



Community Strategic Plan

2022 – 2032

Strategic choices for a sustainable future



An aerial photograph of a coastal area. On the left, a sandy beach meets the ocean with gentle waves. A dense green forest covers the land to the right of the beach. A road winds through the forest, and a bridge crosses a body of water in the lower right. In the distance, a small hill is visible on the horizon under a clear sky.

Acknowledgement of Country

Kiama Municipal Council acknowledges the Wodi Wodi people on Dharawal country 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.

Contents

Acknowledgement of Country	2
Vision	4
Purpose	5
Message from the Mayor	6
Our commitment	8
Kiama – our past and our present	10
The process to create Kiama's Community Strategic Plan	12
Council's role	14
Kiama's Planning and Reporting Framework	15
Plans and Strategies guiding Council's actions	16
How will we know if we have succeeded?	17
How to read this plan	18
Pillar 1: We belong and contribute	20
Pillar 2: We thrive in a sustainable environment	28
Pillar 3: We create a strong and diverse economy	36
Pillar 4: We are part of a connected and liveable community	44
Pillar 5: We expect accountable and transparent leadership; a Council that is financially sustainable	52
Appendix 1 Planning Framework	61
Appendix 2: Overview of Plans	62

Vision

We live where the sea has sound, energy and life.

We look to the rolling hills, the jagged coastline, and can feel the culture and heritage that came before us.

As we grow, we respect what makes our home special, but we move with the times.

We choose our own path, think deeply and allow change.

We are a strong, adventurous, creative and courageous community.

Our way of life supports our economy, global or local, regional or on our own street, we call this place home.

We embrace diversity of thought, experience and ideas, our differences add vibrancy and character.

The knowledge of who we were, who we are and what we can be makes us strong.



Purpose

The people of the Kiama Local Government Area love where they live. They value the connections between people and places and the unique lifestyle that communities have been able to build in this area. They love the distinct characteristics of the towns and villages, the rolling hills and rural landscapes, the ever-changing seas, the migration of the whales and the active lifestyle that lends itself to the landscapes that shape us.

We share what makes our Municipality special with family, friends and visitors; delighting in the opportunities that create, cultivate and connect us. Ours is a destination to delight; an easy and accessible opportunity to visit and enjoy the lifestyle and beautiful environment for a day or a holiday; or to stay and appreciate all of the good things in life for a few months, years, or a lifetime.

We want sustainable and carefully considered growth to ensure we retain what makes here special. As populations grow and change, pressure is placed on our environment and our memories. Defining our essence and refining our strategies to reflect our pathways requires careful consideration and engagement; knowledge of what has come before, our culture, and what makes our place special is essential to design the future we dream of creating. Our Aboriginal heritage requires further exploration for understanding. The stories need to be told for us to protect the cultural sites of the Wodi Wodi and the Dharawal, who have always been the custodians of this land.

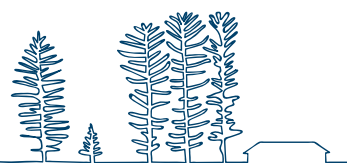
We face challenges and opportunities from pressures such as tourism at peak season; an ageing population; infrastructure maintenance and management with limited resources; and differing priorities from within and upon our

communities. We all want what is best for our region; to cultivate opportunities, to create a future and a proud legacy. We accept the challenges as opportunities to grow and strengthen, to distil the essence of what is important.

These messages are at the heart of the engagement feedback we have received. We share the care and concern for protecting our natural environment and the desire to leave a legacy for the future that retains what makes this region special. We seek to connect with our people and to create a sense of adventure as we seek always to do better and be better, than we were before.

This document represents a community vision for our treasured region, based on extensive consultation both recently and drawing upon Council's experience and knowledge gathered from more than 160 years of interaction and engagement with the people of our Municipality. The purpose of setting out this vision is to provide a guide for the work of many stakeholders in the region, and particularly the work we do here at Kiama Municipal Council.

The landscape that shapes us



Message From the Mayor

It gives me great pleasure to present to you our Community Strategic Plan 2022-2032. This is the overarching plan for the work of Council and is informed by, and interwoven with, our community's vision for what the Kiama Municipality is now, and what we hope and want our area to become over the next ten years.

No one can see into the future and, thankfully, everyone has different views of what is to come. Yet, when I walk around our Municipality and speak to you, our community members, there is a shared sense of purpose, an alignment of values, and a collective sense of what makes our area so very special. Partly it's our landscape – we are incredibly lucky to have a stunning array of terrain here – from our beautiful beaches, to our green rolling hills, from rainforests to escarpment to urban environments. But it's also our people: there's something truly wonderful about the people of this Municipality – they are friendly, loyal and pretty much always willing to speak up, lend a hand and get involved.

I'm proud to say it's the same sentiment within Kiama Council. Our nine Councillors and more than 500 staff are all truly dedicated to not only maintaining what makes our area so great, but to building on that. This will ensure that the Kiama

Municipality continues to be a wonderful place to live, work and visit well into the future.

We will facilitate this future by working to deliver our community's vision, as outlined in this Community Strategic Plan. We'll also do it by being practical, by facing the hard truths when we need to, and by constantly asking questions about sustainability, ensuring our work and our environment is future-proofed.

“ There's something truly wonderful about the people of this Municipality – they are friendly, loyal and pretty much always willing to speak up, lend a hand and get involved. ”





“ By connecting and communicating well with our community in an open way, we also build and maintain that integrity. ”

It is for these reasons you'll see the environment mentioned front and centre throughout this Community Strategic Plan. Kiama Council is committed to net zero emissions by 2030, which is within the scope of this plan and environmental sustainability is a key pillar of it. We're also committed to financial sustainability. For us, that's equally important right now.

We are also focused on transparency, accountability and connection. As I see it, these all go hand in hand. A Council that's accountable

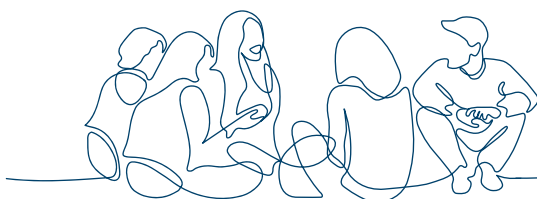
and transparent is one that you can trust. By connecting and communicating well with our community in an open way, we also build and maintain that integrity.

The Community Strategic Plan is not just a read-once-and-forget document, but rather a shared vision that will both inform Council's work over the next decade, as well as provide a balance sheet for our work to be measured against. This is your plan, for us. But it's also our plan, for the future. I hope you enjoy reading it as much as we enjoyed creating it, with your input.

Our commitment

We commit to:

- Showing leadership and demonstrating to communities and stakeholders that the future of the Kiama Local Government Area (LGA) will not be left to chance
- Being a strong advocate for our region, inspiring others to come on board with the vision
- Actively listening to, and engaging with, our communities and our stakeholders to develop and implement the vision
- Approaching the vision with a spirit of partnership, actively seeking to work toward vision outcomes in collaboration with other councils, our regional partners such as the Illawarra Shoalhaven Joint Organisation (ISJO), as well as the NSW Government, the Australian Government and other stakeholders
- Using the vision to develop Council's strategic planning, and following it through
- Treating the parts of the vision as a whole, recognising that they all connect
- In choosing priority actions, ensuring the rationale is clear
- Linking the vision with the reality of its implementation, recognising that each decision, no matter how small, affects the collective future of the community
- Being accountable to the people of the Kiama LGA
- Making financially sustainable decisions even when they are difficult or unpopular
- Acting with integrity and transparency
- Acting on lessons from success and failures, learning from mistakes and finding a better way, rather than shelving and forgetting them
- Ensuring that the vision continues to reflect community values, needs and aspirations
- Working with elected members and staff to ensure understanding of the vision, so that it remains central to Council thinking beyond election and planning cycles.



Articulate community values and aspirations

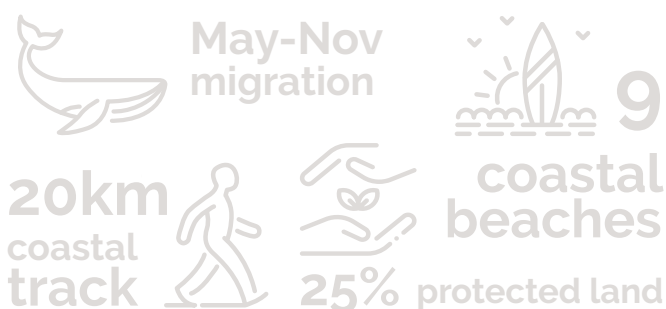


Kiama – our past and our present

“ We love our community and the things that make it special – its beach environment, built heritage and the green hills that form our backdrop and which cushion our communities. ”

Where we live

- Years of continuing Aboriginal culture and custodianship: 50 000+
- Land area: 25,766ha
- Nine beaches sprinkled generously along an unspoilt coastline, offering visitors a plethora of experiences. Whether it's salty swims, sunbaked sandcastles or that sneaky sunrise surf, there's always a fun wave for everyone
- A bird lovers paradise with water birds, kingfishers, thornbills, wrens, honeyeaters, the brown cuckoo dove, just to name a few
- Kiama Coast Walk covers 20km of walking track
- A diverse range of vegetation including eucalyptus forests, rainforests, shrublands, wetlands and grasslands
- Bombo Headland is one of the most significant geological sites in NSW
- Proportion of Kiama LGA protected lands: 25%
- Humpback and Southern Right whales migrate from May – November; while the dolphins play all year round.



Where we come from

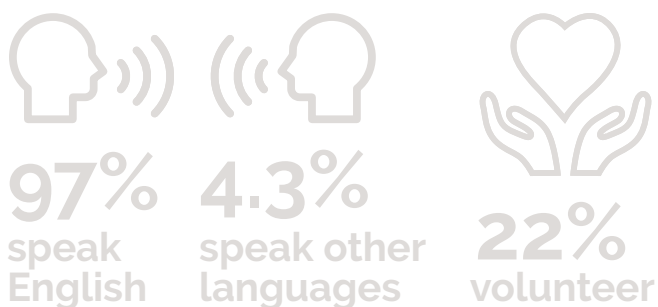
- People that identify as Aboriginal and/or Torres Strait Islander: 1.7%
- People born overseas: 14%
Top region: North-West Europe: 8%
- Australian citizens: 89%
- Number of visitors in 2020-2021: 1.1m
- 95% of all visitors are from NSW
- 67% of all visitors are on a holiday, while 19% are visiting friends and family
- Tourism in Kiama contributed more than \$244 million to the local economy in 2019 and is Kiama's biggest economic driver



“ We do not reject change and growth but we want it managed so that our blend of scenic beauty, heritage and friendliness is not lost for future generations. ”

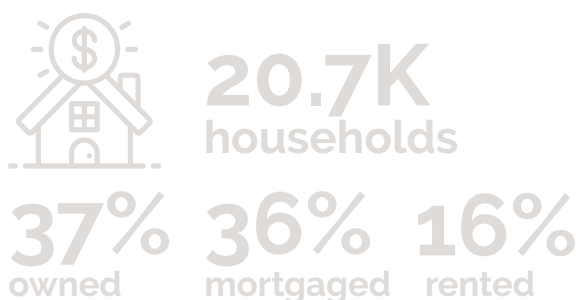
How we relate

- Proficient in English: 97%
- Residents that volunteer: 22%
- People who speak a language other than English at home: 4.3% however only 0.3% speak another language and report having poor or no English skills



How we live

- Number of households: 20,689
- Households renting: 16.5%
- Owned outright: 37%
- Purchasing a home (mortgage) 36.5%
- 82% live in a separate dwelling; 29% of dwellings have 2 occupants
- 12% of dwellings are medium density; 2% are high density



How we work

- In 2016 34% of households had an income of more than \$2,000 per week
- In 2019 the median income was \$48, 845 pa excluding government benefits
- Average commute distance: 27 km
- Total number of businesses: 1986
- Unemployment rate: 2.4%
- Number of people who work: 8,938 of the total population (24,006) are in paid employment.
- Kiama has 5,620 jobs and a thriving economy worth \$1.668 billion annually



“ Tourism is valued as the lifeblood of our economy ... we wish to build on our strengths as a destination of choice and mitigate against its sometimes unintended consequences. ”

The process to create Kiama's Community Strategic Plan

Council has taken care to ask, engage and research. We have consulted on a wide range of significant issues over the past four years. We have also engaged with deliberation to ask “what matters to you” through workshops, surveys and submissions. We have reflected on reports of community satisfaction, explored and distilled regional strategies, assessed our role in contributing to State plans and looked at ways we can collaborate to best achieve the vision of our community. We considered our place in the region and in the broader context of our nearby capital cities of Sydney and Canberra. The Community Strategic Plan (CSP) is our response.

