey Shire Council is governed by the Local Government Act 1993 Local Government Act 1993, the Local Government (General) Regulation 2021 (the Regulation) and other relevant legislation. The information that follows meets Council's statutory reporting obligations.

REPORT PREPARATION

[Local Government Act 1993 s428\(3\)](#)

This annual report has been prepared under the Local Government Act 1993 s406, Integrated Planning and Reporting Guidelines and the Local Government (General) Regulation 2021 s217.

FINANCIAL STATEMENTS

[Local Government Act 1993 s428\(4\)\(a\)](#)

Council's audited financial statements for the 2022-23 financial year are attached to this report and is found at Council's website, kempsey.nsw.gov.au

As well as the general purpose financial statements, the financial statements include special purpose financial statements and special schedules.

OTHER INFORMATION

[Local Government Act 1993 s428\(4\)\(b\)](#)

This report includes other information in line with Integrated Planning and Reporting Guidelines, the Local Government Act 1993 and other requirements.

REPORT PUBLICATION

[Local Government Act 1993 s428\(5\)](#)

The annual report is at kempsey.nsw.gov.au

A link has been provided to the Minister of Local Government, The Hon. Ron Hoenig MP.

ACHIEVEMENTS IN THE 2022-2023 OPERATIONAL PROGRAM

[Local Government Act 1993 s 428\(1\)](#)

Council has a combined 2022-26 Delivery Program and 2022-23 Operational Plan which is aligned with the themes of Environment, Economy, Community and Leadership as identified in the Community Strategic Plan 2042: Your Future.

Of the 164 2022-23 Operational Plan actions, 76% (124) of actions were completed and nine projects deferred to the 2023-24 financial year. There are 31 projects currently behind schedule, of which 81% (25) are multi-year projects. The projects are predominantly behind schedule due to changes in project phasing or additional development / design requirements.

The table below summarises Council's delivery of the 2022-23 Operational Plan.

	Environment	Economy	Community	Leadership	Grand Total
Completed	51	28	27	18	124
Deferred	5		3	1	9
Behind Schedule	12	10	6	3	31
Grand Total	68	38	36	22	164

Appendix 1 provides the status of each Operational Plan action as at 30 June 2023 as presented at the Ordinary meeting of Council in August 2023.

SERVICE REVIEWS

[Local Government Act 1993 s428\(3\)](#)

A service review framework has been developed and a review of the services list has been undertaken. We have prioritised Council's services based on a matrix in order to develop the service review priorities across the four-year dp plan.

A toolkit has been developed to support the completion of service reviews.

ANTI-SLAVERY

[Local Government Act 1993 s428\(4\)\(c\)](#)

Council has not had any issues raised by the Anti-slavery Commissioner during 2022-23 concerning the operations of the Council.

MODERN SLAVERY ACT 2018 STATEMENT

[Local Government Act 1993 s428\(4\)\(d\)](#)

Council has adopted a policy position that includes the statement:

There is a clear duty of care to spend public funds responsibly, and in a way that protects, nurtures, and grows the environment and the economy and supports local businesses (including SMEs and minority owned), jobs and guards against modern slavery or any other unethical practices.

Council has commenced leveraging group buying contracts that include the assessment of modern slavery risks.

Council has included the assessment of modern slavery risks as part of Council's procurement framework.

PARTICULARS OF ENVIRONMENTAL UPGRADE AGREEMENTS

[Local Government Act 1993 s54P\(1\)](#)

Council did not enter into any environmental upgrade agreements during 2022-23.

EXPENDITURE OF SPECIAL RATE VARIATION INCOME

Special Rate Variation Guidelines 7.1

2014-15 SRV – Infrastructure Backlog, Roads and Bridges Expenditure

Kempsey Shire Council's Special Variation as applied for in 2014 under section 508A of the Local Government Act 1993, is subject to the conditions of the IPART in its determination to report on this expenditure to address its infrastructure backlog, primarily on road and bridge works as listed in its application. It is a requirement to report this until 2023-24.

Roads Capital Expenditure Project	Expenditure \$
UR Airport Road, Aldavilla (Sherwood Road to Airport Entry - 1.1Km)	178,334
UR Haven Crescent, Yarravel	220,285
Urban Sealed Roads Urban Roads Reseal / Heavy Patching Program	828,181
Urban Sealed Roads Kemp Street & Dangar Street Rehabilitation	220,047
UR Macleay Street Rehabilitation (Bissett Street, 500m South)	102,794
UR Innes Street, East Kempsey (Bissett Street to Gill Street - 0.45Km)	53,468
URR Collombatti Road (Johnstons Access to Ptolemys Access - 3.2Km)	87,159
URR Rogers Lane (Barbers Lane to end - 2.3km)	
Gravel Resheeting Program	115,791
URR Billybyang Creek Road (Hickeys Creek Road to End 5.1km)	
Gravel Resheeting Program	172,628
URR Smiths Creek Road (Old Coast Road to end 5.6km)	
Gravel Resheeting Program	157,867
URR Brassils Creek Road (Warbro Brook Road to end 5.2km)	181,426
URR Dennis Road (Mungay Creek Road to end - 4.7km)	197,797
URR Mungay Creek Road (Mines Road to end - 5.2km)	235,950
URR Saleyards Road (Saleyards for 2.0km northward)	51,109
URR Winstead Road (Kundabung Road to end - 2.6km)	106,220
SRR South West Rocks Rd (2.5km to 3.5km south of Plummers Lane)	47,769
Sealing Point Plomer Rd (6.2km between Crescent Head and Big Hill)	77,311
Sealed rural roads (SRR) local Resealing works	96,559
SRR Kempsey Shire Rural Roads Reseal	256,479
SRR Belmore River Right Bank Road (1.0 km - 2.0km from SWR Rd)	360,581
SRR Maria River Road Upgrade (Joint Operation-PMQ Council)	15,902
SRR Gowings Hill Road (Pavement reshaping, shoulder widening, resurfacing)	23,639
Heavy Patching Program	716,198
Grand Total	\$4,503,496

2022-23 Additional Special Rate Variation

In response to financial sustainability concerns raised by the local government sector, Council was provided a one-off opportunity to apply to IPART for an Additional Special Variation (ASV) for the 2022-23 financial year to increase rates by 1.2% to align with the forecast rate peg of 2% as calculated throughout the 2021-31 Long Term Financial Plan.

An application demonstrating Council's financial need for this one-off ASV was subsequently approved by IPART. An amount of \$265,920 in additional income was generated from the ASV, which has been used to fund the normal continuance of services and meet the obligations as set for 2022-23 in the Long Term Financial Plan and subsequent Integrated Planning & Reporting (IP&R) documentation.

ENVIRONMENTAL LEVY

In February 2018 Council applied for a special rate variation of 4.2% above the rate peg to allow for the continuation of the Environmental Levy which has been in place since 2008-09 and which funds significant environmental restoration projects to manage, protect and preserve our waterways and natural environment.

During 2022-23 the following works were undertaken with income generated from the environmental levy.

Environmental Levy Projects	Expenditure \$
Macleay Hastings Koala Recovery Project	3,339
Rudder Park Flying Fox Camp Management Plan Level 2 Actions	47,079
Lower Macleay Flood Risk Management Plan - Stage 2 Study & Plan	46,592
Sustainability & Resilience Strategy & Action Plan	6,765
Coastal Zone Management Plan Implementation	16,650
Kempsey LGA Coastal Management Program - Stage 3 Investigations	47,256
Crescent Head Public Domain Plan - Detailed Design	27,674
Environmental Monitoring - Water (22/23 onwards)	19,179
Boyers Lane Wetlands Plan (From 22/23 onwards)	18,569
Christmas Creek Rehabilitation (From 22/23 onwards)	7,268
CBD Floodplain Risk Management Flood warning gauge review and upgrade	14,869
Biodiversity Strategy Implementation - Natural Areas Management Plan (Council-owned land)	26,438
Crescent Head Public Domain Plan - Foreshore Car Park Plan	1,523
Equipment Environmental Monitoring - Water	7,047
Macleay River Estuary Migratory & Threatened Shorebird Survey	8,510
Implementation of LTREWS - Energy Data Management System	38,230
Riverside Park Erosion Control Measures (Stage 1) - Design and structural engineering plans	20,885
Street Lighting - Upgrade to LED	885,531
Edgar Street Frederickton Stormwater (stage 1 kerb & Gutter and Drainage)	100,000
Rock Revetment Works	3,902
Christmas Creek Access Enhancement	161,488
Kinchela Relief Gate Refurbishment	153,989
Flood Mitigation Capital Works Program	15,982
Big Nobby Crescent Head/Grassy Head - Weed Control	2,000
Noxious Weed Program	100,000
Environmental Works	15,026
Grand Total	\$1,795,789

**RATES AND CHARGES WRITTEN OFF**

Local Government (General) Regulation 2021, cl 132

Council's 2022-23 Financial Statements have been audited by the Audit Office of New South Wales. The Audit report for 2022-23 has again been modified to reflect council's position regarding accounting for the RFS red fleet.

Rates and charges written off during 2022-2023		\$
Pensioner Rates		\$0
Other (following sale of land for unpaid rates process)		\$77,945.53
Total		\$77,945.53

COUNCILLOR INDUCTION TRAINING AND ONGOING PROFESSIONAL DEVELOPMENT

Local Government (General) Regulation 2021, Cl 186

Date	Induction	Attendees
19 August 2022	<ul style="list-style-type: none"> Oath & Affirmation Introductions 	Councillors Hauville, Bain, Butterfield, Fergusson, Riddington, Ring, Saul and Wyatt <i>Absent: Councillor Patterson</i>
29 August 2022	Session #1 <ul style="list-style-type: none"> Introduction to Code of Meeting Practice & Code of Conduct 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>
14 September 2022	Session #2 <ul style="list-style-type: none"> Code of Meeting Practice Roles & Responsibilities of the Councillor 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>
2 November 2022	Session #3 <ul style="list-style-type: none"> Governance Commercial Business Activities Horseshoe Bay & C&C restructure 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>
7 December 2022	Session #4 <ul style="list-style-type: none"> Developer Contributions SWR Structure Plan Local Growth Management Strategy & Draft Local Character Statements 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>

1 February 2023	Session #5 <ul style="list-style-type: none"> SRV Workshop Financial Sustainability Workshop 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>
8 February 2023	Session #6 <ul style="list-style-type: none"> Integrated Planning & Reporting 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>
15 February 2023	Session #7 <ul style="list-style-type: none"> Customer Services Media & Communications 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>
22 February 2023	Session #8 <ul style="list-style-type: none"> Asset Management including Road Maintenance 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>
8 March 2023	Session #9 <ul style="list-style-type: none"> Current Active Strategies 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>
15 March 2023	Session #10 <ul style="list-style-type: none"> Planning Law & Compliance 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Saul and Wyatt <i>Absent: Councillor Ring</i>
21 March 2023	Sessions #11 & 12 <ul style="list-style-type: none"> Forward Program of Works Major Capital Projects IP&R 	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>
3 May 2023	Councillor bus tour of the local government area	Councillors Hauville, Bain, Butterfield, Fergusson, Patterson, Riddington, Ring, Saul and Wyatt <i>Absent: Nil</i>

**REGISTER OF OVERSEAS TRAVEL BY COUNCIL REPRESENTATIVES**

Local Government (General) Regulation 2021, CI 217(1)(a)

No overseas travel was undertaken during the 2022-23 year by Council representatives.

