

Annual Report 2015-16



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Kiama Municipal Council



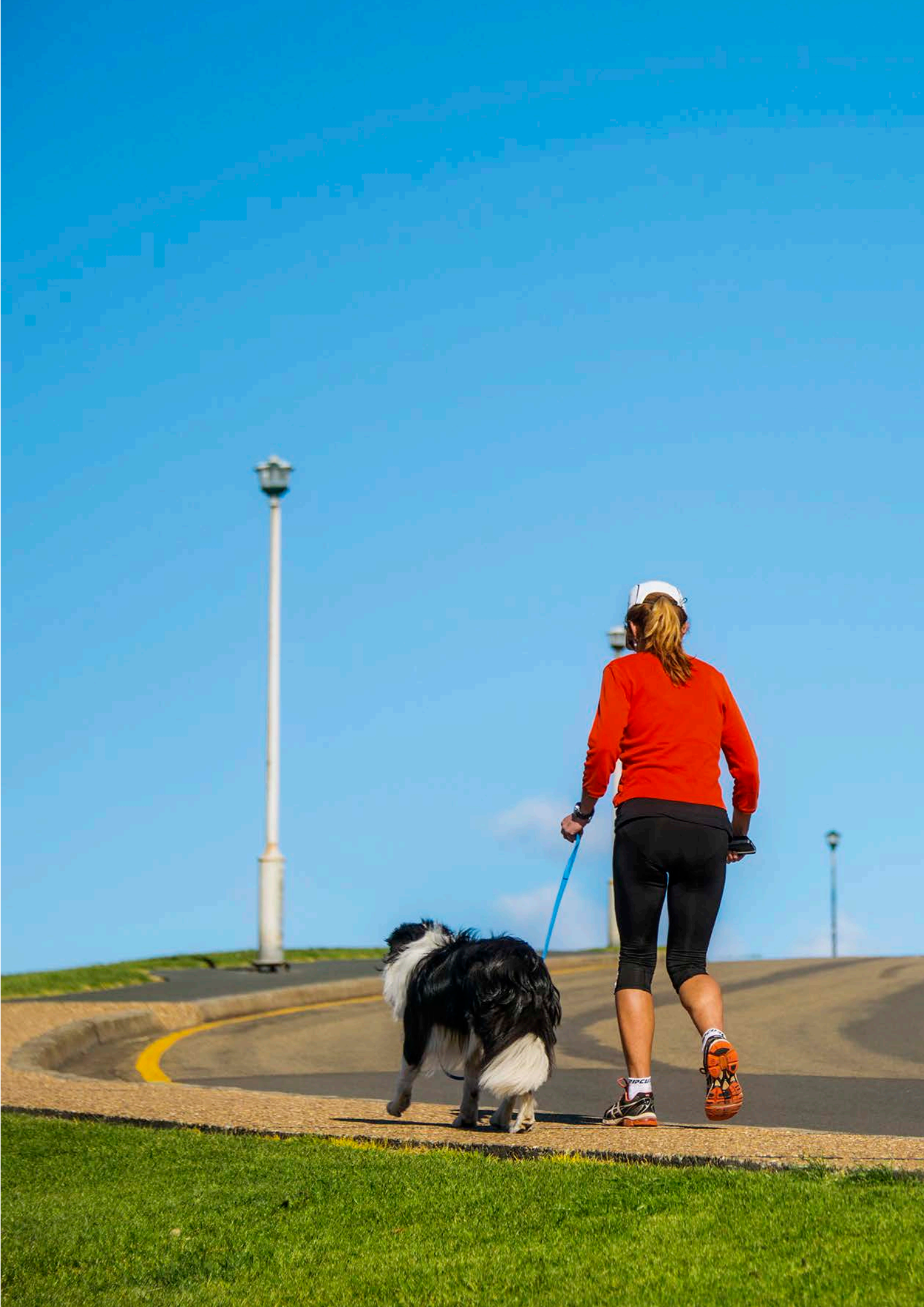
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Office hours

Our Administration Building located
at 11 Manning Street, Kiama is open
8.45am to 4.15pm Monday to Friday.

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Kiama vision

Vision

A municipality working together for a healthy, sustainable, and caring community.

Mission

Kiama Council will work to create a municipality that has a healthy, vibrant lifestyle, beautiful environment, and harmonious, connected and resilient community.

Values | Principles

Kiama Council:

- values the commitment of the community to our local region
- recognises the value of the area's rural and coastal lifestyle
- will strive to maintain the natural beauty of the environment
- will plan for sustainability
- will build on the strengths of the community to create a municipality that is a vibrant place to live, work and enjoy.



Message from the new Mayor



What a year! During the 12 months that this Annual Report covers, Kiama Council experienced a tumultuous year.

For a significant part of the first six months, Council was focused on preparing reports and information to respond to the NSW Government's Fit for the Future Local Government Reform.

When the state government announced its proposed merger between Kiama and Shoalhaven Councils, the second half of the year was forced into a period of working with the support of our community to prove that we were fit to remain an independent local government body.

While much of our focus was diverted on to the proposal, we proved that Council was 'fit' to remain independent and by the end of the 12 months we'd moved on to form a positive and exciting look towards the future of our local government area.

Without the strong support of our vocal and active community, I don't believe we would have kept our independence.

Many local residents dedicated unwavering passion for our municipality and spent countless hours working to help in whatever way they could to fight the merger.

September 2016 saw the election of a new Council, and I reflect back on the achievements and effective working relationship of our Council during 2015-16. I'd like to recognise each of them for choosing to dedicate their time to the benefit of our municipality.

I particularly recognise the excellent work of the former Mayor, Brian Petschler, who led the Council for the previous four years. Former Councillors Dennis Seage and Gavin McLure also made valuable contributions.

During the year, we still managed to

continue providing the high standard of services and facilities that our community expects. We completed a number of major capital works and renewals including the stabilisation of the Memorial Arch in Hindmarsh Park, new amenities at Kendalls on the Beach Holiday Park, new playgrounds and a public art installation at Kiama Harbour and Blowhole Point, and attracted a string of awards for new and established community projects including our Dementia Friendly Kiama Project and Garden to Table Food Program. All the while, we completed Council's maintenance schedules and works to a fully funded and approved budget.

With the NSW Government's decision not to merge Kiama, we've since strengthened our ability to remain independent with the development of our new Long Term Financial Plan.

Council staff have embarked on a Continuous Improvement Program which is currently taking a look at

what, why and how Council officers carry out their day-to-day tasks and what opportunities and improvements can be achieved to increase efficiency and our community's satisfaction with what we do. At the time of writing, we were just embarking on consulting with the community on our four-year review of Kiama's Community Strategic Plan.

Our desire to thrive as an innovative Council, the size of our population and land area, and the commitment and strong relationship we have with our local community means that we are able to continue offering a range of services, events, opportunities and new projects for our residents and visitors every year.

In 2016-17 we'll continue to strive for a municipality that works together for a healthy, sustainable and caring community.

Cr Mark Honey
Kiama Mayor

Our Municipality

Council established **1859**

Population **21,047**

Area **259 km²**

Boundaries **City of Shellharbour/
City of Shoalhaven/Shire of Wingecarribee**

Full time employees **257**

Major towns and villages **Minnamurra, Kiama Downs,
Kiama, Jamberoo, Gerringong and Gerroa**



Our Organisation





Our results

Our annual report outlines Council's achievements for the 2015-16 financial year in implementing the main actions in its Delivery Program 2013-17.

It reports on our financial results for the year ending 30 June 2016 and looks at some of our major or significant achievements over this time.


Our objectives

Council's Community Strategic Plan 2013-2023 is our overarching 10-year plan for the municipality.

Priorities and strategies identified under the Community Strategic Plan's four main objectives link directly to the actions and activities in our Delivery Program and Operational Plan.




A healthy, safe and inclusive community



Well planned and managed spaces, places and environment



A diverse, thriving economy



Responsible civic leadership that is transparent, innovative and accessible

Financial overview and financial statements

Results for 2015-16

Council's consolidated surplus from continuing operations for the financial year amounted to \$15.455M. It includes a revenue item for the contribution and discovery of assets of \$12.2M. This result is fully disclosed in the Income Statement for the year ended 30 June 2016. Council's results from its business activities (after allowing for notional income tax at the current corporate tax rate of 30%) were:

- Kiama Holiday Parks surplus of \$1.9M
- (\$1.2M surplus in 2015)
- Waste Unit surplus of \$998K (\$679K surplus in 2015).

An extensive review of all infrastructure assets, including their useful lives, resulted in the depreciation of these assets to be reduced. The contribution of a number of assets, including the Gerringong Bypass road work, resulted in a significant increase in both Council's total equity and operating result. A detailed schedule of the Council's functions/activities and revenues/expenses are included in this section.

Review of 2015-16 operations

Council continued its principal activities of providing facilities and services to the local community. Council achieved a consolidated surplus of \$15.455M after allowing \$6.8M for depreciation of non-current

assets, and receiving grants and contributions for capital purposes of \$14.5M.

However, there are carried over works and unspent grants from 2015-16 to be completed in the 2016-17 financial year valued at \$10.4M.

The result for the year is fully disclosed in the attached financial reports. Variations from Council's original budget are disclosed in Note 16 of the financial reports.

Rates and annual charges

In 2015-16, Council generated 27.4% of its total revenue from rates and annual charges compared to 35.36% in 2014-15. In accordance with NSW Government approval, the total amount raised from rates in 2015-16 was 1.8% greater than in 2014-15.

Council's financial position

Our Statement of Financial Position shows Council is in a sound financial position. Council has sufficient net current assets to cover the restrictions placed on the use of those assets, and adequate funds available to finance day-to-day operations.

Performance ratios disclosed in Note 13 to the financial reports provide further evidence that Council's financial position and financial management performance are sound.

We are conscious that maintaining a balanced budget in the future will be increasingly difficult with the current constraints placed on Council's revenue raising ability.

We will continue to review and monitor our operations, and implement measures to ensure an appropriate balance between revenue and expenditure.

Council's adopted 2016-17 budget provides for a balanced budget, excluding \$6.9M for depreciation.

Significant changes in State of Affairs

No significant changes occurred in the State of Affairs of the Council during the financial year.

Loans

Council's loan liabilities at 30 June 2016 were:

| | |
|--|--------------------|
| Holiday Parks | \$459,426 |
| Government advances (general fund/Holiday Parks) | \$4,173,213 |
| Blue Haven | \$0 |
| TOTAL | \$4,632,639 |

Special Rate Variation works

The NSW Office of Local Government approved Council's increased rates in 2009-10 and 2010-11 with approval to keep the amount raised in its rating base in 2013-14. Income raised from the increase in 2015-16 was used to fund asset renewal and maintenance.

Council's approved program for 2015-16 was \$813,783.

The following table shows how Council used this income to fund asset renewal and maintenance during the year.

| | Renewal | Maintenance |
|---|---------------------|--------------------|
| Public Roads inc. Rural and Urban Roads, Footpath, Kerb and Gutter & Bridges | \$9,595,000 | \$1,944,000 |
| Sportsfield/Parks inc. Open Space, Parks, Sportsfields, Playgrounds, Beaches, Rock Pools & Cemeteries | \$380,000 | \$1,838,000 |
| Buildings | \$1,228,000 | \$651,000 |
| Total | \$11,203,000 | \$4,433,000 |

A healthy, safe and
inclusive community



Encourage and support residents from socially and culturally diverse backgrounds to participate in all aspects of community life

Community Strategic Plan 1.1

1.1.1 Deliver quality disability services in line with the National Disability Standards and funding agreements

Completed surveys of Council's individual Community Care Support Program activities reported 99% satisfaction from stakeholders (clients who have a disability and their carers).

1.1.2 Monitor and improve accessibility in the Municipality

Council's Access Committee addressed accessibility issues raised with Council. Six meetings took place with the issues assessed as evidenced in meeting minutes.

1.1.3 Improve Council collaboration with the Aboriginal Community

Sorry Day events were held in May. Council made a financial contribution towards, and helped to organise and stage, the 2016 Regional NAIDOC Awards.

1.1.4 Provide information to residents from a cultural and linguistically diverse background to participate in community life

Council made all its events open to all culturally and linguistically diverse residents of the municipality. Harmony Day in May 2016 provided a opportunity for culturally and linguistically diverse communities to share their experiences and for English speaking residents to enjoy different cultural experiences. It

included a local screening of the Colourfest Short Film Festival which showcases stories told by migrant and refugee communities in Australia.

In November 2015, the Southern and Latin American Community Organisation (SALCO) hosted an exhibition of works by members of the Illawarra Latin American community in Council's Old Fire Station Art Gallery.

1.1.5 Provide a range of flexible and responsive community transport services to the frail aged, younger people with disabilities and their carers and to people who experience transport disadvantage

Our Community Transport service continued to be in high demand with our service provision (13,179 trips) far exceeding funding agreement targets (11,086 trips).

