



KIAMA MUNICIPAL COUNCIL  
your council, your community

## Annual Report **2019-20**



# How to contact Council

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## Office hours

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



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

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# Community vision

Working together for a healthy, sustainable, and caring community.

## Council mission

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

## Council values



### **RESPECT**

We treat others as we expect to be treated  
- in a fair and professional manner.



### **INNOVATION**

We champion change in order to provide superior services to our community.



### **INTEGRITY**

We are open, honest and ethical in our behaviours  
- at all times.



### **TEAMWORK**

We are one team - working together with trust and commitment to achieve shared goals.



### **EXCELLENCE**

We aspire to be the best  
- in everything we do.



# Message from the Mayor



**The 2019-20 financial year was one of unprecedented challenges with severe drought, horrendous bushfires, damaging floods and a global health pandemic that we are still dealing with.**

I am proud to report the response from the men and women of Kiama Municipal Council has been one of resilience, dedication and compassion.

Thanks to them, your Council continued to provide the services our community rely on, in one way or another.

Customer Service remained operational providing that vital point of contact for our residents.

Rangers remained on duty, as did Waste Services, collecting bins, cleaning toilets, streets, reserves and buildings and keeping the Community Recycling Centre open.

Our planners also handled nearly 300 development applications worth more than \$150 million.

Even during COVID-19 closures and lockdowns, we found new ways to continue our work.

Councillors tackled online meetings.

Leisure Centre instructors recorded fitness classes for YouTube, youth counselling continued over the phone, artist gatherings moved online, as did our Dementia-Friendly Kiama support sessions, attracting new members from interstate and overseas.

Tourism and economic development staff helped local business adjust quickly to COVID-19 trading conditions, by introducing online shops and home delivery.

Kiama Library delivered to Home Library clients, ran a Click and Collect service and shifted events such as story time to YouTube as well.

We fast-tracked a new user-friendly Council website with expanded online services, and financial services ensured suppliers were paid promptly.

Our IT staff worked tirelessly to support many of these online changes, and deal with the rapid increase in staff working from home.

Our risk management team also ensured we could deliver our services safely for our community and our staff, as well as ensuring our public spaces were COVID-19 safe.

As well as continuing to deliver our day-to-day services, Council was also able to achieve several noteworthy outcomes during 2019-20.

The most significant was opening Blue Haven Bonaira, our \$106m state-of-the-art aged care complex on the site of the Old Kiama Hospital.

The amenities at Kevin Walsh Oval were completed as part of the \$1.44m upgrade of the Jamberoo Sporting Complex.

The Kiama Local Strategic Planning Statement 2020 (LSPS) and Kiama Town Centre Study were completed.

A photovoltaic system was installed at Kiama Leisure Centre.

The Kiama Coastal Management Program commenced.

Tourism completed the Destination Events Marketing Toolkit, and attracted cycling's L'Etape Australia to our region.

Importantly, despite drought, fires, floods and COVID-19, Council has met six of seven 'Fit for Future' financial benchmarks, set by the NSW Government.

The lesson from this last year is: our community can be confident in the ability and commitment of their Council to meet the challenges that lie ahead.

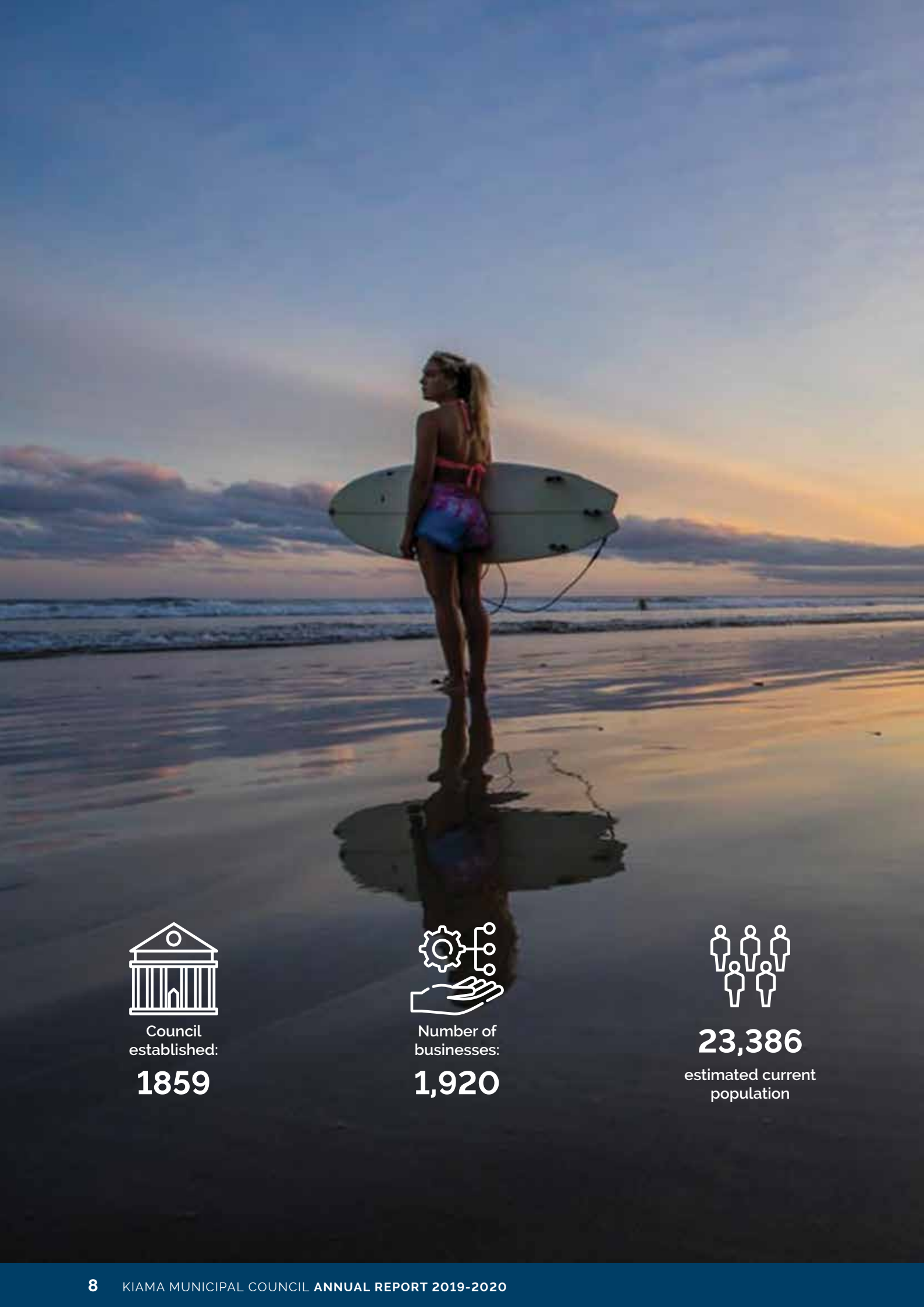
**Councillor Mark Honey  
Mayor  
Kiama Municipal Council**

# Our Municipality

The Municipality of Kiama is a local government area in the Illawarra region, situated south of Shellharbour and the City of Wollongong. Kiama features several beaches, rainforests, mountains, escarpment and rural landscapes that attract many tourists.

The Kiama community has a strong sense of pride that resonates with locals and is represented by multiple cultural events throughout the year. Kiama Council is rich with history in the sense of solid values and pursuits that have been carried out throughout many years.





Council  
established:

**1859**



Number of  
businesses:

**1,920**



**23,386**

estimated current  
population



Annual  
population  
growth rate:

**1.3%**  
(compared to  
1% for the  
Illawarra)



Area:

**259km<sup>2</sup>**

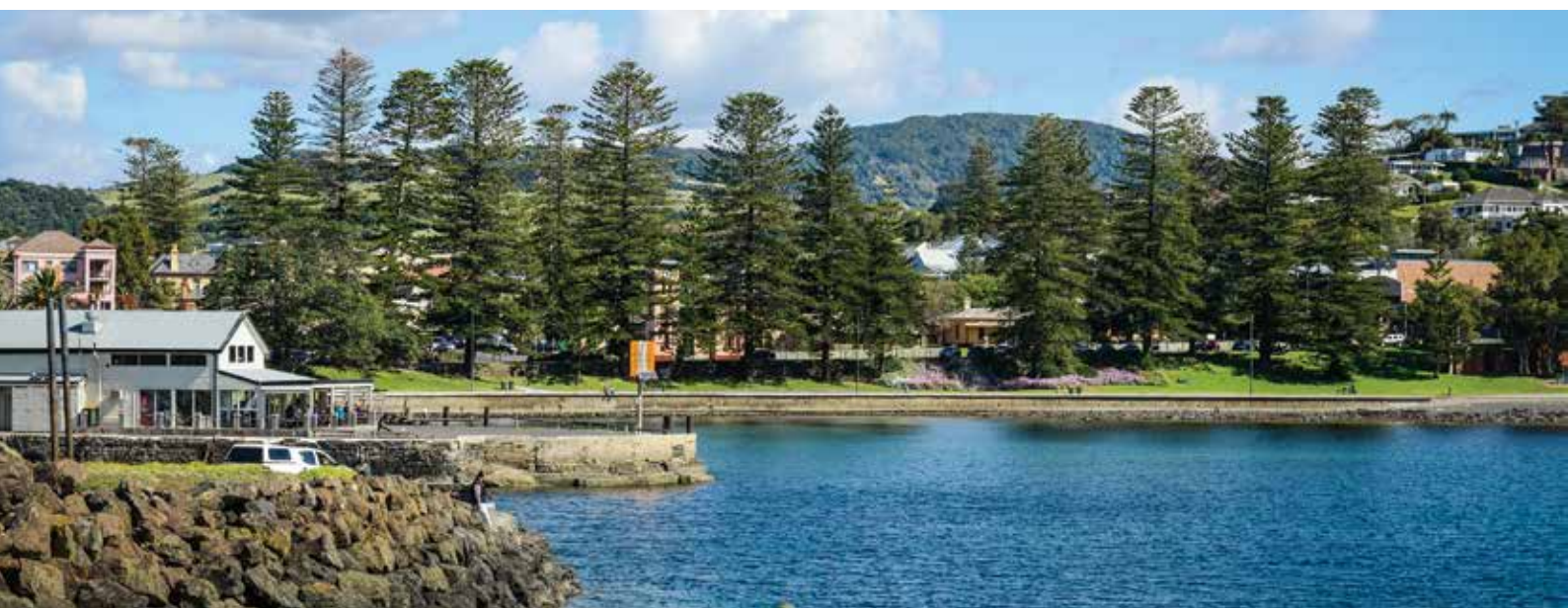
Boundaries:  
City of  
Shellharbour,  
City of  
Shoalhaven  
& Shire of  
Wingecarribee



**6**

Major towns  
and villages:  
Minnamurra,  
Kiama Downs,  
Kiama, Jamberoo,  
Gerringong  
& Gerroa

# Our organisation



## Our results

Our annual report outlines our achievements in implementing the main actions in its *Delivery Program 2017-21* for the 2019-2020 financial year. It also reports on our financial results for the year ending 30 June 2020 and looks at some of our major achievements over this time.

## Our objectives

Our *Community Strategic Plan 2017-27* is the community's overarching 10-year plan for the Municipality.

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

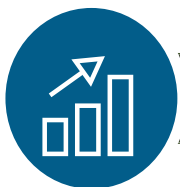
The four main objectives of the *Community Strategic Plan 2017-27* are:



**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

Our consolidated surplus from continuing operations for the financial year amounted to \$3,958 m.

Removing capital income from the surplus, our operating result for 2019-20 amounted to a loss of \$6,880 m. This result is a decrease of \$6,178 compared to the 2018-19 result.

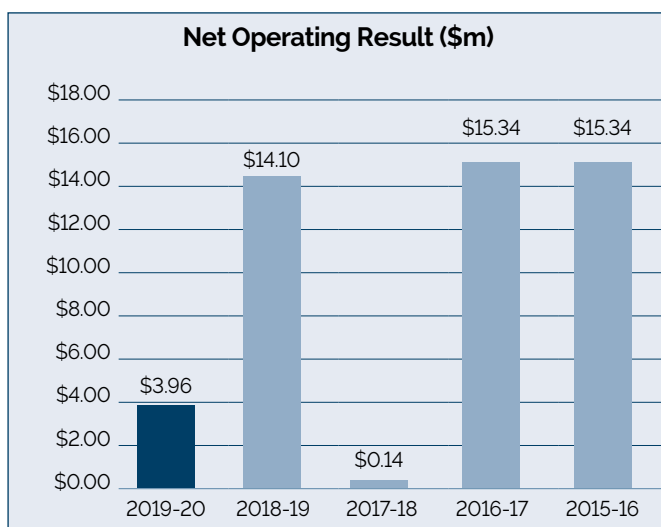
Income statement	FY 2020 \$ '000	FY 2019 \$ '000
Total income from continuing operations	71,809	73,575
Total expenses from continuing operations	67,851	59,471
Operating result from continuing operations	3,958	14,104
Net operating result for the year	3,958	14,104
Net operating result before grants and contributions provided for capital purposes	(6,880)	(702)

Statement of financial position	FY 2020 \$ '000	FY 2019 \$ '000
Total current assets	34,013	38,757
Total current liabilities	(51,668)	(87,208)
Total non-current assets	618,436	523,848
Total non-current liabilities	(121,686)	(61,986)
Total equity	479,095	413,411

Other financial information	FY 2020 \$ '000	FY 2019 \$ '000
Unrestricted current ratio (times)	1.33	1.88
Operating performance ratio (%)	(11.51)	(0.29)
Debt service cover ratio (times)	0.14	6.82
Rates and annual charges outstanding ratio (%)	1.61	1.59
Own source operating revenue ratio (%)	69.80	65.91
Cash expense cover ratio (months)	3.92	8.73

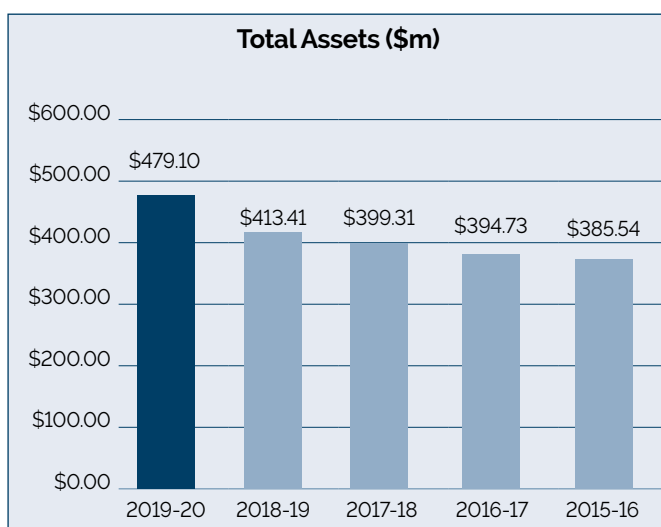
This simplified Balance Sheet below shows the value of the community's assets as at 30 June 2020 we managed. This is calculated by Total Assets – Total Liabilities = Net Community Assets.

