



Kiama Council

End of Term Report 2012-16



KIAMA
MUNICIPAL
COUNCIL

End of Term Report

The End of Term Report is a function of Council's Annual Reporting obligations under the Local Government Act.

All Councils are required to prepare Annual Reports and for these reports to be submitted to the Office of Local Government by November of each year.

In the year of a Local Government election, the End of Term Report should be submitted to the last meeting of the current Council.

This report is available on our website
www.kiama.nsw.gov.au

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OUR COMMUNITY REPORT

Kiama vision

Vision

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

Mission

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

Values | Principles

Kiama Council:

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



Integrated Planning & Reporting framework

Councils throughout NSW are required to prepare Integrated Plans which include the 10-year Community Strategic Plan (CSP); the 4-year Delivery Program (DP) and the annual Operational Plan (OP).

The CSP forms the first layer of the Integrated Planning & Reporting (IP&R) framework.

It identifies the community's vision and objectives for a minimum 10 year period and identifies strategies to work towards achieving these long term objectives. The CSP must address social, environmental, economic and civic leadership issues in an integrated manner.

Accompanying the CSP is a 10-year resourcing strategy designed to inform the development of the CSP to ensure that we have adequate resources (financial, human and infrastructure) to realise the long term objectives.

The Resourcing Strategy contains three key components: the Long-term financial plan, the asset management strategy and the workforce management plan (a 4-year plan).

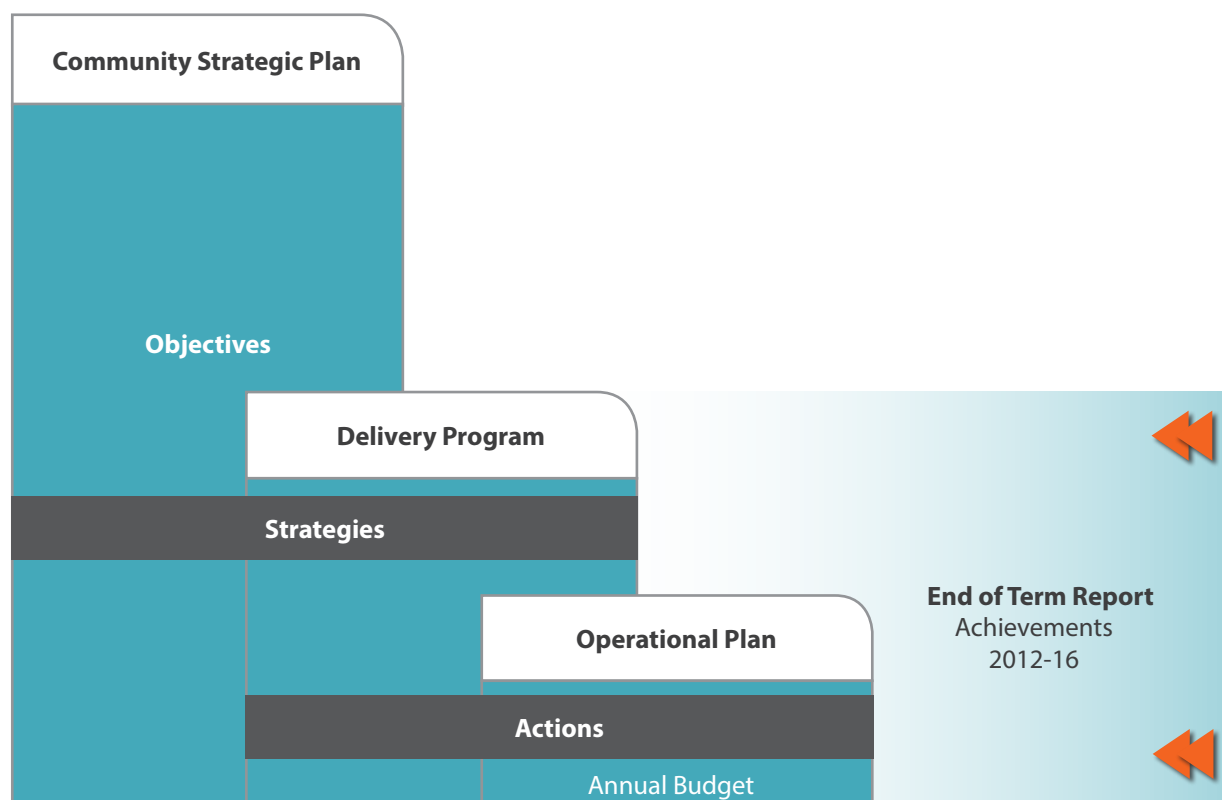
Our Delivery Program focusses on the specific actions the elected Council chose to pursue to work towards achieving the objectives of the CSP.

Supporting the Delivery Program is the annual Operational Plan which details the activities and services that will be carried out during the year.

This End of Term report outlines Kiama Municipal Council's performance in meeting the Community Strategic Plan (CSP) strategies for the 2012-16 period. It reports on our achievements and challenges across the four CSP objectives of;

- 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.

The End of Term can be viewed as a report card of the Council and looks at some of our major or significant achievements over this time.



What the community have said

Every four years Council engages the community in the form of a Community Satisfaction Survey, performed by an independent research company.

The results from the 2016 survey are not yet available. The information however will be made available on Council's website and will be used to inform and guide the new Council in shaping the next Community Strategic Plan, Delivery Program and Resourcing Strategy.

Results from the 2011 survey however were used to inform the development of the CSP and to help guide the current Council in establishing its priorities for the Delivery Program.

The survey results revealed residents had a relatively high level of satisfaction (76%) with Council's overall performance, and only a small proportion of residents (3.2%) were dissatisfied with Council's performance.

While satisfaction levels with Council services and facilities were relatively high, the results highlighted the following priority areas for improvement:

- The maintenance of local roads
- Encouraging local businesses and jobs
- The provision and maintenance of public toilets
- Services and facilities for youth and children
- Consulting the community
- Council responsiveness to community needs
- Provision of public car parking in the town centre
- Overall range and quality of community facilities.

Survey results will allow Council to track its works and services against community satisfaction levels over time.

Future Council Community Strategic Plans, Delivery Plans and Operational Plans will also work to address the priority areas for improvement.

Importantly too, these surveys will be used to help establish service levels to enable Council to focus where attention is most sought and to allocate resources to ensure Council is meeting the needs and expectations of the community.



Councillors message

Toward the end of every Council term, the task of creating our End of Term report gives us the opportunity to take stock of the achievements Council, with the enormous help of our community, has made for the past four years.

Every year we are presented with new opportunities and challenges, and ways in which to approach them.

This term of Council (and for many Councils in NSW) has undoubtedly been the most turbulent. The NSW Government's Local Government reform agenda has created major disruption and upheaval. Whilst avoiding the forced merger, Council's focus for much of 2015 and the first half of 2016 was on interpreting and responding to the State Government's program.

Whilst a huge amount of time and resources were spent on this project, there are opportunities and benefits to emerge. Council now has a very clear and defined scope to make fundamental structural changes and improvements to the organisation as we attempt to secure our long term financial sustainability and to continue to provide high quality services to the community.

This report captures the highlights and significant issues of the 2012-16 period, being the term of this current Council, and we hope you enjoy reading it.

Governance – Responsible civic leadership

In early 2013 the Kiama Local Government Area was severely damaged by a number of tornadoes. In conjunction with the NSW emergency agencies Council proactively and effectively responded to the disaster to enable successful recovery.

During the period Council faced the threat of forced amalgamation. The NSW Government's reform agenda of the local government sector and the 'Fit for the Future' agenda represented (and still represents) significant opportunities for our Council to revisit our strategies and methods of what we do and how we do it.

The NSW Government's reforms of the sector meant changes to our local government partnerships. In 2015 we saw the end to our 11 year partnership in the Southern Council's Group and a new venture created between Wollongong, Shellharbour, Kiama and Shoalhaven Councils through the Illawarra Pilot Joint Organisation.

Encouraging a connected and resilient community

Throughout the period, we continued to provide a range of community services that offered programs for children, youth, older people, and people with a disability.



We hosted the 2014 Local Government Regional NAIDOC Awards at The Pavilion Kiama in partnership with Wollongong, Shellharbour and Shoalhaven councils.

In 2013-14 alone Council provided over \$165,000 in cultural grants, community donations and regional contributions to encourage community participation in our municipality.

Our Youth Centre engages with over 1700 young people through educational, recreational and community development programs and events, as well as employment related activities—helping our youth develop workplace skills.

Community safety is a recognised issue for our community and an important strategy within the Community Strategic Plan. Council, through the Kiama Crime Prevention Plan secured funding assistance from federal and state governments and installed CCTV cameras in the Kiama and Gerringong CBDs.

Helping to create a digital Kiama

Kiama Council proactively supported the community's rapid uptake of the National Broadband Network (NBN) by offering training and information sessions to residents.

Federal funding from the Digital Local Government Program gave Council the opportunity to combine the NBN with state-of-the-art video conference software to bring some services to the community online. We successfully completed our Digital Hub, Digital Enterprise and Digital Local Government Programs.