Challenges and actions not complete

1.1.5 With changes that occurred within the aged care and disability industries during the year, such as the requirement to implement the Australian Government's My Aged Care system, our survey to record client satisfaction was rescheduled to September 2016. Our Blue Haven Care team are currently collating the results.

Beyond 100%

Council's Community Transport service exceeded funding targets by 2093 trips (19%)

99% satisfaction

With Community Care Support Program activities

For the future

Provide a further Harmony Day film screening at Kiama's Community Garden about culturally specific food gardening and create an opportunity to grow culturally specific foods not readily available in local stores at the Community Garden.

Promote and support a range of social, cultural and artistic activities, practices and programs for creating sustainable health and well being

Community Strategic Plan 1.2

1.2.1 Promote and support cultural and artistic programs for young people

Our Youth Services unit offered programs designed to increase the health and wellbeing of young people including: short film making, event management, food education at SENTRAL Youth Centre (Munchout cooking classes and Barista courses) and a Young Entrepreneurs program. The ongoing involvement of Kiama High School's Student Representative Committee (SRC) provided support and promotion of our Youth Services social and cultural programs.

1.2.2 Provide access to artistic exhibition space

For yet another year, Council's Old Fire Station Art Gallery maintained its 100% booking rate. Over 25 exhibitions by local artists and community art organisations took place, and we had a waiting list of between 10 and 12 applications for each twice-yearly booking round. An increased number of new and returning Kiama based artists resulted in a greater focus and interest in own local arts industry.

1.2.3 Investigate the provision of a multi function arts space for the Kiama Municipality

Council approved BHI Architects as the successful contractor to develop plans for a new Kiama Arts Centre, progressing plans and bringing it a step closer to reality.

1.2.4 Implement and support community, cultural and artistic activities and development programs

Council maintained its financial commitment to cultural arts activities and programs by distributing \$18,000 through its Cultural Grants Program.

Funding went towards local events, cultural grants, public art expenditure and a community and cultural development officer position.

Council completed initiatives of the cultural arts planning document *Build, Entertain, Reach, Tempt (BERT) 2013-2016* to its timeframes. As BERT expired at the close of the financial year, it was reviewed and a new cultural plan *Build, Invest, Sustain, Integrate (BISI) 2017-2020* recommended to Council.

Regular evaluations done on a range of events and projects showed high levels of community satisfaction from participants, with positive verbal and written feedback and constructive feedback obtained for future improvement.

1.2.5 Provide a range of library resources, both physical and online, that support our community in recreational and lifelong learning

During 2015-16 Kiama Library had 15,746 registered borrowers.

Membership remains steady and is well above the NSW average of

48-50% of the population.

1.2.6 Support the growth and development of Kiama's community groups and service sector

All acquittals and reporting requirements for 2015-16 were completed.

1.2.7 Pursue opportunities for the development of the Gerringong Library and Museum community facility

Progress reports provided to Council as needed.

1.2.8 Implement and support social and physical planning processes that recognise social justice and cultural diversity as integral components

Council continued to incorporate social planning principles into its plans, policies and procedures particularly by facilitating Council committees. This enabled community participation in decision making on (number) committees including; Cultural Board, Youth Advisory, Dementia-Friendly Advisory Group, participation in Crime and Safety Committee, and Access.



100% booked

Exhibition space at Old Fire Station
Art Gallery hosted 25 exhibitions

\$18,000

Cultural Grants distributed

15,746

Kiama Library registered borrowers
from a population of 21,000

Develop and implement services and programs that promote health and active lifestyle for residents of all ages, abilities and interests

Community Strategic Plan 1.3

1.3.1 Maintain and develop Leisure Centre and Jamberoo Pool

Patronage at Kiama Leisure Centre increased by 1.66%, with 218,835 visits during the year. New programs, classes and initiatives have allowed more of our community to access programs and memberships at reasonable prices.

The Centre ran 80 classes each week, with Yoga being the most popular addition. The introduction of student memberships in October 2015 and after school teen circuits saw 71 student memberships purchased.

Capital works included the installation of a UV system to the main pool to comply with new Public Health Regulations, while the building of a new spin room commenced (completed in August 2016).

1.3.3 Provide support to Kiama and Districts Sports Association to ensure equitable access to Kiama's sporting facilities

Council maintained equal access for all sports groups and clubs to its 22 sporting fields, and maintained its 133 parks and open space to a well-received high standard.



80 classes

Each week at Kiama Leisure Centre

218,835

Leisure Centre visits

Challenges and actions not complete

1.3.2 Develop, implement and review the Kiama Health Plan

Council's Health Plan was reviewed, however finalisation of the plan was delayed in order to accommodate Council elections in September and incorporate revised Delivery Program plans.

1.3.4 Ensure membership of the World Health Organisation's (WHO) Healthy Cities Program is maintained

Preparation of an annual report to the Australian Alliance is no longer a requirement of membership.

Plan for and support our Ageing Population

Community Strategic Plan 1.4

1.4.1 Provide residential aged care, including dementia specific care

Blue Haven Aged Care Facility received its accreditation from the Quality Agency.

1.4.2 Redevelop and expand the Blue Haven Aged Care Facility

Under the requirements of the Restart NSW \$8 million funding grant, Council continues to monitor and report to Infrastructure NSW to an agreed project timeline.

The grant is shared with the Illawarra Shoalhaven Local Health District, who subdivided the Kiama Hospital site in order to build a new community health centre.

1.4.3 Ensure the provision of suitable Independent Living Unit accommodation for seniors in a financially sustainable manner

Occupancy of Blue Haven's Independent Living Units remained at 100% during the financial year.

Blue Haven achieves the Retirement Industry average reoccupancy rate of 10% annually. At the end of 2015-16 there were approximately 80 people on the ILU waiting list, which is significantly less than similar villages due to the unique nature of Blue Haven's waiting list policy.

Waiting times vary between 4 and 10 years (an increase on previous

years) depending on the style of accommodation required.

1.4.4 Deliver quality aged care services to older people in the community across the Shoalhaven, Kiama, Shellharbour and Wollongong areas

Moving On Audits were introduced into Blue Haven Care's residential home and community programs, allowing Council to establish an auditing and continuous quality improvement program for our aged care services.

All reporting requirements submitted to funding bodies.

1.4.6 Encourage the development of appropriately located aged care facilities and independent living units

Council's plans to build a Centre of Excellence in Aged Care (containing a

134-bed aged care facility, community services offices, community hall, 51 Independent Living Units and 16 Assisted Living Units) made significant leaps in progress.

A Development Application was assessed by the Joint Regional Planning Panel in December 2015 and received approval in January 2016. Architectural designs were completed by Jock Robertson from Boffa Robertson Group, specialists in aged care developments.

In the second part of the year, Council conducted an Expression of Interest and Tender process to appoint an architect and project manager to progress the \$73 million project. Council endorsed the appointment of Boffa Robertson and AAP to these roles in June 2016.

For the future:

Building a Centre of Excellence

Following the appointment in June 2016 of Council's Project Manager for the Centre of Excellence in Aged Care, a detailed program schedule incorporating all aspects of the development (including Aged Care Facility, Independent Living Units and community facilities) will be completed in 2016-17.

Demolition of the existing Kiama Hospital and remediation works at the site are expected to begin in March 2017. Building of the Centre of Excellence in Aged Care is expected to start in July 2017.

Plan for and support Young People

Community Strategic Plan 1.5

1.5.1 Provide support for young people with career planning, training and employment seeking

Over 60 young people received Barista Training organised by our Youth Services team. Training took place weekly at Kiama's SENTRAL Youth Centre with at least 12 trainees securing employment afterwards.

1.5.2 Develop and maintain partnerships with local schools to provide health and wellbeing based initiatives and programs

The Youth Services team worked with over 350 local students on a wide variety of programs with a strong relationship with Kiama High School benefitting collaboration and opportunities on both sides.

1.5.3 Enhance and develop young people's skills through the provision of targeted programs and a drop-in service

In 2015-16, 772 young people got involved in our Youth Services SENTRAL programs:

- 56 young people in fitness programs
- 3 young people in young entrepreneurs
- 22 Young Women in Young Women's Program
- 24 Young Men in Young Men's Program
- 35 young people in Youth Advisory Committee

- 24 young people involved in KHS Volunteer Program
- 180 young people involved in Year 9 welfare day program
- 28 young people involved in Youth Worker at Kiama High Program
- 250 young people involved in Youth Week activities
- 65 young people involved in Barista training
- 8 young people involved in Munch Out
- 50 young people involved in the Youth Jazz concert
- 27 young people involved in SENTRAL Stations Outreach Program

A survey of 364 program participants revealed most experienced high satisfaction levels.

1.5.4 Carry out a program of renovations to improve Youth Centre facilities

During 2015-16 Council made amendments to its original DA for renovations at the centre.

The amendments to the DA were done to include an outdoor pavilion for a future cafe, BBQ and seating area, and required heritage advice and approval.

For the future

Amended plans for renovations to Kiama's SENTRAL Youth Centre were submitted in August 2016 and a builder contracted for the renovation began work in November 2016.

Recognise and promote community safety throughout the Municipality

Community Strategic Plan 1.6

1.6.1 Provide a beach lifeguard service at designated beaches within the Municipality

Council patrolled 7 local beaches in accordance with its Beach Lifeguard Service program during the Summer 2015-16 swimming season (September to April at Surf Beach and the Summer school holiday period for Jones, Kendalls, Bombo, Werri, Easts and Seven Mile Beaches).

333,908 beach visits to our patrolled beaches during the season, an increase of 71,001 on the previous season.

Council installed an Emergency Radio at Kendalls Beach in the shoulder season and at South Bombo during the six-week summer holidays. The

device was successfully used on two occasions at South Bombo Beach.

In late 2015 our Lifeguard Service secured funding for a shark mitigation project led by one of our current Casual Council Lifeguards and marine scientist. Our novel and innovative approach is the deployment of a shark detection blimp that provides continuous (6-8hr) live streaming coverage of Surf Beach over the summer.

1.6.2 Provide annual Surf Education Awareness program in local primary schools

Council's Professional Supervising Beach Lifeguard returned to the classroom this year, delivering eight Surf Education Awareness sessions

333,908 beach visits
21% increase from 2014-16

84 ocean rescues
60 in 2014-15

203 first aids
83 in 2014-15

4494 preventative actions
(swimmers and craft)
3150 in 2014-15

For the future:

Project AIRSHIP launched

Testing of the Aerial Inflatable Remote Shark Human Interaction Prevention blimp (AIRSHIP) began in September 2016 in time for the 2016-17 beach season. Over 21,000 people viewed Council's Facebook post of ABC News 24's story on the AIRSHIP.



to four local primary students at 1100 local schools in September 2015—just in time for the Summer swimming season.

Council developed new Surf Safety material including a Surf Safety Activity Book and a Surf Safety info card with detailed map of all patrolled beaches and safety messages in 15 different languages.

The new material was distributed to Council's 5 Holiday Parks and to local primary schools.

Council also created a new life-sized cut out of 'Larry the Lifeguard' who stands at patrolled beaches spreading the Lifeguard Service's safety message "No flags, No Swim". Life-sized Larry has proved popular with the local community.

173 food
premises inspected

22 abandoned vehicle incidents
investigated and finalised

25 illegal dumping
infringement notices issued

\$20,300 illegal dumping
court fines

1.6.3 Enforce and comply with public health and safety legislation

Food Act and Food Safety Standards

- 21 food safety complaints received and 100% actioned within required timeframes
- 100% (15) food incident complaints investigated within 48 hours
- 173 initial food premises inspected, 26 reinspected and 115 new or renewed temporary applications processed
- Food register maintained and annual NSW Food Authority Activity Report submitted by due date
- 283 correspondences made in response to food safety enquiries, inspection reports, applications and permits

Public Health Act

Council maintained its register of cooling towers and warm water systems to ensure it is updated and compliant.

All Council public swimming pools (6) testing completed to schedule.

Onsite Sewerage Management Systems

All 149 (100%) high risk systems inspected; 136 (91.28%) compliant; 13 (8.72%) found to be defective and Council directions given to rectify them.
Of 712 low risk systems, 303 (42.55%) inspected; 254 (83.83%) compliant; 49 (16.17%) found to be defective and Council directions given to rectify them.

Nuisances - Overgrown land

Overgrown land notices issued

to 119 property owners with 95% compliance and 5 requiring further action.

Parking and Traffic Management

- 376 customer action requests received with 100% investigated within 7 days, including 22 abandoned vehicle incidents investigated and finalised.
- Mandatory Annual Report prepared and submitted on time to NSW Department of Local Government
- 349 parking patrols conducted and 371 infringements issued totalling \$66,286 revenue

Illegal dumping

- 214 illegal dumping complaints received and all investigated within seven days
- 25 illegal dumping infringement notices issued and three court convictions totalling \$20,300 in fines achieved.

All actions identified in the Regional Illegal Dumping Memorandum of Understanding between IPJO Councils (Bega, Eurobodalla, Shoalhaven, Kiama, Shellharbour, Shoalhaven, Wollongong, and, Wingecarribee) implemented including providing funding to employ a Regional Illegal Dumping Officer, camera purchase, training and community TV advertising.