It is now Kiama Council's aim to honour and respond to the hundreds of hours of effort community members contributed by showing how the Council will provide active stewardship of their vision and help make it a reality. The Council values the collective ownership of the Kiama LGA that community members feel. We are committed to continuing to work together to achieve a future for our Municipality that benefits everyone.

The vision is future-focused. It describes what people love and value about the Kiama LGA and how they want it to evolve. Its purpose is to guide Kiama Council's work, so that Council decisions help create the Municipality that our communities want, for current and future generations. The vision is not a concrete plan or set of actions. It does not talk about specific policies, budgets or projects. Instead, it articulates the kind of future our community would like to see, as expressed through community engagement. These community values and aspirations are set out in the vision set out on page 3 that informs this Community Strategic Plan.

All Council strategies and plans, beginning from the endorsement of this document, are designed to implement and deliver on the intentions written into the vision. In particular, the vision guides and directs Council's Delivery Program and Operational Plan, and outlines Council's priority actions from across the organisation over 10 years. Ten-year Community Strategic Plans are required by all

NSW councils under the Local Government Act 1993. Having a community vision to guide strategic planning ensures that Council's work is relevant to what the people of the Kiama LGA want for their region.

Throughout our engagement with communities over time, in different locations and for various reasons we heard; Kiama Municipality is much beloved. We are a place of memories, and a place where memories are created. Our task now as a community is to define ourselves by the values, aspirations and vision; to live courageously and define who we want to be regionally, as well as on the global stage.

“ Our task now as a community is to define ourselves by the values, aspirations and vision; to live courageously and define who we want to be regionally, as well as on the global stage.

”






Five pillars for the future

When creating the framework for our Community Strategic Plan, as well as drawing on our knowledge and past experience, we look forward to the future we are building. The Greater Cities Commission is bringing together six cities to create a globally competitive city region. Defining who we are becomes a centrepiece to the global stage; we have generous opportunities and are now big enough to change but still small enough to care.

NSW has already discovered us, and soon the rest of the world will discover what those who live here always knew and now more fully appreciate. The stakes are higher than we can remember, and the spotlight is on. As a community, with the courage and support of our Council, we are brave enough to create a plan and follow it through. A plan for a preferred future; deliberate and decisive. We have the chance now, to create our destiny, to determine what makes here special. "Our land abounds with nature's gifts, of beauty rich and rare"; our planning must be purposeful and embed our vision.

Here is a plan that aims to inform and inspire those who don't yet understand. There is an overwhelming sense of excitement for our future, and we are depending on each other and our leaders to maintain the courage to govern, support and deliver our shared vision. Throughout this process and beyond, the people of Kiama Municipality will continue to take interest in the ongoing implementation of this vision, the successes in delivering on our preferred outcomes, the protection of our unique and highly valued environment and lifestyle, and the steps taken to maintain our identity.

From the feedback received from you, we have created five pillars. The pillars relate to each of the major aspects and lives of our community. The five pillars are:

	<p>We:</p> <ul style="list-style-type: none">• Belong and contribute• Thrive in a sustainable environment• Create a strong and diverse economy• Are part of a connected and liveable community• Expect accountable and transparent leadership; a financially sustainable Council.
	
	
	
	

Council's role

Local government has a range of roles that provide opportunities to support our communities in working toward their vision for the future. It is important to understand that while we do look after your local roads, collect the rubbish and provide a large number of services and facilities for our community, we do not have direct responsibility or influence over every aspect of our Municipality.

Many aspects of the vision talk about topics such as creative arts and disaster preparedness, that involve diverse people and industries. These roles are reflected in other strategies and plans, where the vision is put into action. The vision is for the Kiama LGA but it takes a regional perspective. It acknowledges that many people beyond those living within Kiama local government boundaries participate in and have a stake in the life of the region. Many important topics, such as transport and housing, also cross those boundaries.

This vision provides an opportunity for anyone reading it to learn about what members of the Kiama LGA's many communities aspire to for the future of their region. It is important to remember that Council is not solely responsible for the delivery of the Community Strategic Plan; Council is a stakeholder and contributes to the outcomes, alongside many partners and stakeholders.

All of us, together, play a role in delivering the vision and aspirations towards Kiama 2032.

Kiama Municipal Council's role in preparing this plan:

Kiama Municipal Council has prepared this CSP on behalf of the local community and would like to thank the residents, community groups, business and government representatives who provided input into the plan. The CSP has been prepared in accordance with Section 402 of the Local Government Act 1993.

The purpose of the Community Strategic Plan (CSP) is to:

- Identify the community's main priorities and aspirations over the next 10 years
- Support community and stakeholders to play an active role in shaping their future
- Work with other governments and agencies to achieve community priorities
- Outline Council's role in delivering these priorities and assigning resourcing to support delivery while balancing affordability
- Maintain accountability and transparency in reporting on progress.

Kiama's Planning and Reporting Framework

Kiama Municipal Council's work is guided by our Planning and Reporting Framework. This framework fosters transparency, accountability and good decision-making by guiding staff in planning and implementing their work and managing and reporting on organisational performance.

Community vision

The community vision (our Community Strategic Plan) is the LGA's highest-level strategic document. It articulates community values and aspirations for the Kiama LGA now and into the future based on in-depth engagement. The vision is critical to ensuring Council's work aligns with what is important to our communities.

Mission

Kiama Municipal Council's mission defines a common purpose for all employees at Council. It places the community at the heart of what we do.

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

Values

The values are a set of guiding principles for Kiama Council's organisational culture. They inform how we do our work and interact with the community, customers and stakeholders, providing a framework for behaviours that are expected in delivery of our mission and the community vision.



Plans and Strategies guiding Council's actions

All councils in NSW are required to operate within the Integrated Planning and Reporting (IP&R) framework. The IP&R framework guides how each council develops, documents and reports on their strategic plans for their Local Government Area. The IP&R framework reflects relevant legislative requirements under the Local Government Act 1993. The IP&R framework requires each council to develop and implement a suite of planning documents in response to the Community Strategic Plan (CSP).

The CSP captures and reflects the community's vision and aspirations for Kiama Municipality. This is the 10-year plan that forms a basis for Council to respond to with its planning and delivery.

The **Delivery Program** is the 4-year plan that outlines the specific activities that a council will undertake during its elected term to address the strategies and outcomes outlined in the CSP.

The **Operational Plan** then sets out the specific actions that will be undertaken on a yearly basis to achieve the Delivery Program, along with the detailed annual budget.

The **Resourcing Strategy** shows how Council will leverage its available resources to implement the Delivery Program and Operational Plan. The Resourcing Strategy covers:

- Long Term Financial Plan
- Workforce Management Strategy
- Strategic Asset Management Strategy

Progress Reporting: Progress is reported through quarterly budget statements, 6-month progress reports, annual reports, and the 4-year State of Our Municipality Report.

Underpinning it all are the Principles of Social Justice

All plans have been developed giving consideration to the four key areas of Community, Environment, Economy and Civic Leadership and are based on the Social Justice Principles¹ of:

Equity: There should be fairness in decision-making, prioritising and allocation of resources, particularly for those in need. Everyone should have fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interest of people in vulnerable circumstances.

Access: All people should have fair access to services, resources and opportunities to improve their quality of life.

Participation: Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights: Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

¹ NSW Division of Local Government Social Justice Framework 2008-2012

How will we know if we have succeeded?

Monitoring the Plan

A key purpose of the CSP is to bring about the desired outcome of a positive change in the community – 'making a difference to our community'. Community indicators have been established to measure this progress over time. These indicators are whole of community, big-picture measures over time.

Community indicators

These indicators are under development to ensure a strong baseline for reporting. A strong outcomes measurement framework will help to measure progress over time towards the achievement of the shared community vision. The establishment of the consistent baseline is outlined as a key action for IP&R in Council's Delivery & Operational Plan for 2022-23.

The effectiveness of the CSP is reviewed by measuring the community indicators. Data from the community indicators will be used in the State of the Municipality Report to review the implementation and effectiveness of the CSP in achieving its **social, environmental, economic** and **civic leadership** goals over the previous council term.

Examples of indicators include the development of locally relevant measures aligned to the 17 UN Sustainable Development Goals, Community Satisfaction surveys, ABS statistics, well-being index and many others.

Community indicators are listed under each Pillar and key outcomes.

Other measures

In some areas of Council additional performance measures may be legislatively required. Council regularly reports on its performance to ensure the community is informed of Council's operations and to track our progress and achievements in meeting the community's priorities.



When we measure success, we consider the 4 areas of sustainability

Making a difference in our community



How to read this Plan

The CSP describes the outcomes we want to achieve over the next 10 years and the strategies we will use to achieve them. This plan uses the five pillars from the community vision to guide the outcomes and strategies. The pillars rely on each other for success and should not be considered in isolation. They should be read with the community vision to ensure that the spirit and intent of the vision is captured in every initiative.

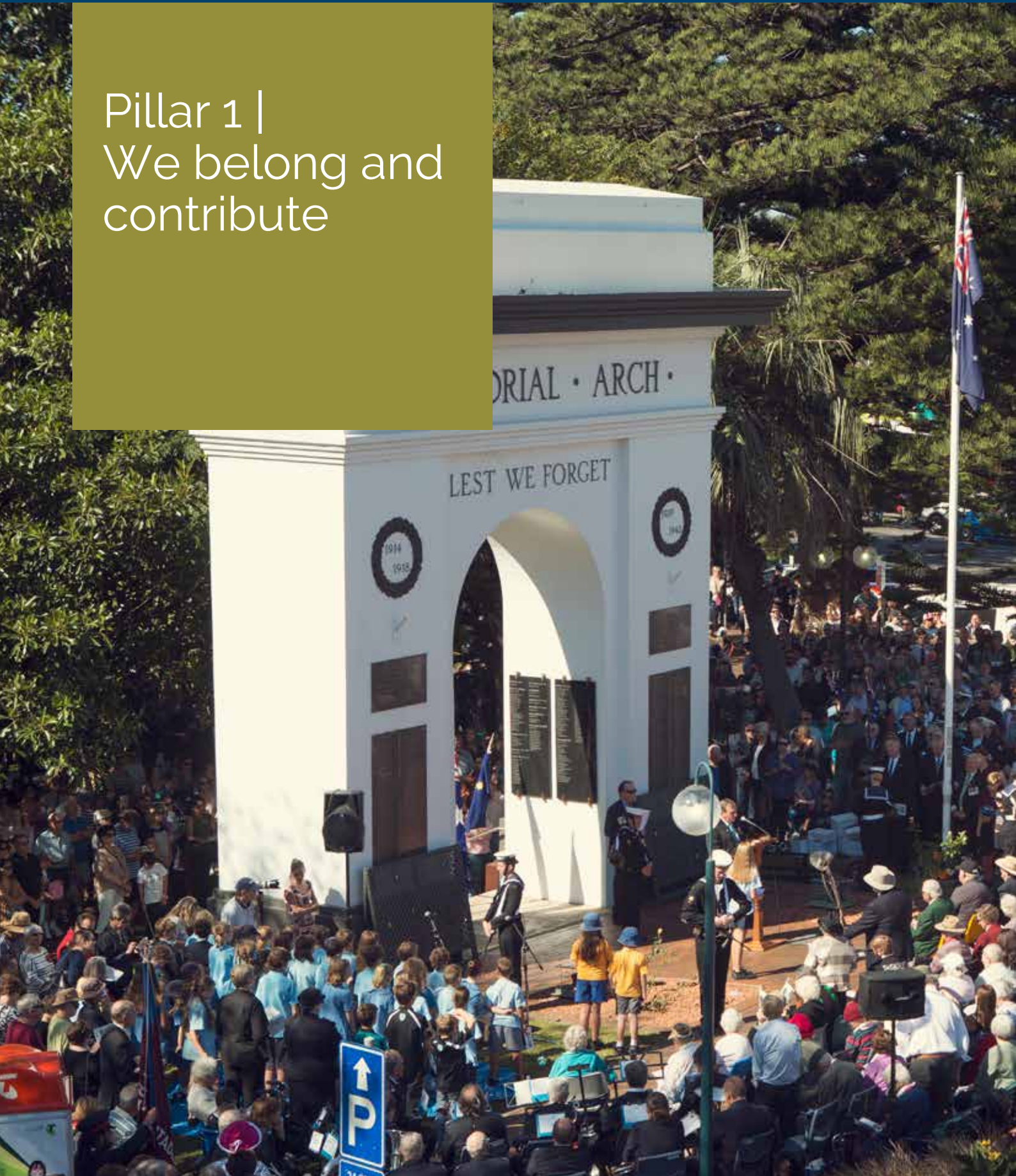
Term used in the plan	What this term means
Pillars	<p>The pillars reflect the values and aspirations of the community; supporting the community vision.</p> <p>Our community vision and aspirations have been grouped into five key headings.</p>
Outcomes	<p>The outcomes are the goals we aim to achieve and are linked to the focus areas of the vision. The goals and priorities work together to create the vision.</p> <p>They are numbered as 1.1, 1.2 and so on.</p>
Strategies	<p>The strategies are how we will achieve the outcomes. They reflect the 2022-2032 Community Strategic Plan.</p> <p>What are we as a community going to do to achieve the Vision?</p> <p>They are numbered as 1.1.1, 1.1.2 and so on.</p>
Our partners	<p>Our partners are the people, organisations and other stakeholders who will help us achieve the outcomes. Council is only one part of the community, and the plan is for all of the community.</p>
Community indicators	<p>Many things combined tell us we have achieved the vision, it's never just one factor or action that creates it. We will use a baseline of measures from "where are we now" and how will we know if we have changed or maintained what is important to us.</p> <p>We need to be able to answer questions like "What did we do that made a difference?" and "was it positive or what we intended?" Or "did it have unintended consequences that we need to consider?"</p>