One of the significant outcomes of the NBN project is the introduction of online webcasting of Ordinary Council Meetings and the ability to video conference Public Access Meetings. Both represent significant improvements in Council's community engagement strategy.

During the period Council also released a new website making access to information more user friendly;

internally Council also over hauled it's intranet and now has a more sophisticated and user friendly site that enables easy access to resources, social collaboration and information sharing.

From an economic development perspective Council has been working with government agencies, other Councils, networks and consortiums to generate an environment that is conducive to fostering and growing economic development opportunities. Through collaboration and engagement we have worked hard to make Kiama a tourist destination; we launched the Kiama Economic Development Strategy and provided support for the Economic Gardening program.

Planning for our ageing population

With an ageing population higher than the NSW average, Council's dedication to provide aged care services remained a priority.

The Australian Government's Aged Care (*Living Longer Living Better*) Bill 2013 introduced reforms that affected the way aged care services are funded and delivered.

The reforms kick-started a Council integration and rebranding project that resulted in 'Blue Haven Care' being established in 2015. Illawarra In Home Support (IHS) and Blue Haven Aged Care facility combined to form the new entity which brings all our aged care services together and highlights the true scale of care that Council provides.

Council with funding assistance from the NSW Government's Restart Illawarra Funding resolved to purchase and redevelop the Kiama Hospital site. Council will redevelop the site into a 134 bed Centre of Excellence in Aged Care.

The site will also include assisted living units, independent living units, community care administration offices, and the Illawarra Shoalhaven Local Health District will build a new community allied health facility.



Councillors message continued

Council attracted a National Local Government Award for being a principal participant in the Kiama Dementia Friendly Project.

Effectively managing our public spaces and environment

Council continued its strong focus on its Strategic Asset Renewal Program.

A number of renewal projects, assisted by the NSW Government's Local Infrastructure Renewal Scheme loan interest subsidy, resulted in an improvement to our infrastructure backlog.

Projects Council completed ranged from road resurfacing, new footpaths and cycleways, to new and refurbished amenities buildings and playground upgrades.

We reviewed and updated various plans of management for community land, and conducted a major review which led to the decision to decommission Jerrarra Dam.

Identified in the 2011 Community Satisfaction Survey was the matter of improved public amenities. In response, Council has been proactive in funding the construction of facilities at Black Beach, Blowhole Point and public toilets adjacent to the Kiama Scout Hall.

Residents continued their support for our waste and recycling events including Second Hand Saturday, electronic waste collection, and World Environment Day activities.

Council secured over \$0.5million of NSW Environment Protection Authority (EPA) *Waste Less, Recycle More* grants, part of which was used to build a Community Recycling Centre at our Minnamurra waste facility in 2016.

During the term Council successfully implemented an organics collection program, OK Organics Kiama, to all residential households.



Civic leadership to achieve financial sustainability

Council strives to excel in its civic leadership.

We developed our *Long Term Financial Plan 2013-23*, internal audit plan and business continuity plan as steps to help us achieve good governance, and to ensure we have adequate funding to satisfactorily maintain and renew our municipality's assets.

Financial sustainability remains an issue for local government. The under-funding and rate pegging of grassroots government still places increased pressure on asset maintenance and the delivery of our services.

With Council's rates and annual charges representing just 33% of Council's total revenue, we are relying on these less and more on sources Council can control to gain more flexibility to fund our operations.

Our commercial activities continue to provide an important source of income to offset these financial constraints.

Thank you for choosing to read our End of term Report for 2012-16. Should you have any questions about it, we welcome and encourage you to contact our General Manager's Office. Council staff will be happy to assist you.

From your Kiama Councillors





Our objectives & strategies





Community

1. A healthy, safe and inclusive community

Council is committed to enhancing the lifestyle of all residents through improved opportunity for social interaction, physical activity and cultural development. It is recognised that the sense of community is highly valued and needs to be maintained and enhanced which includes supporting and being inclusive of all.

The latest community satisfaction survey identified the following issues as being of great importance to the community:

- members of the community enjoy health, safety and wellbeing
- our community is caring and inclusive
- the needs of our ageing population are met
- population growth is managed in a sustainable manner to maintain our distinct village atmosphere.

The Community Strategic Plan identifies seven key strategies aimed at helping to deliver this objective and the issues identified above.

- 1.1 Encourage and support residents from socially and culturally diverse backgrounds to participate in all aspects of community life
- 1.2 Promote and support a range of social, cultural and artistic activities, practices and programs for creating sustainable health and wellbeing
- 1.3 Develop and implement services and programs that promote health and active lifestyle for residents of all ages, abilities and interests
- 1.4 Plan for and support our Ageing Population
- 1.5 Plan for and support Young People
- 1.6 Recognise and promote community safety throughout the Municipality
- 1.7 Encourage and support volunteering opportunities to support the community

Term highlights

The Digital Hub project (as part of the broader NBN project) at the Kiama Library delivered 40 one to one and 10 group sessions over a 12 month period with sessions also delivered at Blue Haven Care and the North Kiama Neighbourhood Centre to help older people learn about and access broadband Internet and to help engage older people with the new digital age of information sharing.

Kiama Library launched an e-book collection—libraries along the South Coast formed a consortium which obtained \$190,000 from the State Library of NSW to purchase a digital platform that provides over 10,000 e-book and audio titles for electronic access for library members.

Council hosted the NAIDOC Awards in July 2014 with overwhelming support from attendees, and the Kiama Aboriginal Reference group was re-established.

Illawarra Restart funding of \$8m was awarded to Council to assist with the purchase and development of the Kiama Hospital site that will ultimately become the Kiama Aged Care Centre of Excellence.

The number of programs offered by our Youth Services team increased as a result of proactive engagement with local schools. The level of involvement and satisfaction with youth services being provided increased.

Council was a principal participant in the Kiama Dementia Friendly Pilot Project, an internationally recognised partnership between Alzheimer's Australia, The University of Wollongong, Council and the community including services, organisations, businesses and individuals. Council has been awarded a National Local Government Award for this project.

In addition to the awarding of arts based cultural grants, Council purchased the Bert Flugelman sculpture 'Making Waves' which has been installed at Storm Bay in Kiama.

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

Council plays an extremely important and valued role in the local community, working to promote cultural diversity and inclusion. Council understands too, how important it is for older Australians living at home or in our aged facilities need to be engaged with the broader community.



Blue Haven Care held numerous events over the term such as "Live Life" Photographic Exhibition in 2012, Volunteer Expo in 2013, "Under the Bonnet" Men's Health Event in 2014 and National Disability Insurance Scheme (NDIS) information session. All these events were well-advertised and promoted in local media to encourage participation by a wide range of community members.

Council has endeavoured to work closely with the local indigenous community and has done this in part, through the Kiama Aboriginal Reference Group. During the period Council hosted the regional Local Government NAIDOC Awards in July 2014 at The Pavilion Kiama. The event was considered by the local indigenous community and those in attendance to be a great success.

During 2014-15-16 Council was also active in promoting Harmony Day activities including the screening of the Colourfest Short Film Festival. Council in 2015 held an exhibition at the Old Fire Station Art Centre as an outreach of the Spanish and Latin American Community Organisation (SALCO) annual festival.

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

Whilst the Kiama Municipality rates highly on the community profile SEIFA (Relative Disadvantage) index, demonstrating that Kiama residents are amongst the least disadvantaged people in Australia, Council still works hard to provide services and programs aimed to ensure all residents have a strong sense of wellbeing. Wellbeing is in part, a function of belonging and sense 'that you are engaged with what's happening in the local community.

There are a number of ways Council engages with the community to promote a culturally rich and diverse local area. One important cultural hub in the local area is the Library. Council offers an extremely popular and engaged Library services.

The Library's popularity and offerings continue to grow to satisfy the high demand in the community for programs and access to this important community facility. Programs offered by the Library have increased year on year over the past four years. From 2011-12 to 2014/15 the number of programs has increased from 107 to 135 and attendance numbers have increased from 4186 to 4660.

Even more impressive has been the growth in membership. In 2011-12 there were 13, 329 registered



members, which has grown by nearly three thousand to 16, 181 in 2014/15. The Library has also doubled the number of children's programs due to demand, and the help we have received from volunteers has allowed us to increase the number of participants as well as programs. The Library has also introduced author events and the showing of movies (that are recently released to DVD) with a target audience of mainly older people.

With respect to the arts, Council continues to invest in local artists and arts events. Council distributes over \$20,000 annually to develop and implement arts-based projects throughout the LGA. In 2015 Council allocated \$20,000 for the purchase of a Bert Flugelman sculpture - 'the wave'.

Council continues to provide a huge range of fitness and wellbeing programs run out of the Kiama Leisure Centre. The Leisure Centre continues to operate Learn to swim classes targeting children. In addition to learn to swim classes, the Leisure Centre offers swim school programs for the entire community. The offering extends from 6-15 month old classes to Adult squad classes for moderate to advanced swimmers. Everything in between is offered!

Within the Leisure Centre are additional health related programs which extend from gym and aerobics classes to the indoor sports hall and aqua aerobics.