Council implemented actions identified in its Illegal Dumping and Litter Prevention Strategy including:

- setting up a new EPA illegal dumping database
- six community education actions including four media articles
- five enforcement actions
- review of Council's clean up services
- provision of a new free Household

Bulky Waste Drop Off event that accepted items such as e-waste and mattresses

- development and implementation of a policy to prohibit disposal of commercial and household waste into public bins
- removal of two clothing bins located in illegal dumping hot spots.

Protection of the Environment Operations Act (Pollution Incidents)

- All 94 pollution complaints investigated within timeframes, 91 resolved (29 for water pollution, 24 air pollution, 38 of 41 for noise incidents)
- 7 notices and orders issued, 6 finalised
- 2 cost Compliance Notices issued for pollution incidents
- All 86 permits to create smoke issued within timeframes

Tree Management Development Applications & Illegal Clearing

- 238 Tree Management Applications received; 221 processed (184 approved, 37 not approved); 17 scheduled for July 2016
- 491 Customer Action Requests received and processed
- All 8 complaints of alleged illegal tree removal and clearing of vegetation investigated within 7 working days, 3 currently under investigation.

1.6.4 Implement community safety and injury prevention programs and education

Council remains committed to protecting public health and safety with 65 local food industry employees completing Environmental Health Australia's 'I'm Alert' Online Food Safety Training that Council promotes.

Council produced four quarterly electronic Food Safety Newsletters and issued 45 electronic Food Recall alerts to all food premises in the municipality and interested members of the public who have registered their email addresses for alerts.

1.6.5 Facilitate emergency management planning, response and recovery

We began a review of our Emergency Management Plan (EMPLAN) 2012 during the year. At the time of writing, the Local Emergency Management Committee was reviewing it and we expect an updated plan to be completed by the end of 2016.

The Kiama Local Emergency Operations Centre Standard Operating Procedures were updated and adopted in late 2015.

An after action review was completed in June 2016 following a major storm event earlier in that month, and Council continues to meet its obligations under the State Emergency Act.

1.6.6 Facilitate Local Road Safety and Traffic Committees

All monthly Kiama Local Traffic Committee meetings took place as scheduled. Council made determinations on all Traffic Committee recommendations received with action completed on all matters where resources were available and action appropriate.

1.6.7 Develop and implement a Crime Prevention Plan

In May 2016 Council switched on the Gerringong CCTV system of 6 cameras, joining the Kiama CBD's system of 24 cameras. The CCTV network is a key part of Kiama's Crime Prevention Plan, a joint effort between NSW Police, Kiama Council, NSW Government and Commonwealth Government.



1.7 Encourage and support volunteering opportunities to support the community

Community Strategic Plan 1.7

1.7.1 Provide and promote volunteering opportunities within the community and Council operations

Blue Haven Care had 57 active volunteers assisting our Community Services unit with community transport, respite and social support.

Blue Haven Care volunteers are required to undertake compulsory training such as; induction, emergency procedures, code of conduct online, work health and safety and manual handling.

Volunteers attend bi-monthly meetings with relevant management and staff of Blue Haven Care to stay informed of work place practices and have a forum to share experiences.

Twenty-four local high school students volunteered with Council's Youth Services team, with student assistance happening every week during the year.

Kiama High School volunteers focused mainly on helping with multimedia tasks, including making; a short film about people living with Dementia, 'Youth news' pieces for SENTRAL's Facebook page, and designing and distributing posters. With a maximum of five volunteer places to fill at a time, these opportunities are popular with students and fill quickly.

Youth Services also benefitted from two TAFE placement students and one university intern, who focused

on organising youth projects such as pool competitions and attending and assisting with Youth Worker network meetings.

The Kiama Cultural Board benefits from the active involvement of 10 volunteers who commit their time to support and help grow the arts and arts industry within Kiama.

Fourteen people regularly volunteer their time to be active members of Kiama's Dementia Friendly Advisory Group and Dementia Friendly Alliance, while four community representatives volunteer on Council's Access Committee.

Be a volunteer

Every year, local volunteers continue to provide an important service to our community by helping with:

- library services including Council's Home Library service)
- Kiama's Family History Centre
- Youth Services
- Environmental Services (Clean up Australia Day)

- Blue Haven Aged Care Facility
- community transport
- community respite
- centre based day care
- social support

If you are interested in volunteering opportunities we may have, please contact Council on (02) 4232 0444 or council@kiama.nsw.gov.au



Well planned and
managed spaces,
places and environment

Maintain the separation and distinct nature of the towns and villages of our local area

Community Strategic Plan 2.1

2.1.1 Implement and review the Urban Strategy

The Urban Strategy is a working document and is reviewed in conjunction with the Regional Strategy and each request for a Planning Proposal. Annual Reporting on the monitoring of urban development was completed for the NSW Department of Planning & Environment.

Encourage our community to adopt sustainable lifestyle practices that support the environment

Community Strategic Plan 2.2

2.2.1 Implement and support environmental and sustainability education programs and initiatives, including those identified in the Kiama Health Plan

175 residents participated in our nine Composting Workshops. Thirty-eight composting bins, 35 worm farms and 68 bokashi systems were distributed.

Surveys of participants revealed 88% were very satisfied and 12% were satisfied by the workshops, with 58% very confident and 40% confident with starting composting after attending.

An estimated 6.6 tonnes of food waste was diverted from landfill thanks to increased home composting options

Ensure our natural and built environments are adaptive to climate change impacts

Community Strategic Plan 2.3

2.3.1 Consider climate change impacts and hazards and implement actions

The Crooked River, and the Minnamurra River, Coastal Management Plans were finalised and adopted by Council.

Council secured two large grants as part of its Minnamurra River Coastal Zone Management Plan. A \$24,500 NSW Government Coastal and Estuary Management Program Grant obtained during 2014-15 enabled Conservation Volunteers Australia to carry out weed removal and site rehabilitation at catchment areas surrounding Trevethan Reserve,

Minnamurra.

A \$43,870 Local Land Services grant obtained during the year saw a Coral Tree Removal Program commence.

2.3.2 Research and develop programs and policies to address potential climate change impacts

Council's policies, procedures and development applications continued to be considered by ensuring climate change impacts are monitored. We were awarded an \$84,000 Office of Environment and Heritage grant to develop a Surf Beach Flood Risk Management Study. Work on the study began this year and is due to be completed during 2016-17.

Protect and maintain environmentally significant natural areas on public and private land in a sustainable manner

Community Strategic Plan 2.4

2.4.1 Enforce and comply with environmental legislation and develop and implement management plans, programs and actions

Work began to prepare Council's State of the Environment Report, which is required to be included in this Annual Report.

Maintain and enhance biodiversity on public and private land

Community Strategic Plan 2.5

2.5.1 Implement biodiversity education and on-ground activities

Council hosted and organised a National Tree Planting Day event in August 2015 with 220 high school students planting 1000 trees at Spring Creek Wetland and Bombo Headland, Seven Mile Beach National Park. Students were taken on guided walks at both locations.

Council's Development Control Plan and policies have been reviewed in conjunction with this plan to ensure that they best support the intention of the Kiama Local Environment Plan. Development is carried out in accordance with LEP requirements and policy.

Council supports the retaining of rural lands in the NSW Government's recently adopted Illawarra/Shoalhaven Regional Plan. All current policies remain contemporary.

Recognise and protect our heritage

Community Strategic Plan 2.7

2.7.1 Ensure the natural and built environment is maintained in accordance with heritage and legislative requirements

Council referred 27 development matters to a heritage advisor.

Promote sustainable land use and diversification of agricultural activity

Community Strategic Plan 2.6

2.6.1 Identify, research and where practical, implement in partnership diversified agricultural opportunities

Council is a founding member of the Sydney Peri-Urban Network and has actively participated in the formulation of an issues paper and subsequent action plan in May 2016.



Provide supportive environments that encourage a healthy and sustainable lifestyle

Community Strategic Plan 2.8

2.8.1 Develop, implement and promote infrastructure, policies and programs that support a healthy and sustainable lifestyle

Council created and organised the following health and sustainability programs:

- Kiama Breastfeeding Friendly Project to support breastfeeding parents
- Cooking for Solo Seniors to increase seniors' knowledge and skills in providing nutritious meals for themselves and to broaden their social networks and connections within the community
- VIP Market Tours of Kiama's weekly Farmers Market to promote locally grown food.

Breastfeeding Friendly Kiama Project launched 19 April 2016 with 36 people attending.

The support group meets every first and third Tuesday of each month. Australian Breastfeeding Association 'Breastfeeding Friendly' registered venues in the Kiama Local Government Area increased from 23 to 65 (280%).

Established in 2015, the Garden to Table Program aims to improve resident's access to and knowledge of healthy, affordable food, and to increase the community's sustainable food and gardening practices. During 2015-16 we provided four permaculture workshops.

A 6-week Solo Seniors cooking program started in March 2015 with 7 participants. It went on to become a monthly cooking group with 10 participants and 3 sessions took place in 2016-15.

VIP Kiama Farmer's Market Tours for residents allowing them to get to know their local farmers and to taste and discover where their food was coming from.

A local's Long Lunch run in partnership with local food recovery group, Hidden Harvest. Thirty-five people attended the sold out event in March 2015.

Council initiated a fortnightly 'Crop and Swap' group at the Kiama Community Gardens. The group is well supported and meet ups are well attended with nearly 300 active members having joined the group's Facebook page.

In 2015-16 we continued our work to extend Jamberoo cycleway. An additional 0.5km of pathway was built extending the shared track further along Swamp Road..

6 volunteer breastfeeding educators helped start Kiama's first Breastfeeding Support Group

280% increase in registered Breastfeeding Friendly venues

75% VIP Farmers Market tour participants more likely to buy local

96% Locals Long Lunch attendees reported an increased knowledge of food waste

100% Healthy Cooking for Solo Seniors were more confident to taste new foods, plan meals, store food correctly, and read food labels.



Ensure the principles of sustainable development and legislative compliance underpin our land uses and the design of our buildings and subdivisions

Community Strategic Plan 2.9

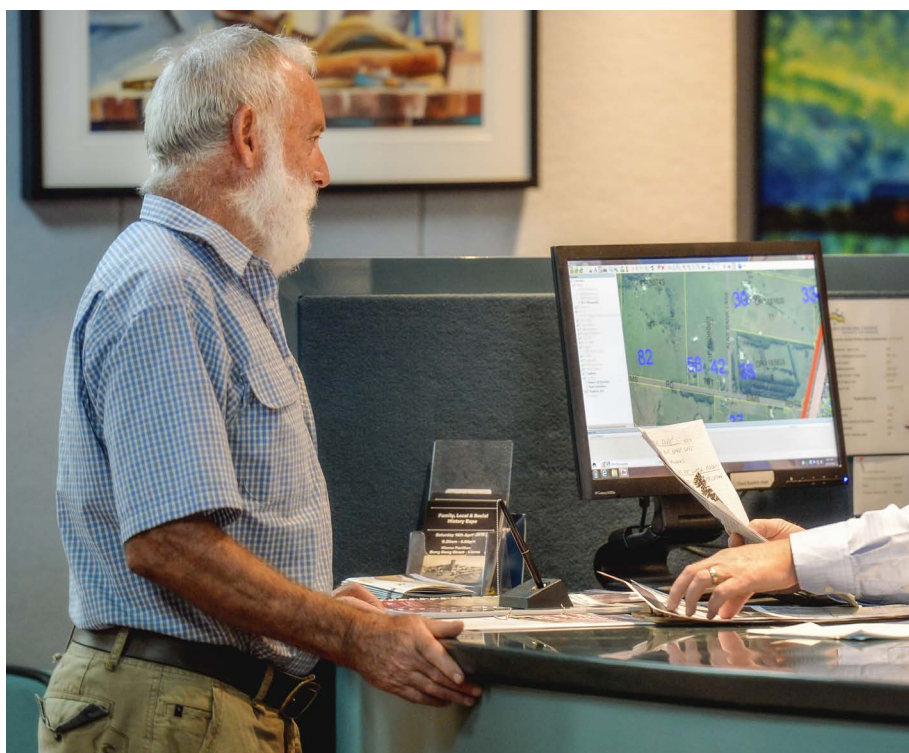
2.9.1 Comply with Development Regulation

Council received 190 Development Applications and these were determined in a 43-day average processing time. Staff shortages and complex applications contributed to this slight increase in processing time (36.2 days in 2014-15).

In 2015-16, 311 Construction Certificates were issued in the Kiama Municipality of which 209 were issued by private certifier (265 issued in 2014-15, 162 by private certifier).

2.9.3 Prepare and process planning proposals in a timely manner in accordance with the Environmental Planning and Assessment Act requirements

All planning proposals have been advanced in accordance with statutory requirements and Council policy. Three LEP amendments were issued in 2015-16.