How to read this document



Pillar 1 | We belong and contribute





“ We love our community and the things that make it special – its beach environment, built heritage and the green hills that form our backdrop and cushion our communities. We cherish our character villages, recreational and cultural focus and the family, friendships and relationships that make our LGA special. We want and need to invest in these attributes that make our lives richer.”

Pillar 1 | We belong and contribute

The original inhabitants of the Kiama area are the Wodi Wodi Aboriginal people, and the name Kiama is thought to be from an Aboriginal word meaning 'where the sea makes a noise' in reference to the world-famous Kiama Blowhole. We recognise that the land on which we live has been inhabited and protected by the Wodi Wodi people for thousands of years and while only 1.7% of our community identify as Aboriginal and/or Torres Strait Islander we acknowledge and protect the legacy and the future of this area for our community, both Indigenous and non-Indigenous. Celebration of Aboriginal heritage and culture is becoming a stronger part of public life, and working towards shared goals with Aboriginal people is a major priority.

Today Kiama Council serves a community of approximately 24,000 people and covers an area of 258 square kilometres. It is a place of great natural beauty, populated by relaxed and welcoming communities who love where they live, work, and play. Close-knit social networks can help people make new friends, build new businesses and come together in difficult times. Our residential areas cluster around 2 towns and 6 small village centres that act as focal points for the community. Our community is slowly growing (approx. 1.1% per annum) and there is a strong desire to manage that growth sustainably and thoughtfully.

At the same time, our families are getting smaller and (pre-COVID-19) there continued to be a movement to the major cities for our young people seeking employment and study opportunities. Our population of working-age residents is reducing; however the changes to migration brought about by COVID-19 have not yet been explored sufficiently to measure whether there has been a broadening of opportunities regionally that support work and study without needing to move into capital cities.

Like most regional communities, especially those along the coast, our population is ageing. Our

median age of 47 is significantly higher than the regional median 41.4; and in the capital cities, 36.5. Currently 32% of our population is over 60; this will increase to 39% by 2041. Many in our community are retired, or semi-retired; regional populations are increasingly seeing younger retirement ages or transitional arrangements from 55 onwards. Social connectedness is a major contributor to wellbeing and it is important not to lose those connections during life stage changes. Events, activities and facilities work to create community cohesion and shared opportunities to participate in the society in which we live, work or play.

Currently Kiama Council supports a range of cultural facilities and celebrations within the community. These act as positive influences within the community and provide opportunities for development and personal expression; and also contribute to economic development and tourism.

COVID-19 shone a spotlight on the negative impacts of isolation. Our community as a whole fared well because it is a caring community with high levels of social inclusion and wellbeing. As we see the rise in two-person and sole person households; and an increase in people living with disability and / or undertaking caring roles, the creation of opportunities to participate in our community becomes more important.

Planning for future generations, as well as ensuring the wellbeing and satisfaction of those who live here now, requires us to plan inclusively. Everyone benefits when we plan and act inclusively, feeling safe and connected within our communities.

Pillar 1 outcomes

1. We want a strong sense of community and belonging, where social and cultural life can flourish; and our families, friends and visitors feel welcome and included.
2. We love where we live; we have the services and facilities we need, and the natural beauty of our surroundings enhances our active and healthy lifestyle.
3. Our heritage matters; we want to learn, preserve and share both the Aboriginal history of this area, and the history since settlement.



Outcome 1: A strong sense of community and belonging, where social and cultural life flourishes; and our families, friends and visitors feel welcome and included.

How will we get there? (Strategies)	Who will help (Our Partners)
Provide spaces, services and initiatives that foster a proud, inclusive, and connected community for all	Community groups Not For Profits (NFPs) Local business Surf Lifesaving NSW Sports groups Churches & religious groups Local artists & creatives Illawarra Shoalhaven Joint Organisation (ISJO) Illawarra Shoalhaven Local Health District (ISLHD)
Support our volunteers and community contributors	Community groups NFPs Local business Surf Lifesaving NSW Sports groups
Connect with each other through participating in local arts, cultural and library activities and programs	Family History Centre and museums State Library South Coast RADO
Promote our major facilities to attract events and activities	Destination Kiama Business Chamber
In collaboration with our young people we will develop new, and enhance existing, partnerships and opportunities to expand their opportunities to participate in all aspects of community life.	Young people Student Representative Councils Schools TAFE Kiama Community College Destination NSW



Outcome 1: A strong sense of community and belonging, where social and cultural life flourishes; and our families, friends and visitors feel welcome and included.

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Maintain and enhance our community wellbeing	Socio-Economic Index for Areas (SEIFA) was 1056 in 2016 Quintile 5; 90 percentile	Maintain	Australian Bureau of Statistics (ABS) Census REMPLAN
Sense of belonging in the community	Community satisfaction survey results	Maintain	Community satisfaction survey results
Percentage of people who feel they are part of the local community	Wellbeing (ABS 7.2)	Maintain	ABS well-being measure
Levels of volunteering in community	22%	Maintain or increase	ABS; local groups
Average overall participation in cultural / community events or activities	Community Satisfaction survey Event numbers / rating	Maintain or increase 70/30 ratio at local events (community / tourists)	Events and numbers participating Satisfaction
Levels of Compliance with Australian Standards and guidelines for inclusion	Baseline data is being developed	Measures developed and reported against annually.	Australian Standard 1428 web accessibility Internal data
Library standards met: guidelines and standards and outcome measure for Australian Public Libraries	Annual reports	Annual reports – maintain or increase	Report to Australian Public Libraries Customer satisfaction
Services, events and activities for specific demographics or need delivered	Baseline data is being developed	A range of diverse services, events and activities are provided to meet specific purposes ie: events for 12-25 (eg: SENTRAL demographic) Early literacy for 0-5 Active lifestyles for 65+	Internal data Community Satisfaction Survey Event numbers and demographics

Outcome 2: We love where we live; we have the services and facilities we need, and the natural beauty of our surroundings enhances our safe, active and healthy lifestyle.

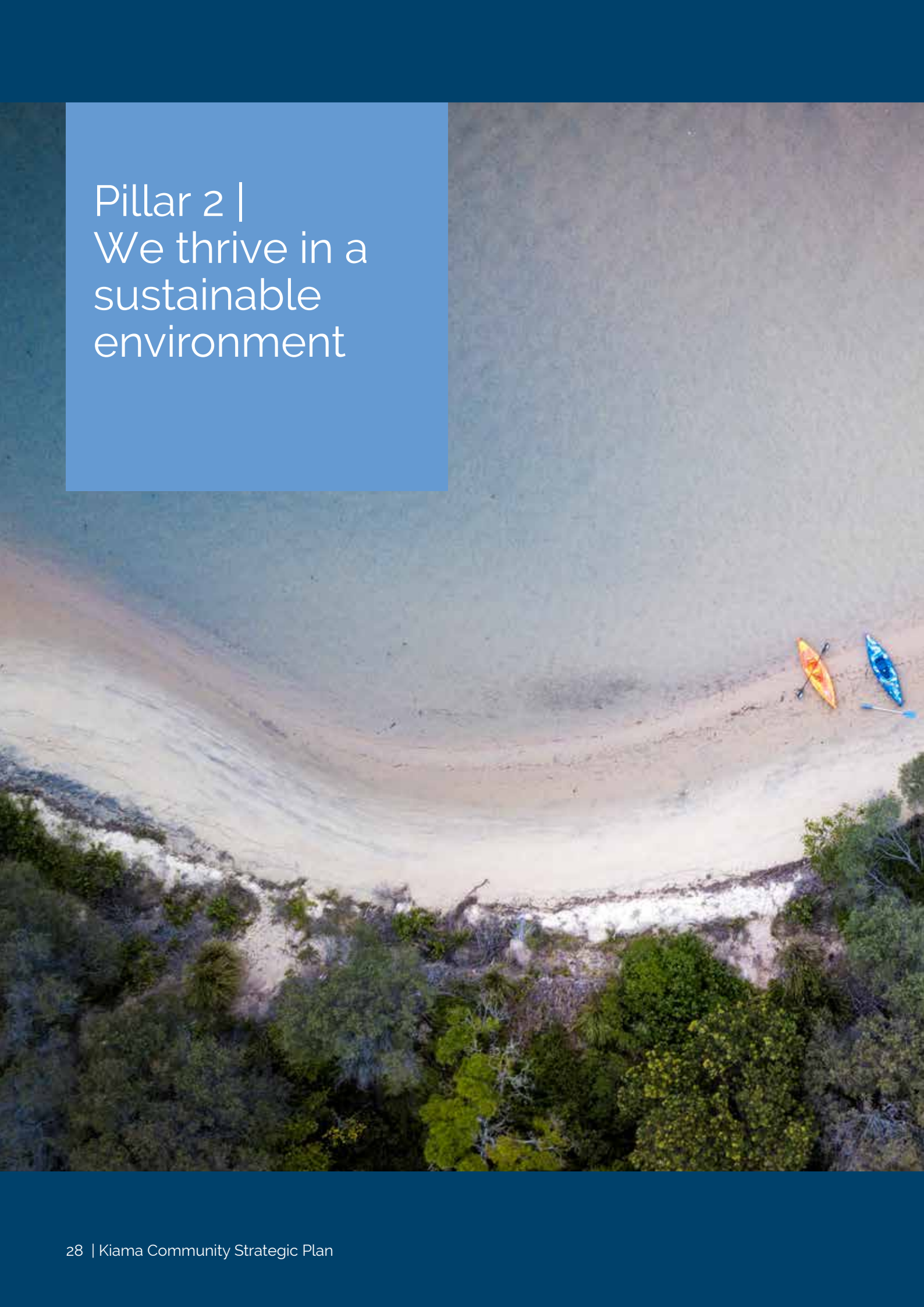
How will we get there? (Strategies)	Who will help (Our Partners)
Provide facilities that enable us to participate in social, cultural, recreational and sports activities, no matter our background, ability or age.	State Government ISJO ISLHD
Take steps to feel safe wherever we are, any time of day or night	Disaster Management Committee State Government SES / Police / Fire / Ambulance / Marine Rescue / Rural Fire Service / NSW Surf Lifesaving and other community groups
Look after each other in times of disaster	Disaster Management Committee State Government SES / Police / Fire / Ambulance / Marine Rescue / Rural Fire Service / NSW Surf Lifesaving and other community groups
We work together to consider health and well-being holistically	ISLHD ISJO

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Maintain and enhance our community wellbeing	SEIFA (ABS 1056); community survey Wellbeing (ABS 7.2)	Maintain	ABS Community survey
Sense of belonging in the community	Community satisfaction survey results	Maintain	Community satisfaction survey results
Local community groups and organisations	Liveability Index local; group listings/ participant numbers	Maintain	Liveability Index Local group listings/ participant numbers
Percentage of people who feel they are part of the local community	Wellbeing (ABS 7.2)	Maintain	ABS
Levels of volunteering in the community	22%	Maintain or increase	ABS
A cultural and artistic community	Liveability Index Community survey	Maintain or increase	Liveability Index Community survey Local group listings/ participant numbers

Outcome 3 : To know and honour our local heritage; Indigenous and non-Indigenous.