One of the standout community events over the term of the Council was Anzac Day 2015. Commemorating the centenary of the Gallipoli landing, many thousands of people turned out for the Dawn Services at Blowhole Point and then the Commemorative Ceremony at the Memorial Arch. A spectacular dawn, the emotion and significance of the day and the huge turnout made it a memorable and solemn community event. Council was pleased to assist the Kiama/Jamberoo RSL with this significant event.

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

Council has a wide scope of operations, activities and programs that are designed to help improve the overall health and well-being of our community. Whilst some of these programs tangentially impact on health and wellbeing others may have more direct benefits.

An observation of trends associated with some significant health indicators for the Kiama LGA shows that:

- Potentially preventable hospitalisations has followed a downward trend from 2011-13 to its lowest point in 15 years, and is considerably lower than the state wide average (which is actually increasing).
- Coronary heart disease hospitalisations (all ages) have continued to decline over time (15 years) including the last four years. The decline follows a similar state wide trend and is well below the state average.
- Influenza and pneumonia hospitalisations have risen slightly from 2001, however they have decreased sharply from 2010-12. The rate is well below the state average.

- Asthma hospitalisations have dropped dramatically from a peak in 2008-09, and are at their lowest point in 15 years, well below the state wide average.
- Obesity (high body mass attributable hospitalisations) has seen a sharp reduction from a peak in 2008-09 and a further slight reduction from 2011-13 to its lowest point since 2001.
- Smoking attributable hospitalisations (whilst still high ~450 people/100,000 population) has fallen to its lowest point since 2011-03.

(source: HealthStats NSW 2016)

The Leisure Centre has increased its patronage over the last 4 years by including new programs and initiatives to allow more of the community to access programs and memberships at reasonable prices. Importantly too, since the restoration and refurbishment resulting from the storm event in 2013, the facility has been extremely popular with users.

Patronage has increased as follows:

- 2012/Feb 2013 (8 months) - 145,811 visits,
- Sept 2013/2014 (9 months) - 157,458
- 2014/2015 - 215,257
- 2015/2016 - 218,835.

The Leisure Centre hosted an Open day in Sept 2013, to re-open the facility after the storm damage. The Open Day included a successful marketing campaign to draw patrons back to the facility centre. There have been a number of upgrades and improvements to the Leisure



Centre during the term which have helped to bring the facility up to an even higher standard for the community. Some of these improvements include upgrades to the kiosk, clothing security and change rooms; the installation of a new pool lift; the installation of a UV system that enables the baby pool to comply with new public health regulations; an extension of the existing aerobics room to include a new 'spin' room; modifications to existing offices and additional family accessible change rooms.

The Leisure Centre has also increased the number of programs over the last 4 years to provide a larger range of activities and initiatives for all community groups. In 2012/2013 the centre's fitness schedule included 61 classes, 2013/2014- 74 classes, 2014/2015 - 74 classes and 2015/2016- 80 classes per week. Yoga classes were included in our fitness schedule in 2014 to provide a range of sessions for health and well-being of our patrons. Lunch time fitness circuits were also introduced in 2014 for patrons with limited time to exercise. These classes average 6- 8 patrons per session and have been a popular addition to our fitness schedule. Council approved a new student membership in Oct 2015 to encourage Kiama's youth to join and exercise at the Leisure Centre. Currently we have 71 student memberships.

1.4 Plan for and support our ageing population

Over the past two years Council has had to give strong consideration to the long term future and sustainability of our aged care business. A strategic restructure of our programs and services to accommodate the fundamental and significant changes within the aged care industry was made.

Council launched Blue Haven Care to bring together our aged care services and facilities and Illawarra In-Home support. This is an important strategic initiative aimed at providing continuity and integration of care.

During the term Council also made the significant decision to invest in the redevelopment of the Kiama Hospital site and to move ahead with plans to develop a 134 bed Centre of Excellence in Aged Care. The site will also include construction of assisted living units, community care office accommodation, independent living units and the Illawarra Shoalhaven Local Health District will build an allied health facility on an adjoining site to provide community services including dental, adult counselling, occupational and physio therapy services as well as diabetes, audiology, early childhood, podiatry and speech pathology clinics.

The Blue Haven Aged Care Facility was re-accredited in 2015 by meeting all of the 44 performance standards.

The Blue Haven Care In Home Support has significantly



increased its service hours and the range of social groups over the last 4 years due to a number of factors which include the promotion associated with the rebranding and launch of Blue Haven Care in April 2015 and the implementation of the My Aged Care website.

The hours of Domestic and Home Maintenance services has almost doubled over the last 12-18 months and the introduction of more diverse social groups such as the men's social group 'Blokes Talk' in 2013 and increased social bus trips and market trips in 2014 has significantly increased social engagement. Promotion of our services through events such as "Live Life" Photographic Exhibition for Seniors Week in 2012 and "Under the Bonnet" Men's Health Event in 2014 has increased awareness and access to our services.

Blue Haven Care has also increased its Carer's Groups/ Support over the last 4 years and the program has been awarded the New South Wales Carer's Awards for the last 4 years

During 2014-15 Council participated in Kiama's Dementia Friendly Pilot Project which is part of an internationally recognised partnership between Alzheimer's Australia, the University of Wollongong, Council and the community including a range of services, organisations, businesses and individuals. The subsequent project (the Kiama Dementia Friendly Project) focusses on two main groups:

a) **The Dementia Friendly Alliance** is a coalition of representatives from local community organisations, people with dementia, representatives from the University of Wollongong, Alzheimer's Australia, Kiama Municipal Council, plus other individual residents with an interest in dementia, and some local businesses; the Alliance ensures a whole of community approach to the project is achieved.

b) **The Dementia Advisory Group** comprises people with dementia and their carers and supporters. The group's role is to ensure all project work is seen as a priority for people living with dementia, and that they are at the project's heart. Their catch phrase is "Nothing for us without us". The project has since won a prestigious

National Award for Local Government in the Disability Access and Inclusion category.

1.5 Plan for and support young people

The original aims of the Kiama Youth Centre were to provide a safe, supervised drop in space where young people could spend time, playing pool, basketball and just generally 'chilling out'. As the needs of young people changed, especially with the introduction of technology, including social media, it became obvious that the drop in model was old, tired and less effective.

In 2010 Council's Youth Services made the conscious decision to overhaul our model of service delivery to reflect growing changes and needs of our young people. Through ongoing consultation with young people and community partners including Kiama High School the need was identified that young people wanted more training and education opportunities, skills development workshops, information on a range of youth specific issues including mental and physical health, employment and general positive mentoring and role modelling.

The key priorities for a new service model were to help young people seek, educate, network, train, be resilient, advocate and develop life skills-the building blocks for our SENTRAL model of service.

Along with the change to SENTRAL, building works were undertaken to the current Youth Centre to create a space that complimented the model. This included the installation of a commercial kitchen with the aims of opening up a Cafe and restaurant with the purpose of training young people in hospitality and coffee making and creating multi-functional youth spaces which can be used for anything from personal fitness training to educational workshops. These changes ensured that when young people attended SENTRAL, they were here

for a specific purpose and would leave with a greater skills base and knowledge.

Since the move to the SENTRAL model of service, young people attending programs have increased due to the introduction of:

- health and fitness initiatives including SENTRAL Fitness and Munch Out
- employment and training programs including barista training and Young Entrepreneurs Program
- cultural events such as Youth Week and Youth Jazz festival concerts and programs designed in partnership with Kiama High including Young Mens & Young Womens programs
- Youth Belonging and Youth Forum, Youth Worker mentoring program
- Year 6 transition program and Youth Advisory Committee meetings.

Attendance at all SENTRAL programs has increased significantly. An example of this is our Youth Advisory Committee, which for years struggled to attract more than 2-4 young people, where as now we have 15-25 young people at each meeting and have added a full Council meeting held at Kiama High each year.

The change of service has also attracted effective working partnerships designed to further increase opportunities for young people, including partnerships with Kiama Business Chamber, Kiama Rotary, Kiama Leisure Centre, all public and primary schools in the LGA, Local Businesses, Kiama Farmers and Produce markets and Kiama Tourism.





1.6 Recognise and promote community safety throughout the Municipality

Safety within our Community is paramount. Council activities over the past for years have extended across a broad spectrum of the community.

Council continues to provide one of the most proactive and professional lifeguard services in the region. With over approximately 490,000 people entering the water off patrolled beaches our lifeguards rescued 329 people during the term.

This very low figure demonstrates the benefits of the high level of community surf awareness; education of school children and proactive patrolling of our beaches. Our lifeguards have also been involved in comprehensive Surf Education Awareness programs locally and internationally, including a 2 month period spent in the Maldives training local lifeguards.

Council has developed an endorsed Crime Prevention Plan with the principal aim of reducing the incidence of crime and creating a safer place to live.

Crime statistics for the Kiama LGA over the past 60 months reveals significant reductions in 'break and enter theft' and 'motor vehicle theft'. Unfortunately transport regulatory offences have increased significantly over the past 24 months.

Part of the strategy to manage and reduce the incidence of crime through the Crime Prevention Plan has resulted in the introduction of CCTV cameras in the Kiama and Gerringong CBDs. NSW Police have used CCTV as part

of their investigations of crime within these areas since the systems were installed (Kiama in late 2015) and Gerringong (mid 2016).