Challenges and actions not complete

2.9.2 Ensure Council's Local Environment Plan and Urban Strategy are current and incorporate the principles of sustainable development

Our Local Environment Plan and Urban Strategy had previously incorporated sustainable development principles. Amendments are made in response to

emerging research and best practice principles, of which none were required during the year.

Effectively manage the transport network of roads, footpaths and cycleways to cater for current and future generations

Community Strategic Plan 2.10

2.10.1 Manage the road infrastructure for the community by the implementation of the Road Asset Management Plan actions

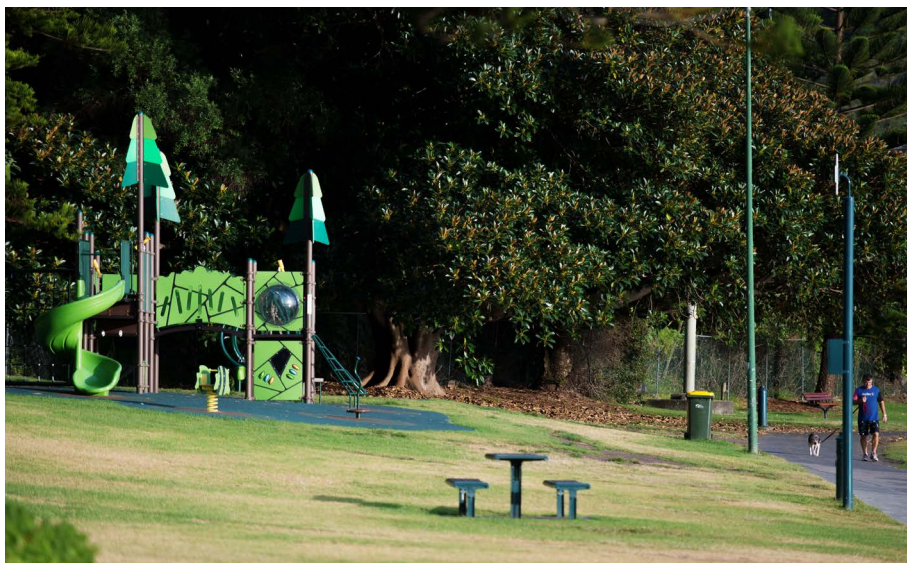
During 2015-16 Council completed road improvement works to Jamberoo CBD, replaced one of the municipality's two remaining timber bridges at Union Creek (December 2015), installed boat trailer parking and wash down bay facilities at Kiama Harbour Boat, and began constructing a roundabout at Riverside Drive, Kiama Downs which was completed in September 2016.

Council completed and fully funded 100% of its 2015-16 road renewal works identified in its Roads Asset Management Plan for 2015-16.

2.10.2 Manage footpaths and cycleway infrastructure for the community by the implementation of the Shared Pathway Asset Management Plan actions

Footpath work was completed at Belinda Street, Kiama Harbour, Pheasant Point Road, Jamberoo Valley Cycleway and Jamberoo CBD.

Council fully funded its 2015-16 footpath renewal program, with the only renewal work not complete being the Boneyard Reserve shared path due to delays with land slip works on Sydney Trains owned property.



For the future

2.10.1 The municipality's last remaining timber bridge at Carrington Falls will be replaced by the end of December 2015.

2.12.2 Toward the end of 2015-16 Council expected to be calling for tenders for some of the Kiama Harbour work. However, major storms in June 2016 damaged the area, including the crib wall and Council has had to wait for the

outcome of its insurance claim. Work on the crib wall is now expected to begin in early 2017.

The Blowhole Point landscaping work is also expected to begin in early 2017. Final costs of works around the Blowhole Point tennis courts are above Council's available budget and these have been deferred so other options can be considered.

Effectively manage the drainage network to cater for current and future generations

Community Strategic Plan 2.11

2.11.1 Manage drainage infrastructure for the community by the implementation of the Drainage Asset Management Plan actions

Design works to deviate Collins Street stormwater pipe were completed.

Our elected Council approved our 2015-16 storm water renewal program, with all projects (works included replacing broken pits and pipes) completed during the year and fully funded by Council.

Effectively manage recreation and open space infrastructure to cater for current and future generations

Community Strategic Plan 2.12

2.12.1 Manage recreation and open space infrastructure for the community by the implementation of the Recreation and Open Space Asset Management Plan actions

A new playground at Kiama Harbour was installed. Concept designs for an extension to the playground, new softfall, park furniture, landscaping, cycleway extension and gazebo at Waabie Reserve, Kiama were started with public consultation to take place in the first half of 2016-17.

Council approved the 2015-16 recreation and open space renewal program with all projects completed and fully funded by Council. Completed projects included a new playground at Black Beach, the installation of field lights at Gerry Emery Oval, resurfacing of Kiama Netball Courts, and electrical upgrade at the Kiama Sports Complex.

2.12.2 Pursue opportunities for the implementation of the Kiama Harbour Plan of Management

Detailed designs and estimates were completed for the renewal of the Crib Rock Retaining wall at Kiama Boat Harbour ramp, bank stabilisation at the

Blowhole Point Tennis Courts, and the carpark and landscaping at Blowhole Point Lighthouse.

New bin enclosures and energy efficient lighting for the area were ordered in 2016-17, with delivery and installation completed in early 2016-17. Installation of Kiama Harbour Boat Trailer Parking and extension to wash bays extension was completed.

Effectively manage other assets to cater for current and future generations (including car parks, community buildings, cemeteries and dams)

Community Strategic Plan 2.13

2.13.1 Manage community buildings by the creation and implementation of the Community Buildings Asset Management Plan actions

Capital works were completed on installing an air lock entrance to the Kiama Tourist Information Centre, an extension to the Foxground Rural Fire Service Shed, the building of toilet facilities for the Coastal Walking Track at Loves Bay, Kiama Heights, and the installation of a lift at Kiama Surf Club.

Council approved the 2015-16 community buildings infrastructure renewal program which is fully funded by Council.

Completed works include the amenities at Gerry Emery and Bonaira Reserves.

2.13.2 Manage other assets and infrastructure by the creation and implementation of the Other Assets and Infrastructure Asset Management Plan actions.

Council approved the 2015-16 Other Asset and Infrastructure renewal program, which Council fully funded. Work on the structural stabilisation of the Memorial Arch in Hindmarsh Park was completed in September 2015.

2.13.3 Manage Dam Infrastructure to comply with Dam Safety Act

The significant task to decommission Jerrara Dam was completed in October 2015, with the dam deprescribed from being listed on Schedule 1 of the Dams Safety Act 1978 by the NSW Dam Safety Committee in February 2016.

Fountaindale Dam received inspections as required. In May 2015, Council sought to obtain NSW Government funding assistance to complete further studies on the dam's condition and potential risks, and to determine ongoing inspection and compliance requirements.

2.13.4 Investigate options to achieve compliance with Dam Safety Act and future development opportunities for Jerrara Dam

Jerrara Dam decommissioning completed. In February 2016 Council received confirmation from the NSW Dam Safety Committee that the dam has been de-prescribed.

For the future

A tender for the design of an upgrade to the Kevin Walsh Oval amenities was called in late 2016.

Due to the tender price received being well above Council's available budget, Council deferred the matter to allow an application for grant funding to be submitted to the NSW Sport and Recreation Infrastructure Grants (ClubGRANTS).

The outcome of the application is expected to be known by late March 2017.

Subject to approval, a new tender will be advertised and work is expected to commence before the end of 2016-17.

Construction of the Minnamurra Whale Watching platform began in 2016-17 and was completed and officially opened in August 2016.

Options for the future use of Jerrara Dam are currently underway.

Minimise waste and manage it in an efficient and environmentally sensitive manner

Community Strategic Plan 2.14

2.14.1 Manage waste and recycling in accordance with adopted plans

Council achieved collection of all garbage, recycling, organics and clean up materials on nominated service days to schedule.

Waste Facilities, Services and Programs

Council elected to build the municipality's new Community

Recycling Centre using in-house skills and labour. While construction was delayed (due to storm damage to the shed in March 2016) this decision resulted in a saving of \$120K compared to the lowest tenderer. The new facility is expected to open before the end of 2017.

Approximately 5000 people and 257 stallholders attended Council's Second Hand Saturday events in September 2015 and April 2016.

200 volunteers attended 6 Council-supported Clean Up Australia Day events and collected 1.5 tonnes of waste and 0.3 tonnes of recyclables.

Council delivered a successful communication and education program on its OK Organics Kiama service to 7016 premises across 8 collection zones (our other two zones received the service the previous year).

For the future

We've begun an evaluation of our OK Organics service and a final report will be submitted to the EPA by January 2017.

Due to the proposed amalgamation of Kiama and Shoalhaven Councils, the tender process for the upgrade of the Minnamurra Waste Transfer Station was put on hold. The process is now expected to begin during 2016-17.

Look out for Boomerang Bag borrowing points across Kiama in early 2017. Have you picked up your Pic-it-up pack from Council?



65.25%

of total waste recycled or processed and composted

1617 tonnes

food and garden organics processed at Soilco facility.

OK Organics Kiama service was operating in 8 zones by May 2016, with the remaining 2 started in the next financial year (July 2016).

We implemented the Kiama Litter Hot Spot Program with the purchase and operation of a new footpath sweeper, and the installation of two new public place recycling and cigarette butt bins in know litter hot spots.

The Environmental Protection Agency approved our communication plan for the opening of Kiama's Community Recycling Centre and signage ordered and installed.

IPO received EPA funding and approval to implement two litter reduction programs: Boomerang Bag borrowing points across the region to help reduce plastic bag use and a Pic-it-up Litter Reduction Program.

2015/16 NSW EPA Better Waste and Recycling

Order for the installation of additional public place recycling infrastructure at Kiama Blowhole Point Reserve placed.

Due to the proposed amalgamation of Kiama and Shoalhaven Councils, the tender process for the upgrade of the Minnamurra Waste Transfer Station was put on hold. The process is expected to be completed in mid-2017.

Waste recycled, composted, landfilled

- 14,130.92 tonnes of total waste

collected (residential, rural, commercial, council)

- 28.77% (4066.49 tonnes) of total waste was recycling
- 36.48% (5154.5 tonnes) of total waste was organics (green waste) that were processed and composted
- 34.75% (4909.93 tonnes) of total waste was disposed of at landfill
- 65.25% (9220.99 tonnes) resource recovery rate of total waste

2.14.2 Upgrade waste and recycling infrastructure, processing and disposal facilities to align with new collection and processing systems and licence requirements

Council prepared and awarded tender contract to Soilco Pty. Ltd. to process food and garden organics collected as part of the OK Organics Kiama program (started in October 2015) to produce compost and recycled organic products that comply with Australian Standards.

1617 tonnes of food and garden organics (OK Organics Kiama) processed at Soilco Pty. Ltd. Facility.

2.14.3 Ensure compliance with legislative requirements specific to waste management

Council provided all legislative reporting including new EPA regulations as required.





For the Future

Landscaping and sealing of access road and car parking facility, and an official opening is expected to take place before the end of 2016.

Negotiated tender arrangements for the processing of residential and commercial garbage with Alternative Waste Treatment Technology, instead of disposal at landfill, began but had to be put on hold due to the merger proposal.

This was also the case for the development application for the construction of a new upgrade of the Minnamurra Waste and Recycling Transfer Station being put on hold.

Ensure the maximum multi-purpose use of our community's buildings and facilities

Community Strategic Plan 2.15

2.15.1 Provide equitable access to Council halls and the Community Centre

The Joyce Wheatley Community Centre was regularly booked (permanent, casual, internal and external bookings) by a range of community groups.

Collectively, Council's Customer Services team received 485 bookings for community use of the Werri Beach Progress Hall, Gerringong Town Hall and Jamberoo School of Arts.

These halls were booked for a range of events including CWA meetings, yoga and ballet classes, Healthy Cooking workshops, music clubs, Senior Citizens, sports presentations and fundraisers, private study meetings, films screenings, engagement parties, ANZAC Day, elections and family reunions.

2.15.2 Ensure Section 94 Developer Contributions Plans and Voluntary Planning Agreements are aligned with community development plans

Council spent \$735,000 of Section 94 Funds that were distributed using its allocation process which ensures funds are distributed in accordance with endorsed plans.

444 bookings for Joyce Wheatley Community Centre hire

485 community use bookings of Council's three community halls.