Simplified Balance Sheet Summary	FY 2020 \$ '000	FY 2019 \$ '000
Cash and Investments	26	36
Infrastructure, Property, Plant and Equipment	485	432
Receivables and Other Assets	141	95
Total Assets	652	563
Payables	118	87
Borrowings	56	62
Total Liabilities	173	149
Net Assets	479	414

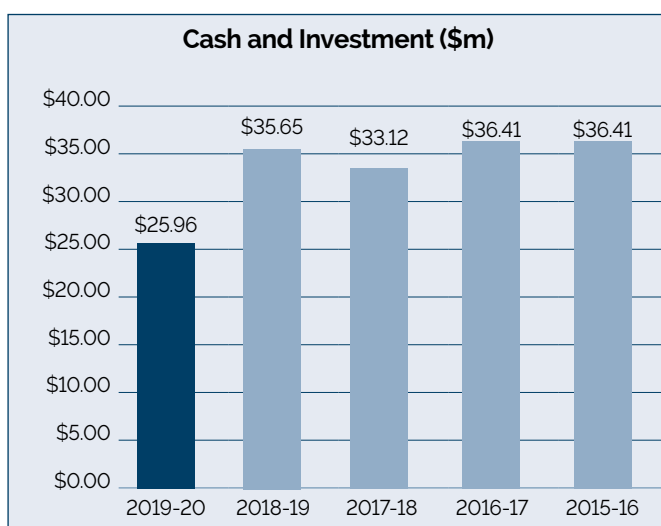


### Financial charts

The income statement identifies income and expenses for 2019-20. As at June 2020, our operating surplus of \$3.96 million was \$10.14 million less than 2018-19. Factors contributing to this reduction were loss of revenue due to COVID-19, reduction in capital grants and the new aged care facility becoming operational midway through the financial year.



The balance sheet identifies what we own as assets, what we owe as liabilities and our net worth (equity). As at 30 June 2020, we managed \$479 million worth of total assets.



The cash flow statement provides a summary of our cash receipts and cash payments during the financial year. The closing cash balance as at 30 June 2020 was \$25.96 million. This is a \$9.69 million decrease from the previous financial year primarily due to the large capital works program which involved the completion of the new aged care facility.

### External Funding

in 2019-20 we received \$21.29 million in funding compared to \$24.81 million received in 2018-19.

# A healthy, safe and inclusive community



**80.5%**  
Australian born

**89.33%**  
Australian Citizens



**51.7%**  
two person families

**26.58%**  
people volunteer



**40-49**

median age group  
in Kiama

**31.7%**  
population  
aged over **60**



**1,297**  
people aged  
**80**  
or over

**22.9%**  
**youth**

(0-19 yrs)



**19,339**  
residents speak  
English only



**383** residents  
identify as  
Aboriginal and/or  
Torres Strait Islander

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

The Disability Access Committee met six times during the year and completed a total of 23 actions. This includes the creation of an Easy Read resource that lists all the accessible features within the Kiama Local Government Area (LGA).

Disability accessibility and awareness continues to develop and is constantly promoted across our networks. Promotion has been achieved through our newsletters as well as the regular distribution of articles and information to email registers. Events and consultations have been held to promote the inclusion of people with disabilities by outlining the many opportunities in the business community and developing an understanding of barriers of access that exist.

We have focused on promoting the Kiama LGA as an outstanding accessible community and holiday venue for people with disability. Awareness of disability and provision of facilities that support inclusion continue to expand. For example, this year a new adult lift and change facility was completed at the renewed sports change facilities at Kevin Walsh Oval in Jamberoo.

The use of the disability awareness budget to support disability access is currently behind target, this is primarily due to the impacts of COVID-19 which has resulted in limited events and face to face activities. However, consistent promotion internally allows for acknowledgement of the financial resources available to support events that focus on the inclusion of people of all disabilities.

We have put the Timebanking program on hold as it was not as popular as first anticipated. Many resources such as student placements have been used to focus on supporting participation,

however, poor results still remained. Therefore, other work priorities have been pursued.

The Dementia Friendly Kiama Project continues to expand in its focus on promoting a dementia friendly community within the Kiama LGA. We are proud to meet with the National Dementia Friendly Communities project team from Dementia Australia for a two day visit. This visit included providing an overview of the Dementia Friendly Kiama Project, performing site visits, as well as focusing on discussions in relation to outcomes for future growth and learning.

The Dementia Friendly Kiama Project has achieved great success in being recognised by Dementia Australia and Dementia Alliance International as the Gold Standard for empowering people with dementia. The key to the Projects success has been the constant engagement of the Kiama community in attending information and awareness sessions hosted by the Dementia Friendly Kiama Project with the content created and delivered by people living with dementia.

We acknowledge participation and constant support given by the community in the Illawarra Shoalhaven Suicide Prevention Collaborative and the Illawarra Network for the Prevention of Elder Abuse.

This financial year, we have engaged in collective work with the Illawarra Women's Health Service to establish an Illawarra Trauma Recovery Centre.

Annual NAIDOC activities were held and included cultural workshops, a children's art workshop, cultural awareness training and events consisting of information including the culture and meaning of Aboriginal symbols, bush medicines and Artefacts.

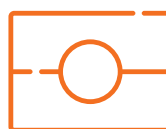
Six successful cultural workshops were provided this year, and children and parents were provided with optimal support, assistance and information.

**25** participants learnt about culture and the meaning of Aboriginal symbols



**20** participants learnt about bush medicines and Artefacts

**18** children made Aboriginal dream catchers at Kiama Library



**6** participants attended cultural awareness training

The Annual Local Government Regional NAIDOC Awards are held each July, the 2019 awards were held at the Shoalhaven Entertainment Centre, with Shoalhaven City Council being the host. The event was a great success. Due to the disruption of COVID-19, unfortunately, the 2020 awards were cancelled. Plans for the 2021 NAIDOC awards will begin later this year.

The Aboriginal Education Consultative Group (AECG) is still currently not meeting due to the absence of Aboriginal people available to sit on the Aboriginal Education Consultative Group executive and convene the meetings.

Our Annual Sorry Day event was not able to commence as planned due to the restrictions of COVID-19, instead, a flag raising ceremony was held with Mayor Mark Honey, Council's Aboriginal Liaison Officer and Manager Community and Cultural Development. Photographs and other information were shared by our Communications Team via social media platforms.

Funding has been secured to implement a project to identify and document all the Aboriginal historical and culturally significant

places within the Kiama LGA. We are currently working on establishing a Sunset Committee to oversee this new project. Engagement activities held with the local Aboriginal Community throughout the year include the Minnamurra Massacre Memorial, assistance provided to the CWA in designing a poster, information given to Gerringong Heritage Group, a guest speaker at the Illawarra Circle of Peace group, and activities involving the World of Learning preschool (Kiama Heights) in how to implement culture into learning.

The Joyce Wheatley Community Centre is currently in the process of being transitioned into a community arts space. Actions including the development of relevant fees and charges, clearing and cleaning of spaces, development of relevant information for a new booking system, development of processes and systems in preparation for hirer use of extra hire areas, and liaison with our Customer Services and Property Team have been completed to assist in the transition.

Fortunately, plans for a new Art Centre have significantly developed due to the completion of a development application. The documentation has progressed due to the continued engagement of consultants and submission to Crown Lands to gain land owners consent prior to lodgement of the development application.

The Cultural Board has continued to provide valuable engagement and consideration to the Kiama Arts Community, specifically, discussion has been focused on the Bonaira Aged Care Centre art collection, Bert Flugelman painting donation, Kiama Arts Precinct development and Kiama Cultural Grants. The 2019 Music in the Park season completed in November was a big success as it continued to provide a valuable showcase for Kiama's music industry. Due to COVID-19 restrictions the 2020 season did not commence.

Art murals continue to expand quickly throughout the LGA and provide Kiama with a form of

local public art. We are proud to acknowledge the completion of the mural project at the Visitor Information Centre. Kiama Cultural Grants continue to fund art-based projects, this year two rounds of grants were completed. The Weave Artists Directory was expanded to include Wingecaribee and Wollongong Council areas. This expansion resulted in a number of new artists registered across the Illawarra region.

The Old Fire Station Community Arts Centre has operated beneath full capacity this year with only 40 of the expected 52 exhibitions. This is due to the closure of the Old Fire Station during the rise of COVID-19. However, weekly sales across all exhibitions rose to an average of \$2,228 with Kiama based artists making a total of \$31,000 in sales across 2019-20.



**40** exhibitions held at the Old Fire Station Community

**835**

visitors per week (average) at the Old Fire Station Community Art Centre



Due to the impacts and restrictions of COVID-19, the Arts Honour Roll, Artist Gatherings and Arts Biz projects were either changed or cancelled. Although the Arts Honour Roll program was cancelled, two of three Artist Gatherings were successfully held online along with an Arts Biz workshop. Another three Art Biz workshops were held face to face in 2019 and attended by both Kiama based artists and artists from the broader Illawarra region. Kiama Cultural Arts Network Facebook page continues to thrive averaging 99 people per day viewing content and 667 people currently following the page.

The Kiama Library services continue to provide opportunities for learning across a variety of age groups and interests. Programs hosted by the library continue to be well attended by members of

the community, and additional sessions are also provided when the demand exceeds program limits. The Home Library programs continued throughout the COVID-19 library closure which was greatly appreciated by the community as the program increased by 47%. The library is thankful for the many volunteers which have assisted in support as well as undertaken deliveries to Home Library clients. The Click and Collect Service also provided a contactless way of getting library resources out to the Kiama community.

The Libraries and Family History Centre receive a large number of enquiries through customer services. Assessing patterns in the type of information provided has allowed the library to adjust communication and programs to satisfy community needs.

Usage of Library services remain steady, however, the impacts of COVID-19 have significantly increased the usage and changed the operation of Library Services. As part of the South Coast Cooperative, Kiama Library Services increased loan limits to thirty and increased the borrowing period to sixty days as a response to the closure.

Library programs continue to be very popular and successful. With the support of library staff and volunteers, additional school holiday programs have been implemented to accommodate demand. The science and technology programs have been gaining popularity across different age demographics with the new Roboclub accommodating both school term and school holiday activities. In addition, STEAM presentations from University lecturers and 3D printer demonstrations have been increasingly popular.


**1,153** views of **13** episodes of Preschool Storytime online



 **40** school holiday events with the Harry Potter series attended by

 **667** children

The library has implemented a new computer booking system to provide a more equitable and efficient system. The new system provides more accurate statistics for the number of patrons using the public computers and the usage time. The library continues to discuss options to ensure equitable access to facilities and resources for our community. The design and construction of the Gerringong Library and Museum building is continuing with expected completion in next year's reporting.

 **57%** of Kiama community are library members

**8,400** e-resource loans completed during COVID-19



 **120+** contactless library collections were made during closure

We continue to focus on implementing a range of health and well-being programs for young people. SENTRAL delivered a total of six programs including, the Young Women's Program, Young Men's Program, individual support, SENTRAL Fitness, Soul Food Saturdays, and SENTRAL at Surf Beach. There was successful participation across all programs this financial year



 **127** young people participated in health and wellbeing programs

**9** youths on average sought individual support each week



A number of activities were undertaken this year to engage and educate members of the community on healthy, affordable and sustainable food and gardening places. This includes the very popular Connecting Over Fair Food event held in October. However, due to the circumstances of COVID-19, other planned face to face activities were unable to commence. These events are planned to be implemented in the 2020-21 financial year. We continued to support the community during COVID-19 by sending out a variety of resources about sustainable food practices, healthy eating and community gardening as well as engaging the community through online forms of communication.

We successfully implemented one Get Active Outdoors Program and planned and promoted one Health Moves Program this year. The circumstances of COVID-19 impacted both programs as the second Get Active Outdoors Program was cancelled and adjustments were made to the second Health Moves Program during the Leisure Centre closure. However, additional support was provided to the community through online physical activity classes and challenges. The community was

also provided with information on various initiatives and activities to support health and sustainability.

A Council-wide Breastfeeding Protocol was developed and endorsed in June 2019. There is now a designated room that has been refurbished specifically for employees to utilise after returning to work from maternity leave. We have also developed an information pack for employees who are starting or returning from maternity leave. This information pack is provided on our website.

We made efforts to ensure that resources on mental health were updated and added to the website for easy community access. Additionally, information was also distributed through social media. The Manager of Community and Cultural Development participated in the Illawarra/Shoalhaven Suicide Prevention Collaborative, which supports a variety of activities that promote positive mental health and access to services and information. Two key activities this year have been the promotion and making available of suicide awareness training, which includes participants to respond confidently to someone who may be at risk of suicide (QPR Training, Question, Persuade, Refer) and the distribution of information booklets that provide key services for people to access if they need any mental health supports.

A total of two community health grant programs were delivered, including one Health and Sustainability grant of \$1,500 to Jamberoo Community Preschool and one round of the Community Garden grant. Due to COVID-19, funding for the Community Garden grant was unable to be allocated to projects. A total of six Health and Sustainability meetings were held throughout the year.

All planned Leisure Centre and Jamberoo pool maintenance was completed on time and within budget. The Leisure Centre was closed to the public from 23 March 2020 until 14 June 2020 due to the restrictions of COVID-19. Capital projects were re-evaluated in the

context of the impact of COVID-19 across the Leisure Centre as well as re-prioritised.

The air handling upgrade, Business Plan and gym equipment replacement have been moved to 2020-21. The spa replacement was close to 80% complete with tiling to be completed in August 2020. The Leisure Centre is also focused on improvements in relation to disability access and inclusion and is continuing to review and discuss this as part of the Business Plan.