The importance of community safety in our community extends to dog ownership and working to ensure all companion animals are properly under control and minimising any potential risks of harm to the local community. Our Ranger Services are proactive in compliance and enforcement of the Companion Animals Act.

Council Rangers investigated 116 reported dog attacks and 2238 animal complaints. The number of reportable instances (to the Office of Local Government) was 58. Over the past four years 330 animals were impounded and of these 260 were returned to their owners. This represents a return to owner rate of 81.5%. Twenty six animals were re homed and a total of 26 animals (or 9.25%) were euthanized.



Public health matters are also an important aspect of community health and safety. Council maintains a proactive approach to monitoring food preparation premises within the Municipality to ensure food shop owners are aware of best practice techniques in food preparation and handling. Throughout the period there has been only 77 reportable food complaints.

1.7 Encourage and support volunteering opportunities to support the community

Over the last 4 years Blue Haven Care's volunteer numbers have remained steady (averaging 65) which has included a period of high turnover due to retirement and changes to regulations with the introduction by Transport For NSW of the Driver Framework in 2014.

Blue Haven Care's Volunteers have won the Regional Volunteer Team of the Year in 2012 and 2014. Council hosted a Volunteer Expo in 2013 at The Pavilion Kiama and have a stall at Volunteering Illawarra's Expo annually.

We celebrate National Volunteer Week annually in May with an event for volunteers and hold a Volunteer Christmas party in December to recognise the contribution volunteers make to our service and the community.

In 2015 set up Blue Haven Care's new website which includes our volunteer programs and Blue Haven Care flyers and brochures promoting volunteer opportunities. Blue Haven Care has held stalls at the local markets and shopping centres over the last 4 years to promote volunteering and put stories in the local paper and Kimunico. Blue Haven Care has also held a number of "Snag a Volunteer" days at the Community Centre to promote our volunteer programs.

Council is also pleased to support the Friends of Blue Haven who carry out tremendous work fundraising and supporting the residents of the Blue Haven Aged Care Facility.





Environment

2. Well planned and managed spaces, places and environment

One of the main features of the municipality is the convergence of coastal, rural and bushland environments. These local and regional landscapes are significant to residents and visitors as they represent the tourism, agricultural and lifestyle opportunities that make the Kiama area unique. Maintaining the rural and agricultural land whilst keeping the coastal environments as pristine as possible, in addition to facilitating and managing lifestyle and urban growth are important aspirations of the community.

The most recent community survey identified the following as significant issues for Council to monitor and address:

- Maintaining the unique village atmosphere of our area
- Maintaining a balance between conservation and economic growth
- Protection of the surrounding natural beauty – beaches, harbour, coastline and rural landscape
- Renewing and maintaining our infrastructure
- Traffic management and parking
- Protection of our heritage – buildings and culture.

The Community Strategic Plan identifies sixteen key strategies aimed at helping to deliver this objective and the issues identified above.

- 2.1 Maintain the separation and distinct nature of the towns and villages of our local area
- 2.2 Encourage our community to adopt sustainable lifestyle practices that support the environment
- 2.3 Ensure our natural and built environments are adaptive to climate change impacts
- 2.4 Protect and maintain environmentally significant natural areas on public and private land in a sustainable manner
- 2.5 Maintain and enhance biodiversity on public and private land
- 2.6 Promote sustainable land use and diversification of agricultural activity
- 2.7 Recognise and protect our heritage
- 2.8 Provide supportive environments that encourage a healthy and sustainable lifestyle
- 2.9 Ensure the principles of sustainable development and legislative compliance underpin our land uses and the design of our buildings and subdivisions
- 2.10 Effectively manage the transport network of roads, footpaths and cycleways to cater for current and future generations

- 2.11 Effectively manage the drainage network to cater for current and future generations
- 2.12 Effectively manage recreation and open space infrastructure to cater for current and future generations
- 2.13 Effectively manage other assets to cater for current and future generations (including car parks, community buildings, cemeteries and dams)
- 2.14 Minimise waste and manage it in an efficient and environmentally sensitive manner
- 2.15 Ensure the maximum multi-purpose use of our community's buildings and facilities
- 2.16 Ensure public spaces reflect the cultural and artistic diversity of the local community

Term highlights

Results of our waste management programs continue to reveal that our better practice approach to minimising waste to landfill is working. We introduced our OK Organics Kiama to all waste zones across the LGA and with the total waste recycling that we're able to do, we are achieving a diversion rate of 66.29% of the total waste generated in the municipality.

Council has also been successful in attracting NSW EPA Waste Less Recycle More grant funding for the organics collection system (OK Organics Kiama), Kiama Community Recycling Centre and Kiama Litter Hotspots.

The Kiama Harbour Masterplan was prepared and helps to identify the redevelopment and best use of this important part of the landscape as a tourism destination and public use/amenity.

The Blowhole Point rock pool amenities and car park, a new amenities next to the Scout Hall, a new harbour link road and the harbourside pedestrian path were all constructed during the period and as a result of the Masterplan.

We have continued to invest in our infrastructure and in the creation of new assets and the maintenance of existing assets. New footpaths have continued to be constructed (for example at Riverleigh Dr, Railway Ave, Peace Park, Belinda and Bland St, Meehan Drive and Shoalhaven Street); road resurfacing (Attunga Ave, South Kiama Dr, Gipps St, Kalang Rd, Minnamurra Falls Rd); the replacement of the roof on the Old Council Chambers, refurbishment of the Gerringong Town Hall foyer; construction of the Jamberoo Valley cycleway & the decommissioning of Jerrara Dam.

The environment continues to be an important central pillar of Council's policy and operational activities and in addition to our resource (waste) management achievements we secured grant funding for solar hot water heaters at the works depot; we installed a voltage

power optimisation unit on the Administration; we completed a number of flood studies that will assist better coastal zone planning outcomes; we have supported National Tree planting and World Environment days; Estuary Management Plans were completed for Crooked River and Minnamurra River & the Seven Mile beach Reserve Biodiversity rehabilitation project has continued.

Council continues to work with state agencies and the community to ensure the development and review of our planning instruments (LEP and DCP); the Kiama Urban Strategy & rural land diversification; and Council continues to meet the 40-day industry benchmark target for the processing of Development Applications.

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

Council recognised the need for current planning policies and frameworks to be continuously reviewed and updated and as a result established the Development Industry Committee and LEP Review committee. The strong lobbying of Council to maintain the very important separation of towns in the southern parts of the municipality (Gerringong and Gerroa) was recognised in the adopted Regional Growth Plan established by the NSW Government.

The potential for urban renewal (part of the urban strategy) has and continues to be reviewed in consultation with the Department of Planning and Environment. Development and renewal continue to be important issues for the Kiama community and Council continues to be front and centre in ensuring optimal outcomes for the community.

This is achieved largely through monitoring, reviewing and modifying our planning instruments such as the Local Environment Plan (LEP) and the Development Control Plan (DCP), as well as working with other agencies and stakeholders on important initiatives such as the Kiama Urban Strategy, the Rural Lands Diversification Strategy and Peri Urban taskforce.

Council recently completed a review of the Development Control Plan relating to multi-unit residential development to ensure better design outcomes.

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

Council has been partnering with Conservation Volunteers Australia on two projects in the Minnamurra Wetlands. The Trevethan Reserve site has been upgraded on a monthly basis since 2013. The Charles Avenue wetlands site has been worked on twice a month throughout 2015-16 and the work will continue until July 2017. Council also works collaboratively with local Landcare groups which are operational at various sites throughout the Municipality. These important community groups and projects continue to ensure our natural areas are well managed and preserved.

Council offers a range of community engagement activities and programs that aim to increase awareness and engender sustainable outcomes for current and future generations. Examples include bee keeping workshops; guided tours and 'birds in backyard' workshops; celebrating World Environment Day with six sustainable living workshops in June 2015; solar power and LED lighting workshop in March 2015.

In addition the Illawarra Future Festival – Smart Living Expo was held in 2013 with an estimated 500 people attending the event.

In 2014 an estimated 200 people attended the environmental awareness film 'Trashed' where producer/director Tim Sliverwood addressed the audience on the issues of non-putrescible waste in coastal environments and the impacts this is having on sea life/oceans.

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

In 2014 there were 1,219 small scale solar panel installations and 1,426 solar water heater installations in the Kiama LGA (ABS census data 2014).

The 2011 Kiama Council Community Survey reported that the most prevalent environmental behaviour amongst residents in the Kiama LGA is the use of water savings devices, where 70.7% of households reported their use.

As part of Council's ongoing commitment to reduce its environmental footprint and to embrace energy savings technology, Council considers it important to 'model' the behaviour we encourage of others. Council purchased and installed a Voltage Power Optimisation (VPO) Unit at the Council Chambers to complement the 10kW photovoltaic system installed in 2010/11.

Analysis of the VPO unit showed an energy reduction of 13% in the first 3 months following installation. The Unit was funded through the Waste and Sustainability Improvement Payment (WASIP) – a state government waste levy that directs funds to Council for sustainability initiatives.