COUNCILLOR FEES AND EXPENSES

Local Government (General) Regulation 2021, CI 217(1)(a1)(i), (ii), (iii), (iii a), (iv), (v), (vi), (vii), (viii)

Details Mayor and Councillor Expenses	Expenditure (\$)
Travelling Expenses	\$7,513
Telephone calls made by Councillors 217(1) (a1)(i)(ii)	0
Attendance of Councillors at conferences and seminars 217(1) (a1) (iii)	\$832
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses 217(1) (a1) (v)	\$2,652
Meals and refreshments for council and committee meetings	\$4,336
Training of Councillors and provision of skill development 217(1) (a1) (iv) Including Councillor Induction Program	\$1,145
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses 217(1) (a1) (vi)	\$0
Expenses of any spouse, partner or other person who accompanied a Councilor 217(1) (a1) (vii)	\$0
Expenses involved in the provision of care for a child or an immediate family member of a Councillor 217(1) (a1) (viii)	\$0
Provision of dedicated office equipment allocated to Councillors 217(1) (a1)(i)	\$772
Total	\$17,250

CONTRACTS AWARDED GREATER THAN \$150,000

Local Government (General) Regulation 2021, CI 217(1)(a2)(i), (ii)

The following is a list of contracts awarded by the Council during the 2022-23 year other than employment contracts or contracts less than \$150,000.

Name of Contractors	Nature of Goods / Services Supplied	Total Amount Payable under the Contract (\$)
Iberdrola	Large Buildings and Unmetered Streetlighting electricity	Schedule of Rates
Origin Energy	Small Sites Electricity	Schedule of Rates
Pan Civil Pty Ltd	Armidale Road Landslip Remediation	\$1,343,980 inc GST
Waeger Constructions Pty Ltd	Design and Construct Four Bridges	\$4,537,500 inc GST
Waeger Constructions Pty Ltd	Design, Manufacture and Deliver 8 Bridges	\$1,735,668 inc GST
Ray's Machinery Painting Pty Ltd trading as RMP Abrasive Blasting	Frederickton Reservoir Refurbishment	\$1,082,381 inc GST
Casa Projects Pty Ltd	Design & Construction of 3 Bridges - Loftus, Thurgoods and Lee's Drain Bridges	\$3,680,652 inc GST
Fortade Group Pty Ltd	Nulla Nulla Creek Bridge Embankment Remediation	\$777,080.15 inc GST
Mid North Coast Contractors Pty Ltd	Demolition of existing timber bridge and installation of bypass, piling, precast concrete bridge abutments, steel girders, precast concrete deck units, scour protection and roadworks	\$451,069.65 inc GST
Building Heights Pty Ltd	Design and Construction of Smithtown & Gladstone wharves	\$846,965.90 inc GST
Fortade Group Pty Ltd	Toorumbree Road Landslip Remediation	\$230,832.80 inc GST
Smada Electrical Services	Design & Construction Sports Field Lighting	\$870,630 inc GST
Boral Resources (Country) Pty Ltd, Hurd Haulage Pty Ltd, Coastal Earthmoving Pty Ltd	Supply and Delivery of Ready Mix Concrete	*Schedule of Rates

*This contract has been awarded via a procurement process for the provision of services which may or may not exceed the threshold of \$150,000 over the period of the contract, as the contract is based upon a schedule of rates for products and/or services.

**LEGAL PROCEEDINGS**

Local Government (General) Regulation 2021, CI 217(1)(a3)

Matter	Description	Status	Expenses	Receipts
Robert Wicks v Kempsey Shire Council	Class 1 Application	Finalised	\$1,935.45	\$4,000.00
Goolawah Co-operative Ltd v Kempsey Shire Council	Class 1 Application	Finalised	\$18,516.13	Nil
R v Kelly Flanagan	Court-elected Penalty Infringement Notice		\$9,753.87	\$1,500.00
Kempsey Shire Council v Advanced Plant Hire Pty Ltd	Tort - Negligence - Property Damage	Finalised	\$9,750.29	\$45,819.35
2 Phillip Rise Pty Ltd v Kempsey Shire Council	Class 1 Application Class 1 Appeal Class 1 Application	Finalised Finalised Finalised	\$44,369.83	Nil
Peter Keith Notley v Kempsey Shire Council	Equity - Easements/ Covenants Over Land	Finalised	\$26,103.28	Nil
Darryl Tane Easton v Kempsey Shire Council	Tort - Negligence - Personal Injury	Finalised	\$12,500.00	Nil
Total			\$122,928.85	\$51,319.35

SUMMARY OF RESOLUTIONS OF WORK ON PRIVATE LAND

Local Government (General) Regulation 2021, CI 217(1)(a4), Local Government Act 1993 s67, 67(2)(b),67(3)

There was one instance of work being approved in 2022-23 to occur on Private Land in 2023-24.

At the June 2023 Ordinary Council Meeting Council resolved the following:

That Council:

1. authorise works on private land in accordance with s67(2)(b) of the Local Government Act 1993 to complete the Right of Way (roadworks) required under Consent T6-21-22
2. upon completion of the works report back to Council and the Community as per s67(3) and s67(4) of the Local Government Act 1993; and
3. approve a budget adjustment of \$125,000 for the completion of the above works noting it will be included in a future Quarterly Budget Review.

GRANTS, FINANCIAL ASSISTANCE AND CONTRIBUTIONS

Local Government (General) Regulation 2021, CI 217(1)(a5), Local Government Act 1993 s356

Council recognises the importance of assisting not-for-profit community groups and organisations that are interested in and working towards, the enhancement of facilities and improve community well-being of its residents. Each year, Council provides financial assistance to a broad range of groups to boost their ability to make a difference in our local community.

2022-23 COMMUNITY GRANTS PROGRAM**Round 1:**

In November 2022, round 1 of the 2022-23 Community Grants program was awarded for a total amount of \$53,349.93, to the following recipients:

MAYORAL COMMUNITY FUND:

Community Group	Project	Amount
Dunghutti Elders Council	Upgrades to community facility	\$4,868.53
Kempsey Flying Club	Clubhouse amenities upgrade	\$4,048.00
Stuarts Point Community Hall Committee	Sound/PA System	\$1,533.00
South West Rocks Maritime Precinct	Upgrades to display shed for historical vessel	\$2,745.40
Dongdingalong Rural Fire Brigade	Outdoor picnic tables	\$2,900.00
Kundabung Public Recreation Reserve	Community Garden	\$4,970.00
Total:		\$21,064.93

ENVIRONMENTAL LEVY FUND:

Community Group	Project	Amount
Big Nobby Bushcare Group	Regeneration of Big Nobby Headland, Crescent Head	\$5,000.00
South West Rocks Community Dune Care	Control invasive weeds to Back Creek boat ramp, South West Rocks	\$5,000.00
Hat Head Dune Care	Weed eradication in foredunes of Hat Head Beach	\$5,000.00
Total:		\$15,000.00

**SPORTING FUND:**

Community Group	Project	Amount
Kempsey Dragons Rugby League Club	New equipment and canteen upgrades	\$2,500.00
Macleay Valley Mountain Bikers	First aid & PA System	\$2,000.00
The Valley Equestrian Club Kempsey	Upgrade marker cones	\$2,500.00
Macleay District Pony Club	New horse-riding equipment	\$4,785.00
Total:		\$11,785.00

QUICK GRANT – SENIORS FESTIVAL:

Community Group	Project	Amount
CWA South West Rocks	Luncheon with guest speakers	\$500.00
Kempsey Family History Group	Morning tea with historical display	\$500.00
CWA Gladstone	Intergenerational read at Crescent Head Public School	\$500.00
TOTAL:		\$1,500.00

QUICK GRANT – YOUTH WEEK:

Community Group	Project	Amount
Bellbrook School of Arts	Young Farmers Challenge Hall Committee	\$500.00
Total:		\$500.00

QUICK GRANT – FESTIVE GRANT:

Community Group	Project	Amount
Kempsey Macleay Dragon Boat Club	Christmas themed Dragon Boat Regatta	\$500.00
Kempsey Crescent Head Surf Life Saving Club	Carols on the foreshore	\$500.00
Bellbrook School of Arts Hall Committee	Community Christmas Party	\$500.00
Frederickton Public School	Carols by Candlelight	\$500.00
Macleay Valley Mountain Bikers	Summer festive season social ride & BBQ	\$500.00
Kalateenee Recreation Reserve Committee	Community Christmas evening	\$500.00
Kempsey District Silver Band	Kempsey Community Carols	\$500.00
Total:		\$3,500.00

Round 2:

In May 2023, Round 2 of the 2022-23 Community Grants Program was awarded for the total amount of \$28,140.84 to the following recipients:

MAYORAL COMMUNITY FUND:

Community Group	Project	Amount
Macleay District Pony Club	Equipment upgrade and facility repairs	\$2,000.00
Macleay Valley Amateur Bee Assoc.	Purchase of honey extraction equipment and gazebo	\$3,000.00
Total:		\$5,000.00

SPORTING FUND:

Community Group	Project	Amount
Crescent Head Netball Club	New sporting equipment	\$1,219.72
Kempsey Saints Football Club	New sporting equipment	\$800.00
Macleay Valley Mountain Bikers Club	Signs for trails and new BBQ	\$1,759.12
Macleay Valley Mustangs	New sporting equipment	\$2,000.00
South Kempsey Tennis Club	Clubhouse repairs	\$1,878.00
Total:		\$7,656.84

GET READY FUND:

Community Group	Project	Amount
SWR Maritime Precinct	Purchase of defibrillator	\$2,065.00
SPADCO	Emergency equipment	\$2,919.00
Macleay Valley Community Art Gallery	New air-conditioning	\$3,000.00
South West Rocks CWA	New air-conditioning	\$3,000.00
Upper Macleay District Rodeo Assoc.	Kitchen equipment upgrades	\$3,000.00
Total:		\$13,984.00

**NAIDOC:**

Community Group	Project	Amount
Aboriginal Community Housing Ltd	Morning tea and craft - For those in attendance at the events they will have the opportunity to place their painted hand on a canvas and create an artwork that will be loaned to other organisations.	\$250.00
Aldavilla Public School	Dance Instructor and aboriginal artist to come and run lessons to educate and share their knowledge to year 5/6 students.	\$250.00
Dalaigur Preschool	Celebrating the NAIDOC theme 'For our Elders' through food, smoking ceremonies, weaving and building a humpy. Events were held over two days during August.	\$250.00
Dunghutti Elders Council Aboriginal Corporation	Elders Council's Community Cultural Gathering - paying tribute to elder past and present	\$250.00
Kempsey Local Aboriginal Land Council	Showcase Dawn Magazines - allow elders to recreate memories and events from their past and speak to the younger generation with light refreshments.	\$250.00
South Kempsey Public School	Celebrate NAIDOC week with variety cultural activities at the school facilitated by community groups.	\$250.00
Total:		\$1,500.00

Local schools were supported to acknowledge scholastic achievements as outlined in the table below.