The Leisure Centre continued to provide a broad range of programs catering for all. The programs included accommodating school bookings, swim carnivals, swim school, community targeted programs, fitness and lifestyle classes, children's activities (gymnastics and kinder-gym) and recreational swimming.

The combination of these aquatic and dry fitness, and lifestyle activities offered the community a wide range of opportunities to improve their health and well-being.

We have continued to support a smoke-free environment by completing the smoke free signage audit on our facilities and providing recommendations. Smoke free implementation strategies were finalised and sent to the events working group to be included in the events manual. In addition, strategies and resources to minimise smoking at events were developed and provided to the organisers of New Year's Eve, and Australia Day.

The public water stations in the public spaces program were implemented as per the prioritised listing recommended by the Walking Tracks and Cycleways committee and is anticipated to be completed as per the current Operational Plan.

9 community groups utilised our Sunsmart marquees



Replacement of the Cooke Park, Gerringong amenities and upgrades to the Kevin Walsh Oval, Jamberoo and Emery Park, Gerroa have been completed with fully accessible facilities.

Free public Wi-Fi continues to be provided in the Kiama CBD.

## 1.2 Planning for and assisting specific needs groups

Community Transport has continued to meet the needs of clients. However, due to the circumstances of COVID-19, the numbers of trips were reduced.

Blue Haven Home successfully relocated to Bonaira in December 2019. The transition planning and implementation was successful, and since then resident numbers and the Aged Care Funding Instrument have increased.

Council has not been successful in documenting the Corporate Professional Development Plan, however, professional development has been delivered across all staff groups in Blue Haven.

The FISH philosophy unfortunately was not resourced to be implemented this year at Blue Haven as it was not feasible during the transition nor during COVID-19. However, staff culture has been addressed acknowledging staff through staff lunches, branded coffee mugs and participation in the Reward and Recognition program.

A volunteer survey has not been undertaken this year for Blue Haven due to the impact of COVID-19 on the ability to deliver volunteer services. However, new options have been implemented to keep volunteers engaged as well as maintaining regular communication.

Due to the transition to the new site and the disruption caused by

COVID-19, there has been little progress on Blue Haven processes being mapped and completed. The marketing plan across Blue Haven has been developed and updated. The new Blue Haven website was also launched.

We were unsuccessful under the new carer funding program, in gaining funding as this ceased in May 2020 and the service was closed. Blue Haven continues to focus on being recognised as an inclusive organisation and LGBTI training has been delivered to staff and volunteers. The reviewing of protocols and procedures was put on hold due to the circumstances of COVID-19.

The NDIS program continues to be monitored, and as at 30 June 2020 the program made a loss of \$27,866. Unfortunately, this year has seen a reduction in income due to the restrictions of COVID-19 and not being able to run group programs.

We continue to focus on supporting eligible people with the Commonwealth Home Care Packages program. The number of packages has not increased, however, there is now a higher proportion of level three and four packages being delivered.

The Point to Point transportation program has been investigated and there have been no requests for the transport this year, therefore no work has been undertaken to implement the service.

Free Wi-Fi continues to be available at Blue Haven.

Some changes this year were made to SENTRAL's program due to the restrictions of COVID-19 and the centre being closed. Youth Week event was also cancelled, however, there are plans to create an alternative event later in 2020.

SENTRAL's collaboration with Kiama High School remains strong with various programs in place including, the Young Men's and Women's Program, Mentoring/case management, Outreach, Youth Advisory and Youth Engagement

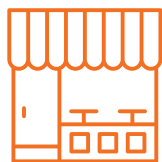
meetings, Kiama High School volunteers at SENTRAL and the Youth Week Organising Committee. SENTRAL also facilitated the Year 6 Emotional Transition to High School program with all five Primary Schools in the LGA.

Visitation to SENTRAL Youth Service for drop-in has continued to rise this year. Young people are using the space for active and passive recreation as well as to access information, referral, advocacy and support from youth workers if required. Individual support has also been heavily utilised this year as youth workers have been seeing many individuals for support and mentoring. The spike in individual support is likely due to the impact of COVID-19 on young people, with staff noticing an increase in assistance sought for job seeking, navigating services and mental health support.

### 1.3 We live in a safe community

The Lifeguard Supervisor performed school based awareness programs during September and August of 2019 and continues to commit to reinforcing swimming safety messages to the youth of Kiama LGA. Lifeguarding equipment was repaired and serviced during the off season as required.

A total of 173 food shop inspections were undertaken this year, 72.8% were either four or five star rated and 9.25% were rated as a failure. A total of 45 food shop re-inspections were requested, out of the re-inspections 2.22% were rated four star. 39 temporary food stalls and mobile vans were inspected this year.



**98.3%**  
food shop  
inspections  
completed

**59**

food safety recalls &

**4**

food safety alerts



**115**

participated  
in 'I'm Alert' food  
safety training

This year, we received 70.8% of the total number of Annual Fire Safety Statements required to be submitted for relevant premises.

There were a total of 35 footpath dining consents in place across the commercial areas of the LGA. In addition, a new policy and accompanying EOI process was established for future mobile vending. A register of certified awnings over commercial area footpaths and leases of air space in commercial areas was implemented.

**7**

road closure  
processes  
underway



In compliance with the requirements of the Swimming Pools Act 1992 (NSW) and Swimming Pools Regulation 2018 (NSW), 54.8% of pools were inspected. No inspections were undertaken in the fourth quarter due to the impact of COVID-19, regardless of COVID-19, Council had insufficient resources to undertake the mandatory inspections. After October 2020, the swimming pools requiring an inspection will increase as the Compliance Certificates issued will expire.

There are a total of 920 on-site sewerage management systems within the LGA. Out of the 920 sites, 780 are low risk systems whilst 120 are high risk systems. Every year, about 350 or 38% of all

systems have to be inspected, and a total of 396 (43%) of systems were inspected in the 2019-20 period.

We conducted swimming pool samplings of all Council operated pools monthly when COVID-19 restrictions permitted it. There is ongoing updates of the Legionella risk register, penetration register, and water supply register. The requested Annual report was also submitted to NSW Health on time.



**278**

low risk sewerage  
systems and

**118**

high risk sewerage  
systems were inspected  
this year

As required by the Local Government Act 1993 (NSW), 33% of caravan parks were inspected and issued approvals to operate throughout the year. The remaining 67% of caravan parks are operating without approval, three approvals to operate were unable to be issued due upgrades being required and another one caravan park failed to make an application for an annual approval and this was not followed due to limited resources.

All designated dog off leash areas were regularly patrolled as required. 100% of complaints about animals were investigated within two days of notification as well as 100% of all dog attacks investigated within 24 hours of notification. Education programs were also conducted this year by Rangers and Community Champions at Dog Off Leash Areas.

**235**

animal complaints were investigated



**23**

dog attacks investigated



**96%**

of animals impounded were returned to the owner or rehomed



**30**

animal penalty infringement notices were issued (face value of \$17,135)



**111**

Public Health and Environmental Pollution complaints were investigated and actioned

**188**

parking patrols undertaken and



**457**

infringements issued (face value of \$89,407)



**12,174**

parking spaces patrolled

**26**

abandoned vehicles reported and actioned

**72**

parking/traffic complaints received

**34**

noise complaints and



**56**

water and air pollution complaints investigated and actioned

Throughout the year 26 complaints were received either about abandoned items, illegal trading, or advertising signs.

All complaints were investigated

and actioned within two working days.

All fire permit inspection customers were contacted within two days and site visits completed at the earliest convenience.

We continued to promote and implement road safety plans and activities throughout the year. Promotion of Bicycle Riders Kiama 'Share the Track' and 'Safe Around Schools' information has been provided through signage and social media. Motorcycle safety information has also been displayed on social media. To continue promotion of road safety, three Helping Learner Drivers Become Safe Drivers workshops and four Log Book Runs commenced. Council is proud to promote the Look Out Before You Step Out Pedestrian Campaign as well as fund the Black Spot Project in Jamberoo.

Funding was received for Federal Street, Minnamurra to help improve pedestrian and road safety at the Kiama Golf Course.

We are committed to the ongoing management of CCTV systems within the Local Government Area. Although an independent audit was not undertaken this year, the next audit is due in 2021. All procedures were reviewed with follow-up training and consultation with relevant staff a few times throughout the year. The CCTV Policy, Code of Conduct, Standard Operating Procedures and the Memorandum of Understanding with NSW Police are all currently being reviewed in consultation with the NSW Police. This year, there were nine applications for copies of images received, eight applications were processed in ten days and one application was processed in 11 working days.

The Community Safety Committee have met regularly this year providing input into the development of the new Community Safety and Crime Prevention Plan. The Committee has engaged in discussions with NSW Police representatives in

relation to local crime and will be continuing to provide feedback on the policies and procedures associated with Council's public CCTV system.

Traffic committee meetings were also held as required.

Participation in the regional Shoalhaven Illawarra Enabling Regional Adaption Project (SIERA) has consisted of the re-working and resubmission of the Enabling Water Sensitive Communities Project, as well as grant funding applications. Council was successful with the grant application in the second round. The Enabling Water Sensitive Communities Project has appointed a project coordinator and has held a working group meeting to begin the project. Council officers have also attended the Net Zero Emissions Workshop held throughout the regional adaptation project.

**65+**

seniors attended mobility scooter workshop



**9**

locations of speed trailers within the Local Government Area



## Blue Haven Bonaira & Barroul House Cafe

**We are Australia's largest local government provider of aged care and retirement living facilities, and in 2019 the construction of Blue Haven Bonaira aged care complex was completed.**

The \$106 million project was completed in November 2019 and is comprised of a 134 bed aged care facility, 59 independent living units, office space for Blue Haven staff, a community hall, and meeting rooms.

Blue Haven Bonaira showcases our commitment in providing high quality facilities and care to residents within the community.

The Blue Haven Bonaira project employed more than 1,500 people through design and construction, accumulating more than 449,550 hours of work. In addition, during the project, more than 10,000 tonnes of rock and soil were removed from the site and replaced

with 15,000 cubic metres of concrete generating a total floor space of 29,000 square metres. The project generated more than \$200 million in economic activity.

The Blue Haven Bonaira complex employs the equivalent of 120 full time staff including registered nurses, care staff and catering, laundry, cleaning, administration and maintenance staff.

The Blue Haven Bonaira complex also features a hairdresser, wellness centre, chapel and the restored Barroul House Café.

The Barroul House Café opened in May 2020 and serves barista-made coffee, light meals and home-made treats and has safely operated under COVID-19 restrictions. The Café is an outstanding example of our commitment to the preservation of local heritage, but also, creating a place that connects the community.



## Gerringong Library and Museum

**We are in the process of building a new library and museum that will provide new services and strengthen tourism while preserving the Municipality's heritage.**

Construction of the Gerringong Library and Museum began in September 2019. The \$4.5 million project involves restoring the historic Gerringong School of Arts building, and adding a new wing that will house a library. The restored School of Arts building will become a museum, housing the Gerringong and District Historical Society's collection. Both the State and Federal Governments have contributed funding to the project.



## Leisure Centre upgrades

**This year, the Leisure Centre was busy making some new upgrades to the building.**

The Centre now has a 99kW Photovoltaic solar panel system. This new system is set to reduce 25-30% of electricity consumption at the Centre.

Additionally, the Leisure Centre will save about \$15,000-\$20,000 every year. The money saved each year will be put into funding similar projects around the Kiama Municipality.

During the COVID-19 lockdown, Leisure Centre staff were busy making new upgrades to the pool deck.

These new upgrades include the painting of a new art mural near the toddlers pool as well as the painting of benches, doors and walls along the pool deck.



## Well planned and managed spaces, places and environment



Kiama area

**259km<sup>2</sup>**

and

**573ha**



Council maintained land



**3.319**

of 5,620 employed in  
Kiama LGA drive to work



**2.94%**

of people travel  
to work by walking



**0.34%**

travel to work  
by train



**86km**

footpaths and  
cycle ways and



**217km**

kerb and gutter



4 rural fire service buildings,  
2 state emergency service  
buildings, 26 community  
service buildings, 25 public  
amenities buildings, 3 surf  
life saving clubs, 30 sports  
and recreation facilities



**40**

road bridges and

**88.3km**

of stormwater  
network



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

Following the 18 month community engagement program the final Local Strategic Planning Statement 2020 (LSPS) was adopted by Council on 23 June 2020. The Kiama LSPS 2020 was published on the NSW Planning Portal on 30 June 2020.

No flood studies are currently being undertaken.

All planning proposals lodged have been reported to Council within ninety days of lodgement, additionally all planning proposals have been completed within timeframes set out in the Gateway Determination.

The Kiama Town Centre Study and implementation strategy was endorsed in September 2019.

# 47

Development  
Applications referred  
to Heritage Advisor



We ensure that heritage items are protected and maintained through the Local Environmental Plan (LEP) and the Development Control Plan (DCP) controls. We have utilised the existing controls within our DCP and LEP to ensure that any listed property is protected and controls are maintained.

The Heritage Review Reference Group reviewed the existing Kiama heritage list. Additional sites have been suggested for further protection – these are currently being investigated.

A Consultant's brief has been issued to support the completion of a comprehensive heritage study which is to be undertaken in the next financial year.

We have been provided with a draft mapping by the Department of Planning, Industry and Environment. It is hoped that the mapping will be published as part of the reviewed Regional Plan.

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

The Blue Angle Creek options assessment and engineering designs for the highest priority bank stabilisation sites was implemented and completed. However, there were significant delays to the finalisation of the project due to the bushfires over summer and the restrictions of COVID-19. We can now utilise the engineering designs to undertake the work or contract out the work.

In the second year of the Minnamurra Wetlands weed control project, we have seen more positive outcomes. The project has covered more area than was originally planned with good results from primary weed control and follow up maintenance control. The third and final year of the project will recommence in late August 2020.

Grant funding has been sought and obtained for a three year weed control and rehabilitation project for Bailey Island at Gerroa. This project will commence in the 2020-21 financial year. We will complete the weed control works in partnership with Sydney Water Corporation.

The Kiama Coastal Management Program is on track and is expected to be delivered by December 2021. There have been minor delays with the Scoping Study reported, however, the works program for stage two 'modelling and other milestones' is still progressing.

We continue to support and implement local Illawarra Landcare projects. This year all requests for assistance have been actioned. All groups have been active especially at Seven Mile, Jones Beach, Little Blowhole and Minnamurra. .