An energy audit of Council's Leisure Centre was undertaken with recommendations to be put to Council for endorsement and allocation of budget to complete identified works.

Ongoing data logging of Council holiday parks and leisure centre water meters helps Council identify and fix major leaks as they occur.

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

Both the Crooked River Estuary Management Plan 2003 and the Minnamurra River Estuary Management Plan 2003 have been reviewed to include the potential impacts of climate change and sea level rise.

The updated Coastal Zone Management Plans were completed with the assistance of the Office of Environment and Heritage Estuary Grants Program. Grant funding to control coral trees (an environmental weed) in wetlands at Gainsborough Reserve has been obtained in March 2016 with the works to be completed in 2016/17.

2.5 Maintain and enhance biodiversity on public and private land

In 2014 there were 5,368 ha of natural landscapes protected under formal reserves (National Parks and Nature Reserves) within our LGA (ABS 2014). This represents approximately 20% of all land within the municipality.

Council with our regional partners, plays an important role in managing and preserving local and regional biodiversity as well as protecting important rural landscapes. Through the Joint Organisation, the Illawarra District Noxious Weeds Authority (IDNWA) has continued to develop and implement a noxious weed control program throughout the Municipality.

Some notable examples include the Southern Rivers CMA (SRCMA) Regional Weeds Strategy being finalised and endorsed, local weed control programs with 459 property inspections and over \$232,000 invested in noxious weed control within the Municipality and an additional \$132,494 for five noxious weed control grant programs for the area and active control against aquatic and terrestrial weed species (including but not limited to water hyacinth, bitou bush, groundsel bush, St Johns Wort, Serrated Tussock and Giant Parramatta Grass). The IDNWA website was established during the period.

Council actively supports National Tree Day and with help over the term of an estimated 880 students from Kiama High School, Council has worked on 24 sites and planted approximately 4,000 trees.

2.6 Promote sustainable land use and diversification of agricultural activity

Council successfully advocated for rural lands recognition in the Illawarra Growth Plan. Council is a founding member of the Sydney Perri-Urban Network which is established to focus on preserving high quality food production/agricultural lands.



2.7 Recognise and protect our heritage

Heritage buildings and places within the Municipality are listed in our LEP as items of either local or state significance. This means that any Development Application that potentially impacts on a heritage item or site is referred to Council's Heritage Officer who reviews the application and provides comment which may include draft conditions of consent in order to ensure the integrity of the place or site is preserved. The Heritage Officer also provides advice to property owners on how to protect, restore and develop heritage properties.

2.8 Provide supportive environments that encourage a healthy and sustainable lifestyle

The comprehensive Kiama Health Plan includes a range of initiatives across a large number of operational areas aimed at facilitating and improving healthy lifestyles.

Council continues to provide smoke free areas to protect our community as much as possible from the harmful effects of cigarette smoke.

We loan a sun shade shelter for community groups to provide shade for children from direct sun on hot days and Council has playground shade structures at Surf Beach and Jones Beach.

Council extended the Municipality's cycleways/shared pathway network, with the 5km Swamp Rd/Jamberoo cycleway a notable example.

A well utilised Kiama Community Garden is a further highlight of Council's engagement with the community to encourage sustainable/organic edible food production, 'garden to plate' practises and home composting.

Over the past two years Council has facilitated, on behalf of the Southern Phone Company, two rounds of the Southern Phone Co Community Grants.

A total of \$40,000 has been distributed to a range of community groups for various projects including; Men's



Sheds; sustainable gardening initiatives such as the Kiama Community Garden; Landcare projects; and the upgrading of a number of facilities and amenities.

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

Council has undertaken a proactive approach to planning to ensure we have improved policies and processes in place that achieve optimal planning outcomes for the community and a more efficient and effective development assessment process.

The Kiama Development Industry Committee and the LEP Review Committee were both established throughout the term of the current Council to oversee some of the policy and process improvements.

The Kiama Development Control Plan (DCP) was adopted in 2012 and this comprehensive project condensed the large number of disparate DCP's into a standard format. Other significant achievements include the completion of the eHousing Code Project, the installation of Masterview DA tracking software on Council's website, the eplanning portal connection that was established with the Department of Planning and Environment, the ability to lodge DA's electronically and the introduction of (DA) customer satisfaction surveys. Council's average DA processing time for the determination of a DA has been 40 days, with a median timeframe of 35 days.

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

Over the four years we have invested over \$2.9M on new capital projects relating to roads, footpaths and cycleways



and a further \$6.4M on renewing and maintaining road assets. Capital new projects include construction of roundabouts and a suite of other traffic calming devices. Examples include Manning Street/Bonaira Avenue Roundabout, Bland Street/Old Saddleback Mountain Road Roundabout, Blowhole Point/Kiama Harbour one way access road, Jamberoo CBD traffic calming and pedestrian crossing.

In addition Council renews and maintains assets, with a strong focus on road resurfacing and roadside works - including the resurfacing of Attunga Ave, South Kiama Drive, Jamberoo Rd, Boanyo Ave, Clover Hill Rd, and Minnamurra Falls Rd. There has also been the renewal of Factory Lane Bridge. Over the four years, Council has resurfaced 70km of road and constructed over 8.5km of footpaths.

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

During this period Council wasn't required to invest significant capital renewal funds into its drainage network. A total of \$24,630 was allocated to renewal activities.

In relation to stormwater management activities, Council (and developers) have over many years installed enviropod pollution control pits to capture and prevent litter and silt from entering the stormwater drainage network. A comprehensive mapping and condition evaluation program was initiated to ensure the integrity of these systems. There are approximately 270 enviro pods in the Municipality.

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

Over the 4 year term of the Council in excess of \$840,000 has been spent on new capital open space projects. In



addition Council has spent over \$714,000 on recreation and open space infrastructure renewal projects. The projects have included the Black Beach amenities building; three phase power supply to Coronation Park, new toilet facility at James Oates Reserve, extensions to the Kiama Wharf, outdoor fitness equipment at Warri Beach and Kiama, shade structures in Coronation Park and Jones Beach playground and construction (replacement) of the pedestrian bridge over Crooked River in Gerroa.

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

A number of renewal projects have also been carried out including the refurbishment of the Gerringong Town Hall including replacement of the roof and refurbishment of the foyer; replacement of playground equipment at various locations throughout the LGA and upgrades to the Foxground Rural Fire Service Station and the decommissioning of Jerrara Dam.

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

Effective waste management continues to be a major focus of Kiama Council's operations. The Regional Waste Strategy was developed and adopted in partnership with the (then) Southern Council's Group. This strategy formed the blue print for local and regional waste management strategies for a four year period.

During the term the OK Organics Program was awarded a Local Government NSW Excellence in the Environment Award and highly commended in the Australian Organics Recycling Association's Leadership in Recycled Organics Community Education Programs Award. This is important recognition for the exceptional work Council has undertaken over the past four years.



These awards have helped to attract additional grant funding to be directed to even greater waste/resource management outcomes. In 2013-14 Council was able to secure three NSW EPA Waste Less Recycle More grants: Organics collection system (OK Organics Kiama) - \$211, 230; Kiama Community Recycling Centre - \$198, 460; Kiama Litter Hotspots - \$124,430.

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

Council provides a range of buildings and facilities for community use and hire. The buildings and facilities continued to be used for multiple purposes ranging from musical events to personal health and development classes.

Council annually reviewed the fees and charges to ensure the buildings and facilities are available at a reasonable cost while also considering ongoing maintenance and administration costs.

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

Public art is recognised by Council as important addition to the cultural landscape of the local area. The purchase of the Bert Flugelman sculpture 'making waves' in 2015 is arguably the most important example of Council's commitment to public art during the past four years.

Other examples include ephemeral chalk artwork, Terralong St, Kiama by Ulla Taylor in January 2015; Sculpture, Daisy the Cow, Old Fire Station, Kiama repaired and relaunched, October 2015; and urban artwork at the Kiama Scout Hall by Mikey Freedom, May 2016.









Economy

3. A diverse, thriving economy

A snapshot of the Kiama LGA using data obtained through the Regional Economic Modelling Plan (REMPAN) indicates an estimate of 4,726 people working in Kiama, with the vast majority working in the accommodation and food services sectors followed by retail trade, health care and social assistance and then education and training.

Kiama's Gross Regional Product is \$732M. The total value added (the marginal economic value that is added by each industry sector) across all industry types by the Kiama economy is estimated at \$643M, which represents 3.65% of the \$17.7B value added in the Illawarra region.

A healthy economy is vital to the liveability and prosperity of the Municipality. The availability of local full time employment enhances the opportunity for working aged adults to remain living in the area, while the opportunity of part time work is increasingly important for working parents, older people transitioning to retirement, and for young people entering the work force for the first time or whom maybe undertaking additional studies.

Employment opportunities can be enhanced by a vibrant commercial centre with a diverse economic base.

Our most recent community satisfaction survey identified the following issues as being of significance and importance:

- the productive use of rural land is maintained acknowledging the land's contribution to the economy and lifestyle of the area
- continued support for local businesses
- attraction of additional services and facilities to the local area, in particular an additional supermarket and petrol station
- the need for increased opportunities to retain people in the local area through more training, employment and a mix of housing options – especially for our young people.