How will we get there? (Strategies)	Who will help (Our Partners)
<p>Recognise and respect our First Nations peoples and their connection with the land and waterways for thousands of years; identify and safeguard areas and items of cultural significance</p> <p>Engage with local and regional First Nations peoples; seek knowledge with intent to learn, share and protect</p>	<p>Regional Land Councils</p> <p>Local Aboriginal groups</p> <p>University of Wollongong (UOW) and cultural heritage specialists</p> <p>Local community members</p>
Support and promote local cultural activities	<p>Local heritage groups</p> <p>Family history</p> <p>Schools, community groups,</p> <p>Local Aboriginal groups</p>
Recognise the importance of our heritage buildings and precincts; safeguard areas and items of local cultural and / or heritage significance	<p>Local community members</p> <p>Local and regional First Nations peoples</p> <p>Specialist / professionals ie: archaeologists</p> <p>UOW</p>

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Local history, historic buildings or features index	Baseline data is being developed	<p>Developed and used to assess planning and usage</p> <p>Tourism promotion</p>	Heritage plan
Heritage advice on development applications, Council projects and requests for information	<p>Internal source</p> <p>Heritage development applications, numbers and outcome</p>	Ease of access to appropriate information to assess development applications or provide relevant heritage advice.	<p>Internal data</p> <p>Heritage development applications, numbers and outcome</p>
Cultural sites index	Developing - current sites identified via local and regional communities, information in tourism	Clear and accurate cultural sites index available; acceptable to First Nations peoples local and regionally	<p>Internal data</p> <p>Local and regional First Nations peoples have contributed, reviewed and found content appropriate</p>
Events, activities and opportunities for engagement with First Nations peoples, culture and history	Baseline data is being developed	Collaborations, events and activities of significance to Australia's First Nations history and progress to reconciliation	Internal data

An aerial photograph of a sandy beach curving along a coastline. Two kayakers, one in an orange kayak and one in a blue kayak, are on the sand near the water's edge. The foreground is filled with dense green coastal vegetation. The sky is a clear, pale blue.

Pillar 2 | We thrive in a sustainable environment



“ Climate change is too big for us to face alone, but by working together we can develop smart, practical responses to the climate challenges we face. ”

Pillar 2 | We thrive in a sustainable environment

Kiama Municipality is located approximately 120 kilometres south of Sydney, on the South Coast of NSW. The Municipality is bounded by Shellharbour to the north, the Tasman Sea to the east, Shoalhaven to the south and Wingecarribee Shire to the west. Established in 1859, the Kiama Municipality covers an area of approximately 258 square kilometres; with a focus on conserving our beautiful environment, there are 56 square kilometres of protected lands including national parks, beaches, rivers and rainforests.

The area is predominately rural with distinct local villages along the coast. The main urban centres are Kiama, Gerringong, Gerroa, Jamberoo, Kiama Heights, Kiama Downs and Minnamurra. Rural land is used mainly for dairy farming and cattle grazing, with some basalt quarrying.

Major features of the area include Seven Mile Beach National Park, Budderoo National Park, Barren Grounds Nature Reserve, Kiama Blowhole, the Minnamurra River and many beaches. There are many endangered ecological communities within the Kiama Municipality ranging from Bangalay State Forest to Subtropical Rainforest, with threatened species including *Zieria granulata*. A total of 919 native flora species and 363 native fauna species have been recorded in the area.

The Kiama Municipality is host to several active Landcare groups, where volunteers play an important role in rehabilitation and revegetation activities.

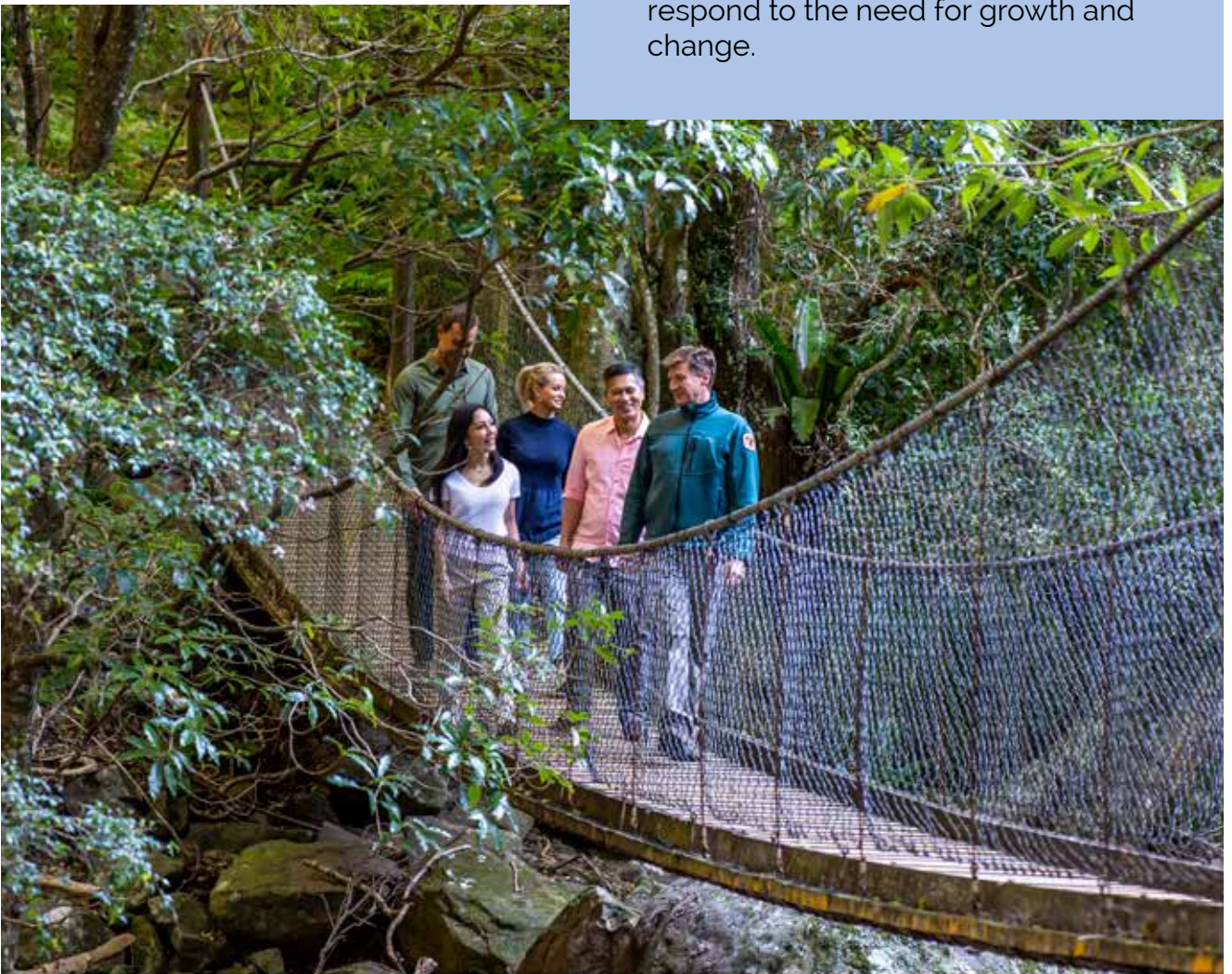
Council currently supports a range of environmental activities and services that promote cleaner, greener living, such as cycleways, walkways, and waste reuse and recycling programs.

There is strong community support for the continuation of an active agricultural industry in the area, to ensure that land is used productively and is not converted to residential development.

Climate change and natural disasters have significant impacts on our community and the way we live. We are committed to keeping each other safe and doing our part to preserve our environment for future generations.

Pillar 2 outcomes

1. We protect our people, our place, our flora and fauna through our planning and our actions.
2. Our natural environment of spectacular beaches, rainforests and rolling hills define our place.
3. We use our natural resources in efficient and sustainable ways; managing, improving or enhancing through protection, restoration and maintenance.
4. We work together to understand and respond to the need for growth and change.



Outcome 1: Our people, our place, our flora and fauna are protected through our planning and our actions.

How will we get there? (Strategies)	Who will help (Our Partners)
Protect our coast, our estuaries and waterways	Environment Protection Authority (EPA) NSW Government ISJO Community groups
Protect our biodiversity, native plants and animals	National Parks & Wildlife EPA NSW Government Community groups
Protect and maintain our natural areas; conserve areas of environmental significance	National Parks & Wildlife EPA NSW Government Community groups

Outcome 1: Our people, our place, our flora and fauna are protected through our planning and our actions.

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Compliance with the Coastal Management Act 2016	Maintain	Maintain	Coastal Management Program reporting
Implementation of program in accordance with the Coastal Management Act	Grant funding sought Priority areas identified Kiama Coastal Management Program Minnamurra River Coastal Zone Management Program Crooked River Coastal Zone Management Program	Maintain	Coastal Management Program reporting Internal data
Community satisfaction	Baseline data is under development	Maintain	Internal data
Volunteer groups participate in protection activities	Number of groups Participants and activities undertaken	Maintain	Environmental action groups Volunteer activities
Regional and local engagement in environmental protection activities	Baseline data is under development	Maintain	ISJO EPA reports
Land use planning assessment considers biodiversity and Municipal Vegetation Study	Needs to be updated to incorporate new strategies	Assessment in accordance with biodiversity and vegetation studies	Internal data

Outcome 2: Our natural environment of spectacular beaches, rainforests and rolling hills define our place.

How will we get there? (Strategies)	Who will help (Our Partners)
Celebrate our natural environment and share the values that protect it with our families, friends and visitors to the region	EPA NSW Government ISJO Community groups Destination Kiama
Retain and promote our natural environment and our scenic rural landscapes	National Parks & Wildlife EPA NSW Government Community groups Destination Kiama
Develop strategies and plans for our current and future generations	National Parks & Wildlife EPA NSW Government Community groups

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Community satisfaction	Baseline data is under development	Maintain	Internal data
Volunteer groups participate in protection activities	Number of groups Participants and activities undertaken	Maintain	Environmental action groups Volunteer activities
Current and future generation's needs inform strategies and plans	Baseline data is under development Intergenerational equity measures developed and adopted	Maintain	ABS Community satisfaction survey

Rehabilitation and revegetation activities



Outcome 3: We use our natural resources in efficient and sustainable ways; managing, improving or enhancing through protection, restoration and maintenance.