We continue to manage vegetation at Seven Mile Beach Reserve. This year, the bush regeneration team completed their annual work as per contract. Additionally, Landcare was actively supported with materials and technical assistance.



The Kiama Leisure Centre implemented a photovoltaic system this year, which has been a major project relating to the Cities Power Partnership Program. The structural limitations of the roof of the Centre with regards to higher output panels was reassessed and it was discovered that lower output panels could be put on the roof to achieve a 100kW system without structural alterations.

We continue to participate in the regional working group for the Cities Power Partnership program. Officers across the South Coast region meet regularly to discuss initiatives relevant to the Cities Power Partnership Program. A Local Government Procurement panel member developed business cases for the upgrade to LED for a number of our facilities as well as an assessment for photovoltaic systems. The business cases are ready and have been presented to facility managers. Our officers have begun compiling information to develop an emissions baseline and emissions reduction pathway for us as an organisation.

We are required to map grasslands as bushfire prone lands. The Council 2007 Vegetation Study does not categorise grasslands within the



Kiama LGA. An updated Vegetation Study is required to finalise the bushfire prone land mapping project, this will require scoping and sending out quotations which will occur in 2020-21, if the resources are available. The adopted Kiama LSPS 2020 also contains actions for an updated Vegetation Study and the bushfire prone land mapping project.

Adverse public opinion on aerial pesticide use forced us to make some changes to operations, therefore, some weed suppression was not completed. All obligations under the Bio Security Act 2015 (NSW) have been complied with.

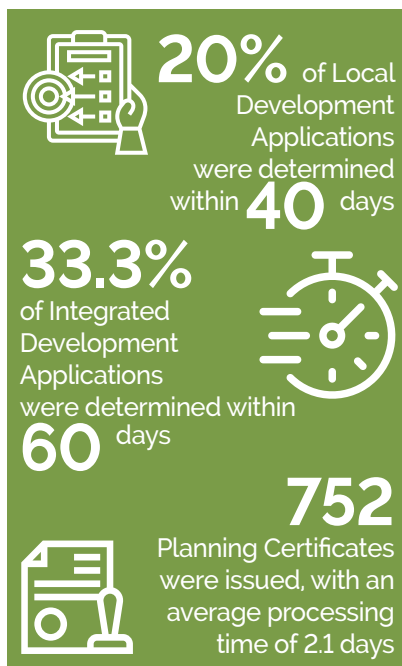
National tree planting day was a success and was undertaken by Kiama High School, Year 7 students in August 2019. We prepared and supported sites at Bombo Headland, Spring Creek, Hillside Landcare and Seven Mile Beach Reserve. Due to the impacts of COVID-19, other world environment day activities were not organised in the latter part of the year.

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

Twenty-five Development Applications were reported to the elected Councillors for determination over the last year. 293 Development Applications were determined over the year with a capital investment of \$155.3 million.

312 building inspections as Principal Certifying Authority were undertaken by our Building Certification team throughout the year. Additionally, three Complying Development Certificates, fourteen Occupation Certificates and twenty-five Construction Certificates were issued by the team.

We continue to apply and oversee the application of Section 94 plans. A cultural infrastructure needs analysis as well as traffic and parking studies are required to inform the new Contributions Planning Framework.



However, the project was delayed as traffic and parking studies could not be carried out due to the impacts of COVID-19. Regional analysis of public open space and community facilities is being undertaken as part of the review of the Regional Plan. The adopted Kiama LSPS 2020 contains actions for the cultural infrastructure needing analysis, traffic and parking studies and the new Contributions Planning Framework.

Over the year, 300 Development Application engineering referrals were assessed, with ten referrals taking in excess of 14 days. This equates to 97% of application referrals being completed within 14 days.

In our role as the Roads Authority, received 74 Road Occupancy Permit applications, with 12 processed in excess of five business days. This equates to 84% of applications being processed within five business days.

### 2.4 Effectively manage our waste and resources

The Community Recycling Centre was able to continue operations as per normal during the whole year and was not interrupted by COVID-19.

The Community Recycling Centre (CRC) regional communication

strategy for 2019-20 has been implemented and completed as per the schedule. Recycle Mate App has also been developed and is to be rolled out across Australia in July/August 2020.

We have elected to be included in this program where residents are able to use the Recycle Mate App to identify items to determine what bin it should be disposed in. We participated in the bulky waste



stream conducted by University of Wollongong researchers for the purposes of identifying best practice collection models with possible markets for bulky waste items.

The 'We Bin Our Butts' project was expected to be finished within this financial year, but it has been delayed wholly due to the impacts of COVID-19. A draft of the Cost of Litter Study has been provided and is expected to be finalised in August 2020.

The Regional Illegal Dumping strategy programs were 100% completed in accordance with the adopted annual work plan.

We are focused on developing and implementing approved programs funded through the NSW Environment Protection Authority (EPA) Better Recycling Fund.

The cardboard baler is proposed to be purchased in the third quarter of 2020-21 and will be installed in the existing recycling shed at the Waste and Recycling Facility. The polystyrene baler was purchased and installed in the Community Recycling Centre. The Operation Swampy and Operation Lookout illegal dumping project will be finalised in the first quarter of 2020-21.

**4,629** attendees  
at the Community  
Recycling Centre and  
**266.36**  
tonnes collected



**100**  
attendees at the  
Second Hand  
Saturday Event  
held in September 2019



**3**  
Composting  
Workshops held with  
**35** attendees



**48,725**  
plastic bottles  
(600mL) saved,  
which is  
**624kgs**  
of plastic saved



**4,598**  
tonnes of  
organic material  
diverted from landfill



**1,150**  
tonnes of CO<sup>2</sup>  
reduction in  
greenhouse gas



Plans and geotechnical requirements are currently being worked on for the Household Bulky Waste shed. The development application is proposed to be submitted in the first quarter of 2020-21.

Dog Poo Bags have also been purchased and are awaiting delivery. The Waste Wise Events Bin Monitor project was earmarked for the New Year's Eve 2020 fireworks event which was cancelled due to COVID.

How to Waste Wise Videos project has been delayed due to the implementation of Council's new website. It is expected for this project to be finalised in the third



quarter of 2020-21. Waste Truck Signage is also proposed to be implemented, this is proposed to be completed in the second quarter of 2020-21.

There was one Household Bulky Waste Drop Off Event held this year in September 2019. In total there were 925 attendees, 182.5 tonnes collected, 115.18 tonnes recycled. This is a high percentage of 63.12% resource recovery. The Kerbside Clean Up Collection in March recorded 298.19 tonnes collected and 92.79 tonnes recycled equalling a total of 31.12% resource recovery.

In February 2020, Council decided to endorse the ceasing of the Kerbside Clean up Collection and replace it with another Household Bulky Waste Drop Off, held in

March 2020. A User Pays On-Call Kerbside Clean Up Service is to be trialled from 1 July 2020 onwards.

The Annual OK Organics Kiama Compost Giveaway was a huge success in with 3,000 x 15kg bags collected. This year eight water stations were installed by Sydney Water. For the year, the water stations were heavily used with 29,235L used which is equivalent to 58,470 (500mL) refills.

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

We are focused on ensuring that all facilities are easily accessible as well as promoted throughout different means. Public adult change facilities and ambulant assisted cubicles have now been installed as part of the Kevin Walsh Oval Jamberoo amenities extension and refurbishment. This was completed in April 2020. All other recent amenities refurbishments have also included ambulant assisted cubicles, this includes the refurbishments at Cooke Park, Surf Beach SLSC, Jones Beach, North Street, and Emery Reserve.

## Jamberoo Sports Precinct

**We have undertaken a \$1.45 million project to upgrade the existing sports facilities at Jamberoo.**

Jamberoo has traditionally been one of the Municipality's principal sporting centres, drawing around 2,400 participants per week for a variety of sports. Jamberoo Sports Precinct includes a youth hall, Scouts and Cubs, an exercise club, pilates group, yoga, a children's playgroup and the Country Women's Association.

The project to upgrade the existing Jamberoo Sports Precinct has included:

- upgrade of change rooms, public toilets and canteen
- Refurbishment of the Jamberoo Youth Hall
- resurfacing of the access road and improvement of parking for day visitors and overnight campers
- improvement of drainage on the sports fields to minimise storm damage and increase usage
- installation of perimeter fencing and portable seating
- implementation of lighting to the soccer fields so they can be used during the night
- implementation of new amenities for the soccer fields for the purposes of female and male regional matches.

# Kiama Local Strategic Planning Statement 2020

**We completed our first Local Strategic Planning Statement (LSPS) in June 2020, after an eighteen-month community engagement program.**

This is the Municipality's most important planning document, setting out a twenty-year vision for land use in the area. We are proud to be one of the first councils in NSW to complete a LSPS, despite the challenges of COVID-19.

The Municipality has four distinct urban residential areas – Kiama, Jamberoo, Gerringong/Gerroa and Minnamurra/Kiama Downs.

Our strategic planning processes are focused on balancing the demands for residential development, economic development and tourism while also preserving the area's scenic beauty, environment, character and heritage.

The LSPS gives effect to the Illawarra-Shoalhaven Regional Plan as well as works with Kiama's Community Strategic Plan.

In the development of the Kiama LSPS, we implemented workshops for the community, Councillors and planning staff, economic and tourism operators and local primary and high school students.

We wanted to gain a diverse range of opinions about what individuals consider special about the Municipality

and how they imagine it would develop and change over twenty years. These opinions identified key themes such as managing housing development, employment, environmental sustainability, protecting agriculture and the potential impact of climate change.

We also engaged with State agencies, peak groups and the community to further discuss the issues identified in the initial workshops.

We also conducted additional research through a Community Satisfaction Survey, a survey of non-Kiama regional residents and analysis of global megatrends to feed into the strategic planning process.

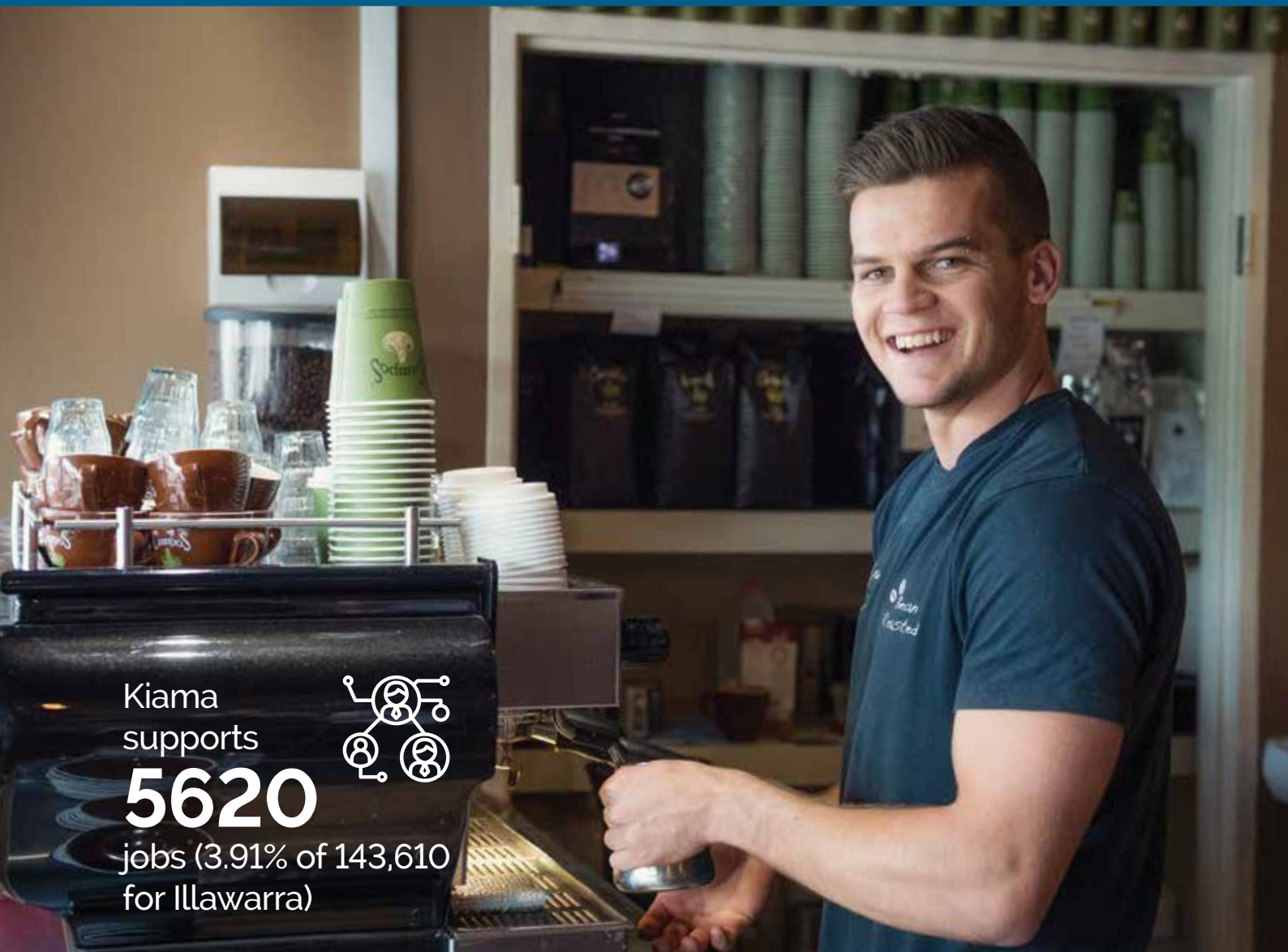
We also held one community information session during the statutory exhibition period for the draft of the LSPS. An online webinar was held to provide the community with as much information as possible, this webinar can be found on our website and YouTube channel.

In response to the community submissions, the LSPS was restructured to include additional priorities and better align the priorities and actions with the community's vision. An action plan for each theme was introduced, with timeframes, responsibilities and key stakeholders.

The Kiama LSPS 2020 was finalised in June and can be found on our website.