The Community Strategic Plan identifies six key strategies aimed at helping to deliver this objective and the issues identified above.

- 3.1 Promote and encourage business development and employment based on the local area's unique and distinctive characteristics.
- 3.2 Develop opportunities to increase the economic output of rural lands.
- 3.3 Investigate and facilitate employment land and infrastructure to support business.

- 3.4 Recognise and support Council's role as a significant employer and purchaser of goods and services within the local area.
- 3.5 Actively engage Federal, State, local government and business organisations. to develop and promote Kiama's economic and employment opportunities.
- 3.6 Encourage and support tourism in the Kiama Municipality.

Term highlights

All lots within the Elambra Estate subdivision in Gerringong were sold.

Council organised and hosted the Kiama Lifestyle Business and Wedding Expo.

We partnered with the NextGen Digital Business Program—a joint collaboration between Council, Kiama Community College, Enterprise Connect, The Smith Family, Access Business and Recruitment and the Department of Education, Employment and Workplace Relations. The program provided paid work for high school students to partner with and assist small and home based businesses to promote their business using digital technology.

Council partnered with Shellharbour Council to deliver an economic gardening program that helped local businesses increase profits and achieve sustainable growth through mentoring, targeted advice and guidance.

We continue to host, sponsor and support a number of major sporting and cultural events including the Kiama 7s, the Kiama Jazz and Blues Festival, Kiama Folk Festival Seaside, surfing events and the Kiama Show.

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

According to the Australian Business Register from June 2012 to June 2015 there has been an increase in the number of businesses in the Kiama LGA of 30 businesses to 1668. We have 910 non employing businesses, and the largest increase in business by size has been in the 5-19 employee category with an increase of 18 businesses.

The types of industries experiencing an increase in the numbers of business have been finance, insurance,

professional, scientific and technical services. This is further reinforced by the data which shows the largest occupation sector is 'professionals' followed by 'technicians and trades workers'.

Available Remplan data based on 2011 census data indicates 55.72% of the population over 15 years of age are in some form of employment. Due to the time committed to youth services and economic development programs that focus on youth employment within the Municipality, it's expected that with the release of more current data, this figure will have improved further.

Initiatives to promote and encourage business development include Council adopting the Kiama Economic Development Strategy and Council Providing support for small and medium local businesses through the Economic Gardening program. Council has also held a number of professional development workshops through the Kiama Small Business Forum.

In conjunction with the Illawarra Pilot Joint Organisation and Department of Premier & Cabinet, Council supported the development of the Illawarra Youth Employment Strategy.

3.2 Develop opportunities to increase the economic output of rural lands

Council has sponsored the Local Food industry dinner and has been supportive of the growth in Agribusiness opportunities. Council continued to jointly sponsor a farm gate trail involving 23 businesses in the Kiama and Shoalhaven Council areas.

In February 2014 the Kiama Farmers Markets Inc established a monthly farmers markets which has been strongly supported by residents and visitors alike, and provides opportunities for local producers to sell fresh (& some organic), locally grown produce. A further positive outcome of the farmers markets is the fact that there are more regional agribusinesses producing goods for sale at the markets.

Since the inception of the markets there has been an increase in the amount of local produce available at the markets with at least 71% of the stallholders located within a 50km radius.

In 2013 Council also established an AgriProject Information team consisting of key internal staff for the purpose of providing potential agribusiness developers with a sounding board and to assist with their project proposal. To date this team has met with a number of applicants and provided relevant information to assist with their proposals.

Council participated in the Southern Councils Small Farms Network until its recent wind-up. Council is a founding member of the Sydney Peri Urban Councils network.

3.3 Investigate and facilitate employment land and infrastructure to support business

The Kiama Local Environmental Plan 2011 was reviewed and amended during the period to increase the permitted uses in the B7 Industrial Zones. Council has also held discussions with Sydney Trains regarding the future rehabilitation and development of the Bombo Quarry area which provides significant opportunity for employment generating lands.

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

Council makes a significant contribution to local employment and the local economy. We currently employ 257 full time equivalent employees. The majority of employees (61%) are permanent and we offer casual, part time and temporary employment opportunities. Council also engages with students and over the four years has offered traineeships, cadetships and apprenticeships.

Council has continued to host Kiama High School students through a range of work placement opportunities. We access the services of the Australian Training Company to source quality apprentices and partner with the University Of Wollongong Faculty Of Commerce to host students through the Commerce Internship Program.

Through our purchasing and procurement policies Council tries hard to use local companies and contractors as much as possible taking into account local competitiveness, costs, availability and capacity to complete jobs/projects within specific timeframes.

As a member of the Illawarra Joint Organisation, Council also assisted in the development of the Regional Procurement Strategy. This strategy seeks to create greater regional collaboration amongst member councils to create efficiencies through the procurement supply chain; to create cost savings through stronger 'buying power'; to look for ways to 'standardise' asset management and maintenance by procuring bulk materials and to look at opportunities for resource sharing amongst the member Councils.

Council has joined the ranks of 22 other NSW councils in asking all contractors and service providers to register and become accredited with a national organisation—BNG Contractor Services Pty. Ltd. (BNG) through their online contractor risk management system BNG Conserve. The BNG Conserve contractor management system currently has over 3000 contractors registered across 22 councils and Kiama Council has approximately 200 contractors registered with 130 operating from the local area.

What this means is that whether a contractor is a small, medium or large operator, all will be accredited on the same validation criteria – so creating a level footing for the awarding of contracts with Kiama Council.

Council works hard with Kiama High School students in facilitating out of school extra-curricular education and learning programs. Through our Youth Services team, Council has been able to provide barista training courses for young people with over 60 young people training and 12 gaining employment as a result of the program (with a further 12 having gained work experience).

The youth engagement policies and practises of Council have resulted in 32 young men learning the basics of personal training (to assist with further education in this field) and six young males completing Certificate 4 in outdoor education, and a further four young people have completed an Event Management course.

As part of Council's commitment to local businesses a number of workshops and seminars on "How to do business with Council" were held.

Information sessions to educate and inform local

businesses on local procurement and Tenderlink were also well supported.

3.5 Actively engage Federal, State, local government and business organisations to develop and promote Kiama's economic and employment opportunities

In response to the Retail Study completed in 2007, which identified three key sites for a second supermarket, Council has liaised closely with a major Supermarket Chain, and signed lease agreement with Aldi as an anchor tenant for the yet to be constructed mixed use development on the Corner of Akuna and Shoalhaven Streets.

Council meets regularly with Department of Premier and Cabinet, RDA Illawarra, Department of Planning and Environment, Department of Investment and the Illawarra Joint Organisation of Councils. Together we have collaborated on a number of projects such as the Illawarra Regional Plan, the Youth Employment Strategy, and the Illawarra Regional Digital Strategy.

3.6 Encourage and support tourism in the Kiama Municipality

Council owns and operates five Holiday Parks within the Municipality. Park operations are tendered out to private



contractors with Council maintaining responsibility for capital improvement and maintenance, budgets and marketing and promotion. These sites play a critical role in Kiama tourism and the local economy. Over the past four years the Holiday Parks operated at full capacity during peak holiday periods.

Annual visitation has remained consistent. In 2013-14 the 56,969 visitor nights was an increase from the 54,151 visitor nights recorded in 2012-13. The year 2014-15 saw a reduction in visitor nights due to the demolition and reconstruction of the amenity block at Kendall's on the Beach Holiday Park.

As at 14 June 2016 visitor nights are again steadily increasing with a total of 55,670 nights (these figures relate purely to tourist accommodation and do not include holiday vans). Income associated with parks follows the same trend as visitor numbers. Income over the four years has varied between \$7.7M and \$8.1M.

The Holiday Parks also received a number of awards during this period - Surf Beach Holiday Park won Best South Coast Park (less than 100 sites) at the 2012 CCIA Awards of Excellence; Kiama Harbour Cabins won Best South Coast Park (less than 100 sites) at the 2013 CCIA Awards of Excellence; Seven Mile Beach Holiday Park won the Best South Coast Park (100 sites or more) at the 2014 & 2015 CCIA Awards of Excellence.

Council has also sponsored a number of major events that attract tourists to the area including; the Kiama Jazz & Blues Festival, Kiama Folk Festival and Rugby 7s.

In 2014 Council employed a Strategic Tourism and Marketing Manager to help drive the marketing and promotion of Kiama as a destination point for regional, national and inter-national travellers. Council continues to invest in tourism through an annual budget allocation that has varied over the term up to \$300,000 p.a.





Civic leadership

4. Responsible civic leadership that is transparent, innovative and accessible

Kiama Council is committed to demonstrating leadership through open and transparent decision making, active and ongoing engagement with the community and responsible financial management. Council endeavours to serve the community in an honest and ethical manner, recognising its role in managing the community's many assets, facilities and finances in a financially sustainable manner.

The 2011 Community Satisfaction Survey identified the following issues as being of importance and significance.

- Council's finances and resources are soundly managed
- Council acts ethically and fulfils all legal and statutory responsibilities
- No amalgamation of Kiama Council – to remain an independent local authority
- Council makes open and transparent decisions

Over the term of this Council, these issues more than ever were tested and challenged. Going forward, the strategy of 'responsible civic leadership' will remain the most important aspect of Council's strategy, management and operations.