School	Purpose	Amount
Aldavilla Primary School	Scholastic Achievement Award	\$60
Bellbrook Public School	Scholastic Achievement Award	\$60
Crescent Head Public School	Scholastic Achievement Award	\$60
Frederickton Public School	Scholastic Achievement Award	\$60
Gladstone Public School	Scholastic Achievement Award	\$60
Greenhill Public School	Scholastic Achievement Award	\$60
Kempsey Adventist High School	Scholastic Achievement Award	\$100
Kempsey East Public School	Scholastic Achievement Award	\$60
Kempsey High School	Scholastic Achievement Award	\$100
Kempsey South Public School	Scholastic Achievement Award	\$60
Kempsey West Public School	Scholastic Achievement Award	\$60
Kinchela Public School	Scholastic Achievement Award	\$60
Macleay Vocational College	Scholastic Achievement Award	\$100
Melville High School	Scholastic Achievement Award	\$100
Smithtown Public School	Scholastic Achievement Award	\$60
South West Rocks Public School	Scholastic Achievement Award	\$60
St Joseph's Primary School	Scholastic Achievement Award	\$60
St Paul's College	Scholastic Achievement Award	\$100
Stuarts Point Public School	Scholastic Achievement Award	\$60
Willawarrin Public School	Scholastic Achievement Award	\$60
Total		\$1,400

Financial assistance was also provided to the following groups:

Group	Purpose	Amount
Kempsey RSL Sub-Branch	Rates donation	\$6,672.21
South West Rocks RSL Sub-Branch	Rates donation	\$4,152.76
Total		\$10,824.97

**STATEMENT OF EXTERNAL BODIES WITH DELEGATED FUNCTIONS**

Local Government (General) Regulation 2021, CI 217(1)(a6)

Council delegates a number of functions to external community groups to manage a number of facilities in the area under section 355 of the Local Government Act. The following table provides a summary of these functions.

External Body	Function
Kempsey District Silver Band Committee	Provide a Town Band 355 Committee
Macleay Valley Community Art Gallery Committee	Public Facility Management – Community Gallery 355 Committee
Bellbrook School of Arts Hall Committee Crescent Head Community Hall Committee Frederickton School of Arts Hall Committee	
Gladstone Youth and Community Centre Committee	Public Facility Management – Public Halls 355 Committee
Millbank Hall Committee Sherwood Hall Committee Stuarts Point Community Hall Committee South West Rocks School of Arts Hall Committee Willawarrin Hall Committee	
Australia Day Awards Committee	Undertakes the planning, conduct and review of Council's annual Australia Day Awards and Citizenship Ceremony
Kalateenee Recreational Reserve Committee	Public Facility Management – Public reserve 355 Committee
Bellbrook Tennis Club Committee South Kempsey Tennis Club	Public Facility Management – Tennis Courts 355 Committee

STATEMENT OF OTHER BODIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Local Government (General) Regulation 2021, CI 217(1)(a7)

There were no companies in which Council held a controlling interest during 2022-23.

STATEMENT OF OTHER BODIES IN WHICH COUNCIL PARTICIPATED

Local Government (General) Regulation 2021, CI 217(1)(a8)

Council participated in the Mid-North Coast Joint Regional Organisation during the year.

Council is a member of StateWide Mutual.

Council is a member of StateCover Mutual Limited

STATEMENT OF ACTIVITIES UNDERTAKEN TO IMPLEMENT THE EEO MANAGEMENT PLAN

Local Government (General) Regulation 2021, CI 217(1)(a9)

Council has continued its ongoing focus on encouraging a culture that values and responds to the diversity of our staff and community. The aim is to achieve fair practices and behaviour in the workplace that is free from all forms of unlawful activity, harassment, and discrimination by having open and competitive recruitment; providing access to training and development; and providing flexible working arrangements.

All vacant positions during the year were advertised and filled in accordance with the merit principle, the Local Government Act 1993, the Local Government (State) Award and the EEO Management Plan.

EEO Management Plan	Recruitment Data
Number of positions advertised during the year	134
Number of positions filled during the year	99
Number of applications received during the year	1,793
Number of female applicants	418
Number of positions where females were successful	34

Council employed 113 women in the workplace. The number of women in management roles were 3 representing 30% of our Leadership team and 22 women in supervisory roles representing 27% of the supervisory positions.

Employment of People with a Disability

Council employed 6.37 full time equivalent staff (FTE) with a disability, and the percentage of people employed with a disability within Council was 2% of the workforce during this period.

Employment of People of Aboriginal and Torres Strait Islander Descent

Council employed 14.25 full-time equivalent staff who identify as being of Aboriginal and Torres Strait Islander Descent, or 4% of the workforce during this period.



Employment of people from Culturally and Linguistically Diverse (CALD) backgrounds

Council employed 5.12 full-time equivalent staff from a culturally and linguistically diverse community, or 2% of the workforce during this period.

Employment of people from within the Local Government Area (LGA)

Council employed 265.74 full-time equivalent staff having their home address within the boundaries of the Kempsey LGA, or 79% of the workforce during this period.

Flexibility for Work and Family Arrangements

Staff have opportunities for flexible working arrangements, including parental leave, working from home, varied working hours for family responsibilities and phased retirement.

The Workforce Management Strategy aims to ensure there are enough appropriately trained employees to carry out services as per Council's Delivery Program and Operational Plan 2022-23.

Council is committed to creating a workplace which attracts, retains and rewards motivated, skilled and talented people. There has been a strong focus in 2022-23 on encouraging women to apply for non-traditional roles. This will continue into the 2023-24 period.

Learning & Development

In 2022-23, there was a total of 4,467.95 hours recorded on training and professional development in Learning Hub. Training was delivered face to face, virtually and via online modules throughout the year with 90 different training activities delivered to staff.

All training opportunities have been included in Learning Hub and are accessible to all Council staff. Staff register online for training with People and Culture monitoring and recording attendance, keeping an accurate record of compliance and certifications.

Training for 2022-23 included, but was not limited to:

- Compliance eg: First Aid; Hazardous Chemicals; Confined Spaces; Working Safely at Heights; Traffic Control
- Employee induction
- Mental Health First Aid

REMUNERATION – GENERAL MANAGER

Local Government (General) Regulation 2021, Cl 217(1)(b)(i), (ii), (iii), (iv), (v)

The total remuneration comprised in the remuneration package of the general manager in 2022-23 is below.

Description	Amount
The total value of the salary component of the package	\$303,733.70
The total amount of any bonus, performance or other payments that do not form part of the salary component of the general manager	\$22,624.43
The total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor	\$32,241.67
The total value of any non-cash benefits for which the general manager may elect under the package. <ul style="list-style-type: none"> • Professional Memberships 	\$909.09
The total amount payable by way of fringe benefits tax for any such non-cash benefits	\$12,161.49

REMUNERATION – SENIOR STAFF

Local Government (General) Regulation 2021, Cl 217(1)(c)(i), (ii), (iii), (iv), (v)

There are three (3) senior staff members within Council's structure:

- Director Corporate and Commercial – Stephen Mitchell
- Director Operations and Planning – Michael Jackson (effective 17 October 2022)
- Director Utilities – Wesley Trotter (effective 5 June 2023)

The total remuneration comprised in the remuneration packages of all senior staff members (other than the general manager) employed during the 2022-23 year is below. This is expressed as the total remuneration of all the senior staff members concerned (not individuals) and including totals below.

Description	Amount
The total value of salary components of their packages	\$403,650.82
The total amount of any bonus, performance or other payments that do not form part of salary components of their packages	\$15,460.03
The total amount payment by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	\$ 44,007.32
The total value of any non-cash benefits for which any of them may elect under the package	NIL
The total amount payable by way of fringe benefits tax for any such non-cash benefits	\$ 14,688.98

**PERSONS PERFORMING PAID WORK**

Local Government (General) Regulation 2021, CI 217(1)(d)(i), (ii), (iii), (iv)

Annual reporting of labour statistics.

On Wednesday, 23 November 2022:

Employment Type	Number
Persons employed by the Council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	351
Persons employed by the Council as senior staff members	3
Persons engaged by the Council under a contract or other arrangements with the person's employer, wholly or principally for the labour of the person	40
Persons supplied to the Council under a contract or other arrangement with the person's employer as an apprentice or trainee	16

STATEMENT ON STORMWATER MANAGEMENT SERVICES PROVIDED

Local Government (General) Regulation 2021, CI 217(1)(e)

The stormwater levy was charged to raise income to invest in improving the stormwater systems in urban areas. In 2022-23 income from the stormwater levy was \$205,751.74.

During 2022-23 the following works were undertaken with income generated from the stormwater levy. Remaining income raised has been set aside for future works and projects.

Project	Stormwater Levy Spend (\$)
Edgar Street Frederickton Stormwater Stage 2	300,000
Stormwater Strategic Action Plan	10,000
Grand Total	310,000

STATEMENT ON COASTAL PROTECTION SERVICES PROVIDED

Local Government (General) Regulation 2021, CI 217(1)(ei)

Council did not levy for coastal protection services in 2022-23.