How will we get there? (Strategies)	Who will help (Our Partners)
Responsibly manage resources and waste; Limit the waste we send to landfill	EPA Community groups Environment groups Schools Individuals
Limit our reliance on non-renewable natural resources	EPA Community groups Environment groups Schools Individuals

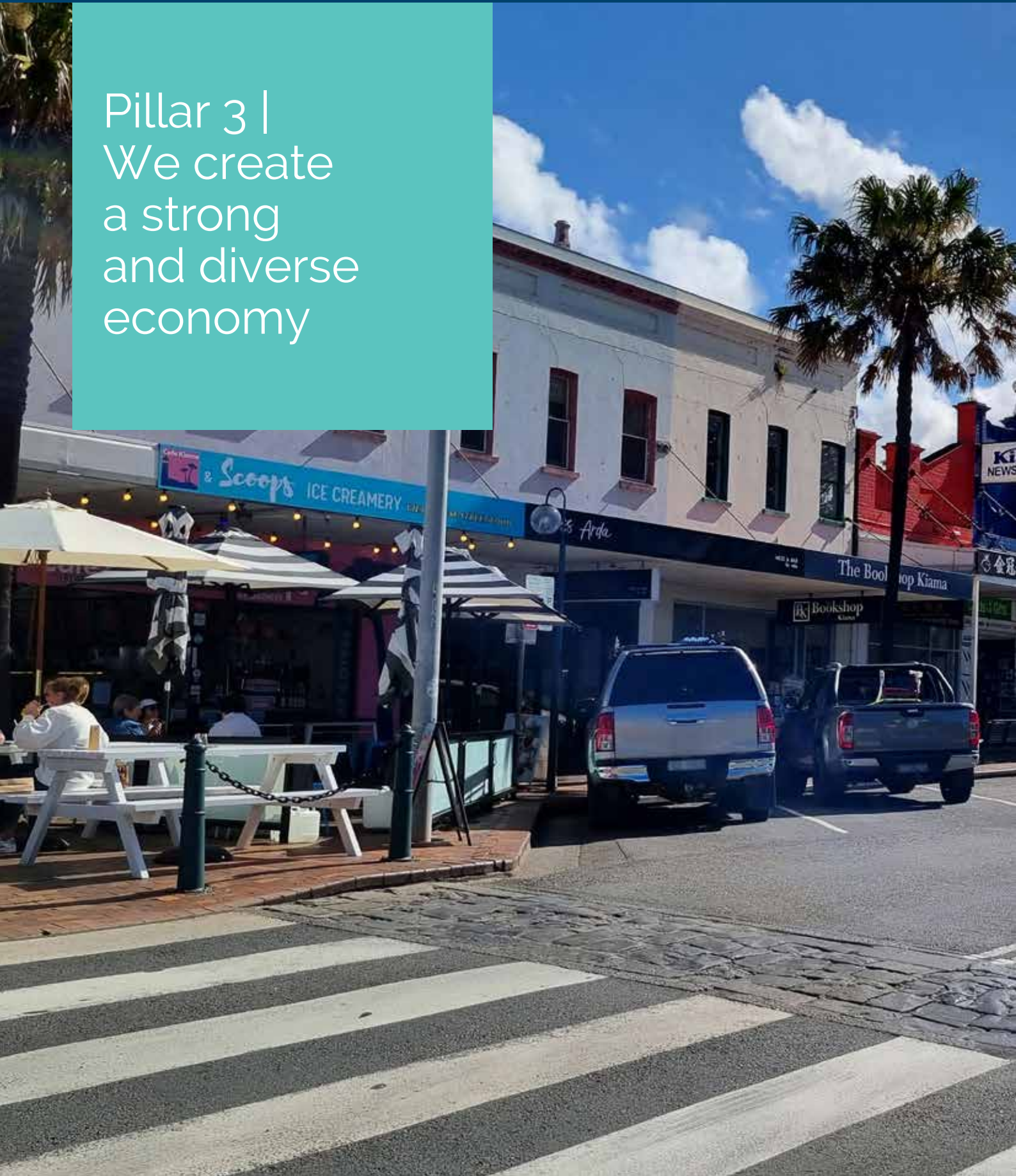
Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Waste audit	Baseline established	Maintain or improve	Internal data
Community education programs	Community actions	Maintain or improve	Promotions and environmental groups
Levels of illegal dumping	Patrol sites; dumping reports; compliance actions	Reduction or maintain	Internal data
Participation in education activities	Events and participant numbers	Maintain or improve	Internal data
Participation in waste events	Events and participant numbers Result of event	Maintain or improve	Internal data
Compliance with EPA legislation	Maintain compliance	Maintain or improve	Monthly and annual reporting
Waste strategy developed	Strategy and baseline developed	Strategy and actions implemented	Internal data

Outcome 4: We work together to understand and respond to the need for growth and change.

How will we get there? (Strategies)	Who will help (Our Partners)
Understand climate risks and our impacts and take action against these	State Government Regional Disaster Committee
Mitigate and adapt to climate change and protect our environment	State Government Regional Disaster Committee

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Corporate emissions targets	Percentage of strategies complete	Percentage of strategies complete Outcomes of implementation	Internal data EPA
NSW Rural Fire Service bushfire mapping	Out of date	Contemporary data published on website	Internal data
Local Emergency Management Committee	Attendance; actions undertaken	Maintain	Internal data
Catchment Flood Studies	Baseline data is under development	Contemporary data Published on website Utilised for landuse planning	Internal data
Corporate Emissions Reduction Strategy; Net Zero Strategy	Commenced Percentage strategies complete	Percentage strategies complete Outcomes of implementation	Internal data
Community Emissions Strategy	Baseline data is under development	Percentage of strategies complete Outcomes of implementation	Internal data
Disaster preparedness education and awareness	Website usage Baseline data is under development	Reports from Local Emergency Management Committee and other emergency responders Internal reporting on effectiveness	Internal data SES Rural Fire Service Local Emergency Management Committee, etc

Pillar 3 |
We create
a strong
and diverse
economy





Pillar 3 | We create a strong and diverse economy

Our economy is strong, diverse and innovative. An increasing focus on the features of our natural environment and its beauty, sitting alongside excellent infrastructure makes us an ideal destination to visit for a day, a week or explore for a lifetime. This creates a range of expanded or new business opportunities for our rural industries and farms, as well as environmental and cultural opportunities. Our economic indicators clearly demonstrate that our location, our people and our resources create a strong economic foundation with all the attributes needed to adapt and thrive.

From its origins in the dairy and quarrying industries, Kiama now has a more diverse economic base, with tourism being a major contributor. An increasing focus on managing our tourism thoughtfully and diversifying our offerings is supporting our growth in agribusiness, environmental and cultural tourism, the night-time economy and opportunities for hosting a wide range of extraordinary events. Tourism is a major employer locally with 18.8% of our jobs coming from tourism, accommodation or food related industries.

In 2020 there were approximately 1,986 businesses; 1,777 of which are small businesses of four or less employees. There are two local business forums that support our local businesses, creating networking and learning opportunities.

Our largest growing industry is health care and social assistance, accounting for 10.9% of jobs, with education and training at 8.8% and construction employing 13.9%.

Kiama's central business district hosts commercial and retail outlets as well as service industries. Local shopping strips exist in most of the village centres and cater to the daily needs of residents, while speciality shops are enjoyed by both tourists and locals alike. Our retail trade is significant making up 10.5%.

According to the 2016 Census results, approximately 42% (9,488) of community members

are currently in the permanent workforce; 25% work full time and 16.5% work part time. Approximately 13% are employed casually. Additionally, just over 2% of people were seeking employment. Forty-five per cent of our residents are not in the paid labour force; those who are carers, children, students or retirees all contribute to this figure. The role of unpaid work for those with caring responsibilities, and for the 22% of our community who volunteer must be recognised. It is also important to recognise that there is a change in the way we are employed; there is greater casualisation, and a longer transition to retirement, with some people commencing retirement transitioning at 55, and others staying in our workforce well past 65.

Approximately 60% of our employed residents live and work within the Kiama LGA; those who commute mainly travel to our surrounding suburbs of Shellharbour, Shoalhaven or Wollongong. Only 2% commute to Sydney.

We have an educated and engaged population, and a high proportion of small business. Compared to regional NSW, we have a relatively higher proportion of our workers employed as managers and professionals.

As a community we continue to explore opportunities for sustainable growth that create a diverse and innovative economy.

We value the role of tourism as the life blood of our local economy and we accept that our local government area benefits in a very substantial way from the employment generated and the activities and experiences enabled by the visitor economy. We also at times struggle with the consequences of this focus on tourism especially, but not exclusively, the impacts of the massive influx of visitors in holiday periods on parking, service and access. We therefore wish to build on our strengths as a destination of choice and mitigate against its sometimes unintended consequences.

We want our local economy to be vibrant. We are

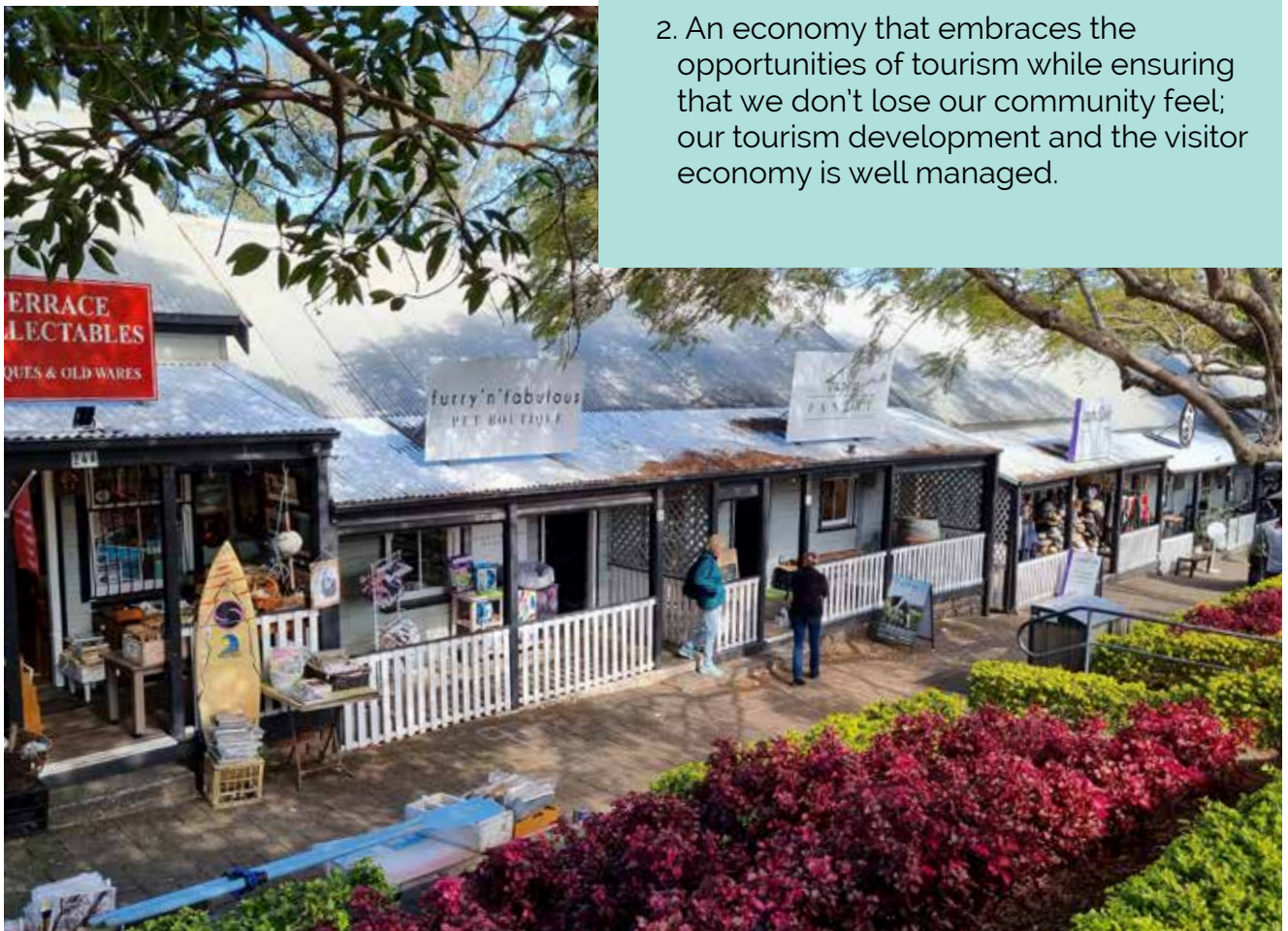
Pillar 3 | We create a strong and diverse economy

focused on assisting the visitor economy in its managed growth but also want to explore new opportunities suited to our position and proximity to large urban centres and industry, particularly Wollongong but also Shellharbour to our north and, increasingly, Nowra to the south. We see particular opportunity in the development of our farms, agribusinesses, eco-tourism, agritourism and primary industry in general. We also see great appeal in our green belt as a visitor economy and environmental asset.

We recognise that if we want to build a future for our young people now we need to look at new possibilities and new ways of doing things. In that regard we see great potential in the development of the arts, festivals and cultural activities both for their inherent contribution to community and also for their capacity to reshape and expand the attraction and marketing of our area to visitors and to our young people.

Pillar 3 outcomes

1. A strong economy, vibrant local businesses and local economic growth.
2. An economy that embraces the opportunities of tourism while ensuring that we don't lose our community feel; our tourism development and the visitor economy is well managed.



Outcome 1: A strong economy, vibrant local businesses and local economic growth.