The Community Strategic Plan identifies fifteen key strategies aimed at helping to deliver this objective and the issues identified above. These are:

- 4.1 Ensure we remain a strong, independent and sustainable Local Government Authority to plan, deliver and advocate for the needs of our community
- 4.2 Ensure finances are managed responsibly to meet the goals of the Community Strategic Plan and to protect financial investments and assets
- 4.3 Identify opportunities to diversify and expand new and existing funding sources to meet community needs
- 4.4 Ensure a policy framework exists which meets all legislative requirements and community expectations
- 4.5 Foster positive relationships with our community through open communications, opportunities for participation in decision making and sharing of information
- 4.6 Minimise risk to ensure continuity of critical business functions

- 4.7 Promote an organisational culture that uses resources efficiently and seeks continual improvement
- 4.8 Identify and engage in collaborative partnerships and alliances with other entities and organisations to promote joint policy development, efficient sharing of resources and to build capacity within Council and the local community
- 4.9 Manage Council staff in a fair, equitable and sustainable manner to ensure the most efficient outcomes for the Community Strategic Plan
- 4.10 Provide training and professional development for Councillors and staff to promote a culture of strong leadership, good governance and ethical practice
- 4.11 Ensure Council owned buildings and infrastructure are planned and maintained with consideration to both current and future generations
- 4.12 Effectively manage plant assets to meet Community Strategic Plan requirements
- 4.13 Advocate for integrated, sustainable and innovative transport systems within and outside of the Municipality
- 4.14 Ensure continual improvement of Council's Integrated Planning and Reporting framework to meet the Community's long-term vision for the Kiama Municipality
- 4.15 Utilise effective technology and telecommunications services to assist in the efficient delivery of Council services

Term highlights

Council maintained its autonomy after a comprehensive community campaign to resist the NSW Government's proposal to force an amalgamation of Kiama and Shoalhaven Councils.

In the early part of 2016 Council produced a balanced budget for the 2016-17 financial year and was able to demonstrate that it met the relevant benchmarks. With the assistance of Morrison Low, Council reviewed its Fit for the Future Action Plan and showed that the relevant financial and sustainability ratios can be met by 2019-20.

From a governance perspective, Council continues to excel. Our Council continues to be a shining example of excellence where our elected leaders, executive and all employees and officials all contribute to positive outcomes for the community and a positive public image. We have no documented cases of complaints referred to the Office of Local Government or the NSW Ombudsman; any complaints relating to the Code of Conduct are managed quickly and effectively, and our

Councillors continue to work collaboratively amongst each other and with staff.

We have continued to explore new ways of engaging with the community. Council endorsed a new Community Engagement Strategy, we offer webcasting of Council and Public Access Meetings, our website and social media channels are increasingly popular and we offer e-alerts to enable rapid updates and information sharing of Council news and important time sensitive information.

4.1 Ensure we remain a strong, independent and sustainable Local Government Authority to plan, deliver and advocate for the needs of our community

During 2014/15 the NSW Government Local Government reform program intensified. In June 2015, all Councils were required to prepare and submit their proposals on how they will be 'Fit for the Future'. Council submitted a proposal and Improvement Plan that was considered to be responsible and optimal in terms of minimising the impact/impost on the community.

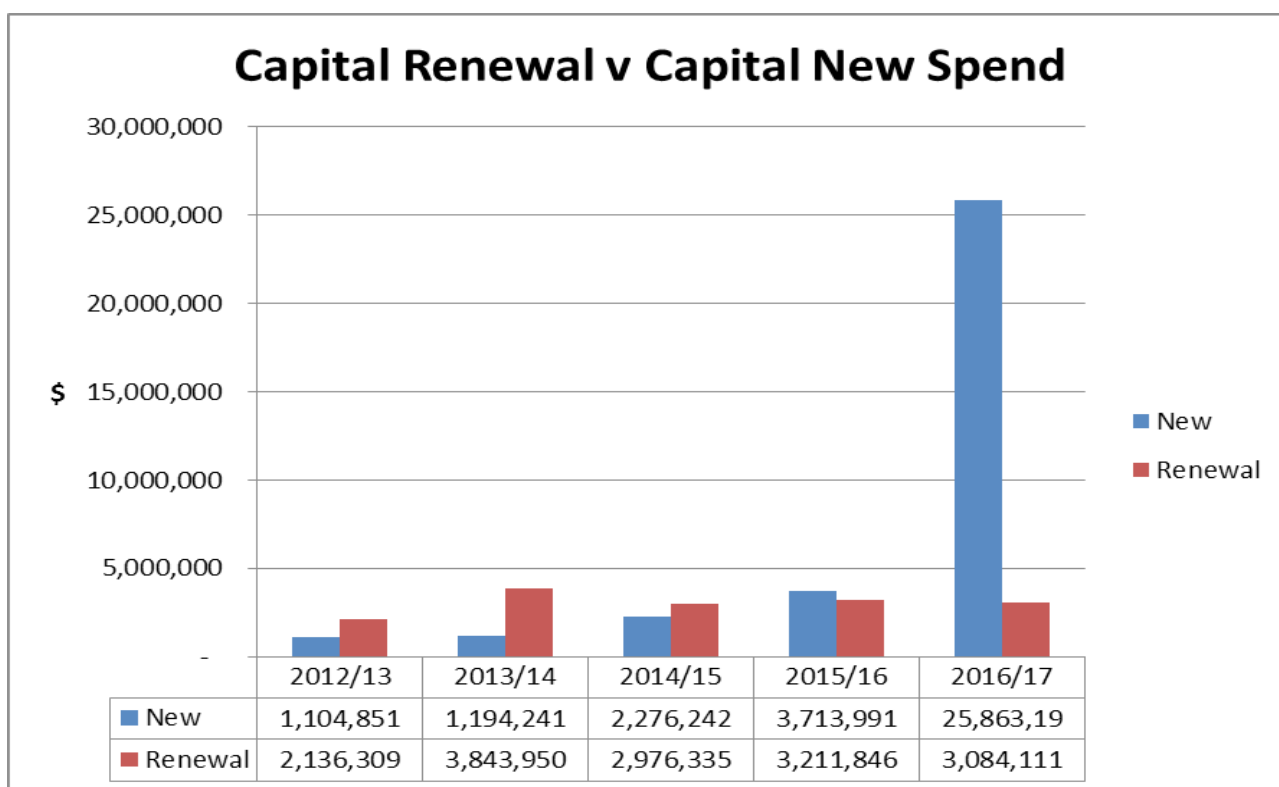
The initial modelling we undertook showed that we met the benchmarks slightly beyond the identified timeframe. Importantly we were able to meet the majority of the benchmarks with a very modest rate increase. Despite this approach, which was considered to be reasonable and responsible, Council was deemed 'unfit'.

As a result of this, the State Government in late 2015 declared that Kiama Council would be merged with Shoalhaven Council. A formal process followed including a public inquiry that included an opportunity for Council and the community to present their views on why Council should not be merged. Following the formal public inquiry (which included a report from the Delegate to the Boundaries Commission) and a comprehensive and sustained community campaign opposing the merger, the NSW Government decided against the merger.

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

Financial sustainability is arguably the main issue facing local government. With the flow on effects of the NSW Government reform of the sector from 2014 and culminating in the Fit for the Future process throughout 2015 and 2016, Council has made some fundamental changes to its financial management strategy.

Over the last 12 months in particular Council has re-shaped it's focus with respect to our financial sustainability. In 2015 IPART determined Kiama Municipal Council, from a financial perspective, to be deemed not Fit for the Future. The organisation, over the past 12 months has invested significant effort in addressing this issue.





Council's 2016/17 budget actually meets all required financial indicators as does Council's revised Long Term Financial Plan. To further enhance council's financial sustainability, Council has committed to a process and culture of continual business improvement and this will be one of the principle organisational imperatives from this point on.

There are a number of external factors that impact on Council's financial performance, including the current low interest rate environment, cost shifting and the ongoing impact of rate pegging and the freezing of Council's largest form of grant funding for a period of 4 years.

However, the expenses the council can directly influence and control are being reviewed including cost drivers and revenue streams across the organisation. This review in its entirety is likely to take 12 to 18 months.

Another factor that will be reviewed as part of this process is the determination of current service standards and costs associated in providing those standards.

Council has invested significant time over the reporting period improving our understanding of asset conditions, useful lives and asset accounting. This work has enabled Council to review accounting practices in relation to assets and increase its understanding around whole of life costing.

Council has invested a significant amount of money over

the term of this Council in both New Capital works and Asset Renewal work. The graph on the page left shows the funds expended in these areas over the term of the Council.

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

During the term Council completed the sale of all lots within the Elambra Estate subdivision.

The sale of 29 Lots within Stage 7 of the Elambra subdivision during 2012-14 generated approximately \$6M dollars in income for Council over the period. The proceeds from the sale of the land were used to fund a range of capital and renewal works.