COMPANION ANIMALS ACT AND REGULATION

Local Government (General) Regulation 2021, CI 217(1)(f)

Rangers are responsible for enforcing companion animal laws, as well as educating the community about responsible pet ownership. Council spent approximately \$27,926 on direct companion animal management, including operation of the pound/maintenance during the year.

Council continued to promote responsible companion ownership through information on its website, brochures, media releases and through communication with the public on a regular basis. Council has fact sheets regarding responsible pet ownership and a direct link to the Office of Local Government Companion Animals site where people can obtain additional information.

Council increased the level of community education through the development of an event called 'Pawgust', which ran for the entire month of August. Pawgust's aim is to focus on public education and pet owners responsibilities through voluntary compliance and giveaways of leads, collars and pet ID tags.

A new impounding system has been implemented which also provides a better customer experience to look at cats and dogs that have been impounded making it easier to reunite owners and animals and creating interest for rehousing.

Council has designated leash free areas within most of the Shire's towns and villages and has a brochure on the website showing these areas. The review of signage has been completed and new signage has been erected at all beaches and will be implemented at parks and playing fields is scheduled for the 2023-24 financial year.

Council continues to work closely with rehoming organisations and has rehoused 213 companion animals through approved rehoming groups. Rangers have also supported numerous healthy dog days throughout the 2022-23 financial year, which has led to a significant amount of animals vaccinated, microchipped and treated against flea/tick/mange.

When Council's pound facility is full, animals are taken directly to the rehoming organisations. Unfortunately, not all animals are suitable for rehoming and in this reporting period, 27 animals have been euthanised due to illness or unsuitability for rehoming. During 2022-23, there were 5 dog attack incidents in the Shire.

Friends of Kempsey Pound (FOKP) has been helping with advertising on social media platforms, desexing and microchipping of pound animals due to grant funding the organisation received. This aids in the rehoming of the impounded cats & dogs, making it zero fee registration of a desexed animal from the pound.

REPORT ON CAPITAL WORKS PROJECTS SUBJECT TO CAPEX REVIEW

Per OLG Capital Expenditure Guidelines

Nil Capital Works Projects to report that were subject to the Capital Expenditure Review guidelines.

CARERS RECOGNITION ACT COMPLIANCE

Carers Recognition Act 2010, S8(2)

Council has considered its obligations under the NSW Carers Recognition Act 2010 with regards to carers or persons being cared for by carers and supports employees with caring responsibilities in accordance with s21 B of the Local Government (State) Award 2023. Further, these obligations are recognised in and communicated during Council's employee induction program.



DISABILITY INCLUSION ACTION PLAN

Disability Inclusion Act 2014, S13(1)

As a public authority, in accordance with the Disability Inclusion Act 2014, Council must submit an annual progress report to the Disability Council NSW, advising the Minister for Disability Inclusion, on how the adopted Disability Inclusion Action Plan (DIAP) has been implemented.

Council's Disability Inclusion Action Plan (DIAP) has been developed to meet NSW Government guidelines, align with the term of council and focuses on the four key areas identified under the NSW Disability Inclusion Plan, which are:

1. Developing positive community attitudes towards disability.
2. Creating liveable communities.
3. Increasing access to meaningful employment.
4. Improving access to mainstream services through improved systems and processes.

The vision statement included within the DIAP is a simple clear statement as to the intent of the document and Council's actions to make the community accessible.

The vision states:

Kempsey Shire is an accessible and inclusive place to live, visit, work and play.

There are four key guiding principles or focus areas outlined in the DIAP that drive Council's commitment to making our community more inclusive and accessible.

1. Increasing positive attitudes and behaviours towards people with a disability.
2. Making Kempsey Shire more accessible, inclusive and liveable.
3. Increasing meaningful education and employment for those with a disability.
4. Improving access to Council's services through better systems and processes.

Objective	Actions Taken
Developing positive community attitudes and behaviours	<p>Ongoing review and updating of Council's Event Application process to highlight and automate approval conditions that improve access and inclusion.</p> <p>Building on successful high profile events Council has continued to make the Big Day Out in December, a celebration of International Day of People with Disability and the Glitz and Glamour Ball in October part of the annual events calendar.</p> <p>Extensive marketing and promotion campaigns are implemented for both events, creating awareness, positive exposure and profile for the volunteers making these events a success.</p> <p>Council also incorporated an accessible Youth Ten pin bowling event into the 2023 Youth Week program in April, creating another opportunity to display positive attitudes to inclusion.</p> <p>In partnership with Key Employment, volunteering opportunities were created for clients with disability as hosts and event support or Council's disaster preparedness Get Ready Family Fun Day.</p>

Objective	Actions Taken
Creating livable communities	<p>In partnership with Macleay Disability Inclusion Group, a public space accessibility project has resulted in shared beach wheelchair resources being made available at key locations.</p> <p>As part of the Streets as Shared Spaces funding Council improved access, safety and activation of two CBD pedestrian laneways Elringtons Lane and Savages Lane.</p> <p>The Mid North Coast High Performance Centre, opened in February 2023 includes a fully accessible grandstand, change rooms and lift access to the function space.</p> <p>An accessibility review has been undertaken in conjunction with detailed designs for the Horseshoe Bay Foreshore Masterplan. The new headland carpark includes additional disabled spaces and wider, safer walkway. New kiosk and amenities building designs include a changing space.</p> <p>Stuarts Point Community Hall upgrade included new accessible ramps and entrance to hall and Library facilities.</p>
Supporting access to meaningful employment	<p>Council continues to support volunteering and work experience opportunities to create entrance pathways for people with disability.</p> <p>All Human Resources policies and procedures are being reviewed to incorporate greater accessibility. Commitment to inclusive recruitment has continued with data collection and analysis automated in digital system upgrade.</p> <p>Council provide reasonable adjustment for staff to undertake roles through software, online resources and physical adjustment such as standing desks.</p> <p>All staff are enrolled in biannual Disability Awareness Training, with additional options including mental health first aid and wellness activities.</p>
Improving access to mainstream services through better systems and processes	<p>Accessible documentation training being led by Communications team meeting with sections across Council to plan and draft high quality relevant content that includes improved accessibility and style guide usage.</p> <p>Communications has worked with a variety of teams to create website versions or web-based summaries of key documents in addition to PDF copies. Independent supplier advised that no major accessibility issues can be identified with Councils corporate website. Internal ongoing accessibility reviews identify and correct broken links, photo tagging needs and style guide issues.</p>



Objective	Actions Taken
Engaging people with disability and incorporating feedback into Council's future planning	<p>Council's updated and adopted Engagement Strategy and Community Participation Plan reaffirms a commitment to inclusive and accessible engagement.</p> <p>Online engagement portal Your Say Macleay has been reviewed and updated to ensure accessibility standards are met. It provides an opportunity for equitable access.</p> <p>Positive relationships with stakeholders across the shire have been expanded with the establishment of the Better Together Network, a place based program aiming to deliver community led resilience and disaster preparedness.</p>
Addressing the needs of groups specified in the Disability Inclusion Act	<p>The Macleay Disability Inclusion Group continue to be a significant stakeholder in supporting Councils awareness of and attention to the needs of groups relevant to the Disability Inclusion Act.</p> <p>Being part of the Community Reference Table for Learning the Macleay, a community led systems change approach to support the most vulnerable members of the community has strengthened Council's relationships with the indigenous community.</p> <p>Support of Its Ok on the Macleay, an event promoting inclusion of LGBTQI+ community has continued.</p>
The greatest challenges in implementing DIAP actions	Flow on effects from Covid19 and significant natural disasters in the Kempsey Shire have caused significant staff turnover and community disconnection, creating challenges for focused delivery of DIAP actions.
Greatest success in implementing DIAP actions	The success of major events such as Big Day Out and Glitz and Glamour Ball continue to raise awareness of disability and inclusion. Annual successful event promotion and delivery has changed the narrative internally and externally. Community now trust that these events are part of Council's business as usual and not one off.
Future plans to contribute greater outcomes for people with disability	<p>Ongoing focus on workplace culture and systems to improve and increase opportunities to build a diverse and supportive workforce.</p> <p>Development of more case studies and resources to inspire support positive behaviours.</p>

PLANNING AGREEMENTS COMPLIANCE

Environmental Planning and Assessment Act 1979, s7.5(5)

Council has various planning agreements that were in force during 2022-23. These are detailed in the table below.

Title	Date Entered	Land detail	Description of Agreement	Parties	Status
South West Rocks – Maxus Gardens (T6-07-104)	18 July 2022	Lot 2 DP581117 334-356 Gregory Street, South West Rocks	The Planning Agreement requires a monetary contribution in the amount of \$44,000 in contributions to be offered to Kempsey Shire Council and \$18,400 in monetary contributions to the National Parks and Wildlife Service.	Kempsey Shire Council & Mayuresh Group Pty Ltd	The monetary contribution has been paid to both Kempsey Shire Council and the National Parks and Wildlife Service.
Lot 2 DP1276195 Crescent Head Planning Agreement	20 October 2022	Lot 2 DP1276195 Crescent Head Road, Crescent Head	The Planning Agreement is in connection with development consent DA2100258 before for a 109 lot subdivision and public park and public domain embellishments on the land, subject to conditions. Under this Planning Agreement, the landowners are to dedicate land to the Council for the purposes of a public park and recreation area and carry out associated landscaping and embellishment on the public park land.	Kempsey Shire Council & John Kevin Phillips & Piwila Pty Ltd & Crescent Head Sands Pty Ltd & Sambenlin Pty Ltd	Not Commenced Subdivision Works Certification lodged and currently being assessed.

DEVELOPMENT CONTRIBUTIONS AND LEVIES

Environment Planning and Assessment Regulation 2021 (EPA Reg) cl218A(1), EPA Reg 218A(2)(a),(b),(c),(d),(e),(f),(g), EPA Reg 218A(3)(a),(b)

New reporting and accounting requirements for development contributions and planning agreements were introduced into the Environmental Planning and Assessment Regulation on 12 February 2021. The new requirements aim to increase transparency and accountability in the collection and use of development contributions. The tables below provide the annual financial statements for development contributions.