How will we get there? (Strategies)	Who will help (Our Partners)
Help our local businesses grow strong	Kiama & District Business Chamber Small Business Commission Destination Kiama
Support local start-ups, entrepreneurs and new partnerships	UOW social enterprise hub Small Business Commission
Enhance and expand opportunities to demonstrate Kiama LGA as a place to invest in	ISJO Destination NSW
Maintain and expand a wide range of industry and business; including tourism, agriculture, light industry, professional and care services, etc	ISJO Business networks Destination Kiama
Support businesses and local leaders to mentor young people in skills development through traineeships, apprenticeships and volunteering	Group training Kiama Community College SENTRAL Youth Services
Enhance opportunities to create a range of jobs for all residents	Local businesses ISJO Employer and business networks UOW social enterprise hub Women in Leadership forums Kiama Community College Group Training Schools TAFE
Support the development of small and medium business through partnerships that enhance local education, training and employment outcomes	Local businesses ISJO Employer and business networks UOW social enterprise hub Women in Leadership forums Kiama Community College Group training Schools TAFE Blue Haven

Outcome 1: A strong economy, vibrant local businesses and local economic growth.

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Economic Growth	\$1.668B (as of 2020)	Maintain or increase	REMPAN ABS
Local Jobs	5,260 local jobs in Kiama LGA 8,938 workers 41% commute to surrounding LGAs 2% commute to Sydney	Maintain or increase local jobs	REMPAN ABS Local business
Expand industry and business	Kiama Regional Economic Development Strategy	Increase offerings	REMPAN ABS Local business Destination NSW
New business numbers	1986 current	Maintain and increase	REMPAN
Unemployment rate	2.4% unemployment 25% fulltime employment 16% part-time employment Youth unemployment Underemployment	Unemployment rate maintained	ABS
Locally owned and operated businesses	1,986 businesses locally		REMPAN ABS Local business
Investment opportunities identified and enacted	Regional investment	Investment maintained or expanded	NSW Government Regional Economic Development Strategy Kiama Regional Economic Development Strategy ISJO Regional Plan
Employment lands	Employment land and needs identified.	Identified and included into strategic land use planning and other high level strategies	NSW Government Regional Economic Development Strategy Kiama Regional Economic Development Strategy ISJO Regional Plan
Regional economic growth strategy	Green, blue and culture economy expansion	Opportunities identified and offering expanded	NSW Government Regional Economic Development Strategy Kiama Regional Economic Development Strategy ISJO Regional Plan

Outcome 1 continued

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Partnerships & activities with local training providers	Baseline being developed	Shared objectives determined Percentage of activities Number of participants	Internal data
Partnerships / shared activities with education providers	Baseline being developed	Shared objectives determined Percentage of activities Number of participants	Internal data

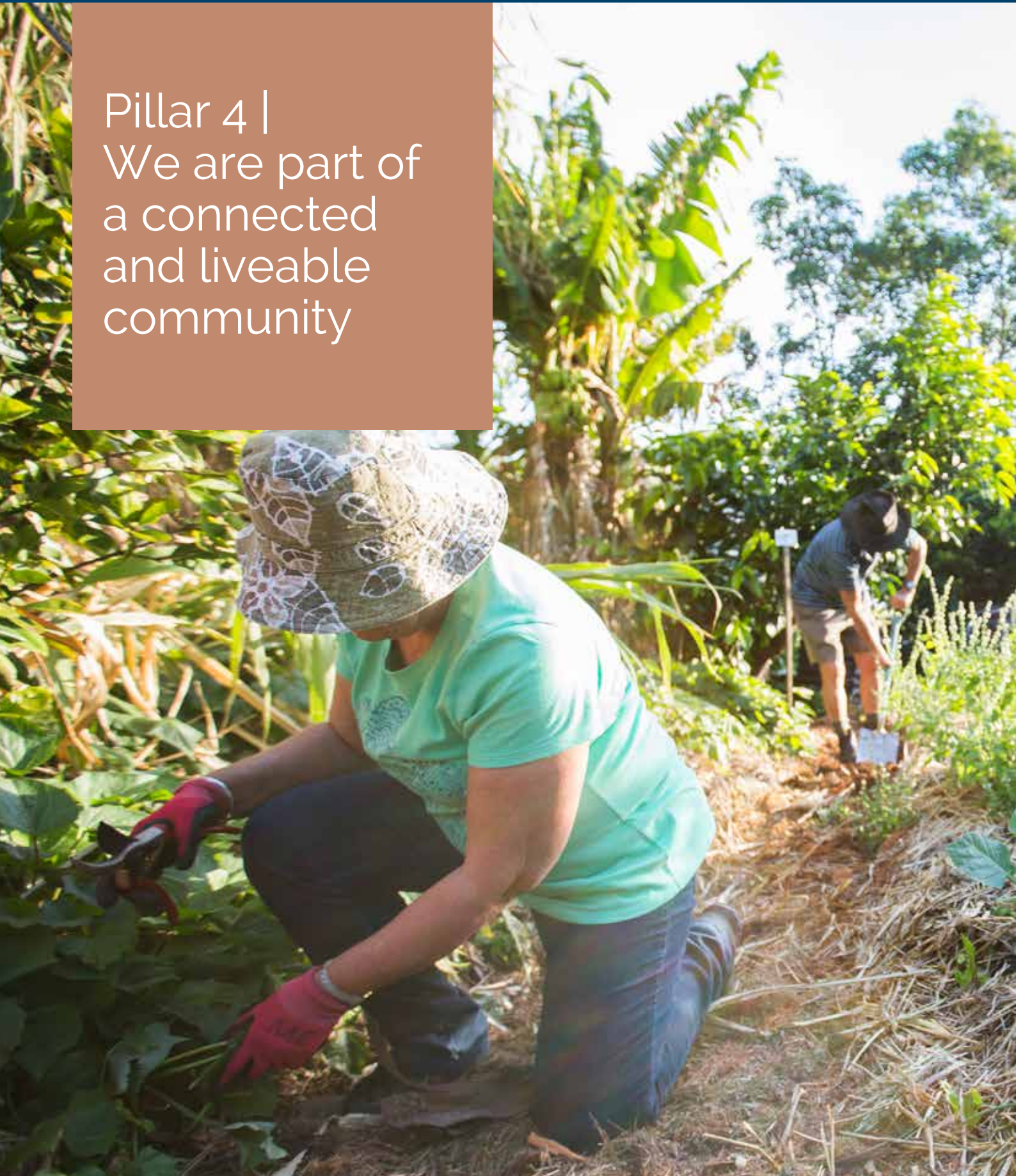


Outcome 2: An economy that embraces the tourism opportunities while ensuring we don't lose our community feel; our tourism development and visitor economy is well managed.

How will we get there? (Strategies)	Who will help (Our Partners)
Manage tourism development and the visitor economy	NSW Government Destination NSW Local businesses Business chambers
Support sustainable local business development, visitations and events	NSW Government Destination NSW
We welcome visitors to the region and show off our iconic attractions	Local businesses Business chambers Business forums

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Events dispersal across region	Tourism Opportunities Plan Strategic Tourism and Events Strategy	Events attract locals and visitors across the LGA; not just Kiama and Gerringong	Destination NSW Council event program / participant numbers
Off-peak events	Tourism Opportunities Plan Strategic Tourism and Events Strategy Busiest months – Jan, March, April, Dec	Diversified / expanded event calendar	Destination NSW Council event program / participant numbers
Ratio of Local / tourist participation numbers	Visitor numbers Ratio of visitor / locals attending local events	1.1m annually 70/30 ratio for local events	Destination NSW Council event program / participant numbers
Diversified opportunities for tourists	Green, blue and culture economy expansion	Opportunities identified and offering expanded	Destination NSW
Visitor numbers	1.1m (2020-21) 68% day visitors 32% overnight	Increase overnight stays	Destination NSW Tourism Opportunities Plan

Pillar 4 |
We are part of
a connected
and liveable
community



A photograph of a woman and a young boy working in a garden. The woman, wearing a grey hat and a dark top, is kneeling and tending to plants. The boy, wearing a blue long-sleeved shirt and blue pants, is also kneeling next to her, wearing red gloves. They are in a garden bed with straw mulch and various green plants. In the background, there is a chain-link fence and some trees. A large, semi-transparent white box with a quote is overlaid on the right side of the image.

“ Community is a consequence; it results when people come together to accomplish things that are important and succeed. ”

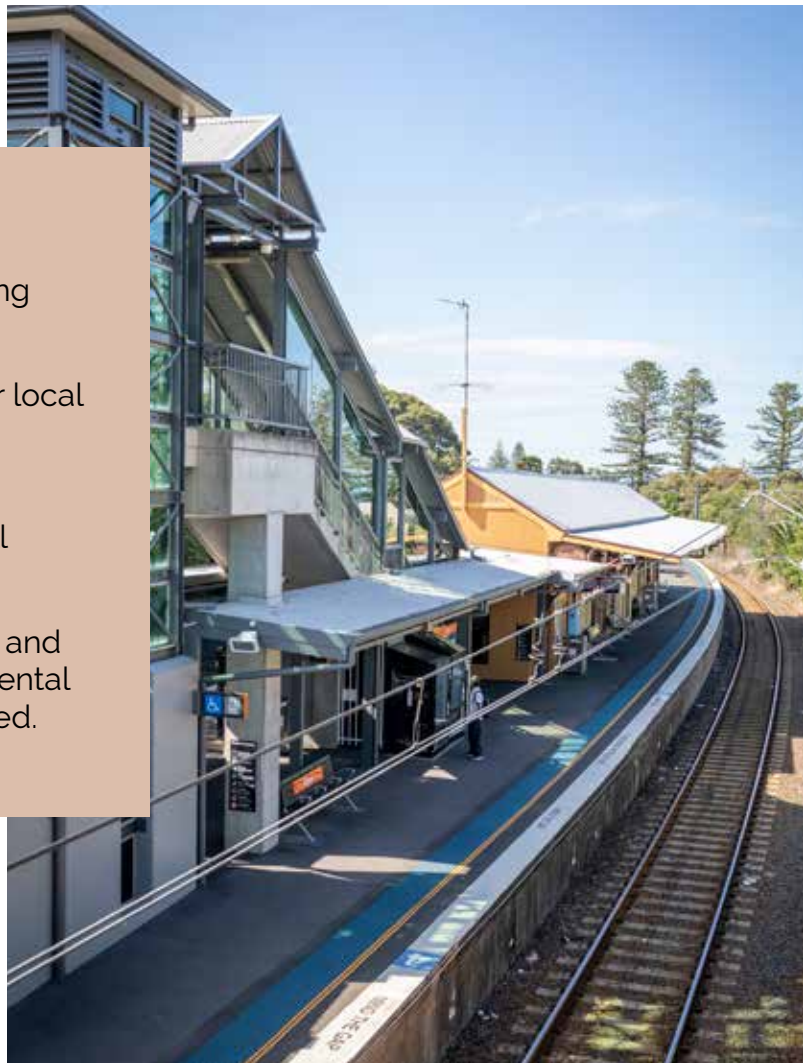
Pillar 4 | We are part of a connected and liveable community

We understand that the qualities we value are qualities that other new and potential residents also value. We do not reject change and growth but we want it managed so that our blend of scenic beauty, heritage and friendliness is not lost for future generations. We balance this concern with an awareness of fundamental issues associated with access to housing and especially affordable housing. We will partner with state agencies, community providers and our fellow local government areas in building long term planning and development solutions suited to our local needs.

We are focused on building the capacity of the infrastructure within our LGA and more broadly within our region to service the needs of our community. Infrastructure takes many forms and includes power, water and telecommunications. We want to be a "Smart" LGA. We want to promote access to resources that facilitate new and better ways of working and travelling. We want to promote safe, inclusive, accessible environments for people of all abilities; and enhance access to public transport.

Pillar 4 outcomes

1. We love where we live; our housing reflects our values.
2. We are well connected within our local community, and to our region.
3. Our built environment is safe and inclusive; our infrastructure is well planned and well managed.
4. Innovation and new technologies and resources that improve environmental and social outcomes are embraced.



Outcome 1: We love where we live; our housing reflects our values

How will we get there? (Strategies)	Who will help (Our Partners)
Collaborate and partner through ISJO to develop a regional response to supply of affordable housing	ISJO NSW Government Social housing providers Property NSW
Facilitate development that is respectful of the local characteristics of the Municipality	State Government EPA Heritage Advisory Council
Manage growth sustainably and thoughtfully	State Government Planning NSW

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Scenic landscape analysis – incorporates local and regionally scenic landscapes	Baseline data is under development Existing planning instruments and assessments incl: Local Environmental Plan (LEP), Development Control Plan (DCP); Strategic Land Use Plan	Report developed and used to inform landuse planning to protect scenic landscapes Scenic Management Study adopted and implemented	Internal data Government Architect guidelines
Old and new dwellings integrate	Good design principles implemented Develop a guide to good design principles	Good design principles applied in line with guide	Internal data Community feedback on development applications and town character studies Community surveys
Distinct boundaries remain between our towns and villages; development is contained	Scenic landscape guidelines implemented	Distinct boundaries remain between our towns and villages Clear demarcation of land use	Internal data Community feedback on development applications and town character studies Community surveys
Promotion of value of scenic, rural landscape and attributes	Tourism Opportunities Plan - sites and destinations guide	Rural and scenic landscapes are retained, promoted and experienced by others	Tourism Opportunities Plan – sites and destinations guide

Outcome 2: We are well connected within our local community, and to our region.