Ensure public spaces reflect the cultural and artistic diversity of the local community

Community Strategic Plan 2.16

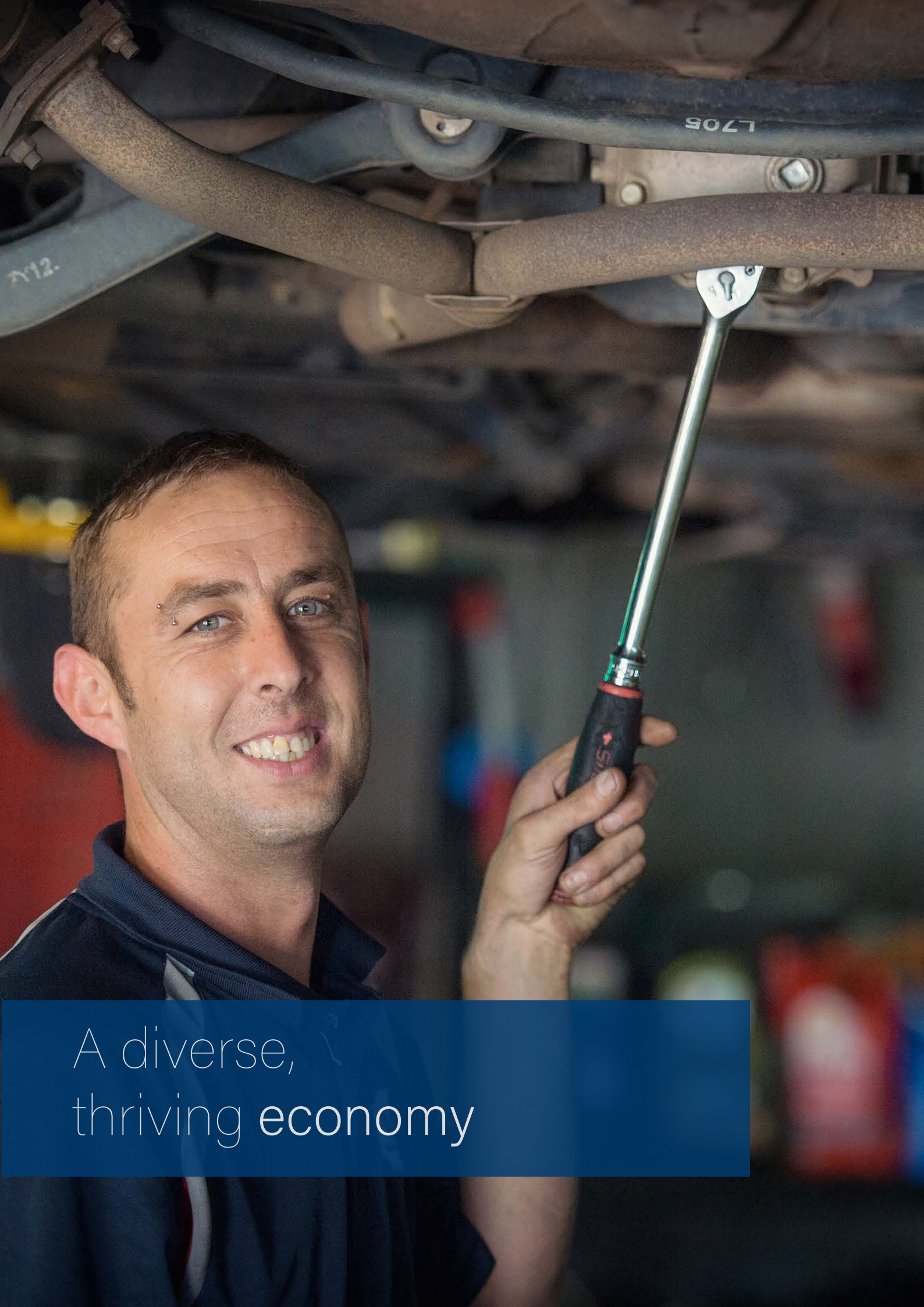
2.16.1 Develop and implement policies and programs that support public artwork and artistic expression

Council purchased a Bert Flugelman 'Making Waves' sculpture in March 2015 and a site was prepared overlooking Storm Bay, Kiama for its installation in July 2016.



Making Waves

Kiama's Bert Flugelman sculpture was officially opened in July 2016.



A diverse,
thriving economy

Promote and encourage business development and employment based on the local area's unique and distinctive characteristics

Community Strategic Plan 3.1

3.1.1 Undertake initiatives to promote and support business development and growth in the local area

This year Council organised 8 Kiama Small Business Forum events. They covered a variety of topics, with the most popular being the Digital Media workshops and a Solar Power for Business workshop.

Council also organised a Business Information Expo to showcase government services. Twenty stallholders participated in the well-attended event including Kiama Tourism and the Kiama and District Business Chamber.

In March, Kiama Showground was the venue for the Red Hot Summer tour with 4000 people attending to watch headline act Jimmy Barnes being supported by Noiseworks, and Angels Amongst Others.

Organisers of the hugely successful event were pleased with this result and quickly rebooked the venue for 2017.

The Pavilion Kiama continued this year to host a large number of events, with many bookings from repeat clients. The Pavilion is proving to be ideally geographically placed, providing a halfway meeting point for regional organisations that have offices in Wollongong and Nowra. The Princes Highway upgrade has benefitted the venue with head contractor, Fulton Hogan, hosting

regular meetings for up to 400 staff at times at The Pavilion Kiama.

The 2015-16 period saw an increasing amount of liaison and meetings with new businesses to attract events to our area. This is mainly due to the number of new commercial buildings being constructed and additional retail spaces available in the local government area.

Twenty-six newsletters were distributed to 471 businesses and individuals advising of upcoming events, grant funding opportunities, regional business development activities, and networking event opportunities.

Council partnered with IPIO and the NSW Government to develop

the Illawarra Shoalhaven Youth Employment Strategy in 2015-16.

Launched on 22 July 2016, the strategy aims to connect young people with the right skills and qualifications to secure jobs in key growth industries across the region.



Develop opportunities to increase economic output of rural lands

Community Strategic Plan 3.2

Support and promote the productive use of local rural land

Council has an established agri-project working group to advise primary producers who are looking to expand into farm gate enterprises or other value adding activities.

Investigate and facilitate employment land and infrastructure to support business growth

Community Strategic Plan 3.3

3.3.1 Provide appropriate employment land to meet current and future needs

Council meets on a quarterly basis with the NSW Department of Planning and Environment. These meetings are part of our membership of the Illawarra Urban Development Committee, which is reviewing the supply of employment lands on a local and regional basis.

Recognise and support Council's role as a significant employer and purchaser of goods and services within the local area

Community Strategic Plan 3.4

3.4.1 Support the training and development needs of the local community with work placement, traineeships, apprenticeships and cadetships to meet operational needs

Council supported five Kiama High School students to participate in high school work experience placements to accommodate the student's areas of interest. This has included placements within Council's Youth Services unit,

Kiama Leisure Centre, Blue Haven Care and Finance department. We continued to give work experience preference to students who study at Kiama High School, or who reside within the Kiama Municipality.

We continued to partner with the innovative University of Wollongong and its School of Business to deliver internship placements and other ad hoc placements. Through the partnership, Council provided 7 placements in the areas of, Community Support and Development, Health Promotion, Youth Services, and Tourism and Marketing.

Council accommodated an additional 12 placement requests from individuals completing formal tertiary learning programs within Youth Services, Kiama Leisure Centre, Blue Haven Care Aged Care Facility, Risk Management, Community Support and Development, Library Services and Waste Management.

Actively engage federal, state, local government and business organisations to develop and

promote Kiama's economic and employment opportunities

Community Strategic Plan 3.5

3.5.1 Maintain and develop economic partnerships with Government agencies and business organisations

Council continue to work closely with Regional Development Australia Illawarra and Senator Fierravanti-Wells on the development of a business case to relocate the Royal Australian Navy (or part of) from Garden Island to Port Kembla.

Council continued its liaison with Destination Wollongong on the attraction of cruise ships.

The Government Services Expo at The Pavilion Kiama in February 2016 provided many businesses with opportunities to liaise with all levels of government. The Indian Consul-General attended the expo and one business has been travelled to, and been successful in conducting business, in India and as a result of business connections made at the

For the future

Following the planning in 2015-16, the first cruise ship visited Wollongong in October 2016.

These visits are a great opportunity to showcase Kiama and the South Coast and attract more tourists to the region to stimulate the local economy and drive new jobs.

Bus tours offered for the October visit had 86 passengers choosing to experience Kiama and surrounds for the day before they returned to the ship.

24 work experience, internship and placement opportunities provided to high school and tertiary students

Encourage and support tourism in the Kiama Municipality

Community Strategic Plan 3.6

3.6.1 Coordinate the management of Kiama Coast Holiday Parks as viable business entities

Council's five Kiama Coast Holiday Parks continued to offer guests a range of accommodation options to suit all needs and budgets.

The parks provide everything from powered, unpowered and ensuited sites to one, two and three bedroom deluxe cabins. Each accommodation facility was maintained to a high standard within budgetary constraints.

Council Holiday Parks Sustainable Improvement Strategy and Masterplan was presented at Council's meeting in May 2015 but deferred to allow further discussions between Councillors and Council officers, and budgetary analysis.

As a result, Council established an Advisory Committee in April 2016 to help progress the Masterplan.

All licences were approved.

Council officers responsible for working with the Holiday Parks provided support to Park Managers by regularly visiting all parks and by making themselves available at all times.

In June 2016, Council provided a sustainability workshop for Park Managers and inspected the facilities to assist the parks to achieve Gold Gumnut status (the NSW Caravan

& Camping Industry Association's (CCIA) three tiered eco-rating (bronze, silver, gold) program). Regular audits also continue to take place to identify where improvements and maintenance are needed.

In an effort to increase marketing opportunities and tap into the growing industry of Chinese tourism, Council officers attended a China Now Workshop at East Beach Holiday Park in May 2016. Council officers also attended a Digital Marketing workshop at Council in the same month. Council officers represented our Holiday Parks at the Local Government Tourism Conference at Byron Bay in March 2016 and the National Caravan & Camping Industry Conference at the Gold Coast in May 2016. Our quarterly Park Managers meetings took place in August 2015, November 2015, February 2016 and March 2016.

Income for Council's Holiday Parks increased by \$428,852 from 2014-15 to \$8,409,449. Approximately half of the increase came from Kendall's on the Beach Holiday Park and is due to the completion of a new amenities building in November 2015, the construction of which affected the previous years' income.

3.6.2 Develop and maintain relationships with peak industry bodies, local, State and national agencies to promote and develop tourism in the local area

Kiama Coast Holiday Parks attended the:

- Macarthur Caravan, Camping, 4WD, Fish & Boat Show
- Penrith Caravan & Camping Show
- Dubbo Caravan, Camping, 4WD, Fish & Boat Show
- Canberra Home, Building, Caravan, Tourism 4WD & Camping Show
- Newcastle Caravan & Camping Show

For the future

The draft Holiday Parks Sustainable Improvement Strategy and Masterplans highlights the need for accessible ensuited sites, more accessible cabins and additional facilities at our parks. The draft is expected to be considered by Council in the first half of 2017.





- Victorian Caravan, Camping & Touring Show
- Sydney Caravan & Camping Super Show

Renewed memberships with:

- Kiama & Wollongong Tourism
- Caravan Industry Association of Australia (CIAA)
- NSW Caravan & Camping Industry Association
- Family Parks

CIAA National Accreditation Audits took place in March 2016 and all renewals were received.

We advertised the Holiday Parks in:

- Wollongong Visitors Guide

- Kiama Visitors Guide
- CCIA Touring Guide
- Sydney to Melbourne Coastal Explorer
- NSW/ACT Seniors Newspapers
- Woman's Day (three editions)

Kiama Coast Holiday Parks secured greater digital exposure with listings on many industry websites and Apps, and all Parks are registered with a number of online booking agents.

At the 2015 CCIA Awards of Excellence, Seven Mile Beach Holiday Park was awarded Best South Coast Park (more than 100 sites) with Surf Beach Holiday Park being a finalist in the category of Best South Coast Park (100 sites or less).

3.6.3 Maintain a robust relationship with Kiama Tourism

Council's partnership with Kiama Tourism strengthened during the year with regular bi-weekly meetings taking place. Council and Kiama Tourism provided joint membership with the South Coast Regional Tourism Organisation and collaboration on its Unspoilt South Coast Marketing Campaign.

Our joint bi-monthly tourism networking event Tourism After Hours, became increasingly popular. By the end of the 12 months Tourism After Hours attracted in excess of 60 tourism operators.

Council and Kiama Tourism worked collaboratively to host international travel agent famils.

3.6.4 Promote activities held at The Pavilion

Three hundred and twenty-seven events took place at The Pavilion Kiama in 2015-16 compared to 236 in the previous 12 months, a 32% increase. Events were a combination of commercial (including weddings), community and internal Council events.

327 events took place at The Pavilion Kiama

32% increase in bookings at The Pavilion Kiama



Responsible civic leadership
that is transparent, innovative
and accessible

Ensure we remain a strong, independent and sustainable local government authority to plan, deliver and advocate for the needs of our community

Community Strategic Plan 4.1

4.1.1 Undertake a program of engagement with state, regional and local authorities and organisations, and community members to ensure Council remains an independent and viable entity

Following the NSW Government's announcement of its proposed merger of Kiama and Shoalhaven Councils, Council organised meetings with Gareth Ward, Member for Kiama MP; NSW Opposition Leader, Luke Foley MP, NSW Greens MP,

David Shoebridge, and Upper House Member of the Democratic Christian Party, Paul Green.