Developer Contributions \$'000	Operating 2023 Actual \$'000	Operating 2022 Actual \$'000	Capital 2023 Actual \$'000	Capital 2022 Actual \$'000
Cash contributions				
S7.11 – Contributions towards amenities/services	-	-	1,396	1,652
S64 water supply contributions	-	-	1,179	1,218
S64 sewerage service contributions	-	-	813	822
Total developer contributions – cash	-	-	3,388	3,692
Non-cash contributions				
S64 water supply contributions	-	-	-	-
Total developer contributions- non-cash	-	-	-	-
Total contributions	-	-	3,388	3,692

Unspent Contributions

Certain contributions are obtained by Council on the condition they be spent in a specified manner or in a future period, but which are not yet spent in accordance with these conditions are shown in the table below.

Developer Contributions \$'000	Operating 2023 Actual \$'000	Operating 2022 Actual \$'000	Capital 2023 Actual \$'000	Capital 2022 Actual \$'000
Contributions unspent funds at 1 July		-	19,237	15,549
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions		-	4,146	3,688
Less: contributions recognised as revenue in previous years that have been spent during the reporting year		-	(864)	-
Unspent contributions at 30 June		-	22,519	19,237

FISHERIES MANAGEMENT ACT

Fisheries Management Act 1994, s220ZT (2)

Nil to report.

PRIVATE SWIMMING POOL INSPECTIONS

Swimming Pools Act 1992 (SP Act), s22F(2), Swimming Pools Regulation 2018 (SP Reg) Cl23

The following table provides details on swimming pool inspections that were completed during 2022-23.

Private Swimming Pool Inspections 2022-23	Numbers
Number of inspections of tourist and visitor accommodation	1
Number of inspections of premises with more than 2 dwellings	0
Number of inspections that resulted in issuance a certificate of compliance under section 22D of the Act	64
Number of inspections that resulted in issuance a certificate of non-compliance under clause 18BA of the Regulation	12

GOVERNMENT INFORMATION PUBLIC ACCESS ACT – GIPA REPORT

Government Information (Public Access) Act 2009, s125(1), Government Information (Public Access) Regulation 2018, cl8, Schedule 2

The Government Information (Public Access) Act 2009 (GIPA) commenced from 1 July 2010. This replaced the Freedom of Information Act.

The GIPA Act objective is to open government information to the public by:

- authorising and encouraging the proactive public release of government information by agencies;
- giving members of the public an enforceable right of access to government information; and
- providing that access to government information is restricted only when there is an overriding public interest against disclosure.

Currently, Council makes much of its information publicly available on its website and is currently satisfied with the level of government information currently available. Council endeavours to proactively release any newly created documents that should be made available in the public interest. Council will only require formal GIPA applications as a last resort where there would appear an overriding public interest against disclosure.

The following table sets out information relating to the access applications made to Council during the 2022-23 year. The information is provided in the format required by the Government Information (Public Access) Regulation.

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

Council has continued to increase the amount of information made available pro-actively via it's development application tracking in relation to development applications.

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
11

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
% of Total	2 67%	1 33%	3 100%

Schedule 2 Statistical information about access applications to be included in annual report

Table A: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available Application whether Information is Held	Refuse to Deal with Information	Refuse to Confirm/ Deny	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	1	1	0	0	0	0	0	2	18%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	4	0	1	0	0	0	0	5	45%
Members of the public (other)	0	3	1	0	0	0	0	0	4	36%
Total	0	8	2	1	0	0	0	0	11	100%
% of Total	0%	73%	18%	9%	0%	0%	0%	0%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with information whether information is Held	Refuse to Confirm/ Deny	Application Withdrawn	Total	% of Total
Personal Information Applications*	0	0	0	0	0	0	0	0	0	0%
Access Applications (other than personal information applications)	0	5	1	1	0	0	0	0	7	64%
Access Applications (that are partly personal information applications and partly other)	0	3	1	0	0	0	0	0	4	36%
Total	0	8	2	1	0	0	0	0	11	100%
% of Total	0%	73%	18%	9%	0%	0%	0%	0%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	2	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	2	100%
Invalid application that subsequently became valid applications	0	0%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

Reason for invalidity	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally – Sch 1 (5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

Reason for invalidity	No of times consideration used*	% of Total
Responsible and effective government	9	32%
Law enforcement and security	3	11%
Individual rights, judicial processes and natural justice	14	50%
Business interests of agencies and other persons	2	7%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	28	

Table F: Timeliness

Reason for invalidity	No of applications*	% of Total
Decided within the statutory timeframe (20 days plus an extensions)	11	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	11	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

Reason for invalidity	Decision varied	Decision upheld	Total	% of Total
Internal review	0	1	1	100%
Reviewed by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	1	1	
% of Total	0%	100%		

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

Reason for invalidity	No of applications for review	% of Total
Applications by access applicants	1	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	1	

Table I: Applications transferred to other agencies.

Reason for invalidity	No of applications transferred	% of Total
Agency – Initiated Transfers	0	0%
Applicant – Initiated Transfers	0	0%
Total	0	

PUBLIC INTEREST DISCLOSURES

Public Interest Disclosures Act 1994, s31, Public Interest Disclosures Regulation 2011, c14

There were no public officials who made a Public Interest Disclosure and Public Interest Disclosures received during the 2022-23 reporting period about corrupt conduct.

OPERATIONAL PLAN 2022-23 PERFORMANCE

APPENDIX 1

OVERVIEW

Of the 164 2022-23 Operational Plan actions, 76% (124) of actions have been completed and nine projects have been deferred to the 2023-24 financial year. There are 31 projects currently behind schedule, of which 81% (25) are multi-year projects. The projects are predominantly behind schedule due to changes in project phasing or additional development / design requirements.

The tables below summarises Council's delivery of the 2022-23 Operational Plan.

	Environment	Economy	Community	Leadership	GRAND TOTAL
Completed	51	28	27	18	124
Deferred	5		3	1	9
Behind Schedule	12	10	6	3	31
GRAND TOTAL	68	38	36	22	164

ENVIRONMENT

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP1	Develop and implement community waste education programs including three bin system, Recycling Week and MidWaste Regional Waste Forum campaigns	Community education programs undertaken to raise awareness of effective waste management strategies	Commercial Business	●	
EN.OP2	Provide waste management facilities, including mobile facilities, across the Shire	Daily landfill operations (except Christmas Day) Monthly mobile collections for problem waste undertaken throughout the shire as published on Council's website	Commercial Business	●	
EN.OP3	Implementation of masterplan for Council's Waste Management Centre and associated capital improvements	Masterplan adopted and works undertaken in accordance with approved action plan by June 2023	Waste Management	●	Masterplan will require deferral into 2023-24 operational planning.
EN.OP4	Renew aged sewer mains across sewer collection network	Relining and renewal of minimum 2.5km of sewer mains	Water and Sewer	●	
EN.OP5	Provide safe and reliable service to the community to remove and treat wastewater products from over 9,000 connections	90% of treated wastewater is discharged within EPA licence limits	Water and Sewer	●	90% target exceeded, with 95% of treated wastewater discharged within EPA licence limits.

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP6	Deliver the planned maintenance program across sewer infrastructure network	Annual maintenance program completed	Water and Sewer	●	
EN.OP7	Respond to unplanned repairs and faults across sewer infrastructure network	Initial response to customer requests regarding wastewater service failures occurs within two hours	Water and Sewer	●	
EN.OP8	Refurbish pumping stations across sewer infrastructure network	Planned pumping station refurbishment projects completed during 2022-23	Water and Sewer	●	Delay with switchboard delivery has placed this project behind schedule.
EN.OP9	Progress the development of the Central Kempsey Wastewater Treatment Plant and the connection of the Frederickton and South Kempsey sewerage schemes to this Plant	Progress design and investigation during 2022-23 to a stage of completing the concept design for the Plant and selection of preferred transfer routes for the Frederickton and South Kempsey schemes	Water and Sewer	●	
EN.OP10	Progress development of Stuarts Point Sewerage Scheme project	Progress with the new scheme during 2022-23: concept design completed for reticulation and treatment system; and expression of interest for tender released	Water and Sewer	●	Environmental Impact Study and project planning are progressing in parallel. This is a multi-year project which has experienced some changes to project phasing.
EN.OP11	Feasibility study for Radio pager for telecommunication outages	Feasibility study completed	Water and Sewer	●	
EN.OP12	Sherwood Sewerage scheme connection to West Kempsey design undertaken	Completion of scheme design by June 2023	Water and Sewer	●	Completed sewer servicing strategy to inform design and project planning. This is a multi-year project which has experienced some changes to project phasing.

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP13	Implement updated Drinking Water Management System (DWMS)	Annual review conducted and update actions implemented for the DWMS during 2022-23	Water and Sewer	●	
EN.OP14	Provide safe and reliable drinking water to the community via approximately 12,000 connections	No more than 2% of water quality monitoring tests exceed the Australian Drinking Water Guidelines associated with human health	Water and Sewer	●	Target exceeded, with 99.90% of water quality monitoring tests meeting the Australian Drinking Water Guidelines.
EN.OP15	Deliver the planned maintenance program across water infrastructure network	Annual maintenance program completed	Water and Sewer	●	
EN.OP16	Implement the water meter replacement program	Minimum 1000 replacements across the Shire	Water and Sewer	●	
EN.OP17	Continue education program, including community and school support, to improve awareness of water saving measures	Number of schools visited under Waterwise Schools Program	Water and Sewer	●	
EN.OP18	Refurbish pumping stations across water infrastructure network	Planned pumping station refurbishment projects completed during 2022-23	Water and Sewer	●	Delay with switchboard delivery has placed this project behind schedule.
EN.OP19	Renew aged water mains across water infrastructure network	Annual renewal of minimum 2km of water supply mains	Water and Sewer	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP20	Respond to unplanned repairs and faults across water infrastructure network	Initial response to customer requests regarding water supply network failures occurs within two hours	Water and Sewer	●	
EN.OP21	Continue development of Integrated Water Cycle Management Strategy	The Integrated Water Cycle Management Strategy issues paper and stakeholder/community engagement completed by June 2023	Water and Sewer Strategic Planning	●	Project behind schedule due to delays with groundwater studies, and Department of Planning and Environment report peer reviews and additional requirements.
EN.OP22	Construct new Willawarrin Water Treatment Plant	Award contract for construction work during 2022-23 (subject to securing funding required)	Water and Sewer	●	Currently assessing design and construction tenders. This is a multi-year project which has experienced some changes to project phasing.
EN.OP23	Steuart McIntyre Dam: Undertake project planning, design and construction of a water treatment plant and associated equipment	Planning completed and water treatment plant contract awarded	Water and Sewer	●	Going to market to award contract by December 2023. This is a multi-year project which has experienced some changes to project phasing.
EN.OP24	Construct new Crescent Head Water Treatment Plant	Contract awarded and construction commenced	Water and Sewer	●	Going to market to award contract by December 2023. This is a multi-year project which has experienced some changes to project phasing.