## A diverse, thriving economy



Kiama  
supports

**5620**

jobs (3.91% of 143,610  
for Illawarra)



Annual economic  
output of

**1.586  
billion**

(3.45% of \$46 billion for  
Illawarra)



**48%**

employed full-time  
(2% unemployment)



**\$682**

median weekly  
personal income



**85.63%**  
of households are  
connected to the  
internet

**977** of  
**5,620**

employed are professionals



**8,938**

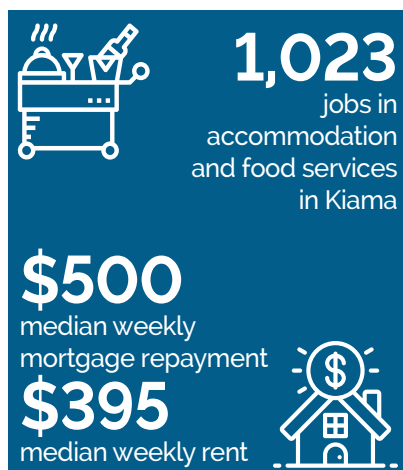
employed  
people  
reside in  
Kiama LGA

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

This year saw the commencement of the Kiama Harbour Revitalisation Project. Community engagement commenced with a series of online sessions due to the COVID-19 restrictions. The project scope was to undertake a review and refresh of the 2014 Kiama Harbour and Blowhole Point Headland Master Plan. Many elements of this plan had been carried out and one of the aims was to build on those achievements to deliver a fulsome vision for this precinct by updating design directions and infrastructure works to facilitate community aspirations for this iconic location.

Overtime the maritime infrastructure of this precinct has become rundown and some of these assets are degraded and potentially have exceeded their useful life. Asset renewal is required to maximise the benefits to the community from recreational and commercial operators in the maritime sectors. Activation of this precinct through infrastructure upgrades aligns with the Government's regional investment priorities and will deliver positive and long lasting economic, social and environmental benefits to this region. It is envisaged that the draft plan should be released for broader public consultation later in 2020.

The Economic Development Committee has been the lead on this project and has also identified the importance of other projects such as the future use of Jerrara Dam as identified in the Kiama Tourism Opportunities Plan.



We continue to lead the Kiama Small Business Forum events during this year. Prior to COVID-19 we held eight business events including a Welcome to Kiama event for new and existing businesses with 58 local businesses in attendance. With the onset of COVID-19 we continued to hold twice weekly online events for businesses between April and June. These events were incredibly well supported with many innovative online events attended by over 400 businesses.

Other business programs we supported were the Economic Gardening Program, the Business Connect Program and the facilitation of the Business Bus visit to Kiama.

Council continued our Sponsorship of the Illawarra Business Awards.

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

We continue to monitor and update the procurement policy. All Legal Services procurement is sourced through the Illawarra Shoalhaven Joint Organisation (ISJO). This

year, new electricity agreements for large and small usage sites were produced through Local Government Procurement.

### 3.3 Promote and support tourism in the local area

We have focused on the development and implementation of Managed Service Agreements for each Holiday Park in the LGA. This year all of the Managed Service Agreements for the Holiday Parks have been signed and implemented.

The annual Destination Events calendar is developed and promoted every financial year. This year, unfortunately, COVID-19 restrictions impacted many events. The calendar is updated and developed regularly.

We are proud to acknowledge that work with local tourism businesses in addressing access barriers for potential customers and users with disabilities has been completed.

We are focused on implementing and upgrading network as well as public Wi-Fi at the Visitor Information Centre. These upgrades will be completed as of next financial year. In addition, the Managed Service Agreement for the Visitor Information Centre is under review. However, due to alternate work priorities, the review has not been finalised.

We are consistently looking for opportunities to promote healthy and sustainable environments through tourism channels. This year, sustainability tips have been incorporated into key communication platforms and publications such as, Kiama Council's website, the dining guide and visitor guide.

The LEAN process into event management has resulted in the Kiama Events Group being formed this year. The Group is progressing with providing the community and staff with resources and processes to assist in improving the organisation of local events.



**777**  
estimated jobs  
supported by tourism  
(13.8% of total employment)

Construction  
contributes

**\$105  
million**

to total value-added



The redevelopment of our website to OpenCities content management system is now complete. Outcomes from the Kiama Events Group LEAN are currently being added to the new website. Further content will also be added to the new site as needed.

The Destination Events Marketing Toolkit was completed by 30 June 2020. Council has continued to pursue new Destination and Major events for the Kiama LGA. The 'Play it Forward' event held in January 2020 was a big success. Three new events were secured this year including NRMA, L'Étape and Skatefest Kiama. However, due to the restrictions of COVID-19, the NRMA event was cancelled and Skatefest was postponed.

We continue to promote the redevelopment of Surf Life Saving Clubs around the LGA. The latest meeting for the Gerringong Surf Life Saving Club stakeholders was held on 24 April 2020. Following that meeting, Council held a meeting in June considering the recommendation to have the land rezoned.

The creation of an annual Sales and Marketing Plan for The Pavilion was completed this year. However, the implementation of the Sales and Marketing Plan was disrupted due to the circumstances of COVID-19 as well as staff changes

## Major events

**Major events help drive Kiama's tourism economy, attracting visitors as participants and spectators while enriching the community's cultural and sporting experiences.**

Destination Kiama held a number of major events throughout the 2019-20 financial year including L'Étape Australia by Tour de France, Skatefest, and World Bodyboarding titles.

Unfortunately, many events were impacted by COVID-19 and either cancelled or postponed.

Destination Kiama ensures that the Destination Events calendar is always updated and full of relevant information for visitors and the community.

We also support annual community cultural events such as the Kiama Jazz and Blues Festival, the KISS Arts Festival and Folk by The Sea.

Kiama has secured many events for the 2020-21 financial year including, the Australian open of Surfing Tour, L'Étape Australia by Tour de France, and the Kiama Jazz and Blues Festival.



 **12,000+**  
attended Kiama's  
New Year's Eve  
celebrations

**L'Étape  
Australia**  
by Tour de France  
secured



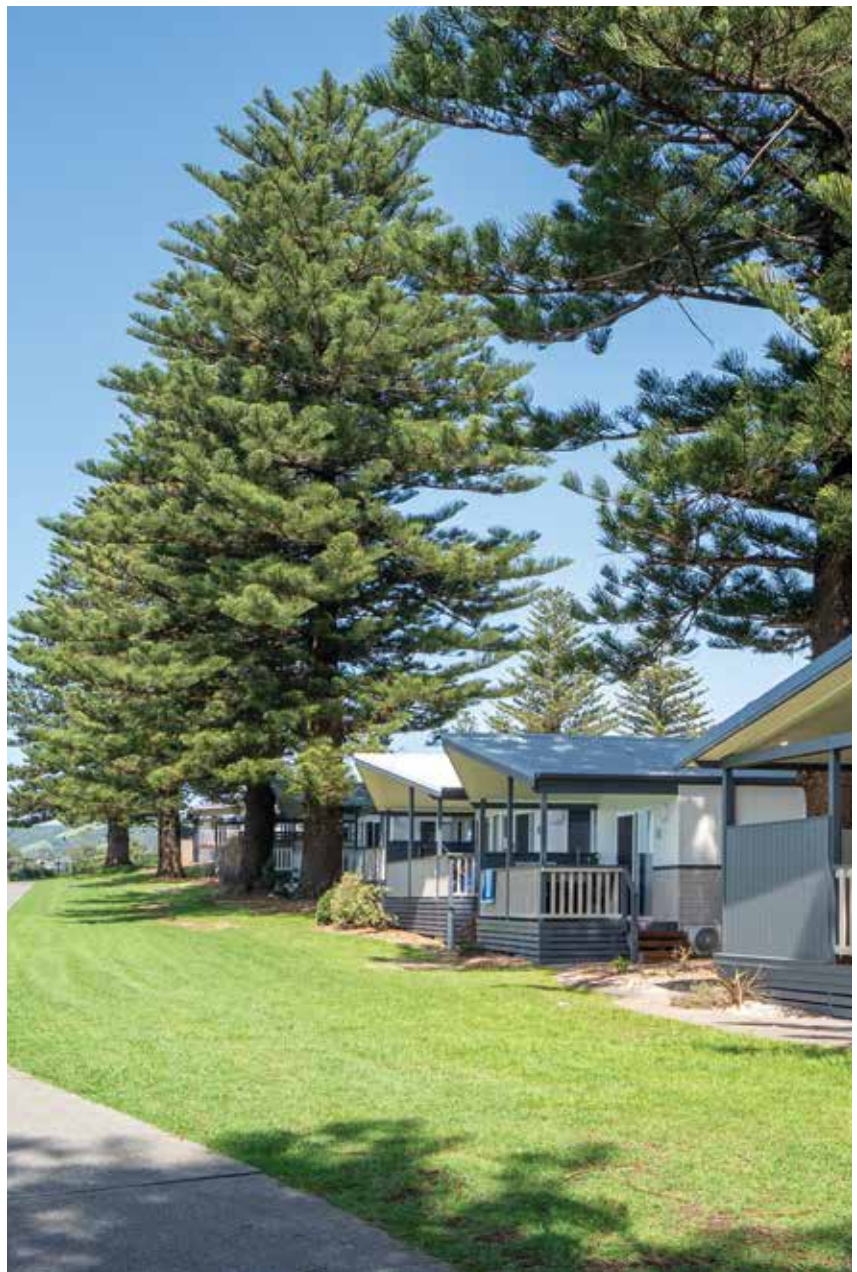
# Surf Beach Holiday Park

**We completed the \$5.6 million major upgrade to the 'jewel in the crown' of our tourism facilities – Surf Beach Holiday Park.**

Surf Beach Holiday Park is situated on an elevated oceanfront headland site on the south side of Kiama's main surf beach, is within walking distance of the town centre and was the first park to be upgraded under the Business Development Strategies program. Surf Beach Holiday Park is well-known with strong occupancy levels and repeat visitation. However, the facilities within the park were deteriorating and the park needed an upgrade to match the quality of the location as well as increase customer expectations. The upgrade was completed over a period of eight months and the park reopened in December 2019, in time for the summer holiday peak season.

The project included:

- New internal roads, stormwater, electrical upgrades and retaining walls
- new swimming pool with a play area
- upgraded outdoor camp kitchen
- five new cabins and extensive refurbishment to 21 existing cabins
- redesigned office and reception areas
- enhanced site security
- fencing and extensive landscaping



# Responsible civic leadership that is transparent, innovative and accessible



**11**

Ordinary  
Council meetings



**2**

Extraordinary  
Council meetings



**6**

civic functions  
held by council

#### **4.1 Council is financially sustainable**

Over the year, we have met six out of seven of the 'Fit for Future' benchmarks. The Operating Performance Ratio was affected by employee retirements, termination payments as well as COVID-19 impacts.

#### **4.2 Council embraces good governance and better practice strategies**

Our annual risk management program includes enterprise risk management reviews, business continuity review and/or drills, attendance at industry events, Work Health and Safety (WHS) and Return to Work (RTW) network groups, efficient management of claims, primarily in the workers' compensation, property public liability areas, insurance program implementation and continuous risk and property risk engineering audit outcome management.

This year, the works of the risk management program has been largely dictated by external factors, including bushfires, flooding and COVID-19. The result of this has been that we have focused primarily on business continuity and risk management in relation to providing advice and assistance to all our departments, services and facilities.

Our safety culture continues to evolve with the strong support of the General Manager and Directors. Improvements in mechanisms for communication and consultation are planned for the next reporting period which will further aid in our focus on all aspects of Work Health and Safety.

This year, the Injury Management program has primarily focused on the works of the Alcohol and Other Drugs Protocol for Staff. This work has included development, training and implementation, return to work training for Managers, Protocol review as well as selection of a pre-employment provider. All Injury Management claims continue in accordance with legislative

requirements and best practice management.

Our Enterprise Risk Management Framework prescribed for regular risk reporting to the executive ensures each department has a register of their risks. This year, most business units have reviewed their Risk Registers. In addition, new risk registers were created for Tourism and Events, Youth programs and Blue Haven Bonaira. Our risk culture has been maturing as Managers are regularly and proactively contacting Risk Management for advice with decisions and planning for projects.

The Continuous Risk Improvement Program (CRIP) Audit is an integral part of our membership with Civic Risk Mutual, which is used as a benchmarking tool to ensure all members show diligence in working towards a best practice approach to the exposures they have. We are proud to acknowledge that 2019-20 has seen good progress on most items within the CRIP recommendation list. However, implementation of recommendations have been impacted by COVID-19. Business continuity strategies have been required in practice for over half of the financial year. Additionally, Managers have been more focused in understanding what risks are exposed and how to critique them. A focus on strategic risk will be a priority for the 2020-21 financial year.

The Internal Audit annual work plan was on schedule for most of this financial year. The impact of COVID-19 resulted in the majority of staff working from home creating significant changes in work practices and processes, consequently affecting audits.

Unfortunately, due to alternate priorities the action for Service Delivery for resolution and response of requests/incidents was not finalised.

We continue to focus on the development and implementation of automated monitoring with the ability to record availability statistics for the network. Automated

monitoring of the network was completed and availability statistics are now available.

The Technology Disaster Recovery Plan and Information Technology Backup Plan have not progressed in the last quarter due to alternate priorities arising. The Disaster Recovery Plan and Information Technology Backup Plan require additional information to be added in light of changes to the environment over the year.

The Information Communication Technology Strategic Plan has been reviewed and changes are yet to be documented formally. The update of the plan has not progressed in the last quarter due to alternate work priorities.

The Service Level Agreements have been drafted and are yet to be submitted for approval. Unfortunately, in the last quarter this has not progressed due to alternate priorities arising.

The annual reviewal of our Salary Structure has continued to progress following a renegotiated target date for implementation. There has been continual review of our Human Resources Protocols, the reviews have been facilitated in consultation between our Management Executive and Consultative Committee.

The Human Resource Management program of works adjusted to accommodate COVID-19 demands and Senior Leadership team variability. COVID-19 supports have included supporting actions to facilitate the delivery of the Business Continuity Plans and Risk Management Strategies and implementing measures to support employee redeployment to minimise the impact of workplace closures on employees.

Unfortunately, due to Senior Leadership variability, Organisational Development staff leave and the impacts of COVID-19 the works of the Organisational Development program have been significantly impacted. The Organisational Development team has primarily focused on, supporting and

providing change management advice to major projects including the Salary Review System, supporting and delivering the Position Description Workshops for Salary System Review and supporting the development of resources and communications in response to COVID-19.