Council continues to be proactive in the potential sale of its Kiama town centre holding with a supermarket use attached to a sale of the land. The sale of these holdings will provide opportunities to consider funding for capital new and renewal projects.

Investigations and marketing/negotiations with respect to these properties are ongoing. Council's Spring Creek landholding at Bombo is identified for future residential subdivision development. The sale of lots within that subdivision will eventually provide a new revenue source

for Council for the life of that project. The project is in the early planning stages.

Council's Revenue and Long Term Financial Planning Revenue Sub-committee recommended that Council pursue the rezoning and reclassification of identified community land. These are currently undergoing gateway assessment.

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

Over the period Council has developed and adopted a number of key corporate policies. These policies (& guidelines, procedures or plans) are required to ensure Council, as a public authority, meets its legislative responsibilities under various Acts including the Privacy and Personal Information Protection Act, the Public Interest Disclosure Act and the Government Information Public Access Act.

We developed a Privacy Policy and Privacy Management Plan, updated the Public Interest Disclosure Policy, reviewed our Open Access strategy (per the GIPA Act), reviewed and updated Council's Code of Conduct and Procedures, undertook a review of the Development Control Plans (DCP's) and produced a revised DCP document (consistent with NSW Government guidelines). A review of the Councillor expenses policy was also undertaken. During the period, Council developed a policy register and introduced new policy templates specific for each Directorate.

The policies themselves provide employees and Council officials with a framework to manage important issues such as community access to Council information, privacy and disclosure of any perceived wrongdoing. By having these policies, the community should have a degree of confidence in the transparent and ethical decision making of Council.

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

Over the past four years Council has made significant advances in our digital and electronic engagement with the community. During 2012 and 2013 Council was a pilot local government area for the roll out of the National Broadband Network (NBN).

The NBN program and roll out brought nationwide attention to the Kiama Municipality. A number of initiatives including the Kiama Library Digital Hub have enabled Council and a number of its sites (incl. The Pavilion Kiama) to broaden our online engagement capability.

Funding enabled vital upgrades of old infrastructure at the Kiama Library and rejuvenated the building as a site for digital initiatives and free NBN access.

Part of our improved community access to and engagement with Council and the community included the introduction of webcasting of Council Meetings and Public Access Meetings, the introduction of state of the art video conferencing as well as the complete overhaul and construction of a new website. In addition we offer free WiFi in the Kiama CBD which has proven to be extremely popular with locals and visitors and it also provides the opportunity for cross promotion with Kiama Tourism (via the WiFi landing page).

In 2013 Council updated its website to provide an easier, clearer platform to enable users to learn more about what Council is doing and to easily find information.

Recognising the strong need to engage with all external stakeholders using a broad range of methods Council entered the new media age and now actively uses Facebook to share information in addition to traditional media forms.

In 2016 Council endorsed a revised Community Engagement Strategy. The document was prepared to satisfy our obligations under the LG Act and the GIPA Act and identifies through a matrix, the nature and form of engagement for the majority of Council's projects, initiatives, plans and functions.

Other forms of information sharing are the development of e-alerts whereby registered users can receive email alerts and updates across a number of areas including Leisure Centre updates; road closures; public interest matters and emergency management. One of the benefits of the NBN project and the associated funding has been the introduction of webcasting Council and Public Access meetings.

4.6 Minimise risk to ensure continuity of critical business functions

Council recognises risk as an important strategic and ongoing issue that needs to be incorporated into the day to day operations of the organisation.

Over the period Council has established a new Enterprise Risk Management framework. Council also endorsed of

an over-arching risk policy; re-evaluated the risk profile across all functional/operational areas of Council. Council has also undertaken risk audits and developed and implemented a Continuous Risk Improvement Plan.

There is still more risk strategy work to be done across Council however the focus to date has resulted in a 50% reduction in the premium paid by Council between 2012 and 2015.

The reduction in severity and duration of injuries and the correlation with significant savings on premiums is however, a very welcome and positive outcome.

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

In conjunction with the Illawarra Pilot Joint Organisation (IPJO) Council has been proactive in undertaking joint procurement to increase efficiencies and savings. During the recent years the IPJO has carried out joint procurement for trades, legal services and tree services.

Council has also participated in joint tenders with other councils for electricity supply. Council has continued to monitor principal facilities for energy and water use to identify measures to reduce consumption and create savings.

As part of Council's Fit for the Future Improvement Action Plan, Council identified the need for ongoing service reviews and the development of cost-based accounting to increase efficiencies. Processes are to be mapped and organisational awareness of the benefits of business improvements is to be increased.

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

Council has continued to work collaboratively with neighbouring Councils, local business and industry groups as well as State agencies to ensure local and cross boundary issues are identified and managed in ways

that ensure optimal outcomes for our residents and the Council.

We formed part of and hosted the Southern Councils Group (SCG) until 2015. In 2015 the Illawarra Pilot Joint Organisation (IPJO) was established to replace the SCG. Through the SCG/IPJO Council worked on a number of regional strategies, including the Illawarra Noxious Weeds Authority, the Regional Illegal Dumping (RID) Squad, local employment taskforce, the development of the Regional Procurement Roadmap and joint procurement initiatives, the Legal Services Panel and a range of other important regional strategic initiatives.

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

We continue to review and update our workplace policies and procedures and continue to review the strategies we have in place to help us attract and retain high quality staff.

Recruitment and retention programs remain in place to ensure Council has an appropriate workforce to deliver planned objectives of the CSP.

The current Workforce Strategy which forms part of Council's Resourcing Strategy (an adjunct to the CSP) was adopted in June 2013. The strategy is scheduled to be reviewed in early 2017.

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

Councillors were provided the opportunity to attend externally supplied media training targeting awareness and risk management associated with seeking and courting media interest and making public comments. A Code of Conduct online refresher course was developed. Council employees continue to demonstrate leadership and professionalism with some of our employee's across a number of areas of the business being awarded peer recognised awards.

In 2013 John Holland from the IT Department was awarded the Public Sector IT Professional of the Year Award for his work on the NBN Project; Communications



Officer Pip Spence was awarded the RH Doherty Award for Outstanding Individual Contribution 2014. Council staff have participated in the Regional Leadership Program supported by Regional Development Australia (Illawarra).

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

Council maintains a range of facilities available for hire in our municipality and these include community halls, reserves, sports fields and our premier venue, The Pavilion Kiama. We hire out to the public the Old Fire Station Community Arts Centre, Gerringong School of Arts, Gerringong Town Hall, Jamberoo School of Arts, the Kiama Community Centre, Werri beach progress Hall and the Youth Centre. The Pavilion Kiama continues to be a popular wedding, expo and conference venue with bookings increasing year on year over the four years.

As part of our Integrated Planning and Reporting documentation, the Buildings Asset Management Plan which will form part of the broader Asset Management Strategy (an important component of the Resourcing Strategy) is scheduled for completion in October 2016.

4.12 Effectively manage plant assets to meet Community Strategic Plan requirements

Over the past four years we have achieved a reduction in the Motor Vehicle fleet of 4 vehicles. Whilst this doesn't appear to be a large number, the capital and running costs of managing Council's fleet can be significant, and as we look to make efficiencies and savings, any reductions in the fleet can have a material impact.

Other ways we've managed to reduce operating costs associated with the fleet include successfully encouraging staff into 4 cylinder vehicles by restructuring the lease back payment system and by introducing a procurement strategy aimed at more use of LGP to achieve best value with capital purchases. Council also actively specifies industry best emissions controls when purchasing new vehicles and plant to reduce our environmental foot print.

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

Council in conjunction with the Southern Councils Group and IPJO continued to lobby the NSW Government to improve major roads and the rail system. Submissions seeking upgrades of the Princes Highway, Illawarra to Sydney rail line and the construction of the Maldon to Dombarton rail link have been supported. The extension of the F6 to Sydney and the Albion Park Bypass have also been strongly supported.

the Kiama CBD fibre stage 1 installation, Gerringong Town Hall audio/visual upgrade, NBN Local Government Program, Surf and Kendall's Beach Holiday Park and Kiama CBD WiFi, PC EFTPOS for cashiery and CCTV installation in Kiama and Gerringong.

The Masterview DA tracking software has been installed to enable people to track and monitor the status of their development applications. Other hardware upgrades include installing the Pavilion Kiama PA system, Seven Mile beach Holiday Park WiFi and online BPay debtor payments.

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

The Integrated Planning and Reporting (IP&R) process is recognised as the nucleus of Council operations and activities, and all indications from the NSW Government are that IP&R will be strengthened further, once the Local Government Act amendments are in force. Council over the past 12 months (and 6 months in particular) has focused on the Long Term Financial Plan which is a key pillar of the IP&R Resourcing Strategy to ensure we have strategic and sustainable financial management strategies. The aim is to ensure that we can generate ongoing surpluses and strong balance sheets so that Council can continue to service the needs of the community and remain independently sustainable.

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

Council developed and reviewed the IT Strategic Plan to incorporate new projects and changing priorities that were identified, prioritised and costed. Information technology is an extremely important part of the organisation and as we strive to be more efficient and effective, IT will play a critical role in ensuring processes and systems are in place to help achieve these efficiencies and business improvements.

Some examples of the major projects completed include

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