



Community Strategic Plan review – Blue Haven Illawarra

Sound decisions for a sustainable future

The Community Strategic Plan is the over-arching document that drives Council decisions, ensuring we focus on the projects and services that are of highest importance to our community.

The plan is reviewed after every Council election. This is your opportunity to have a direct say on the vision and priorities for the Kiama Municipality now and into the future.

For our Community Strategic Plan to be effective, it needs to be grounded in reality. It must be informed by current challenges, so that Council and the community can together make strategic choices that will strengthen our ongoing financial sustainability.

The current state of play

Kiama Municipal Council is responsible for delivering extensive services to the community and is the region's largest employer. Unlike other local councils, we also provide aged care services through Blue Haven Illawarra.

In the 2021/22 financial year, Council is projecting an operational deficit of \$2.7M. We're facing significant challenges across three areas:

1. Financial sustainability – cash flow, liquidity, and financial management
2. Organisational capability, culture and performance – how we invest in staff and systems
3. Risk and governance – how we set the strategic direction that drives sound financial and operational decisions

To be sustainable, we need to change the way we operate both parts of the organisation - Blue Haven and Council's general local government services.

About Blue Haven

While many councils experience financial challenges, the added complexity of the aged care business presents an unusual circumstance for Kiama Council.

Council has been running Blue Haven for 40 years. Today, the business spans the management of:

- a residential aged care facility with 134 beds
- approximately 260 independent living units
- in-home aged care support services to clients throughout the Illawarra.

Blue Haven is experiencing challenges on a number of fronts including complaints about the care of some residents, cash flow and liquidity, rising staff costs, building defects and meeting quality compliance standards.

Over the last six months Council has put many actions in place to address these challenges, such as creating a formal skills-based Blue Haven board, appointing a Chief Operating Officer and recruiting more registered nurses. We've consulted Blue Haven residents and families, taken immediate steps to address clinical care complaints and reviewed Blue Haven's business model and loans structure.

While Blue Haven is now in a stronger position, coordinated action will need to be taken to ensure the future sustainability of the business.

Over to you

To help shape the future of Blue Haven Illawarra, we'd like to hear your views on these questions:

1. Should Council continue to operate Blue Haven?
2. Do you believe provision of aged care services should be a high priority for Council, or are other services more important to you? If so, which ones?
3. What other ideas do you have for helping to make Blue Haven a sustainable business?
4. Do you have any other comments about Blue Haven?

How to have your say

Attend a public workshop to help update our Community Strategic Plan (CSP)

<https://www.kiama.nsw.gov.au/Council/Your-say/Community-Strategic-Planning-Workshops>

Complete the CSP survey on our website at <https://www.kiama.nsw.gov.au/Council/Your-say/Community-Strategic-Plan>