We have implemented a range of continuous improvement initiatives to reduce the margin for error, improve efficiency and effectiveness of the recruitment process in the last year. Furthermore, our contract for the provision of Pre-Employment Medical Services has been revisited, and a new provider has been engaged.

Unfortunately, supported work placements for people with disabilities has not occurred this period due to the magnitude of the Human Resources Program of Work paired with the additional load associated with responding to COVID-19.

Ongoing work has been undertaken to continue to facilitate effective engagement with staff, this work has included the development of the staff newsletter as well as continual staff updates.

This year, additional internal communications were necessary to ensure staff were aware of the impacts and actions required as a result of COVID-19. These additional communications included, at times, daily updates to staff about the outcomes of the COVID-19 Response Team meetings. A number of videos were also produced and submitted to assist in providing information in a different format.

There has been the introduction of regular General Manager's meetings. A result of these meetings have been very positive with high productivity. There has also been collaboration with the Illawarra Shoalhaven Joint Organisation (ISJO) this year. This collaboration has primarily focused on continuing to provide great outcomes along with providing a number of regional strategies and forums. Involvement altogether in working groups and

forums has increased, and has attracted government funding for transport and infrastructure projects.

We continue to actively pursue opportunities to improve services for access public transport within and between towns.



#### 4.3 Council and the community working together

This year, our Website has transitioned to the new Open Cities content management system. The new site includes updated and revised content, new features and applications. Accessibility standards of the site have been enhanced and the new site has created an improved customer experience.

Ongoing work has been occurring this year to enhance the readability of our communications. During this time, additional graphic design support was provided to assist in the presentation and visual appearance of documents and our communication channels. This also assists in providing clearer versions of documentation.

Council information has been provided this year on a regular basis and through a range of different media platforms. This year, weekly emails through Kimunico has continued along with individual Council Updates via email. Social media channels have been used at a higher than normal rate due to COVID-19.

The news feed on the Kiama Council website is currently being updated daily. The quarterly print Kimunico

is also continuing as the community news in the fortnightly Bugle.

Development and improvements to our digital channels have continued this financial year. This includes new formats for print and email Kimunico as well as the use of the Hootsuite platform to provide simpler social media management. Traditional media efforts continue mostly through The Bulge and Kiama Independent, although, the Independent is now online only.

We were unable to facilitate effective engagement with the community this year due to the impacts of COVID-19 and bushfires. A marked improvement for effective engagement with the community is expected in the next financial year.

For each Council meeting and public access meeting this year, the live broadcast has been available as well as the meeting recordings have been online within two business days following the meeting.

Revamping of Information Architecture navigation and content clean-up has continued this financial year. The existing site will continue to be revamped until Information Technology staff complete projects to clean up Active Directory, bring all staff online, and begin implementing TechnologyOne Electronic Records Management.

We continually focus on the importance of providing information to the community in a timely manner. The first half of this financial year was a success in strong performance in terms of capturing positive media coverage and maximising community awareness. However, this strong performance was disrupted in the second half of the financial year due to the impacts of bushfires and COVID-19.

There were some positive impacts during COVID-19. The lockdown provided an opportunity for us to explore options for various ways to deliver meetings, events and activities.

Accessibility is a key consideration for Destination Kiama across all activities in tourism and events.

Information regarding accessibility is available online and in print publications.

We continue to undertake Brand reviews and develop corresponding guides for all of Council and its sub-brands. The Brand Review this year has been completed. Suggested minor changes have been created, including a new colour palette. Partial completion of the style guide has occurred. Minor colour changes are being implemented. If adopted by Council, a full brand guide will be created to include the use of the Kiama Municipal Council logo with other facilities and services. Delays have occurred due to the primary focus of COVID-19 communications. The style guide is expected to be complete early in 2020-21.

We have had an unusual challenging year in the promotion of information and events, primarily due to external factors including the bushfires and COVID-19. However, this provided new opportunities to explore and extend skills and experience in crisis situations.

The Community Participation Plan (CPP) was endorsed by Council at the October 2019 meeting. The Community Participation Plan was uploaded to the Department of Planning, Industry and Environment's Planning Portal on 28 October 2019.

**263**

informal requests including



**249**

Informal GIPAs and

**14**

Adjoining Property Requests

**23**

formal requests for information under GIPA Act

## Project Apollo

**We are constantly seeking to improve our performance through the use of the latest technology.**

Project Apollo has been a key feature in our quest for a software system that will provide better data management and business intelligence and improve the delivery of accurate and timely information.

After an extensive evaluation process, we elected to move our operations onto TechnologyOne's OneCouncil platform. The first module has been successfully implemented on time and budget. The \$3.5 million project represents a cultural shift and will provide daily inspiration for staff and the community



## Rural Management Challenge

**Over the past five years, we have entered teams in the Rural Management Challenge. It is an excellent opportunity to challenge Council's way of thinking, develop networks, and expand staff's knowledge of local government, management skills and team work.**

In August 2019, Council competed in the Shellharbour regional round of the Rural Management Challenge. Over two days, teams of four came together to compete against other councils in tasks in which stretched their knowledge of local government and their council's policies and procedures. All tasks were tailored specifically for rural and regional councils, addressing realistic scenarios that can be faced in daily management of council operations.

Kiama won the regional round, and in the process were awarded the best score of all 28 teams competing in six regions across the state. Kiama went on to finish in second place in the State Finals in Sydney in February, missing out to Tamworth Regional Council by only two points.



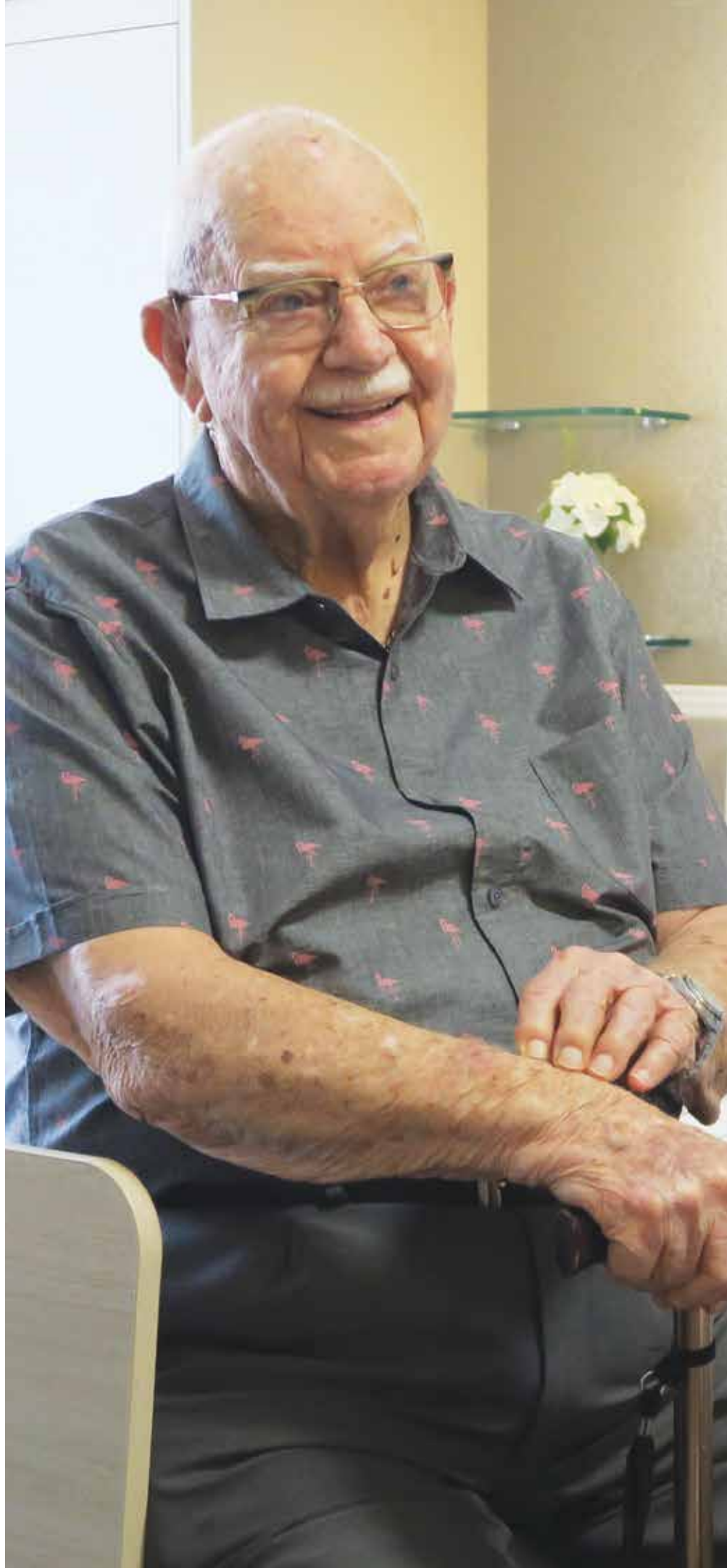
## LEAN Methodology

**We have implemented LEAN Methodology to help focus on generating continuous improvement through building capacity, rather than 'buying in' skills.**

The LEAN methodology is expected to optimise efficiency and effectiveness and reduce costs. Initially, Council concentrated on key areas of businesses including Blue Haven Home Care and Community Care, Parks and Gardens and Planning Development Assessment.

Engaging key stakeholders from these teams over a sixteen-week period in an 'action learning' environment achieved real business outcomes, particularly in better data management.

It also proved invaluable in upskilling our staff in problem-solving to improve efficiencies. We have subsequently included other teams in subsequent rounds of LEAN, and the organisation is benefitting from a more engaged and efficient workforce.



# COVID-19 Response

In March 2020, life for all in NSW became very different due to the introduction of lockdown restrictions in response to COVID-19 pandemic. Council was faced with the challenge of maintaining key services while also enforcing strict restrictions to meet government requirements and ensure the health and safety of the community, staff and customers.

Council responded quickly and effectively to the challenges of the COVID-19 lockdown. Council formed a COVID-19 Response Team to provide a strategic coordinated response to COVID-19. The Team developed a comprehensive communication plan to ensure consistent, reliable and timely information was delivered to Council staff and the community.

This included dedicated webpages covering such main issues such as facilities and services, sporting information, Q&As, business advice and updates on government regulations. Council focused on updating social media, fact sheets, community posters and brochures regularly.

Council is proud to acknowledge the quick and successful relocation and displacement of 90% of office staff, with low impact to the delivery. During the lockdown of COVID-19, Council made innovative efforts to ensure that services could be delivered to the community.

This includes the introduction of iPads and Facetime at Blue Haven, the encouragement of Kiama's eLibrary, as well as Leisure Centre staff providing gym classes online. Council also responded to an initiative by Minnamurra and Kiama Lions Clubs to distribute Good Neighbour Cards to every home across the Municipality, reaching out to isolated and vulnerable people with information and offers of assistance during the COVID-19 lockdown.

Council continues to comply with all government restrictions in relation to the COVID-19 pandemic and is closely monitoring all services and facilities to ensure the safety of the community and staff.



**Top:** Staff were busy handling customer service enquiries during COVID-19 lockdown.  
**Above:** Mayor Clr. Honey briefing WIN News on Council's COVID-19 response.



**50+**  
Response Team  
staff updates

**602**

home care clients  
assisted under the  
COVID-19  
Safe Action Plan



**200**

food premises  
helped by Council to adhere to  
COVID-19 regulations

## Other required information under the Local Government Act/Regulations



# Mayor and Councillors

## Meetings and attendance of Councillors

Council conducted 11 Ordinary meetings, 2 Extraordinary meetings and 1 Youth meeting during the 2019-20 financial year.

	Ordinary meetings	Extraordinary meetings	Youth meetings
Clr Mark Honey	12	2	1
Clr Matt Brown	12	0	0
Clr Neil Reilly	12	2	1
Clr Kathy Rice	12	2	1
Clr Andrew Sloan	12	2	1
Clr Warren Steel	12	2	1
Clr Don Watson	12	2	0
Clr Mark Way	12	1	0
Clr Mark Westhoff	9	2	1

## Councillor Training and Professional Development

Councillor	Company Directors Course (Australian Institute of Company Directors)
Clr Mark Honey	0
Clr Matt Brown	0
Clr Neil Reilly	0
Clr Kathy Rice	1
Clr Andrew Sloan	0
Clr Warren Steel	0
Clr Don Watson	0
Clr Mark Way	0
Clr Mark Westhoff	0

### Mayor and Councillor fees and expenses paid

The following fees and expenses were incurred during the 2019-20 financial year for the provision of facilities to Councillors in relation to carrying out their civic duties.

Description	Amount Paid
Mayoral fee	\$44,250
Mayoral vehicle expenses	\$907
Councillor fees	\$180,875
Councillor expenses	\$13,319
Cost of dedicated office equipment	Nil
Cost of telephone calls: including mobile, home located land-lines, facsimile, and internet services	\$6,688
Cost of conference/seminar expenses	\$13,365
Cost of training and provision of skill development	\$5,985
Mayor and Councillor interstate visits including transport, accommodation and other out-of-pocket travelling expenses	\$477
Mayor and Councillor overseas visits including transport, accommodation and other out-of-pocket travelling expenses	\$1,741
Mayor and Councillor – expenses of any spouse, partner or other person who accompanied the Mayor or Councillor being expenses payable with the Guideline	Nil
Mayor or Councillor expenses for the provision of care for a child for an immediate family member in relation to carrying out civic duties	Nil

### Overseas visits by Councillors, Council staff, or Council representatives

Kathy Rice : 24-26 September 2019 – Korea

## General Manager and senior staff payments

Council employed four positions under the provisions of the Local Government Act as 'senior staff' for the 2019-20 financial year, being the General Manager, Director Environmental Services, Director Corporate and Commercial Services and Director Engineering and Works. The total amount paid to these positions for the financial year includes:

- total value of the salary component
- amount of any bonus, performance or other payments that do not form part of the salary component
- employer contributions or salary sacrifice amount payable to any superannuation scheme to which the senior staff may be contributing
- total value of any non-cash benefits for which these staff are eligible under the package
- total amount payable by way of fringe benefits tax for any such non-cash benefits.

Total value for all 'Senior Staff other than General Manager' – \$385,298 (Note – sum of the package values for each of the Senior Staff Other than General Manager roles applicable during the financial year)

Total value for General Manager - \$346,160

## Amount of rates and charges written off during the year

\$11,479 of rates and charges were written off during the 2019-20 financial year.