We hosted regular meetings with a resident steering committee opposed to the merger, and conducted a referendum that showed more than 95% of residents did not support the merger. The NSW Government decided not to proceed with the merger due to the strong action and support of our community and the Government Delegate not supporting the proposal.

Ensure finances are managed responsibly to meet the goals of the Community Strategic Plan and to protect financial investments and assets

Community Strategic Plan 4.2

4.2.1 Ensure all Statutory accounting and reporting is carried out to meet legislation

All statutory accounting and reporting was carried out and legislative requirements met. Our Fringe Benefits Tax Return for 2015-16 was completed and submitted by 21 May 2016. Our Annual Financial Statements for 2014-15 were completed and submitted to the Office of Local Government by 31 October 2015.

4.2.2 Ensure internal audit controls are in place

A couple of Internal Audit and Risk Committee meetings which focused on a new Enterprise Risk Management Program were held.

4.2.3 Ensure maximum revenue return is achieved

Council's Rates Notices were issued within the required timeframe every quarter (40,490 total number issued).

Council's Investment Returns continue to perform above the 90 day Bank Bill Swap (BBSW) rate. (Council averaged a return of 2.8%, which is 0.6% above the BBSW average of 2.2%)

Identify opportunities to diversify and expand new and existing funding sources to meet community needs

Community Strategic Plan 4.3

4.3.1 Manage Council's commercial activities in a sustainable manner

Returns are generally improving and being monitored.

Income for Council's Holiday Parks increased by \$428,852 from 2014-15 to \$8,409,449. Approximately half of the increase came from Kendall's on the Beach Holiday Park.

4.3.2 Investigate surplus Council owned land and buildings being

leased or sold to maximise return

During 2015-16 Council received \$600,000 in lease and licence income, a \$5400 increase from 2014-15.

Other income of \$285,000 came from the sale of a residential lot in Gerringong.

4.3.3 Investigate opportunities for new Council commercial activities

Council continued to pursue

opportunities for both the development of council owned property and the potential sale of Council property.

These are taking place through a combination of the planning proposal process, signed contracts for the sale of land, road closure/land sale process and investigations into residential subdivision of Council owned land.

Ensure a policy framework exists which meets all legislative requirements and community expectations

Community Strategic Plan 4.4

4.4.1 Ensure corporate legislative compliance

Council's Financial Statements were submitted to the NSW Office of Local Government by the due date of 31 October 2015. Other statutory requirements including receipt of pecuniary interest declarations, adoption of 2015-16 Operational Plan by 30 June 2015 and completion of our Annual Report 2014-15 were met.

The annual Statecover audit, completed in August 2015, revealed Council achieved an above average legislative compliance (85%) compared to the average score for all NSW Councils.

Foster positive relationships with our community through open communications, opportunities for participation in decision making and sharing of information

Community Strategic Plan 4.5

4.5.1 Provide innovative and engaging digital and social media solutions for our community

Over the past 12 months, Council has increased its social media activity and continues to seek new ways to engage stakeholders.

Our Facebook Likes increased by 970 to 2734 and our Twitter followers increased by 120 to 697.

We continue to embrace new opportunities and use emerging techniques to increase the community's use and interaction with us on Facebook; to increase the subscription take up to our electronic newsletters (2372 at 30 June 2016, with an unsubscribe rate of 3.66% or 87); and to provide a comprehensive website to access information.

The metrics to determine activity associated with access, page views and visitors to Council's website shows that activity by quarter and therefore across the year is steady.

Website activity is relatively consistent across multiple reporting periods. During the August 2015 floods, visits to Council's website nearly doubled when we provided up-to-the-minute information on local road closures.

Staff continue to look at ways to improve website content and offerings. Thirty new online forms were created from former pdf versions.

4.5.2 Distribute media releases on Council decisions, projects, plans and activities

Council releases regular media releases and has a proactive relationship with media outlets.

4.5.3 Promote a consistent and positive image of Council to the community

Council continues to improve the consistency of its branding with the creation of standard templates developed for its policies, integrated plans and reports, e-newsletters, posters and advertising used to provide relevant documentation and reports.

4.5.4 Provide opportunities for inclusive community engagement in decision making, recognising social justice and cultural diversity as integral components

Thirty-nine members of the public spoke at Public Access during the year. Other opportunities provided for community engagement in civic affairs including the hosting of a range of Committee meetings comprising community members. Committees included Access, Youth and Cultural Board Committees.

4.5.5 Ensure our community has easy access to information in accordance with relevant legislation

Council complies with its statutory

137,300

times Council's website visited

419,067

page views

66,814

website users

Top 5

Council web pages

Jobs at Council

Kiama Leisure Centre

Contact us

Online Services

Maps

882,013

times Council's public WiFi accessed

responsibilities under this governance related legislation.

Statistics on these can be viewed in the GIPA section starting at page 72.

Council undertakes an annual review of proactive release of government information (as required under GIPA Act).

4.5.6 Ensure new residents are informed and welcomed to the Kiama Municipality

During the year, Council completed a major overhaul of its New Residents Kit to revise and update comprehensive information on Council services and facilities and community organisations with a modern redesign.

The kit is available online, with 250 reprinted and distributed to eight local real estate agents, and made available at Council's Administration Centre.

4.5.7 Provide access to up-to-date social and demographic data

We have continued to make ABS Census data publicly available on our website through a link to the REMPLAN Kiama Community Profile site. An estimated 3475 click throughs came from Council's website to the Community Profile.

4.5.8 Provide efficient and effective customer service to our community

Toward the end of the year, Council commissioned an independent Community Satisfaction Survey of local residents.

The overall results (a mean high score of just over 4 out of 5) found the community experienced a high level of satisfaction with our performance across a whole range of services, initiatives and operations.

Benchmarked against NSW regional councils (average score of 66), Kiama Council achieved a score of 77.

Council scored extremely well across all of the 32 services and operations surveyed.

The survey provided great insight into areas we can continue to improve and we recognise that the community wants to see improved engagement and communication between them and Council.

For the future

Just as digital media quickly evolves, Council plans to evolve in the way it provides and measures engagement in its digital and social media solutions.

For 2016-17 we will work to identify and consider offering further digital services such as Snap Send Solve; real-time Q&A (online help); online payments; full access to DA information; and much improved online mapping capability.



Minimise risk to ensure continuity of critical business functions

Community Strategic Plan 4.6

4.6.1 Manage Council's enterprise risk management programs

During the year Council's risk management team consulted daily with the organisation on its enterprise risk management program. These consultations reviewed mitigation strategies, policy, and day-to-day service delivery risks.

Customer Request Management (CRM) reports were assessed and specific areas of the business were provided with mitigation strategies to manage identified corporate risk. In January 2016, Community Services

were engaged to review risks within their risk register.

We continue to conduct ongoing internal consultation and engagement on risk management strategies and the employment of two new Directors in early 2016 saw a review of Council's Business Continuity Plan started during the later part of the year.

Method statements for all outdoor business activities.

Council reviewed 60% of its Ranger Services Safe Work Method Statements, all of which are due for completion by December 2017.

Council is a member of a cooperative of Councils named Metropool. MetroPool obtain appropriate insurance and manage risk and claims. Council representatives participated in Metropool meetings to have input into insurance issues and claims.

4.6.2 Manage the Insurance Portfolio to minimise exposure

We conducted ongoing spot audits of the newly implemented Safe Work

Promote an organisational culture that uses resources efficiently and seeks continual improvement

Community Strategic Plan 4.7

4.7.1 Implement and monitor programs and policies to reduce Council's consumption of water, energy, natural resources and production of waste

Council monitored its water consumption through Planet Footprint (a water and energy use monitoring company) via an automated data logging program. Compared to the previous year, Council's water consumption increased by 4.5% (3886kL).

Our energy consumption increased 3.1% (86,932kWh) compared to the previous year.

However, Kiama Harbour Cabins and Werri Beach Holiday Park reduced their consumption, while a major leak at the Blue Haven Aged Care Facility was detected and fixed.

4.7.2 Implement and monitor procurement and store operations to ensure maximum efficiency and benefit to Council and the community

During the year, Council continued to work with the Illawarra Pilot Joint Organisation on regional tenders and standardising practices across the Illawarra region. Examples include Kiama, Shellharbour and Shoalhaven

Councils engaging Local Government Procurement (LGP) Consultative Services to run a complex tender for Security Services; a Regional Tree Services Tender; and Sanitary Services Tender.

Our store stocktake was completed in May 2016. Council had 940 inventory lines held with a value of \$166,844.

The stocktake also showed a reduction in inventory holdings, due to less stock being required.

Identify and engage in collaborative partnerships and alliances with other entities and organisations to promote joint policy development, efficient sharing of resources and to build capacity within Council and the local community

Community Strategic Plan 4.8

4.8.1 Participate in partnerships and alliances to promote policy development and efficient sharing of resources

Council worked with the Illawarra Pilot Joint Organisations to create an External Legal Services Panel as well as to secure procurement opportunities for the councils for a period of four years.

4.8.2 Ensure that Council's interests are represented at all levels of government

Meetings with local and state members were organised as required including to discuss; the state government's merger proposal for Kiama and Shoalhaven Councils, Federal Member funding opportunities (such as the Gerringong School of

Arts), and issues of concern to local residents.

Manage Council staff in a fair, equitable and sustainable manner to ensure the most efficient outcomes for the Community Strategic Plan

Community Strategic Plan 4.9

4.9.1 Recruit and retain an appropriate workforce to deliver planned objectives of the Community Strategic Plan

Council continued to administer its policies that are designed to attract and retain an appropriate and high quality workforce to deliver our planned objectives in a competitive job market.

These policies are:

- Indoor Employee Accrued Time Policy and Outdoor 9 Day Fortnight
- Flexible Work Arrangements Policy
- Study Assistance and Training and Development Policy
- Purchased Additional Leave Policy

During the year, Council recruited 70 new employees. Of these, 13 ceased their employment with us. Nine of these were casuals and it is not unusual to have casuals leave due to individuals securing permanent work.

Provide training and professional development for Councillors and staff to promote a culture of strong leadership, good governance and ethical practice

Community Strategic Plan 4.10

4.10.1 Ensure understanding of, and compliance with, Council's Code of Conduct and relevant policies and procedures

endorsement in June 2016. The next scheduled review is for June 2018 or when advised of any substantive or material changes by the OLG.

Council reviewed its strategy for the proactive release of information in July 2015 with no changes required.

No Code of Conduct breaches were reported to the Public Officer.

Council's Code of Conduct and Procedure document was reviewed and reported to Council for



Ensure Council owned buildings and infrastructure are planned and maintained with consideration to both current and future generations

Community Strategic Plan 4.11

4.11.1 Ensure the Strategic Asset Management Plan is maintained and funded in the 10 year financial plan

Council's Strategic Asset Management Plan works were fully funded in our 2015-16 budget.

4.12 Effectively manage plant assets to meet Community Strategic Plan requirements

Community Strategic Plan 4.12

4.12.1 Manage Council Plant by the creation and implementation of the Plant Asset Management Plan actions.

All plant identified in the Plant Asset

Management Plan was ordered and received and our scheduled maintenance (of Council's plant) program was completed.

Funding of our plant renewal and plant replacement programs remain on schedule and continue to be regularly monitored to ensure we meet our targets.

Advocate for integrated, sustainable and innovative transport systems within and outside of the Municipality

Community Strategic Plan 4.13

4.13.1 Provide input to State and Regional Transport Strategies

Illawarra Pilot Joint Organisation continuing to lobby for improved rail and road transport for local communities and to support recreation and tourism visitation. The bi-annual IPJO Regional Transport Forum convened mid-June with a focus on the requirements of local industry and the economic drivers for rail and road infrastructure upgrades.

4.13.2 Investigate opportunities for improved transport options within and outside of the local area

Three regional meetings were held with the Parliamentary Secretary for Illawarra, Gareth Ward MP to discuss

opportunities including transport.

IPJO contributed regional information to federal and state focused advocacy initiatives of the South East Transport Strategy (SEATS).

Ensure continual improvement of Council's Integrated Planning and Reporting framework to meet the Community's long-term vision for the Kiama Municipality

Community Strategic Plan 4.14

4.14.1 Ensure compliance with, and continual improvement of, the Integrated Planning and Reporting Framework

During the year, Council completed and provided the Office of Local Government/NSW Government with its required Delivery Plan & Operational Program, End of Term Report, Information Guide, Annual Report 2014-15.

During the last few months of 2015-16 we began planning for Council's first four-year review of our Community Strategic Plan (CSP) 2013-23 and for the next Delivery Program (DP) 2017-2020.

For the future

In October and November 2016 Council began advertising a number of ways the community can get actively involved in the four-year review of Kiama's Community Strategic Plan.

It's the community's major plan for the municipality. With their help, the review will look at what's working in the current CSP,

whether the vision and themes and what the community want for the municipality's future are still the same or have changed.