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP25	Bellbrook Water Treatment Plant (WTP) Augmentation	Bellbrook WTP Augmentation scope defined and design work commenced	Water and Sewer	●	Awaiting NSW Health feedback on Raw Water Quality Report prior to finalising design.
EN.OP26	Implement defect remediation program for stormwater	Stormwater defects remediation program undertaken	Infrastructure Delivery	●	
EN.OP27	Deliver construction program of the stormwater network at selected locations	Delivery of identified projects during 2022-23	Infrastructure Delivery	●	
EN.OP28	Undertake environmental water quality monitoring in Macleay River Catchment within Kempsey LGA	Testing is undertaken in accordance with established environmental water quality monitoring program	Strategic and Asset Planning	●	
EN.OP29	Implement regular maintenance program for environmental areas that have previously been remediated including: Boyters Lane, Gills Creek & Jerseyville Park	Project sites maintained to a standard that sustains biological values and facilitates safe and enjoyable community use	Strategic and Asset Planning	●	
EN.OP30	Continue with the formal beach profile monitoring program for Hat Head (Action 9, Kempsey Coastal Zone Management Plan)	Profile monitoring survey complete by June 2023 and analysed against previous survey findings	Strategic and Asset Planning	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP31	Implementation of the Rudder Park Flying-fox Management Plan	Continue to implement Level 1 and Level 2 management measures, subject to State Government approval and grant funding	Strategic and Asset Planning	●	
EN.OP32	Prepare a masterplan for the Kempsey CBD foreshore area (including Riverside Park)	Commenced and stakeholder/community engagement undertaken by June 2023.	Strategic and Asset Planning	●	Deferred to 2023-24 due to resource limitations.
EN.OP33	Continue to support the Macleay Hastings Koala Recovery Project	Contribute \$20,000 to the Macleay Hastings Koala Recovery Project	Strategic and Asset Planning	●	
EN.OP34	Continue riparian vegetation improvements at Christmas Creek	Vegetation planting and wetland fencing project protection works undertaken by June 2023	Strategic and Asset Planning	●	
EN.OP35	In accordance with State Government requirements, prepare Coastal Management Program for the Kempsey LGA Coastal Zone	Risk Assessment and Management Options development completed by June 2023; Kempsey LGA Coastal Zone CMP finalised and forwarded to Minister for certification by June 2023	Strategic and Asset Planning	●	
EN.OP36	Implement the Environmental Management Program to treat and reduce high priority weed species	Undertake control for high priority species on approximately 500km of high-risk pathways	Development and Compliance	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP37	Undertake inspections and identify infestations in accordance with the North Coast Weeds Action Plan	North Coast Weeds Action plan actions and inspections undertaken by June 2023	Development and Compliance	●	
EN.OP38	Inspect high priority sites to control spread of high priority weed species, in accordance with Biosecurity Act	Meet Weed Action Plan (WAP) requirement to inspect 500km of high-risk pathways	Development and Compliance	●	
EN.OP39	Minimise high priority weed species infestations on private rural properties	Meet Weed Action Plan (WAP) requirement of the inspection program for general, high-risk and aerial inspections	Development and Compliance	●	
EN.OP40	Delivery of comprehensive Tropical Soda Apple control program in nominated riparian zones and assisting landholders through inspections and training to identify and destroy infestations on their land	Delivery of control, inspection and training in accordance with funding requirements	Development and Compliance	●	
EN.OP41	Efficient assessment of development in accordance with relevant legislation	Developments assessed in accordance with legislative time requirements	Development and Compliance	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP42	Implement Council's Long Term Renewable Energy & Water Strategy	Continue to maintain and utilise an energy and water data management system to monitor consumption and drive continuous improvement and reduce Council's reliance on non-renewable resources. Reduce Council's consumption of non-renewable resources by sourcing some or all of Council's electricity from renewables. Design and deliver Kempsey Shire Council specific staff training for social and sustainable procurement.	Strategic and Asset Planning	●	
EN.OP43	Prepare a Local Growth Management Strategy (LGMS) covering: Housing Choice, Employment Land, Landscape & Character and Growth Area Infrastructure	LGMS finalised by December 2022	Strategic and Asset Planning	●	Adopted by Council at June Council meeting and sent to Minister for consent.
EN.OP44	Prepare a Structure Plan and Development Control Plan for South West Rocks	Structure Plan finalised and Development Control Plan commenced by June 2023	Strategic and Asset Planning	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP45	Coastal Management Program Stage 4: Update the coastal wetland and littoral rainforest area (CWLRA) mapping (Action 2 of the Kempsey Coastal Zone Management Plan)	Updated CWLRA mapping commenced by April 2023	Strategic and Asset Planning	●	CMP Stage 3 was completed in 2022-23. CMP Stage 4 to be completed in 2023-24.
EN.OP46	Finalise and implement the Crescent Head Public Domain Plan	Finalise Public Domain Plan and progress in line with adopted engagement plan for the foreshore component Support the community to live more sustainably by providing relevant resources, educational materials and practical information that will improve sustainability at home	Strategic and Asset Planning	●	Behind schedule due to changes to project scope and phasing with other broader area projects.
EN.OP47	Implement Council's Sustainability and Resilience Strategy and Action Plan	Review of the Local Strategic Planning Statement completed by June 2023	Strategic and Asset Planning	●	
EN.OP48	Review the Local Strategic Planning Statement to align with the most recent North Coast Regional Plan, Kempsey Shire Council Community Strategic Plan (2042 Your Future) and Kempsey Local Growth Management Strategy		Strategic and Asset Planning	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP49	Prepare Stormwater/Groundwater Study Management Plan for Stuarts Point, Fishermans Reach and Grassy Head	Management Plan completed by June 2023	Strategic and Asset Planning	●	Behind schedule due to delays in grant funding.
EN.OP50	Development of Native Garden Species Guide	Local Native Garden Guide finalised by June 2023	Strategic and Asset Planning	●	Deferred due to changes in project priorities.
EN.OP51	Review the Kempsey Comprehensive Koala Plan of Management in accordance with SEPP (Koala Habitat Protection) 2021	Commence the review of the Kempsey Comprehensive Koala Plan of Management by June 2023	Strategic and Asset Planning	●	
EN.OP52	Develop a Natural Areas Management Plan for Kempsey Shire	Draft Plan prepared by June 2023	Strategic and Asset Planning	●	
EN.OP53	Implement Council's Signage Strategy	Actions implemented as per adopted Signage Strategy and within Council approved budgets.	Strategic and Asset Planning	●	Program delayed due to Transport NSW approvals.
EN.OP54	Manage environmental complaints or issues related to noise, water and air pollution as high priority under Protection of the Environment Operations Act	90% of requests relating to environmental quality that may cause preventable harm to the environment responded to within five working days	Development and Compliance	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP55	Ensure safety of buildings requiring annual fire safety certificates in accordance with legislation	Maintain register of premises requiring annual self-certification and notify owners of due date	Development and Compliance	●	
EN.OP56	Implement Council's Swimming Pool Inspection Program	Inspections undertaken within three business days of request or complaint Pools within tourist, visitor or multi-occupancy developments are inspected once every three years	Development and Compliance	●	
EN.OP57	Continue providing ranger and local law enforcement services and compliance with Companion Animal legislation	85% of stray dog complaints responded to within two working days 85% of stray dogs/cats that have been contained collected within six hours 95% of Ranger service issues responded to within five days	Development and Compliance	●	
EN.OP58	Conduct public health inspections of private drinking water supplies not on town water, public swimming pools, skin penetration premises and cooling towers, backflow prevention and mixing valves in accordance with Public Health Act	Registers to be maintained through the inspection program for relevant premises	Development and Compliance	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP59	Conduct public health inspections of onsite sewerage management systems to minimise pollution to ground and waterways	Annual inspection of 95% of high risk septic systems for compliance	Development and Compliance	●	
EN.OP60	Regulate food health risk by inspecting commercial food providers to ensure compliance with NSW Code and in accordance with the NSW Food Authority	Initial investigation of request for inspection to be done within five working days 95% of medium and high risk food premises inspected annually Maintain register of food premises that are inspected annually	Development and Compliance	●	
EN.OP61	Planning, investigation and design of new Kempsey Shire Council (KSC) Pound	New KSC Pound planning, investigation and design works undertaken by June 2023	Commercial Business	●	
EN.OP62	Work alongside NSW Government agencies to provide resources and infrastructure to respond to emergencies such as floods and fires	Response provided in emergencies Coordinate and chair the Local Emergency Management Committee to ensure appropriate planning is in place for emergency preparation, response and recovery	General Manager	●	No disasters have occurred. The Local Emergency Management Officer (LEMO) and other related staff take an active role in the Local Emergency Management Centre (LEMC) activities including planning and preparation.
EN.OP63	Deliver flood mitigation infrastructure maintenance and drain clearing program	Maintenance work completed in accordance with budget allocation, based on needs assessment considering asset condition and criticality during a flood	Infrastructure Delivery	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EN.OP64	Undertake rehabilitation and renewal program for flood mitigation infrastructure, including structures and levees, and riverbank protection at various locations within the Shire to improve resilience to flooding impacts	Rehabilitation and renewal program for structures, levees and riverbank protection is undertaken at various locations	Infrastructure Delivery	●	
EN.OP65	Deliver coordination services for the Macleay Rural Voluntary House Raising Scheme for interested landowners	Continue to seek funding support	Water and Sewer Strategic Planning	●	Project deferred due to resource limitations and prioritisation of other actions.
EN.OP66	Strategic review of flood warning monitoring system and improvement actions	Installation of new rain and river gauges is undertaken by June 2023	Infrastructure Delivery	●	Improvements have been made to Witttrin, Bellbrook and other river gauge sites. Items identified for the current financial year have been completed. Additional projects will be delivered in future years.
EN.OP67	Prepare Lower Macleay Flood Risk Assessment and Management Plan	Plan finalised and adopted by June 2023	Strategic and Asset Planning	●	
EN.OP68	Undertake feasibility investigation and seek grant funding to undertake an Upper Macleay Flood Study	Funding application completed by June 2023	Strategic and Asset Planning	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