Pension rebate of \$453,389 was granted for the financial year.

## Money granted

Details	Amount
Anglican Church Of Gerringong	\$250
Australian Skateboarding Co	\$4,000
Cultural Grant - Mr H O'Brien	\$3,000
Cultural Grant - Nested Realities	\$2,800
Cultural Grant - South Coast Writers Inc	\$2,800
Donation - Bushfire Recovery Gathering	\$250
Donation - Carols on the Green	\$250
Donation - Hall Hire Christmas Party	\$250
Donation - Jamberoo School of Arts	\$250
Donation - Kiama Pavilion	\$250
Donation - P&C Trivia Night	\$250
Donation - Rock n Roll Dance	\$250
Donation - Seminar 2020	\$250
Donation - Surf Side Carnival August 2019	\$250
Elite Energy Pty Ltd	\$3,250
Gerringong Bowling and Recreation Club	\$500
Gerringong Breakers Football Club	\$3,000
Gerringong Golf Club Inc	\$2,273
Gerringong Uniting Church	\$1,000
Illawarra Academy Of Sport	\$8,000
Illawarra Folk Club Inc	\$2,045
Jamberoo Community Pre-School	\$250
Jamberoo Inter Church Committee	\$1,000
Jamberoo Music Festival	\$3,750
Jamberoo P&C Association	\$250
Jamberoo Red Cross	\$3,977
Jamberoo Rugby League Football Club	\$790
Jamberoo Rural Fire Service	\$1,000

Details	Amount
Kiama Art Society Inc	\$2,150
Kiama District Ministers Fraternal	\$2,352
Kiama Downs Surf Life Saving Club	\$1,000
Kiama Garden Club	\$250
Kiama Golf Club Ltd	\$455
Kiama Jazz and Blues Club Inc	\$14,447
Kiama Rugby Football Club	\$6,000
Kiama Rugby League Football Club	\$550
Kiama Swim Club	\$1,085
Kiama Tourism Grant - Duststar Productions	\$3,000
KISS Arts Festival	\$9,900
Life Together - Shine Women	\$250
Lions Club of Gerringong	\$1,000
Lions Club of Kiama Inc	\$682
Mrs V A Dzelde	\$250
NSW Government Schools	\$1,818
NSW Wheelchair Basketball	\$1,104
Rotary Club Gerringong	\$250
Rotary Club of Kiama Inc	\$1,000
SESA Swim Championships	\$1,085
St John Ambulance Australia	\$350
Surf Side Carnival	\$250
Surfing NSW Inc	\$22,000
The Sebel Harbourside Kiama	\$909
Traditional Yidaki (Didgeridoo) Performance	\$500
Welcome to Country - Australia Day 2020	\$350
<b>Total</b>	<b>\$119,172</b>

## Section 7.11 and 7.12 Contributions

We have seven Section 7.11 Contribution Plans (S7.11) and one Section 7.12 Indirect Contributions Plan.

These plans set out the financial contributions that developers are required to make to be spent on providing a range of public facilities throughout the Municipality.

Funds received in 2019-20 – from Note 28 Financial Statements

	S7.11	S7.12	Total Contributions
Total excluding interest	\$392,439	\$945,163	\$1,337,603
Total including interest	\$413,809	\$960,625	\$1,374,434

Works undertaken	Expenditure
Blue Haven Bonaira – staff accommodation	\$2,200,000
Footpath renewal	\$14,213
Landscape – various playgrounds	\$138,993
Parking and pedestrian improvement	\$24,746
<b>Total expenditure</b>	<b>\$2,377,952</b>

Works	Contributions Recoupment
Nil	\$ 0
<b>Total Recoupment</b>	<b>\$ 0</b>

## Government contracts (over \$150,000)

The following contracts with a value of more than \$150,000 were awarded during the 2019-20 financial year.

Contractor	Goods/services	Estimated amount payable under the contract (including GST)
Business Machine Specialists	Provision of printer equipment and a package of services to support this fleet	\$215,000.00
Erm Power Retail Pty Ltd	Supply of electricity for unmetered public lighting for NSW Councils	\$1,000,000.00
South Kiosk Pty Limited	Operation of kiosk/café located at Blowhole Point (R87397) Reserve	\$171,468.00
Soilco Pty Ltd	Processing of food organics and garden organics	\$3,147,540.00
NSW Coastal Homes Pty Ltd	Refurbishment of Kevin Walsh Oval amenities, Jamberoo	\$910,000.00
Momentum Built	Building of Gerringong Library and Museum project	\$3,480,000.00
Beau Corp Projects	Design and construction of pool precinct at Surf Beach Holiday Park	\$845,158.60
Wendgold Pty Ltd	Supply and installation of five (5) cabins at Surf Beach Holiday Park	\$1,095,220.00
Southern Truck Centre	Sideloader compactor truck	\$430,084.00
Garwood International Pty Ltd	Rear loading garbage compactor	\$258,066.00
Bucher Municipal Pty Ltd	Two broom type street sweepers	\$756,624.00
Roadworx	Supply and lay asphaltic concrete for 2019/20 financial year	\$1,084,380.00

# Condition of public works

## Local and regional roads

The following values are for our transport and communication assets (excluding land under roads)

Asset class	Written value at 30/6/2019	Estimated cost to bring to satisfactory standard (\$000)	Estimated annual maintenance cost (\$000)	Maintenance expenditure 2019-20 (\$000)
Public roads	\$133,950	\$3,437	\$1,880	\$1,965

## Stormwater drainage

Asset class	Written value at 30/6/2019	Estimated cost to bring to satisfactory standard (\$000)	Estimated annual maintenance cost (\$000)	Maintenance expenditure 2019-20 (\$000)
Drainage	\$28,102	\$0.00	\$125	\$86

## Buildings

Asset class	Written value at 30/6/2019	Estimated cost to bring to satisfactory standard (\$000)	Estimated annual maintenance cost (\$000)	Maintenance expenditure 2019-20 (\$000)
Public buildings	\$59,776	\$119	\$1,476	\$1,647

## Other structures

Asset Class	Written value at 30/6/2019	Estimated cost to bring to satisfactory standard (\$000)	Estimated annual maintenance cost (\$000)	Maintenance expenditure 2019-20 (\$000)
Other structures	\$6,207	\$0.00	\$0.00	\$0.00

## Open space/recreational

Asset Class	Written value at 30/6/2019	Estimated cost to bring to satisfactory standard (\$000)	Estimated annual maintenance cost (\$000)	Maintenance expenditure 2019-20 (\$000)
Swimming pools/recreation	\$11,555	\$578	\$1,680	\$1,837

# Stormwater management services provided (levied)

In 2019-20 we expended stormwater levy funding as follows:

- We expended \$81,000 with levy funding with the anticipation that \$700,000 is to be expended in 2020-21 for the Barney Street Culvert replacement as well as storm water infrastructure renewals.

## Special Rate Variation (SRV) works

Special Rate Variation amount of \$1,150,513 for 2019-20 was fully expended as follows:

Maintenance expenditure:	FY expended
Parks Services Maintenance	\$183,240
Footpath Maintenance	\$51,548
Building Maintenance	\$53,089
<b>Total maintenance</b>	<b>\$287,877</b>

Project comments	FY expenditure	FY budget
James Oates Reserve picnic table replacements	\$44,547	\$35,000
Jamberoo Youth Hall restoration	\$3,211	\$133,912
Lloyd Rees amenities	\$0	\$100,000
North Kiama Neighbourhood Centre refurbishment	\$5,255	\$50,000
Gerroa Neighbourhood Centre refurbishment	\$82,219	\$50,000
South Werri Reserve Amenities renewal	\$15,923	\$200,000
Saddleback Mountain Amenities renewal	\$5,245	\$57,794
Emery Reserve Amenities renewal	\$111,517	\$250,000
<b>Total</b>	<b>\$287,877</b>	

## Capital Works report

Item	A Budget (\$) (indicative)	B Approved to date (\$)	C Forecast final cost (\$)	D+A-C Forecast uncommitted (\$)	E Spent to date (\$)
Const - early works	\$4,650,000	\$4,276,228	\$4,276,228	-	\$4,276,228
Consultants - pre DA	\$1,112,311	\$2,009,462	\$2,009,462	-	\$2,009,462
Consultants	\$2,546,207	\$1,355,076	\$1,355,076	-	\$1,355,076
Authorities	\$423,897	\$1,098,926	\$1,098,926	-	\$1,098,926
Client costs	\$3,370,204	\$4,434,199	\$4,434,199	-	\$4,434,199
Land	\$2,819,059	\$2,819,059	\$2,819,059	-	\$2,819,059
Contingency	\$3,829,764	-	-	-	-
Construction - main works (infrastructure)	\$2,252,073	\$3,316,521	\$3,316,521	-	\$3,316,521
Construction - main work (provisional sums)	\$775,000	\$63,652	\$63,652	-	\$63,652
Construction - main works (prelims & margin)	\$15,935,504	\$16,206,055	\$16,206,055	-	\$16,206,055
Construction - main works (consultants)	\$1,346,986	\$1,161,368	\$1,161,368	-	\$1,161,368
Construction - main works (RACF B1-5)	\$29,702,143	\$30,035,997	\$30,147,440	\$111,443	\$30,035,997
Construction - main works (community & loft B6)	\$5,755,191	\$7,639,508	\$7,639,508	-	\$7,639,508
Construction - main works (Barroul House B7)	\$1,500,000	\$954,685	\$954,685	-	\$954,685
Construction - main works (ILU & Bsmt B8a-c)	\$21,900,244	\$22,344,990	\$22,344,990	-	\$22,344,990
Construction - main works (external)	\$7,455,715	\$7,298,298	\$7,298,298	-	\$7,298,298
IT infrastructure	\$633,939	\$740,903	\$740,903	-	\$740,903
<b>Total</b>	<b>105,891,894</b>	<b>101,238,858</b>	<b>106,824,110</b>	<b>932,216</b>	<b>80,830,919</b>

## Work on private land

No work was carried out on private land by Development Assessment during the 2019-20 financial year.

# Legal proceedings summary

## Infringements

Action	Result	Face value \$
<i>Road Rules, Transport Act and Road Regulations</i>	457 Infringements issued	\$89,407
<i>Companion Animals Act and Regulations</i>	30 Infringements issued	\$17,135
<i>Protection of Environment Operations Act</i>	7 Infringements issued	\$11,750

## Court Actions

Action	Result	Cost \$
10.2017.291.1 (Dartanyon Developments)	Class 1 Appeal – upheld following agreement with Council's terms	\$135,857.00
10.2017.286.1 (Sciacchitano)	Class 1 Appeal – discontinued following conciliation conference	\$69,452.00
10.2019.18.1 (Moran)	Class 1 – Appeal discontinued	\$53,396.00
10.2016.344.1 (Tom Simmat)	Class 1 – Appeal – discontinued at hearing	\$46,137.00
10.2013.56.5 (Smith & Heald)	Class 1 Appeal – ongoing	\$23,297.00
10.2018.196.1 (Smithers)	Class 1 Appeal – ongoing	\$21,259.00
10.2016.185.1 (Saffioti)	Class 1 Appeal – dismissed	\$1,360.00
10.2018.212.1 (Maroun Holdings)	Class 4 Appeal – upheld	\$29,928.00
10.2012.262.3 (Coastalwatch)	Class 4 – Unlawful building works – not commenced	\$8,437.00
KMC v Moore	Class 4 – Unlawful building works – ongoing	\$2,654.00
10.2017.307.1 (Joseph)	Class 4 – Appeal discontinued	\$2,615.00
10.2017.245.1 (Endo Technik-Nord)	Class 4 – Appeal discontinued	\$1,298.00
KMC v Johnson	Class 2 – Failure to fence swimming pool – ongoing	\$36,947.00

## External bodies, companies and partnerships

We engaged a consultant to undertake swimming pool compliance inspections under the *Swimming Pools Act 1992* and *Swimming Pool Regulation 2018*.

We did not hold any interests in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies during the 2019-20 financial year.

We participated in partnerships/joint ventures with the following corporations, partnerships, trusts, joint ventures, syndicates or other bodies

Name of partnership/joint venture	Type	Partner(s)
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 Shoalhaven Joint Organisation (ISJO)	Association to combine Council resources and staff skills for regional strategy, political advocacy, joint initiatives and to maximise efficiencies	Shellharbour, Shoalhaven and Wollongong Councils
Illawarra District Weeds Authority	Regional approach to tackle invasive weeds	Shellharbour and Wollongong Councils
Dementia Friendly Project	Resource, knowledge and skill sharing to make Kiama a dementia friendly town	University of Wollongong and Alzheimer's Australia
Surfing NSW	Partnership agreement for the Kiama area to host surfing and bodyboarding events	Surfing NSW
Regional Arts	Promote and assist arts within the region	Shellharbour Council
South Coast Tourism Promotion	NSW South Coast Unspoilt Destination marketing campaign	Shellharbour, Shoalhaven and Sapphire Coast Councils and Eurobodalla Tourism partnering with Destination NSW
Community Building Partnerships	CCTV network and Saddleback lookout	NSW and Commonwealth Governments

# National Competition Policy

We have adopted the principle of competitive neutrality to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW Government Policy Statement on the Application of National Competition Policy to Local Government. The Pricing and Costing for Council Business – A Guide to Competitive Neutrality issued by the Office of local Government in July 1997 has also been adopted.

These guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in our pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return) and dividends paid.

## Declared Business Activity

In accordance with *The Pricing and Costing for Council Business – A Guide to Competitive Neutrality* we declared that the following are to be considered as business activities:

Category 1 – where gross operating turnover is over \$2 million

1. Kiama Coast Holiday Parks
2. Waste Services Collection Unit

## Statement of Ordinary Expenses

Revenues			Expenses		Operating results		Total assets held (current and non-current)
	Budget (\$000)	Actual 2020 (\$000)	Budget (\$000)	Actual 2020 (\$000)	Budget (\$000)	Actual 2020 (\$000)	Actual 2020 (\$000)
Const - early works	\$4,650,000	\$4,276,228	\$4,276,228	-	\$4,276,228		
Kiama Coast Holiday Parks	\$8,993	\$8,118	\$6,466	\$6,957	\$2,527	\$1,161	\$27,246
Waste Service Collection Unit	\$6,493	\$6,375	\$3,796	\$3,936	\$2,697	\$2,439	\$7,402
<b>Totals</b>	<b>\$15,486</b>	<b>\$14,493</b>	<b>\$10,262</b>	<b>\$10,893</b>	<b>\$5,224</b>	<b>\$3,600</b>	<b>\$34,648</b>

## Competitive Neutrality Complaints

Underpinning competitive neutrality is the need to properly recognise the full costs of our business activities. This allows comparisons to be made with competitors in the same marketplace and provides information that will allow us to determine pricing policies for each business. We have a process distributing indirect costs and overhead attributed to the declared business activities which are shown in the Special Purpose Financial Reports. We did not receive any complaints relating to this matter during the 2019-20 financial year.