For an update on what's happening on the CSP review visit www.kiama.nsw.gov.au



Utilise effective technology and telecommunications services to assist in efficient delivery of Council services

Community Strategic Plan 4.15

4.15.1 Develop, implement and review an Information Technology Strategic Plan to meet the needs of Council

Council's IT systems were constantly reviewed, maintained and developed within budget according to our Information Technology Unit's Project Plan.

4.15.2 Ensure the efficient provision and continual development of an integrated Geographical Information System (GIS) to assist in the management of Council's property and asset information systems

Land and Property Information coastal aerial photography was last run in late 2015. Council is waiting for the images to be released and whilst it was hoped the images would have been provided before June, it's expected they'll be available in the second half of 2016.

Property data and spatial accuracy were maintained within specifications.

For the future

Unfortunately the NSW Government merger proposal resulted in Council having to withdraw its advertised tender in December 2015 for a major network/telecommunications upgrade. This has caused a major disruption to the development of Council's urgently required WAN expansion, and network and VOIP phone system upgrades.

Other required information

under Local Government Act Regulations

Mayor and Councillor fees

The following is an extract from Council's Policy on the Payment of Expenses and Provision of Facilities to Mayor, Deputy Mayor and Councillors that applied during 2015-16.

You can view the entire policy in our Plans & Policies section of www.kiama.nsw.gov.au

Policy objectives

1. To comply with requirements of Sections 252, 253 and 254 of the Local Government Act 1993
2. To ensure that Councillors are reimbursed for all expenses legitimately incurred in performing the role of Councillor
3. To establish clear guidelines regarding the provision of facilities and equipment to Councillors and the permitted use of such facilities and equipment
4. To provide for facilities and equipment to be made available to the Councillors
5. To promote participation, equity and access
6. To ensure accountability and transparency.

Payment of expenses

General provisions

Councillors must receive prior Council approval before attending conferences and the resolution must outline the reason for attendance.

a) Reimbursement to Councillors will only be made on the basis of actual expenses incurred in performing the duties of Councillor, a delegate or representing Council (as requested by

the Mayor) as authorised by Council. Such expenses do not include those incurred as a result of anything other than Council business.

A reimbursement of expenses to a maximum of \$70 daily will be paid for each night a Councillor is absent from the municipality on Council approved civic duties, including conferences, seminars, training and educational courses. If a Councillor, due to extenuating circumstances, is unable to meet the expected out of pocket expenses to be incurred when attending approved civic duties, an out of pocket allowance may be paid in advance at a maximum of \$70 for each day that a Councillor is absent from the municipality subject to the approval of the Mayor and General Manager.

The Councillor must provide documentary evidence of appropriate expenditure incurred and reimburse Council for any out of pocket funds not expended. This out of pocket allowance amount will be reviewed annually.

b) A mileage allowance for the use of a Councillor's private vehicle shall be paid to each Councillor when performing a function authorised by the policy, subject to this being the most effective mode of transport available.

c) All claims for reimbursement must be made on the prescribed form and must be sufficiently detailed and/or accompanied by appropriate documentary evidence.

d) In respect of the position of Mayor (and Deputy Mayor or Councillor when representing the Mayor), Council shall pay the cost of the elected member and their spouse, partner or accompanying person attending a function in an official capacity within New South Wales. Council shall meet the reasonable costs of Councillors spouses, partners or accompanying person for attendance at official Kiama Council functions that are of a formal and ceremonial nature.

e) In respect of a conference or seminar, a Councillor who does not attend the majority of the sections of the conference/seminar shall not be eligible for a reimbursement of any sustenance, accommodation and travel expenses, unless extenuating circumstances apply.

f) Approved travel shall be in the most efficient and effective manner having regard to the requirements of individual Councillors.

g) Councillors shall make payment to Council for any private use of Council facilities as per this policy.

h) Council is to be advised on a quarterly basis of attendances at conferences and seminars by all Councillors and associated costs for that quarter.

i) After returning from a conference/seminar the Councillor or member

of staff accompanying the Councillor shall provide a written report to Council on the aspects of the conference/seminar relevant to Council business and/or the local community.

Provision of facilities General provisions

a) Council facilities and equipment should only be used by Councillors in the performance of the functions of a Councillor and in the manner prescribed and authorised by Council.

b) Subject to (a) above, certain designated facilities and equipment contained in this policy may be used by Councillors other than in the performance of the functions of a Councillor, providing the Council is reimbursed as provided in this policy.

On 16 June 2015 Council adopted the following range of fees to be paid to Councillors and the Mayor as outlined in the Local Government Remuneration Tribunal rural category for Councils for 2015-16.

| | Minimum | Maximum | Amount adopted by Council |
|------------------------|---------|----------|---------------------------|
| Councillors | \$8,330 | \$11,010 | \$11,010 |
| Additional Mayoral fee | \$8,860 | \$24,030 | \$24,030 |

In 2015-16 the following fees and expenses were paid:

| | |
|--|----------|
| Mayoral fee | \$24,030 |
| Mayoral vehicle expenses | \$3,566 |
| Councillor fees | \$99,090 |
| Councillors expenses and provision of facilities (see below) | \$63,250 |

Provision of facilities

Dedicated office equipment allocated to Councillors includes notebook computers, mobile phones, facsimile machines and Internet installed in Councillors homes (including line rental and Internet access, but not including call costs) \$788

Expenses

Telephone calls including mobiles, home located landlines, facsimile and Internet services \$9,282
Spouse/partner/accompanying person expenses \$0
Conference/seminar expenses \$40,698
Training/skill development expenses \$440
Interstate travel expenses (including subsistence and out-of-pocket expenses) \$11,795
Overseas travel expenses (including subsistence and out-of-pocket expenses) \$247
Care and other related expenses (of dependants to enable a Councillor to undertake his or her civic functions) \$0

Total \$63,250

Meetings and attendance of Councillors

Council conducted 11 Ordinary Meetings and three Extraordinary Meetings during 2015-16.

| | Ordinary meetings attended (11 held) | Extraordinary meetings attended (5 held) |
|--------------------|--------------------------------------|--|
| Cr Brian Petschler | 11 | 4 |
| Cr Mark Honey | 11 | 4 |
| Cr Gavin McClure | 11 | 4 |
| Cr Neil Reilly | 11 | 5 |
| Cr Kathy Rice | 11 | 5 |
| Cr Dennis Seage | 9 | 5 |
| Cr Andrew Sloan | 11 | 4 |
| Cr Warren Steel | 11 | 3 |
| Cr Mark Way | 10 | 5 |

Council's senior staff

Council employed one officer under the provisions of the Local Government Act as 'senior staff'. The total amount payable to senior staff employed in a financial year includes the:

- salary value component
- amount of any bonus, performance, or other payments made that don't form part of the salary component
- employer contribution or salary sacrifice amount payable by Council for a senior officer's contribution to a superannuation scheme
- value of any non-cash benefits that the senior officer may elect under the package
- fringe benefits tax payable by Council for any non-cash benefits.

General Manager \$290,936.90

Overseas visits by Councillors/
Council staff/Council representatives

None.

Council contracts awarded

| Contractor | Goods/services | Amount inc GST |
|---------------------------|--|----------------|
| CL Curls & KE Francis P/L | Management of Kendalls on the Beach Holiday Park | \$ 287,120 |
| Bitupave | Supply of asphalt services | \$450,000 |
| Boffa Robertson P/L | Architectural Services Kiama Centre of Excellence in Aged Care | \$1,431,500 |
| APP Corporation P/L | Project management Services KACCOE | \$688,750 |
| Kenpass P/L | Bridge construction | \$336,050 |
| Dwyers Isuzu | Supply truck and body | \$176,857 |
| Dwyers Isuzu | Supply 3 crew cab trucks and bodies | \$193,695 |
| Westrac | Supply wheel loader | \$289,000 |

Money granted

Council may contribute money or grant financial assistance to persons to assist with carrying out Council functions. The following amounts were granted in 2015-16:

Money granted

| | |
|-----------------------------------|------------------|
| Regional contributions | \$92,935 |
| Festivals | \$149,882 |
| Arts | \$19,727 |
| Community subsidies/ donations | \$12,977 |
| Total | \$275,521 |

Legal proceedings summary

| Legal Court actions | | |
|--|---|---------------|
| Action | Result | Cost |
| Companion Animals Act (appeals) | none | - |
| Protection of Environment Operations Act (appeals) | none | - |
| Other Acts (appeals) | none | - |
| Infringement notices | | |
| Act | Number issued | Face value \$ |
| Road Rules, Road Transport Act (General) and Roads Regulation (as amended) | 371 | \$66,286 |
| Companion Animals Act | 85 | \$22,880 |
| Environmental Planning & Assessment Act | 0 | - |
| Protection of the Environment Operations Act | 25 | \$20,300 |
| Local Government Act | 18 | \$3,056 |
| Food Act | 0 | - |
| Impounding Act | 5 | \$2,750 |
| Infringement notices | | |
| Appeals | | |
| Development Application number | Result | Cost |
| 10.2015.771 (Ingham) | Appeal upheld following significant plan amendments | \$36,476 |
| | | |

Work on private land

None carried out.

External bodies that exercised functions

No external bodies exercised functions delegated by Council in 2015-16.

Controlling interest companies

Council held no controlling interest in any company in 2015-16

Council partnerships and joint ventures

| Name of partnership/ joint venture | Type | Partner(s) |
|--|---|---|
| South Coast Library Service | Library co-operation, sharing books and other resources | Shoalhaven City Council |
| Rural Fire Service | Coordinated rural fire management response for Illawarra councils | Shellharbour and Wollongong Councils |
| Illawarra Pilot Joint Organisation | Association to combine councils resources and staff skills for regional strategy, political advocacy, joint initiatives, and to maximise efficiencies | Shellharbour, Shoalhaven, Wollongong Councils |
| Illawarra District Noxious Weeds Authority | Regional approach to tackle invasive and noxious weeds | Shellharbour and Wollongong Councils |
| Dementia Friendly Project | Resource, knowledge and skill sharing to make Kiama a Dementia Friendly town | University of Wollongong and Alzheimers Australia |
| NSW Surfing Competition | Partnership agreement for Kiama to host surfing competition titles | Surfing NSW |
| Regional Arts | Promote and assist arts within the region | Shellharbour Council |
| South Coast Regional Tourism | NSW South Coast Unspoilt Campaign | Shellharbour, Shoalhaven, Sapphire Coast, Eurobodalla Tourism |
| Community Building Partnerships | CCTV network and Saddleback Lookout | NSW and Commonwealth Governments |

Equal Employment Opportunity

EEO included in Council's Integrated Planning and Reporting Framework

As a major employer in the Kiama Municipality, Council is committed to ensuring that all its policies and work practices reflect and support the principles of fairness and equity.

Our aim is to exceed legislative obligations and, ensure fairness and equity for current and potential employees. EEO is an integral part of Council's integrated planning and reporting framework with regular monitoring and quarterly reporting.

All new and vacant positions continue to be referred to Council's Senior Management Team for review to ensure staffing accurately reflects the needs and priorities identified in our Workforce Management Plan 2013-17.

During each review, position descriptions are thoroughly analysed to ensure essential and desirable criteria reflect the true needs of the position, and where possible, the specific needs of target groups can be incorporated and accommodated into the process.

Fair policies and procedures and a workplace culture with fair practices

Council takes a rigorous approach to the development, review and implementation of its policies and procedures. We schedule policy reviews to ensure they are all completed on a regular and

systematic basis. Development and review of policies and practices involves initial drafting followed by discussion with and at Council's Joint Consultative Committee. Drafting is usually carried out by one of Council's Human Resources officers who is tasked with ensuring that potential barriers for EEO target groups are minimised or eliminated. Committee members represent the different areas, needs and interests of employees and ensure that everyone has an opportunity to be represented. Only when the Joint Consultative Committee is satisfied that the policy or practice is fair and equitable, does it progress to the Senior Management Team (ManEx) for consideration.

New policies and practices are highlighted at regular staff meetings and employees are invited to ask questions and discuss the impact of any new initiatives or changes.

Council takes a serious approach to allegations of discrimination, bullying and harassment, and other grievances that indicate employees are unhappy or uncomfortable in their working environment. Regardless of whether they are formal or informal, complaints or issues are investigated in an appropriate and timely manner.

Managers and employees are informed, trained and accountable for EEO

Council promotes its commitment to EEO at every opportunity. Our HR

team provides support and advice to managers and employees on a range of employment related matters, many of which relate to equity and fairness in employment. In providing such support, Council aims to ensure that our practices are fair and equitable and perceived as such. EEO policies are included in employee handbooks for new employees and training in fairness and equity is provided as part of Council's Corporate Induction Training.

Sound information base

The introduction of our electronic recruitment system in 2015 has enabled more rigorous data analysis than previously available. Council is able to analyse statistics on applicants for employment based on information they provide relating to their gender, ability or need for assistance, and ethnicity. Along with employee information held on Council's Authority database, this provides an effective picture of the demographics of our workforce.

As part of the process to fill new and vacant positions, Managers are encouraged to be innovative in the placement of information about vacant roles to ensure we reach EEO target groups.