ECONOMY

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EC.OP1	Manage and maintain Council owned and managed corporate, commercial and community buildings (halls, memorials, civic centre, libraries, leases and depots) across the shire	Maintenance and leasing program undertaken during 2022-23	Commercial Business	●	
EC.OP2	Implementation of Economic Development Strategy actions	Economic Development Strategy 2022-23 actions implemented	Commercial Business	●	
EC.OP3	Commence research to scope industry plans as per Economic Development Strategy	Industry plans commenced as per the Strategy's implementation plan	Commercial Business	●	Behind schedule due to resource limitations.
EC.OP4	Implement events program as per Economic Development Strategy	Events undertaken and delivered as per the Strategy's implementation plan	Commercial Business	●	
EC.OP5	Implement destination marketing program as per Destination Management Plan (DMP)	Marketing program delivered as per DMP implementation plan	Commercial Business	●	
EC.OP6	Commence planning for priority nature-based projects as per Destination Management Plan (DMP)	Plan developed as per DMP implementation plan	Commercial Business	●	
EC.OP7	Operations and management of the Slim Dusty Centre	Implement community and commercial strategies to increase visitations to the centre	Commercial Business	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EC.OP8	Design completed, and refurbishment, reconfiguration and development commenced for Kempsey Shire Council Depot	Depot master plan designs completed, and refurbishment, reconfiguration and development commenced by June 2023	Commercial Business	●	
EC.OP9	Slim Dusty Centre building reconfiguration works	Construction completed by June 2023	Commercial Business	●	Behind schedule due to compliance works. Development application for building reconfiguration is ready for lodgment and a request for tender is being prepared.
EC.OP10	Airport Wildlife Fencing	Construction completed by June 2023	Commercial Business	●	Behind schedule due to resource limitations.
EC.OP11	Saleyards redevelopment	Construction completed by June 2023	Commercial Business	●	Behind schedule due to planning and design related delays. Development Application now submitted. Additional requested funding of \$3 million approved in July 2023. Council has applied for a Variation with the funding body to extend the project delivery dates.
EC.OP12	Improvements undertaken for the Slim Dusty Centre (SDC)	Construction completed by June 2023	Commercial Business	●	
EC.OP13	Provide an Airport facility and capital improvements in accordance with CASA requirements	Facility operates according to legislative controls and capital improvements undertaken	Commercial Business	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EC.OP14	Operate, develop and maintain Council's 11 cemeteries across the Shire in accordance with Cemeteries Strategy	Cemeteries are developed, maintained, and well presented	Commercial Business	●	
EC.OP15	Contract management and capital improvement of five Macleay Valley Coast Holiday Parks	Facility operations, maintenance and capital improvements delivered according to contracts and stage upgrade plans	Commercial Business	●	
EC.OP16	Deliver the Macleay Valley Adventure Recreation Park	Development application approved and construction commenced by June 2023	General Manager	●	Development application approved on 24 July 2023. Project Control Group is still waiting on the State Government to confirm its position in relation to additional funding. Once the outcome of the application for additional funding is known action will commence on tendering out the project.
EC.OP17	Implement the Library Co-operative Agreement to plan and deliver innovative library lending services, programs and events across the Shire that support improved literacy, create community connections and use new technology	Complete review of Library Strategy and implement short term actions Deliver range of events Meet State Library reporting framework and increase membership	Community Partnerships	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EC.OP18	Deliver bridge maintenance program with maintenance work on defects undertaken based on assessment of risk and priority	Maintenance work completed in accordance with budget allocation	Infrastructure Delivery	●	
EC.OP19	Deliver the timber bridge network replacement program	Number of bridges replaced Program delivery in accordance with State and Federal funding provisions	Infrastructure Delivery	●	
EC.OP20	Deliver the kerb and gutter replacement program, including the extension of kerb and gutter along Edgar Street, Frederickton	Projects delivered during 2022-2023	Infrastructure Delivery	●	
EC.OP21	Deliver maintenance program of approximately 600km sealed road network, including responding to critical sealed road repairs such as pothole repair	Maintenance work completed in accordance with budget allocation	Infrastructure Delivery	●	
EC.OP22	Deliver the sealed road network renewal and rehabilitation program across regional, rural and local roads	Length of road rehabilitated (km) Identified projects delivered or commenced during 2022-23	Infrastructure Delivery	●	
EC.OP23	Deliver the unsealed road network maintenance grading program	Maintenance work completed in accordance with budget allocation	Infrastructure Delivery	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EC.OP24	Deliver the unsealed road network gravel re-sheeting program	Length of resheeting work completed (km) Program projects delivered during 2022-23	Infrastructure Delivery	●	
EC.OP25	Road and bridge damage caused by natural disasters rectified	Road and bridge damage repairs delivered in accordance with natural disaster funding arrangements	Infrastructure Delivery	●	Natural Disaster related damages have caused a significant amount of works. Projects completed include Devils Nook, Midnight Creek, Schoolhouse Creek projects and the 1km west of Devils Nook slip. Work has been delayed on other sites due to approval timeframes, however, Toose Road remains the only public road that is not accessible to the travelling public.
EC.OP26	Sealing of Maria River Road - via Fixing Local Roads Grant	Construction commenced by June 2023	Infrastructure Delivery	●	This project is being managed by Port Macquarie Hastings Council. The project has commenced with a lay down area constructed and the commencement of delivery of stormwater elements. The road construction component of the project is anticipated to commence in late 2023 early 2024 and the project is currently entering the procurement (tender) phase.

STATUS ● Completed ● In progress ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EC.OP27	Investigate options to improve flood immunity of Crescent Head Road at Rudders Lagoon	Undertaken as part of the Lower Macleay Flood Risk Management Study and Plan	Strategic and Asset Planning	●	Extensive flood modelling completed. This is a multi-year project which has experienced some changes to project phasing.
EC.OP28	Continue to work in partnership with Transport NSW to develop a Strategic Business Case for a second crossing of the Macleay River in Kempsey	Finalisation of the development of a Strategic Business Case with Transport NSW	Strategic and Asset Planning	●	
EC.OP29	Road Safety Project - Armidale Road (Sherwood Rd to Bellbrook) improvements made to guardrail	Construction completed by June 2023	Infrastructure Delivery	●	
EC.OP30	Sealing of Armidale Road (2.8km from end of existing seal at Pee Dee) - via Fixing Local Roads Grant	Construction completed by June 2023	Infrastructure Delivery	●	The project is dependent upon the completion of slip repairs along the section of road to be sealed. A tender package has been prepared for the slip remediations, however awaiting funding from Transport for NSW.
EC.OP31	Gowings Hill (Blackspot funding already awarded CCL Co-Contribution (R2R))	Construction completed by June 2023	Infrastructure Delivery	●	
EC.OP32	Hat Head Road (0.6km to 1.2km east of South West Rocks Road) (R2R)	Construction completed by June 2023	Infrastructure Delivery	●	This is a multi-year project which has experienced some changes to project phasing.

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EC.OP33	Pursue grant funding (minimum 75% of the cost) where suitable streams exist for bitumen sealing of identified priority lengths of unsealed roads in accordance with the following list endorsed by Council in May 2019 and the rationale endorsed by Council at that time, noting the benefit of the alternative route that Spooners Avenue provides in times of flooding when Macleay Valley Way is closed between Kempsey and Frederickton: a. Piper Creek Road (End of seal to Wirrang Drive) b. Spooners Avenue (Chain O Ponds Road to Collombatti Road) c. Pipers Creek Road (Wirrang Drive to Ballengara Road) d. Collombatti Road (Swan Lane to Hughes Access) e. Smiths Creek Road (Crowther Drive to Crowther Drive) f. First Lane (Gladstone Street to Smith Street)	Grant applications sought for identified priority locations during 2022-23	Infrastructure Delivery	●	Applications are lodged where applicable grant funds are available.
EC.OP34	Develop Road Safety Strategic Plan in accordance with NSW Government guidelines and project plan. Develop and implement Action Plans in accordance with Transport for NSW (TFNSW) guidelines.	Strategy development underway by June 2023. Action Plans approved by TfNSW and implemented in accordance with TfNSW Funding agreement	Strategic and Asset Planning	●	Behind schedule due to resource limitations.

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
EC.OP35	Deliver footpath refurbishment program at selected locations	Length of footpaths refurbished	Infrastructure Delivery	●	
EC.OP36	Implement footpath maintenance program in accordance with risk thresholds	Footpath maintenance program completed in accordance with budget allocation	Infrastructure Delivery	●	
EC.OP37	Implement high priority treatments identified in Council's Pedestrian Access Mobility Plan (PAMP)	Completion of PAMP works as scheduled and grant funding secured	Strategic and Asset Planning	●	
EC.OP38	Implement high priority works identified in Council's Bike Plan	Completion of works as scheduled and grant funding secured	Strategic and Asset Planning	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

COMMUNITY

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
CO.OP1	Support the delivery of cultural events across the community	Events are supported and event capacity of community groups increased	Community Partnerships	●	
CO.OP2	Work with community and government organisations to expand on and promote key events including: Youth Week, National Aboriginal Islander Day Observance Committee (NAIDOC), Reconciliation Week, Macleay Seniors Festival, International Day of People with a Disability	Program of events supported and promoted	Community Partnerships	●	
CO.OP3	Support the community in building capacity to access grant funding	Provision and promotion of Macleay Grant Hub and training opportunities created	Community Partnerships	●	
CO.OP4	Connect the community to local community-based events and activities that promote connectedness and reduce social isolation	Provide access to a consolidated community driven events calendar	Community Partnerships	●	

STATUS ● Completed ● In progress ● Behind Schedule ● Not Started

● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
CO.OP5	Work with the Aboriginal community to honour and communicate cultural heritage through placemaking, education and public art	Community are engaged in delivery of placemaking and public art project Develop a cultural project in partnership with the Aboriginal community	Community Partnerships	●	
CO.OP6	Implement Reflect level Reconciliation Action Plan according to Reconciliation Australia framework.	Short term actions delivered according to Reconciliation Action Plan.	Community Partnerships	●	
CO.OP7	Provide funding and governance support to Arts Mid North Coast	Partnership opportunities delivered according to Memorandum of Understanding	Community Partnerships	●	
CO.OP8	Development of an Arts and Culture Plan	Arts and Culture Plan developed by June 2023	Community Partnerships	●	Community engagement has been completed. Arts and Culture Plan to be presented to August Council meeting for adoption. Behind schedule due to resource limitations.