How will we get there? (Strategies)	Who will help (Our Partners)
Retain and promote our unique rural landscape, farms and food markets	Government Architect Planning NSW EPA National Parks & Wildlife ISJO ISLHD Destination NSW
Manage landuse planning to retain distinct towns and villages	Government Architect Planning NSW EPA National Parks & Wildlife ISJO Destination NSW

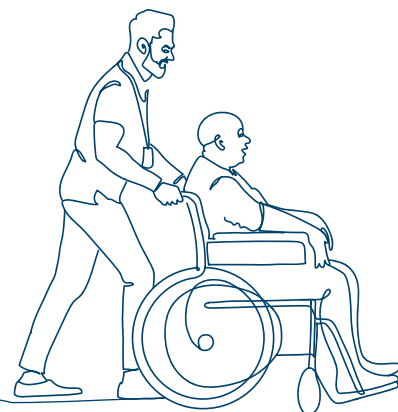
Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Landuse planning considers local food production	Baseline data is under development	Availability of sustainable, safe and affordable local produce	Local growers markets Internal data
Landuse planning implemented	Baseline data is under development	Application of planning guidelines	Internal data Community satisfaction



Outcome 3: Our built environment is safe and inclusive; our infrastructure is well planned and well managed.

How will we get there? (Strategies)	Who will help (Our Partners)
Create a regional network of interconnected roads, shared pathways and cycleways to maximise access to key destinations and facilities	NSW Government ISJO NSW Transport Strategy Regional transport strategy Active cycling groups Destination NSW
Actively plan how we travel and create safe travel routes whether we are walking, cycling, driving or accessing public transport	NSW Government ISJO NSW Transport Strategy Regional transport strategy ISLHD Active cycling groups Destination NSW

Safe, inclusive environments for people of all abilities



Outcome 3: Our built environment is safe and inclusive; our infrastructure is well planned and well managed.

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Inclusive, connected infrastructure	Developing local baseline (footpaths data available, state of repair, location) Asset management plan – footpaths and cycleways Disability Inclusion Action Plan baseline data	We can easily and safely reach our destination without infrastructure gaps	Asset management plan – footpaths and cycleways Town centre plans Road network plans Disability Inclusion Action Plan
Destination planning informs infrastructure development	Asset management plan – footpaths and cycleways Town centre planning	Destination planning is implemented and remediation works are prioritised using this as one measure to inform decision-making.	Asset management plan – footpaths and cycleways Town centre planning Destination NSW
Accessibility and safer by design principles are considered in planning	Asset management plan – footpaths and cycleways Town centre planning	We can easily and safely reach our destination, regardless of ability, age, gender – well lit, easy to see, clear pathways, compliance with AS1428	Access & Mobility Committee reports Asset management and infrastructure plans Town centre plan Community safety indicators – wellbeing index ABS
Cycling routes	Cycleways mapped	Increase cycleways; connected	Local and regional cycle groups, maps & internal infrastructure management planning
Feelings of safety – shared pathways managed well	Asset management plan – footpaths and cycleways Town centre planning Community satisfaction survey Local schools	Infrastructure is well managed for multiple users; plans reduce user conflict and enhance safety and connectedness to destinations	Asset management plan – footpaths and cycleways Town centre planning Community satisfaction survey Local schools

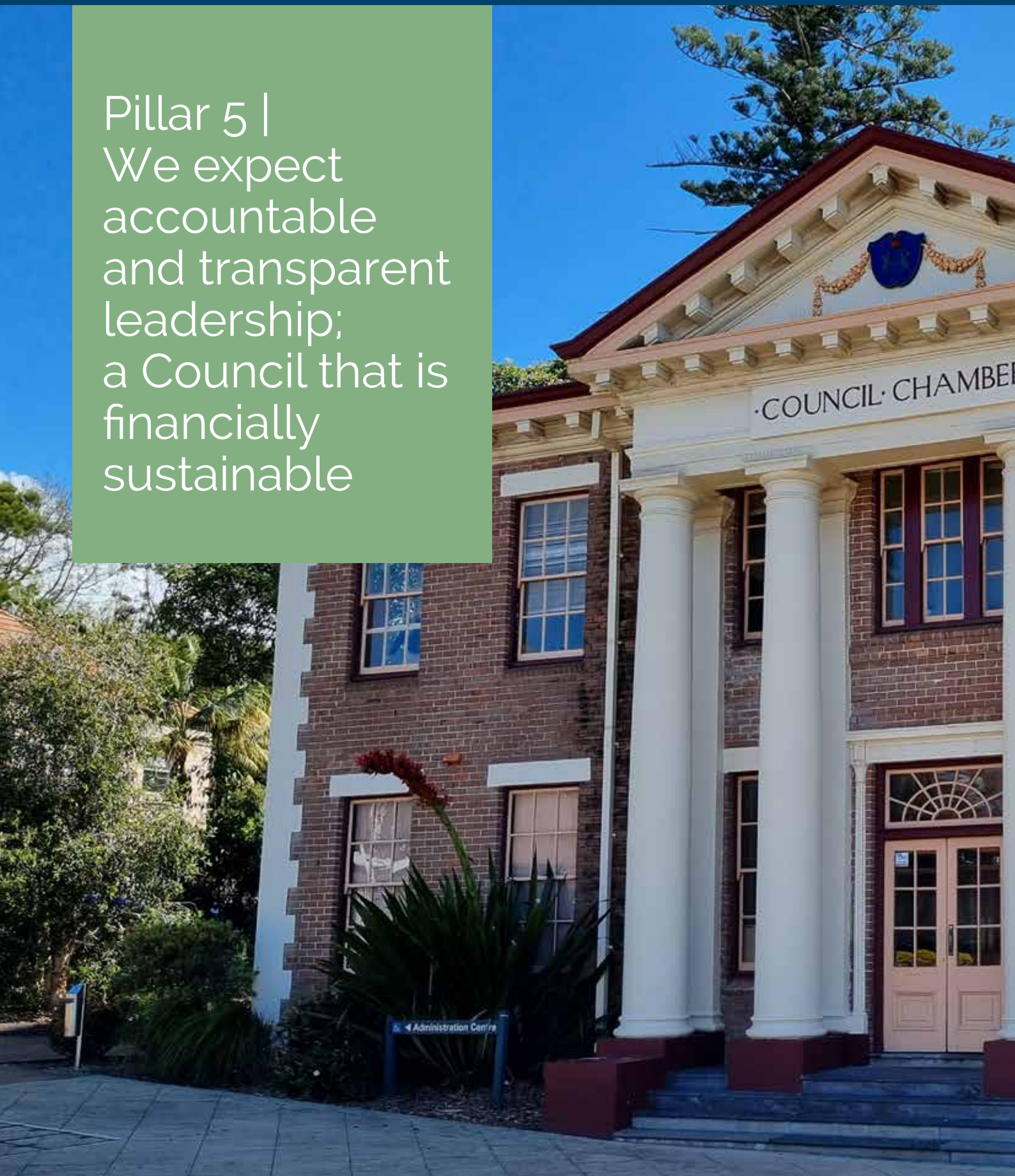
Outcome 4: We embrace innovation and new technologies and resources that improve environmental and social outcomes.

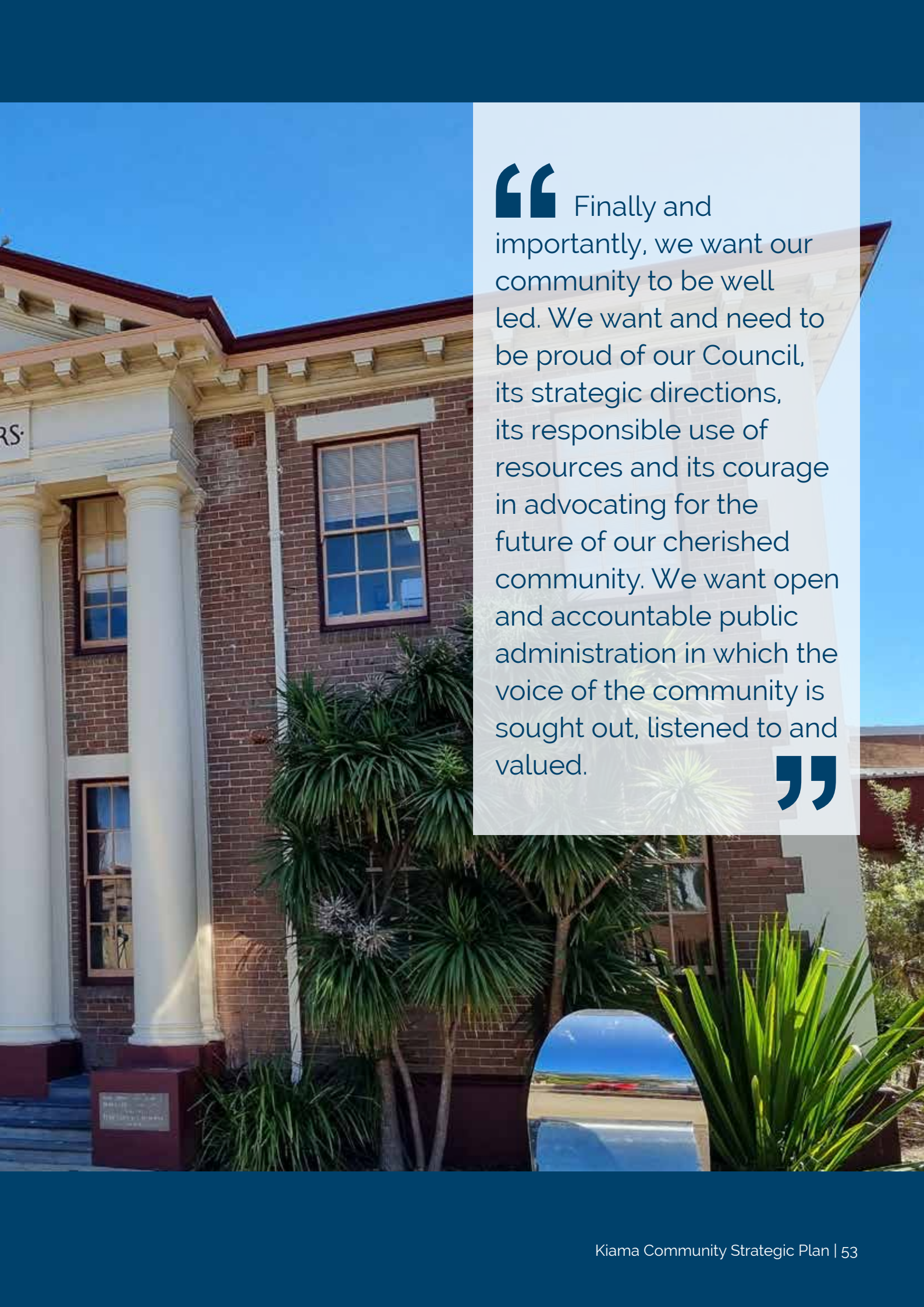
How will we get there? (Strategies)	Who will help (Our Partners)
Support education, training and different partnerships that support learning and sharing new information and ways of doing.	Education and training providers UOW TAFE

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Education providers locally	Provider numbers Offerings Participant numbers	Increase or maintain	ABS economic / business data and trends analysis by region
Participation in regional forums and networks	Developing baseline Local business forums Local associations and networks	Opportunities available for participation in a wide range of forums and networks	Listed networks available
Lifelong learning	Participant numbers reporting further study ABS	Maintain	Participant numbers reporting further study ABS



Pillar 5 |
We expect
accountable
and transparent
leadership;
a Council that is
financially
sustainable





“ Finally and importantly, we want our community to be well led. We want and need to be proud of our Council, its strategic directions, its responsible use of resources and its courage in advocating for the future of our cherished community. We want open and accountable public administration in which the voice of the community is sought out, listened to and valued.