Trainees, apprentices and cadets

Council's strong commitment to support and develop entry level skills continued in 2015-16.

Our long-standing partnership with the Australian Training Company to host carpentry, metal fabrication and heavy vehicle mechanic apprenticeships continued. Employment of a Business Administration trainee in our Corporate Services department also continued during the year.

Our IT and Engineering cadets report that they value the opportunity to obtain a degree level qualification while receiving on-the-job training.

Work experience

During 2015-16 Council provided work experience opportunities to local residents, high school, TAFE and University of Wollongong students in:

- construction
- metal fabrication
- mechanics
- library services
- leisure and recreation
- human resources
- marketing and public relations
- business administration
- information technology
- community services & aged care
- environmental services/strategic planning

We partnered with the University of Wollongong to host the Faculty of Business Internship program once again in the areas of:

- public relations and marketing
- community services.

Staff training and development

We continue to provide professional development opportunities across a wide range of areas to cater for the diverse industries in which we operate.

Council's Annual Competency and Performance Review process identified areas for individual employee improvement. It also allowed us to plan and prioritise our future training needs, and ensured that we invested our training budget effectively and for maximum benefit to the organisation and our community.

Council's Women's Management Group aims to provide mentoring and support to women, a group largely unrepresentative at leadership levels in local government. The close-knit group provide support and encouragement to each other at a professional level. From time-to-time, guest speakers are invited to share their experiences, providing a range of different views for the group to consider.

Our Study Assistance policy encourages employees to capitalise on opportunities for personal growth and to ensure awareness of current best practice in their particular field.



Companion Animals Act

Office of Local Government Annual Report pound data

Council submitted the following information to the Office of Local Government for 2015-16:

- 57 companion animals impounded or surrendered (46 dogs, 9 cats impounded, 2 dogs surrendered)
- 44 (77.20%) (40 dogs and 4 cats) returned and/or released to owner
- 0 animals impounded escaped
- 7 (12.28%) of companion animals rehomed (5 dogs and 2 cats)
- 6 (10.52%) animals destroyed (3 cats and 3 dogs)
- 479 companion animal complaints investigated (52% less complaints received than in 2014-15)
- 28 notices to comply issued
- 85 infringements issued (\$22,800 value)

Data and reporting related to dog attacks

- 24 aggressive dogs / dog attacks were investigated
- 12 required to be reported to Office of Local Government
- 0 court control orders issued
- 0 nuisance Dog Notices issued.
- 0 Dangerous Dog Notices issued.

Funding spent on Companion Animals management and activities

Council's expenditure for Companion

Animals management totalled \$210,755. Funds were spent on companion animal administration, enforcement, management of Council's pound and other companion animal management issues performed by our Ranger Services staff.

Our Rangers investigated all 993 companion animal complaints within 24 hours of their receipt, and processed 406 new lifetime registrations.

Cat and dog de-sexing

Council requires all dogs and cats leaving its pound to be de-sexed. In 2015-6 we supported state-run programs that encourage the de-sexing of cats and dogs. A Canine Carnival event was held on 26 July to promote the proper care and management of companion animals. This event was attended by more than 1000 dog owners.

Strategies to rehome unclaimed animals

Council encourages local residents to adopt animals that are suitable for rehoming.

Three of the nine impounded unclaimed animals were rehomed in 2015-16.

Off-leash areas

Council offers its residents and visitors

nine coastal locations for the off-leash exercise and recreation of dogs (under effective control by their owners) and one river on leash swimming area.

Our dog off-leash areas are located in:

- Gerroa
- Gerringong
- Kiama
- Bombo
- Minnamurra
- Werri Beach.

Six are headland areas, three are beach areas and one is an on-leash swimming area in the Minnamurra River.

Financial information on Companion Animals funds

Council received \$34,433 in income from the following fees and infringements in 2015-16:

- impounding fees \$190
- microchipping fees \$296
- infringements \$15,785
- registration income from Division of Local Government \$18,117
- sundry income—sale of signs \$45

Council provided a total of \$176,321 from its general revenue to balance the shortfall in its income and expenditure for Companion Animals.

All of these funds were spent on administration of the Companion Animals registration system.



Section 94 and 94A contributions

Council has seven Section 94 Contributions Plans (S94) and one Section 94A Indirect Contributions Plan (S94A).

required to make to Council, to be spent on providing a range of public facilities throughout the municipality.

These plans set out the financial contributions that developers are

Funds received in 2015-16

| | S94 | S94A | Total income |
|--------------------------|----------------|--------------|----------------|
| Total excluding interest | \$1,102,085.32 | \$228,612.15 | \$1,330,697.47 |
| Total including interest | \$1,201,755.31 | \$235,952.58 | \$1,437,707.89 |

Works undertaken

In the 2015-16 financial year, Council used S94 and S94A funds to complete the following works:

| Works | Expenditure |
|--|-------------|
| Youth Centre | \$3,853.40 |
| West Kiama 'Silver Hill' Reserve upgrade | \$235.75 |
| Whale Watching platform | \$7,000 |
| Total expenditure | \$11,089.16 |

S94 and S94A recoupment works for the 2015-16 financial year were:

| Works | Contributions recoupment |
|---|--------------------------|
| Jamberoo Valley cycleway | \$31,894.73 |
| Union Creek bridge | \$35,000 |
| Memorial Arch stabilisation | \$38,770 |
| Kiama Harbour boat trailer parking and wash bay | \$5,000 |
| Total recoupments | \$110,664.73 |

Condition of public works

Local and regional roads

The following values are for Council's transport and communication assets (excluding land under roads).

| Asset class | Written value at 30/6/16 (\$000) | Estimated cost to bring to satisfactory standard (\$000) | Estimated annual maintenance cost (\$000) | Maintenance expenditure 2015-16 |
|--------------|----------------------------------|--|---|---------------------------------|
| Public roads | 114,709 | 2,070 | 1,908 | 1,944 |

Stormwater drainage

| Asset class | Written value at 30/6/16 (\$000) | Estimated cost to bring to satisfactory standard (\$000) | Estimated annual maintenance cost (\$000) | Maintenance expenditure 2015-16 |
|-------------|----------------------------------|--|---|---------------------------------|
| Drainage | 25,279 | 0 | 95 | 75 |

Buildings

| Asset class | Written value at 30/6/16 (\$000) | Estimated cost to bring to satisfactory standard (\$000) | Estimated annual maintenance cost (\$000) | Maintenance expenditure 2015-16 |
|------------------|----------------------------------|--|---|---------------------------------|
| Public buildings | 63,288 | 319 | 697 | 651 |

Other structures

| Asset class | Written value at 30/6/16 (\$000) | Estimated cost to bring to satisfactory standard (\$000) | Estimated annual maintenance cost (\$000) | Maintenance expenditure 2015-16 |
|------------------|----------------------------------|--|---|---------------------------------|
| Other structures | 13,228 | 94 | 0 | 0 |

Rates and charges regulation 1999

Rates and charges written off during 2015-16 were:

| | |
|-------------------|-----------|
| Pensioner rebates | \$443,919 |
| Other amounts | nil |
| TOTAL | \$443,919 |

National Competition Policy

1. Category 1 Business Activities

- Kiama Coast Holiday Parks
- Waste Services Collection Unit.

2. Statement of expenses, revenues and assets

See attachments.

3. Summary of progress of Council implementing principles of competitive neutrality

Kiama Coast Holiday Parks is included as a Category 1 Business Activity with its operational activities (in accordance with competitive neutrality principles) included in Council's 2015-16 financial statements.

Council's Waste Services Collection Unit is included as a Category 1 Business Activity with its operational activities (in accordance with competitive neutrality principles) included in Council's 2015-16 financial statements.

4. Complaints handling mechanism

Council adopted a Complaints Handling Policy for competitive neutrality complaints.

5. Complaints summary

Council received no competitive neutrality complaints during 2015-16.

6. Statement of outcomes

See attachments.

Competitive neutrality pricing

Competitive neutrality pricing requirements are applied to our Category 1 Business Activities:

- Kiama Coast Holiday Parks.
- Waste Services Collection Unit.

Kiama Coast Holiday Parks provided Council with funds to offset the significant costs incurred in the maintenance and improvement of the municipality's Crown Reserves and Community Land.

Statement of ordinary expenses

Statement of ordinary expenses incurred, ordinary revenue raised, assets held Category 1 Business Units–
Year ended 30 June 2016

| | Revenues | | Expenses | | Operating results | | Total assets held (current and non-current) |
|--------------------------------|------------------|-----------------------|------------------|-----------------------|-------------------|-----------------------|--|
| | Budget \$,000 | Actual 2016 \$,000 | Budget \$,000 | Actual 2016 \$,000 | Budget \$,000 | Actual 2016 \$,000 | Actual 2016 \$,000 |
| Category 1 Business Activities | | | | | | | |
| Waste Services Collection Unit | 4,823 | 5,371 | 3,359 | 3,945 | 1,464 | 1,426 | 10,674 |
| Kiama Coast Holiday Parks | 7,916 | 8,571 | 5,415 | 5,815 | 2,501 | 2,756 | 18,872 |
| Totals | 12,739 | 13,942 | 8,774 | 9,760 | 3,965 | 4,182 | 29,546 |



Government Information (Public Access) Act

The Government Information (Public Access) Act (GIPA Act) 2009 requires Council to be proactive with the release of information it holds. It creates an environment where members of the public can freely access most of this information.

The Act requires councils to make information readily available to members of the public, unless there is an overriding public interest against its disclosure.

To ensure compliance with the GIPA Act, Council reviewed the procedures and methods it uses to manage information, and privacy and personal information.

GIPA Annual Report 2015-16

Our GIPA Annual Report outlines our obligations for the financial year. It is a requirement of the GIPA Act and must be submitted to the Minister for Local Government and to the Information Commissioner within four months of the end of each financial year.

The following information is required to be included.

Review of Proactive Release Program—Clause 7(a)

Under section 7 of the GIPA Act, Council must review at least once every 12 months its programs for the release of government information to identify the kinds of information that can be made publicly available.

Kiama Council reviewed its Information Guide (our program for the proactive release of information) in May 2016.

Our Corporate Planner (Public Officer) conducted the review, and discussed it with Council's General Manager, before publishing it on Council's website.

Access Applications Received—Clause 7(b)

Council received nine formal access applications (including withdrawn but not invalid applications).

Refused Applications for Schedule 1 Information—Clause 7(c)

Council did not refuse any formal access applications as the information requested was information referred to in Schedule 1 to the GIPA Act.

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 | Refuse to deal with application | Refuse to confirm/deny whether information is held | Application withdrawn |
|---|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|
| Media | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |
| Members of Parliament | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private sector business | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Not-for-profit organisations or community groups | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of the public (application by legal representative) | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of the public (other) | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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 | Refuse to deal with application | Refuse to confirm/deny whether information is held | Application withdrawn |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|
| Personal information applications* | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Access applications (other than personal information applications) | 6 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Access applications that are partly personal information applications and partly other | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |

*More than one public interest consideration may apply to an access application. If so, a recording must be made in relation to each such decision.

| Invalid applications | |
|--|------------------------|
| Reason for invalidity | Number of applications |
| Application does not comply with formal requirements (Section 41 of GIPA Act) | 0 |
| Application is for excluded information of the agency (Section 43 of GIPA Act) | 0 |
| Application contravenes restraint order (Section 110 of GIPA Act) | 0 |
| Total number of invalid applications received | 1 |
| Invalid applications that subsequently became valid applications | 1 |

| Timeliness | |
|--|------------------------|
| Description | Number of applications |
| Decided within the statutory timeframe (20 days plus any extensions) | 9 |
| Decided after 35 days (by agreement with applicant) | 0 |
| Not decided within time (deemed refusal) | 0 |
| Total | 9 |

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

None.

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

None.

Number of applications reviewed under Part 5 of GIPA Act (by type of review and outcome)

None.

Applications for review by type of applicant (under Part 5 of GIPA Act)

None.

Public Interest Disclosure Act

Annual Report under Section 31 of the Public Interest Disclosure Act

As a public authority, Kiama Council is required to report annually to NSW Parliament on its obligations under Section 31 of the Public Interest Disclosures (PID) Act 1994. Council is also required to report under Section 6CA to the NSW Ombudsman every six months. In doing so, Council provides statistical information on how we comply with our obligations under the PID Act.

A key reason for these separate reporting requirements is to ensure Council fully discloses any activity relating to Public Interest Disclosures (PIDs); to enable transparency of the PID process and to demonstrate that Council is actively complying with legislative requirements.

No Public Interest Disclosures were made or received in 2015-16.

During 2015-16, Council:

- developed a number of PID internal assessment and reporting forms (based on templates from the NSW Ombudsman)
- issued an 'All Staff Information Update' by email to raise awareness of the PID Act, when to consider making a PID, and how to make one
- discussed PIDs (who should make a PID, when and how) at Council's quarterly all staff meetings and provided introductory sessions for new employees and as refresher training for current employees via the Code of Conduct induction training (web based).



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