STATUS ● Completed ● In progress ● Behind Schedule ● Not Started

● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
CO.OP9	Deliver the Community Grant program adhering to best practice application and assessment processes	Community Grant program funding distributed to community groups including Mayoral Community Fund, Environmental and Sport categories	Community Partnerships	●	
CO.OPI0	Maximise community outcomes through proactive relationships with interagency Networks	Present to and connect with interagency networks	Community Partnerships	●	
CO.OPI1	Connect the community to services that provide support and access to health and wellbeing in the Macleay	Provide access to a consolidated Kempsey Community Directory	Community Partnerships	●	
CO.OPI2	Continue preparation of applications for grant funding	Success in grant funds applied for during the year	Corporate & Commercial	●	
CO.OPI3	Review participation, administration and structure of 355 Committees according to findings of internal audit	Proposal for longer term engagement, volunteer support and activation presented to Council	Community Partnerships	●	Behind schedule due to resource limitations. Final report to be delivered November 2023.

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
CO.OPI4	Progressive upgrade of community facilities for Disability Design Access (DDA) building compliance in accordance with prioritisation schedule	DDA building compliance program undertaken by June 2023	Commercial Business	●	Behind schedule due to resource limitations.
CO.OPI5	Advocate within Council and community to implement the Disability Inclusion Action Plan (DIAP)	Report on DIAP progress is provided to NSW Government as per legislative requirements	Community Partnerships	●	
CO.OPI6	Provision of four swimming pools across the Shire	Manage Council's swimming pools in accordance with its contracts	Commercial Business	●	
CO.OPI7	Monitor and enforce parking restrictions to ensure availability according to priority use and seasonal impacts	Service standards in line with patrol program. Holiday period parking and camping compliance program scheduled and implemented	Development and Compliance	●	
CO.OPI8	Deliver boat ramp cleaning / maintenance program	Ramp Maintenance Program delivered quarterly	Infrastructure Delivery	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
CO.OP19	Maintain open space areas such as public reserves, barbecues and passive recreation space	Maintenance undertaken in accordance with established service levels and have more frequent service in holiday locations during peak periods	Infrastructure Delivery	●	
CO.OP20	Deliver wharf, jetty and footbridge maintenance and replacement program	Delivery of replacement program completed by June 2023. Maintenance program undertaken based on risk, usage, consideration of priority and within budget allocation	Infrastructure Delivery	●	
CO.OP21	Deliver the public carpark maintenance program across the Shire's public carparks	Maintenance program undertaken in accordance with budget allocation and based on priority considering safety, business impact and traffic volume	Infrastructure Delivery	●	
CO.OP22	Deliver the planned maintenance program across all Council owned sports fields including mowing, rehabilitation, initial line marking and amenity cleaning	Sports field maintenance undertaken in accordance with budget allocation and to facilitate and accommodate competition and training requirements for sporting clubs within the Macleay Valley	Infrastructure Delivery	●	

STATUS ● Completed ● In progress ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
CO.OP23	Deliver the playground inspection, risk and maintenance program	28 playgrounds inspected monthly and maintained in accordance with risk thresholds identified by documented monthly playground inspection and budget allocation	Infrastructure Delivery	●	
CO.OP24	Clean and maintain public toilet facilities across the Shire	Maintenance program is undertaken in accordance with established service levels and within budget allocation More frequent services in holiday locations are undertaken during peak periods	Infrastructure Delivery	●	
CO.OP25	Develop funding model for investment in South West Rocks library and community center		Community Partnerships	●	Project deferred for further assessment and consideration by Council.
CO.OP26	Verge/Eden Streets sports complex - implementation of the masterplan via the Regional Sports Infrastructure Fund grant	Construction completed by June 2023	Infrastructure Delivery	●	The General Purpose and Netball Pavilion are the remaining items to be delivered. The project has been delayed due to renewed flood requirements for developments.

STATUS ● Completed ● In progress ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
CO.OP27	Design and investigation in to a new library facility and community centre at South West Rocks	Design and plan for a new South West Rocks library and community centre completed by June 2023	Commercial Business	●	Project deferred for further assessment and consideration by Council.
CO.OP28	Parks and Gardens - Dock Flat/ Rudder Street play space upgrade, East Kempsey (Everyone Can Play Grant)	Upgrade completed by June 2023	Infrastructure Delivery	●	
CO.OP29	Horseshoe Bay masterplan implementation	Construction completed by June 2023 on access roads and footpaths	Infrastructure Delivery	●	Construction commenced in May 2023 and will continue into 2023-24.
CO.OP30	Kemp Street Sporting Complex and Service Clubs Park upgrades	Construction completed by June 2023	Infrastructure Delivery	●	Behind schedule due to resource limitations and change to project phasing. This will be a multi-year project. Lighting works to commence early in the 2023-24 financial year.
CO.OP31	Rural Fire Services (RFS) Assets maintained, built and/or upgraded in accordance with RFS annual service level agreement	Maintenance, new assets and upgrades undertaken by June 2023 (subject to funding by RFS)	Commercial Business	●	

STATUS ● Completed ● In progress ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
CO.OP32	Identify existing community and cultural facilities that present opportunities for improvement and placemaking partnerships	Identify and support community led delivery of a placemaking project	Community Partnerships	●	
CO.OP33	Operating and maintaining public space CCTV security system	Availability of public space CCTV surveillance systems	Governance and Information Services	●	
CO.OP34	Provide surf lifesaving services during peak school holiday periods at Council beaches	Service provided during Spring, Summer and Autumn NSW school holidays at Grassy Head, Horseshoe Bay, Main Beach South West Rocks, Hat Head and Crescent Head	Infrastructure Delivery	●	
CO.OP35	Identify opportunities for funding support to increase community resilience and emergency preparedness	Program milestones and reporting achieved including delivery of Resilience NSW Community Recovery Officer priorities	Community Partnerships	●	
CO.OP36	Crescent Head foreshore - Asbestos remediation project	Project completed by June 2023	Infrastructure Delivery	●	Project deferred to allow for additional community engagement regarding the project and overall foreshore design.

STATUS ● Completed ● In progress ● Behind Schedule ● Not Started

LEADERSHIP

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
LE.OP1	Provide timely, efficient and technology driven Customer Service including telephone, face to face and outreach	Revise and adopt Key Performance Indicators, utilise updated intranet, evaluate and implement service innovations	Community Partnerships	●	
LE.OP2	Build community awareness of Council's vision, values, strategies, actions, engagement opportunities and events	Implement benchmarked communications reports and impact analysis	Community Partnerships	●	
LE.OP3		Continuous review and improvement of corporate website; digital signage increased; social media reach increased; direct communication schedule delivered	Community Partnerships	●	
LE.OP4	Implement actions from Community Engagement Strategy	Internal engagement training delivered Variety of engagement channels used Develop engagement plans and report outcomes Number of times Council undertakes formal community engagement to inform decision making	Community Partnerships	●	

STATUS ● Completed ● In progress ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
LE.OP5	Prepare and submit the Annual Report to the Office of Local Government	Annual report submitted to the Office of Local Government by 30 November 2022	Corporate Performance	●	
LE.OP6	Revising Kempsey Shire Council's Community Engagement strategy	Strategy revised by June 2023	Community Partnerships	●	
LE.OP7	Implement Workforce Management Plan strategies that address learning and development, work health & safety, staff surveys, rewards and recognition, and recruitment	Workplace strategies implemented by June 2023	Corporate & Commercial	●	Behind schedule due to resource limitations.
LE.OP8	Implement Workforce Management Plan strategies that address continuous improvements, productivity and resourcing	Workplace strategies implemented by June 2023	Corporate & Commercial	●	Behind schedule due to resource limitations. A revised plan for delivery in 2023-24. Is being developed
LE.OP9	Provide progress reports on implementation of the Delivery Program in accordance with Local Government Act requirements	The 2022-23 Delivery Program / Operational Plan progress reported quarterly	Corporate Performance	●	
LE.OP10	Operate safe and efficient fleet	Delivery of services under the direction of the Fleet Management Working Group	Corporate & Commercial	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
LE.OPI1	Operate efficient procurement function to deliver value	Delivery of services under the direction of the Procurement Advisory Committee	Governance and Information Services	●	
LE.OPI2	Deliver the Information and Communication Technology annual renewal program	Annual Information and Communications Technology renewal program is delivered	Governance and Information Services	●	
LE.OPI3	Deliver Governance and Information services to support the organisation	Compliance with all governance statutory obligations	Governance and Information Services	●	
LE.OPI4	Cyber security strategy implementation	Implement the cyber security program during 2022-23	Governance and Information Services	●	
LE.OPI5	Continued delivery of Internal Audit function and management of Audit, Risk and Improvement Committee	Delivery and management of Internal Audit program and Audit, Risk and Improvement Committee	Corporate & Commercial	●	
LE.OPI6	Develop a service review framework and program	Service review framework developed, and service reviews conducted per the program plan	Corporate Performance	●	
LE.OPI7	Enhanced systems from internal audit actions that relate to governance and process improvements	Investigate and where appropriate, implement corporate business system improvements that drive corporate governance, performance measurement and financial sustainability improvements	Corporate Performance	●	This item is deferred until there are resources available to complete the work.

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started

Action Code	Action Name	Performance Measure	Department	Traffic Lights	Comments
LE.OP18	Internal system-based improvements to be investigated including Pulse, Altus Roadmap, Customer Relationship Management System, and Contract Management System	Implementation of system-based improvements by June 2023	Corporate Performance	●	Certain Pulse modules are not yet implemented and will be completed in the new financial year. Competing higher priorities have caused delays.
LE.OP19	Monitoring and reporting on Council's financial position in accordance with Local Government Act requirements	Provide three quarterly budget review statements	Corporate Performance	●	
LE.OP20	Develop annual Operational Plan budget and the Long-Term Financial Plan	Annual Operational Plan budget and the Long-Term Financial Plan adopted by 30 June 2023	Corporate Performance	●	
LE.OP21	Monitoring, preparation of Council's Annual Financial Statements and reporting on Council's financial position in accordance with Local Government Act requirements	Preparation of Annual Financial Statements in accordance with legislative requirements by 31 October 2022	Corporate & Commercial	●	
LE.OP22	Implement financial sustainability strategies, initiatives and actions as detailed within the adopted Long Term Financial Plan	Financial sustainability strategies, initiatives and actions implemented by June 2023	Corporate Performance	●	

STATUS ● Completed ● In progress ● Deferred ● Behind Schedule ● Not Started



CIVIC CENTRE
22 Tozer Street
PO Box 3078
West Kempsey
NSW 2440