”

Pillar 5 | We expect accountable and transparent leadership; a Council that is financially sustainable

Civic Leadership is an important aspect of local government. It refers to the way a Council sets community standards and applies good governance.

Our community expects responsible leadership and a Council that acts responsibly, with trust and transparency. Governance is the making of decisions and the management of the community's finances and assets. Local government, both Councillors and staff, are expected to make decisions in the best interests of our communities. Decisions must be measured against the Social Justice Principles and the Four Pillars of Sustainability (see pages 16-17). These guide decisions to consider all members of our community equitably, and to protect the interests of our future generations.

As the voice of our local communities, it is important that we engage actively. We aim to engage with the local community on relevant issues to our role as a Council and local government; articulate how decisions are made; and to create avenues for community members to provide input into the decision making process. We are also a conduit to advocate with State and Federal Governments on behalf of our community.

Kiama Council was established in 1859 and currently consists of nine elected Councillors.

These Councillors are elected by the community every four years, with the Mayor being elected every two years by the sitting Council. Councillors play an integral role in representing the views of their local electorate. It is their role to ensure that the community's priorities are identified and long-term strategies are developed to meet these needs.

Council believes that by pursuing the objectives and strategies contained in the Community Strategic Plan, the community will continue to benefit from a responsive and committed Council that understands local issues. Council believes that Civic Leadership should reflect the community's aspirations of a local government that is transparent, honest, ethical and responsible.

We are committed to maintaining a sound financial position by managing our finances responsibly to ensure long-term sustainability and ensuring that assets are maintained for the enjoyment of current and future generations.

We also recognise our role as a significant employer and purchaser of goods within the local area and strive to foster positive relationships with current and potential local businesses. We also endeavour to promote employment opportunities within Council, including for Aboriginal people and people with a disability.

Pillar 5 outcomes

1. Public funds and assets are managed strategically, transparently and efficiently.
2. Governance is transparent and builds trust.
3. Council has the right structures, technology, processes and procedures to support their role in delivering for the public.



Outcome 1: Public funds and assets are managed strategically, transparently and efficiently.

How will we get there? (Strategies)	Who will help (Our Partners)
Public funds are managed in accordance with Financial Management Standards and the Local Government Act	Audit, Risk and Improvement Committee (ARIC) Office of Local Government (OLG) Auditor
Financial reporting is accurate, relevant and timely; to support decision makers and the community to understand how public funds and assets are managed	ARIC OLG
Assets are managed to understand the relevance, importance and lifecycle needs involved in the provision of infrastructure	OLG
Commercial investments are managed to maximise their value; and in accordance with legislative obligations	ARIC OLG
Council delivers the functions of local government sustainably and in accordance with community expectations. All services and functions delivered by Council will be reviewed in accordance with IP&R requirements within the 4 year cycle of council election.	OLG Community

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Financial standards are met	Maintain and improve	Compliance with legislation	Audit Office
Assets management plans	Baseline data is under development	Assets management plans are updated and in accordance with Australian Standards	Internal data
Financial reporting	Developing. Reporting is occurring in accordance with legislation however needs improvement	All reporting requirements are met within required timeframes	Internal data Audit Office Financial standards Ratios
Budget process development	Baseline data is under development	Financial sustainability measures are implemented and ratios are significantly improved	Internal data OLG ratios and requirements Budget position
Levels of Service review timetable and priorities published for engagement	Baseline data is under development	Levels of Service reviews will be on a 4 year cycle to ensure efficient, effective and sustainable service delivery	OLG

Outcome 2: Governance is transparent and builds trust.

How will we get there? (Strategies)	Who will help (Our Partners)
Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice	Finance Advisory Committee (FAC) ARIC Internal and external auditors Community stakeholders Council committees ISJO NSW Government
Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect	FAC ARIC Internal and external auditors Community stakeholders Council committees ISJO NSW Government Media
Engage with the community in meaningful dialogue and demonstrate how community participation is being used to inform decisions	Office of Local Government International Association of Public Participation (IAP2) FAC ARIC Internal and external auditors Community stakeholders Council committees ISJO NSW Government Media
Develop an Outcomes Measurement Framework to meaningfully measure how the actions and strategies of the CSP and other documents impact on the delivery of the community vision.	Office of Local Government Social Impact Measurement Australia REMPAN ISJO community



Outcome 2: Governance is transparent and builds trust.

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Community satisfaction survey	Baseline data is under development	Satisfaction indicator is improved	Baseline data is under development
Customer complaints	Baseline data is under development	Complaint numbers are reduced and positive feedback is received from the community on a regular basis	Complaints register Media sentiment Response rates Complaints records
Code of Conduct	Number of Code of Conduct complaints annually	Complaints are reduced	Code of Conduct Complaints Register
Council committees	Maintain	Maintain	Internal data functioning of committees
Evaluation of engagement activities	Baseline data is under development	Engagement meets IAP2 principles	IAP2 framework Internal data Evaluation responses



Outcome 3: Council has the right structures, technology, processes and procedures to support its role in delivering for the public.

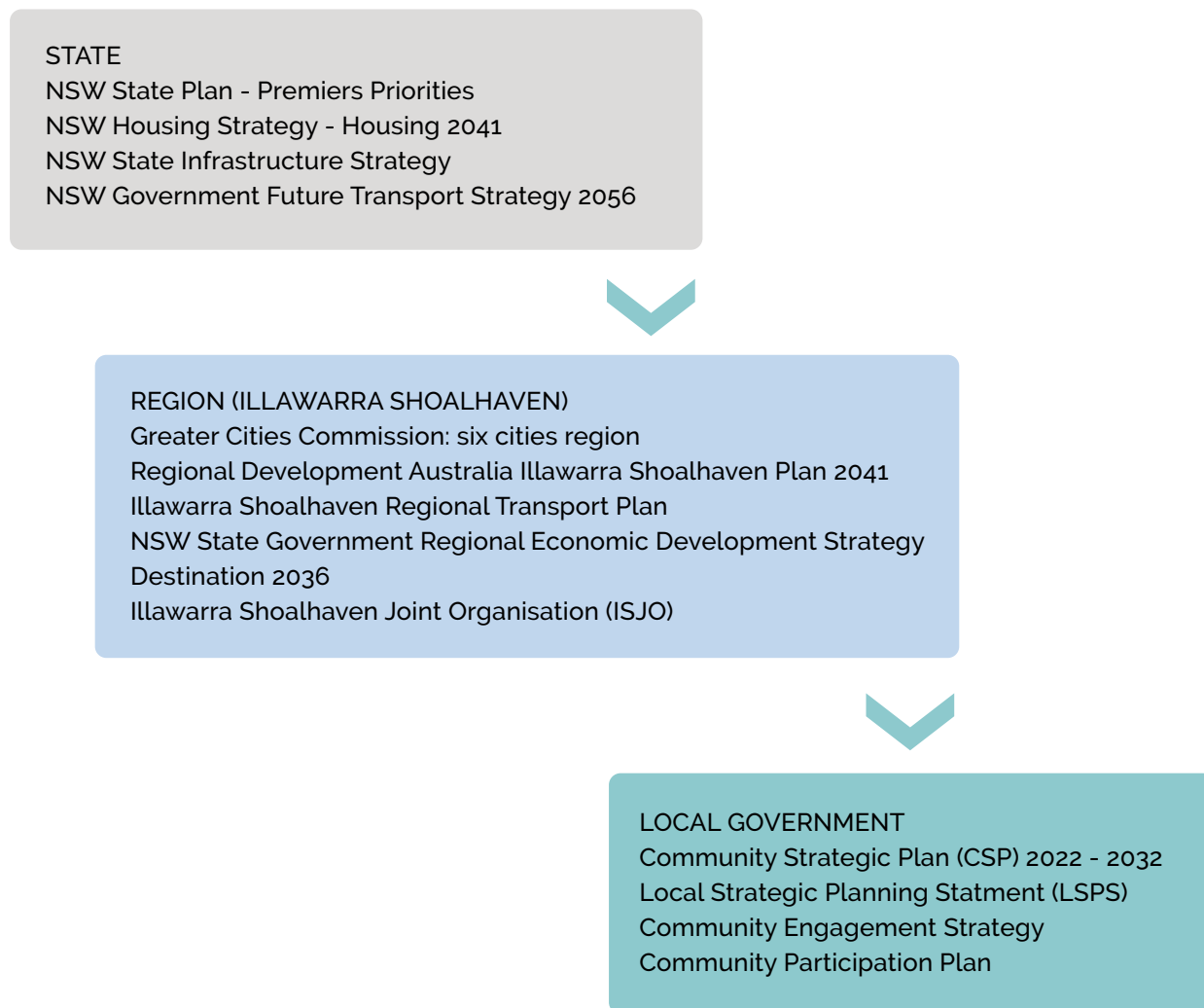
How will we get there? (Strategies)	Who will help (Our Partners)
Council will ensure financial management is accurate, measurable and timely	FAC ARIC Internal and external auditors Community stakeholders Council committees ISJO State Government
Council will seek adequate resources to ensure financial management is undertaken in accordance with relevant legislation	FAC ARIC Internal and external auditors Community stakeholders Council committees ISJO State Government
Council will build organisational capabilities and capacity	FAC ARIC Internal and external auditors Community stakeholders Council committees ISJO State Government
Council will deliver the actions outlined in its 2022 "State of the Organisation" report and the Strategic Improvement Plan	FAC ARIC Internal and external auditors Community stakeholders Council committees ISJO State Government
A customer centric Information Management & Technology (IM&T) Strategy will be developed to build the capacity and capability of Council to deliver excellent customer service.	NSW Government Digital First Office of Local Government Community

Outcome 3: Council has the right structures, technology, processes and procedures to support its role in delivering for the public.

Community indicators	Where are we now? Baseline	How will we know when we've arrived?	Data source
Local Government Risk Management Framework	Meeting requirements	Maintain or exceed requirements	OLG indicators and legislative requirements Internal data
Local Government Integrated Planning & Reporting Framework (CSP)	Meeting requirements	Maintain or exceed requirements	OLG indicators and legislative requirements Internal data
Project Management Framework implementation	Baseline data is under development	Meeting requirements	Project management indicators Best Practice Standards
Council Long Term Financial Plan meets the 7 performance ratios set by the OLG	Baseline developed to create IP&R Strategy Measures will commence in new financial year	Meeting requirements	Internal data OLG measures
Council investments are compliant with Local Government Act and Ministerial Order	Baseline data is under development	Baseline data is under development	OLG indicators and legislative requirements Internal data

Appendix 1: Planning Framework

An example diagram of how some of the many plans impacting on the Kiama Municipality cascade and can then integrate into our planning and reporting framework



Appendix 2: Overview of Plans

	The Plans	Quick outline	How / when do we know?
Guiding Principles	Principles of Social Justice	Access; Equity; Participation and Rights – for current and future communities	Underpinning all actions and strategies.
Our Why	Community Strategic Plan (CSP)	Ten-year overarching plan for Kiama community – the community's priorities and aspirations. Contains the vision, ultimate outcomes and strategies to achieve this; there are many stakeholders responsible for delivery.	State of the Municipality Report in line with the 4-year election cycle Community satisfaction
We Asked	Community Engagement Strategy	Genuine and inclusive engagement to support development of plans, strategies, programs and key activities	In line with 4-year election cycle Community engagement summary report
Our What	Delivery Program	Four-year plan of what Council commits to doing to support the CSP outcomes.	4 years 6 monthly reporting
Our How	Operational Plan	One-year plan of the specific actions (outputs) that Council will deliver to achieve the outcomes identified in the Delivery Plan.	Annual Report 6 monthly reporting
10 year rolling measures			
Do we have the staff?	Workforce Management Plan	Four-year document to shape capacity & capability of workforce to achieve Council's goals.	4 years Annual reporting
Can we afford it?	Long Term Financial Plan	Supported by financial reports including: Annual budget Statement of Revenue Asset Management Plans	4 years Annual reporting
How do we know?	Quadruple Bottom Line used to create Outcomes Measurement Framework	IP&R requires an outcomes measurement framework that addresses the 4 key areas of sustainability; <ul style="list-style-type: none"> • Social • Economic • Environmental • Civic Leadership Framework can incorporate the UN Sustainable Development Goals with local targets.	All reporting
Continuous Improvement and evaluation cycle	Levels of Service Review	As part of the IP&R Framework, all of the services provided by Council are reviewed within the 4 year cycle of Council election. Community engagement is undertaken through this process to ensure effective, efficient and sustainable service delivery.	4 years



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Office Hours

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