## Private Swimming Pool Inspections

We engaged a consultant to undertake swimming pool compliance inspections under the *Swimming Pool Act 1992* and *Swimming Pool Regulation* for the 2019-20 financial year. The numbers are unfortunately down due to COVID-19.

- 1 inspection of tourist and visitor accommodation
- 1 inspection of premises with more than 2 dwellings
- 38 inspections that resulted in issuance of a Certificate of Compliance under Section 22D of the Act
- 12 inspections that resulted in issuance of a Certificate of Non-Compliance under clause 21 of the Regulation

## Environmental Planning and Assessment Act

No planning agreements were in force during the 2019-20 financial year.



# Disability Inclusion Action Plan

**Kiama's Disability Inclusion Action Plan (DIAP) is now in its third year of implementation. The plan was developed over an 18-month period, based on a combination of consultations and surveys with people with disability to inform the plan, including consulting with our Access Committee and utilising the results from previous consultations for the 2014 Age-friendly survey and the 2013 Community Strategic Plan.**

Based on these consultations, draft strategies were developed that were allocated to various responsible officers across the organisation to implement, with each responsible officer consulted to ensure they agreed with the actions they were to implement to ensure 'buy-in'. The plan was finalised and endorsed by Council in June 2017.

Since the development of the plan, a great deal has been done to improve disability access across the full range of services and facilities we provide, and to encourage disability awareness, access and support across the whole community, including in local businesses and community organisations.

Actions and outcomes include:

- Our Access Committee meet bi-monthly to address identified issues, with 23 actions completed including the creation of an Easy Read version of a resource that lists all the accessible features of the Kiama LGA
- community education around raising awareness for the inclusion of people with disability in all aspects of community life including employment and tourism
- ensuring the national public toilet register is up to date in regards to all of our accessible facilities
- the number of accessible toilet facilities across the LGA has been expanded with the replacement of the Cooke Park, Gerringong amenities and upgrades to the Kevin Walsh Oval, Jamberoo and Emery Park in Gerroa being completed with fully accessible facilities including an adult lift and change facility in Jamberoo
- a fully accessible three-bedroom cabin was built at Surf Beach Caravan Park;
- disability accessibility and awareness has been promoted across multiple platforms and throughout our networks. This has been achieved through the distribution of articles and information to email registers and promotion via our newsletters. A number of consultations and events have also been held to support the promotion of opportunities and to develop an

understanding of existing barriers to access in the business community. A presentation was made at a Tourism After Hours event promoting the importance and benefits of disability inclusion with the presentation delivered by Peter Davies who is deaf, and accessibility tourism information has been added to the new Destination Kiama website and 2020 Visitor Guide

- the Dementia-friendly Kiama Project continues to expand its impact in making Kiama LGA a very dementia inclusive community. The most regular activity of the project is community education that continues to be delivered by people living with dementia using content created by people living with dementia. In addition, the project established weekly online social catch-ups during COVID-19 that saw the participation in the project grow to include participants from across Australia and Singapore. The project also hosted a two-day visit by the national Dementia-friendly Communities project team from Dementia Australia. This visit included providing an overview of the Dementia-friendly Kiama Project, site visits and discussions about outcomes for future learning
- disability access and inclusion has been incorporated into the design and building of the new Gerringong Library and Museum
- we have established a new website that uses the new Open Cities content management system that meets accessibility standards to the highest level
- the bi-monthly convening of a Disability Consultative Group that brings people with disability together with local service providers
- the provision of an accessible viewing area at the New Year's Eve Sky Show and a dedicated worker to support people with disability to access the area.

Overall, the plan has been very successful in driving improvements within Council's provision of services, facilities and information. We know we still have many improvements to make. We are committed to continuing improvements across all of these areas. Cumulatively all the improvements will add up to having a substantial impact on making the Kiama LGA a very accessible community.



# Workforce Management Plan including Equal Employment Opportunity

Our employees range from 18 to 76 years of age. 31% of our employees will reach 65 years by 2030. While the average age of our employees is almost 45 years, the median age is almost 48. In an era when the focus is often on Gen X, Gen Y and Gen Z employees, our challenge is to cater to the specific needs of people in all age groups.

As the largest employer in the LGA we are committed to ensuring our policies and work practices are underpinned by principles of fairness and equity. During 2019-2020, in support of this philosophy and in alignment with the relevant legislation, we:

- continued to provide flexible work practices that underpin our ability to support employees with care and family responsibilities to remain engaged in the workforce, whilst ensuring operational viability. This has included part-time work, flexible hours, work from home, accrued time and nine-day fortnight arrangements
- reviewed a range of employment related protocols including the Recruitment and Selection Protocol, Purchased Additional Leave Protocol and Work from Home Protocol to ensure legislative compliance and operational viability
- continued to resolve employee grievances and disputes in accordance with relevant legislative frameworks
- assisted employees returning to work from both work-related and non-work related illness or injury by engaging the services of qualified rehabilitation providers
- continued to assess ongoing fitness for work, balancing EEO with health and safety considerations;
- implemented capability assessments for employees who use equipment that puts them at an increased risk of injury
- hosted training including Disability Inclusion Awareness Training and Code of Conduct Training
- continued our long standing commitment to providing the Employee Assistance Program for employees to access confidential and professional counselling services
- continued to purchase specialised equipment for employees with special needs
- observed key dates focussing on employee health and well-being such as R U Ok? Day
- implemented interim arrangements with a range of work related protocols to accommodate the myriad of pressures imposed on employees by COVID-19.

## Protocols and practices that promote fairness and equity

Our employment related protocols aim to recognise the complexity of life and help employees balance their work and other lifestyle commitments. These cover such things as:

- nine-day fortnight/accrued time/rostered days off
- leave provisions including long service leave at half, single or double pay
- flexible work arrangements including part-time employment
- home based work
- leave without pay
- paid and unpaid parental leave
- purchased additional leave
- learning and development support
- study assistance

The protocols aim to support our employees at all stages of the employment lifecycle and help to attract a diverse range of people, reflecting the composition of our community. All employment related protocols are developed collaboratively, with our Consultative Committee, ensuring employees have the opportunity to make a meaningful contribution to shaping the culture of the organisation in which they choose to work.

In 2019-2020, we responded to the challenges of COVID-19 by implementing interim arrangements as necessary with employment related protocols. Council is a party to the Local Government Splinter Award and this has provided security to employees during uncertain times. During Public Health Ordered closures of our services and facilities, many employees were redeployed to other areas of the organisation to provide support to areas that continued to function. This achieved mutually beneficial outcomes, keeping people employed during the uncertain times and engaged and ready to return to facilities as they reopened.



# Companion Animals Act

## Office of Local Government Annual Report pound data

We submitted the following information to the Office of Local Government for 2019-20:

- 21 dogs collected and returned directly to the owner rather than being impounded
- 25 companion animals impounded or surrendered
- 24 dogs and 1 cat were impounded (no animals surrendered)
- 84% of impounded animals were returned and/or released to the owner (21 dogs and no cats)
- No impounded animals escaped
- 4% of impounded companion animals were rehomed (1 dog and no cats)
- 12% of impounded companion animals (one cat and 2 dogs) were destroyed
- 235 companion animal complaints were investigated (this is 34, or 13% less complaints received than in 2018-19.
- No notices to comply were issued
- 30 infringements were issued (\$17,135.00 face value)

## Data and reporting related to dog attacks

- 23 aggressive dogs/dog attacks were investigated
- 23 attacks were required to be reported to Office of Local Government
- no Court control orders were issued
- no Nuisance Dog Notices were issued
- no Dangerous Dog Notices were issued

## Funding spent on Companion Animals management and activities

Council's expenditure for Companion Animals management totaled \$176,214. Funds were spent on companion animal administration, enforcement, management of our pound and other Companion Animal Management issues performed by our Ranger Services staff.

Our Rangers investigated all 235 companion animal complaints within 24 hours of their receipt.

## Cat and dog de-sexing

We require all dogs and cats leaving the pound to be de-sexed.

## Strategies to rehome unclaimed animals

We encourage local residents to adopt animals that are suitable for rehoming.

One (25%) of the impounded unclaimed animals (three dogs and one cat) was rehomed in 2019/2020. Two dogs and one cat were destroyed as their temperament

was unsuitable to be rehomed.

## Dog Off-Leash Areas

We offer residents and visitors ten 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.

## Companion Animal Community Education

We undertook community education programs at selected off leash areas and an information stand at the Kiama Markets to provide advice on registration and legislative requirements when taking dogs into a public place and using dog off leash areas.

## Financial Information on Companion Animals funds

In 2019-20 \$176,214 was spent on implementing the Companion Animal Management function.

We received \$18,207 in income from the following fees and infringements in 2019-20:

- Registration and impounding income - \$12,000
- penalty infringements income paid - \$6,207

We provided a total of \$158,007 from its general revenue to balance the shortfall in its income and expenditure for Companion Animals Management.

# Government Information (Public Access) Act 2009 and Regulation

## Government Information (Public Access) Act 2009 and Regulation

The Government Information (Public Access) Act (GIPA Act) requires us 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 disclosure.

To ensure compliance with the GIPA Act, we reviewed the procedures and methods we use to manage information and privacy and personal information.

### GIPA Annual Report 2019-20

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 the NSW 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**
  - Under section 7 of the GIPA Act, we must review at least once every 12 months, our programs for the release of government information to identify the kinds of information that can be made publicly available. We reviewed our Information Guide (our program for the proactive release of information) in January of 2020.
- **Access Applications Received**
  - Council received 23 formal access applications (including withdrawn, but not invalid applications)
- **Refused Applications for Schedule 1 Information**
  - we did not refuse any formal access applications for information under Schedule 1 of the Act

## Number of applications by type of applicant and outcome\*

	Access granted in full	Access granted in part	Access refused in Full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private Business Sector	0	2	0	0	0	0	0	0	2	9%
Not for profit organisation or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (legal representative)	0	4	0	2	0	0	0	0	6	26%
Members of the public (other)	5	6	1	2	0	0	0	1	15	65%
<b>Total</b>	<b>2</b>	<b>12</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>17</b>	
<b>% of Total</b>	<b>22%</b>	<b>52%</b>	<b>4%</b>	<b>17%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>4%</b>		

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

	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	Total	% of Total
Personal Information applications*	1	0	0	0	0	0	0	0	1	4%
Access applications (other than personal information applications)	4	11	1	4	0	0	0	1	21	91%
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	4%
<b>Total</b>	<b>5</b>	<b>12</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>23</b>	
<b>% of Total</b>	<b>22%</b>	<b>52%</b>	<b>4%</b>	<b>17%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>4%</b>		

\*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision

Invalid applications*		
Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	5	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	5	100%
Invalid applications that subsequently became valid applications	3	60%

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

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

Reason	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%

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

Reason	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	11	69%
Business interests of agencies and other persons	3	19%
Environment, culture, economy and general matters	1	6%
Secrecy provisions	1	6%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>16</b>	

**Timeliness**

Description	Number of applications	% of Total
Decided within statutory timeframe (20 days plus any extensions)	19	90%
Decided after 35 days (by agreement with applicant)	2	10%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>21</b>	

Number of applications reviewed under Part 5 of the Act (by type of review and outcome)				
Type of review	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner	0	0	0	0%
Internal review following recommendation under Section 93 of the Act	0	0	0	0%
Review by NCAT	0	0	0	0%
<b>% of total</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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

Applications for review under Part 5 of the Act (by type of applicant)		
Description	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by person to whom information the subject of access applications relates (see section 54 of the Act)	0	0%
<b>Total</b>	<b>0</b>	

Applications transferred to other agencies		
Type of transfer	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
<b>Total</b>	<b>0</b>	

## Public Interest Disclosure (PID) Act

### Annual Report under Section 31 of the Public Interest Disclosure Act 1994

As a public authority, Kiama Council is required to report annually to the NSW Parliament on its obligations under Section 31 of the *Public Interest Disclosure (PID) Act 1994* we are also required to report 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 we fully disclose any activity relating to PIDs; to enable transparency of the PID process and to demonstrate that we are actively complying with legislative requirements.

No Public Interest Disclosures were made or received in 2018-19. During 2018-19 we issued all staff emails advising staff of the *PID Act* and the procedure to disclosure wrongdoing within Council. PIDs (who should make a PID, when and how) were also discussed at our induction sessions for all new employees. The Internal Reporting Policy (Public Interest Disclosure) is currently under review, with training by the NSW Ombudsman for all staff scheduled for early in the new financial year.

# New website

In June 2020, we launched our new website, designed to provide our community with an easier, faster, customer-focused online experience. A cross-department team worked together for two years to bring the project to life, on time and budget. The release of the new, easier to navigate website is timely due to the impacts of COVID-19. We believed that the improved speed would encourage the community to utilise the website for task completions and 'stay home and safe'. By December 2020, we expect to see a 30% reduction in Customer Service enquiries. The new site also has been designed with mobility in mind, meaning that there is improved access online from smartphones or tablets. We have also researched and evaluated what users spend the most time on the website. The result of this research is that there is now a home page that features the most needed pages, sections or functions, as well as an easy search bar and menu.

The new website also offers many new features that residents, ratepayers and customers will appreciate, including:

- Announcements of emergencies and closures
- What's my bin day?
- What's near me?
- A 'do it' online section.

The new site provides an online waste disposal guide, online forms for everything from registering a companion animal to booking a Leisure Centre pool party to reporting illegal dumping.

The top five pages visited since the launch are the Home page, Leisure Centre, Jobs, Plan and Build, and Waste and Recycling.

## Council online, made easy.

[www.kiama.nsw.gov.au](http://www.kiama.nsw.gov.au)



### 3,806

views on the new website's launch day – the highest visitation ever recorded in one day!

