Delivery Program 2022 -2026 and Operational Plan 2023-2024

Contents

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Acknowledgements

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

Community Vision

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

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

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

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

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

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

Council's Mission, Values and Principles

Respect

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

Innovation

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

Integrity

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

Teamwork

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

Excellence

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

Purpose

This plan is about our organisation, about the Council that serves our community. This is the second year of implementing the Delivery Program 2022 - 2026 and has been updated to include the operational priorities of Council for the financial year 2023 - 2024. Council continues to be guided by the priorities and vision expressed by the community in the Community Strategic Plan.

"The community members and stakeholders of Kiama LGA … have called upon the Council to demonstrate long-term commitment to strong governance of the vision. "

Welcome: Our Commitment

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

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

We want sustainable and carefully considered growth to ensure we retain what makes here special. As populations grow and change, pressure is placed on our environment and our memories. Defining our essence and refining our strategies to reflect our pathways requires careful consideration and deep engagement; knowledge of what has come before to create our culture and what makes our place special is essential to creating the future we dream of

Our Aboriginal heritage requires further exploration for understanding. The stories need to be told for us to protect the cultural sites of the Wodi Wodi and the Dharawal who were the custodians of this land from time immemorial. Their stories and connection to land and place, should be shared by all of us. We should make it part of our future shape. Our past, their past, should be the foundation on which the future is built.

We face challenges and opportunities from pressures such as tourism at peak season; an aging population; infrastructure maintenance and management with limited resources; and differing priorities from within and upon our communities. We all want what is best for our region; to cultivate opportunities, to create a future and a proud legacy, to care for our people. We accept the challenges as opportunities to grow and strengthen, to distil the essence of what is important.

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

A community vision for our treasured region, the community vision that now guides the work of Kiama Municipal Council.

The process to create **Kiama: Strategic Choices for a Sustainable Future 2022 - 2032** took care to ask, engage and research. Council engaged on a wide range of significant issues with deliberation - to ask "what matters to you" through workshops, surveys submissions. We reflected on reports of community satisfaction, explored distilled regional strategies, assessed our role in contributing to state plans and looked at ways we can collaborate to best achieve the vision of our community.

The **Delivery Program and Operational Plan 2022 - 2026** was created in response to the priorities of the Community Strategic Plan.

The Kiama Municipal Council Delivery Program and Operational Plan 2022 – 2026 is now in its second year of delivery. This plan reflects the operational priorities of Council for the financial year 2023 - 2024.

Message from the Mayor

To be inserted into final document.

Message from the CEO

To be inserted into final document.

Kiama Municipality

Past and Present

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

Where we live

- Years of continuing Aboriginal culture and custodianship: 50 000+
- Land area: 25 766ha
- A bird lovers paradise with water birds, kingfishers, thornbills, wrens, honeyeaters and the brown cuckoo dove, just to name a few.
- Kiama Coastal Walk covers 20km of walking track.
- A diverse range of vegetation communities including eucalyptus forests, rainforests, shrublands, wetlands and grasslands.
- Bombo Headland is one of the most significant geological sites in NSW.
- Proportion of Kiama LGA protected lands: 25%
- Humpback and Southern Right whales migrate from May to November, while the dolphins play all year round.

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

Where we came from

- People that identify as Aboriginal and/or Torres Strait Islander: 2.3%
- People born in Australia: 81.4%;
- Our largest population born overseas comes from England 5.3% and NZ 1.3%.
- Australian citizens: 92%
- Tourism supports an estimated 658 jobs which is 9.7% of total employment in the LGA.
- Tourism output is estimated at $111.385M

Kiama Municipality

Past and Present

Our Wellbeing

- SEIFA score 1070 (this is a Socio-Economic Index of area by ABS. This score indicates few households with low incomes, few people with no qualifications and few people in low skilled occupations).

Our Population

- 22,925 people call the Kiama municipality home
- Median population age is 49 years
- Residents that volunteer: 17%.

How we live

- 33% live in two person households; 10% are sole occupiers of dwelling
- Owned outright: 40%
- Purchasing a home (mortgage); 37%
- 17% are in rented dwellings
- 82% live in a separate dwelling; 29% of dwellings have 2 occupants
- 14% of dwellings are medium density; 4% are high density.

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

How we work

- Total number of businesses: 2,120
- Unemployment rate: 3.5%
- Not in the labour force is the most common group with 7,733 people: 40%
- 28% of those employed are full-time; 20% are part-time.
- Kiama has 6,794 jobs and a thriving economy worth $2.098 billion annually.

Our Council

Facilities & Assets

Public Buildings

152

Amenities

32

Roads

308kms

Carparks

64

Bus Shelters

35

Playgrounds

32

Bridges/Major Culverts

55

Foothpaths & Cycleways

83kms

Saltwater Pools

5

Parks & Open Spaces

137

Boatramps

6

Cemeteries

4

Our place in the region

The development of our Delivery Program 2022-26 and Operational Plan 2023-24 directly responds to our Community Strategic Plan, as well as our broader strategic context (e.g. state regional plans).

Through our Delivery Program and Operational Plan, we will continue to work proactively with our partners to respond to the evolving strategic context, so we can maximise the future opportunities for Kiama Municipality.

Kiama Municipality is a place of opportunity. We have all of the attributes needed to thrive economically, environmentally, socially and financially.

Enhancing opportunities to thrive are the many other plans and strategies that relate to our region; and we have been careful and considered in our development of strategies and actions to enhance opportunities where they arise.

Some of the regional and state-wide plans that we have considered include:

- the Greater Cities Commission: the creation of a globally competitive city region through strategically bringing together six cities
- the Illawarra-Shoalhaven region.
- NSW Premiers Priorities
- Future Transport Strategy 2056
- NSW State Infrastructure Strategy
- RDA Illawarra Shoalhaven Plan 2041
- Destination 2036
- NSW Regional Economic Development Strategy
- Illawarra Shoalhaven Joint Organisation Strategy
- Local Strategic Planning Statement

Our organisation

Kiama Municipal Council

Our Mayor and Councillors

Kiama Municipal Council is led by our Elected Council, comprised of nine Councillors who are elected every four years through the Local Government elections.

The Council is responsible for electing a Mayor and Deputy Mayor every two years. Our Elected Council plays an important role in representing the community and ensuring that the community's aspirations for our Local Government Area (LGA) are addressed through our Delivery Program and Operational Plan.

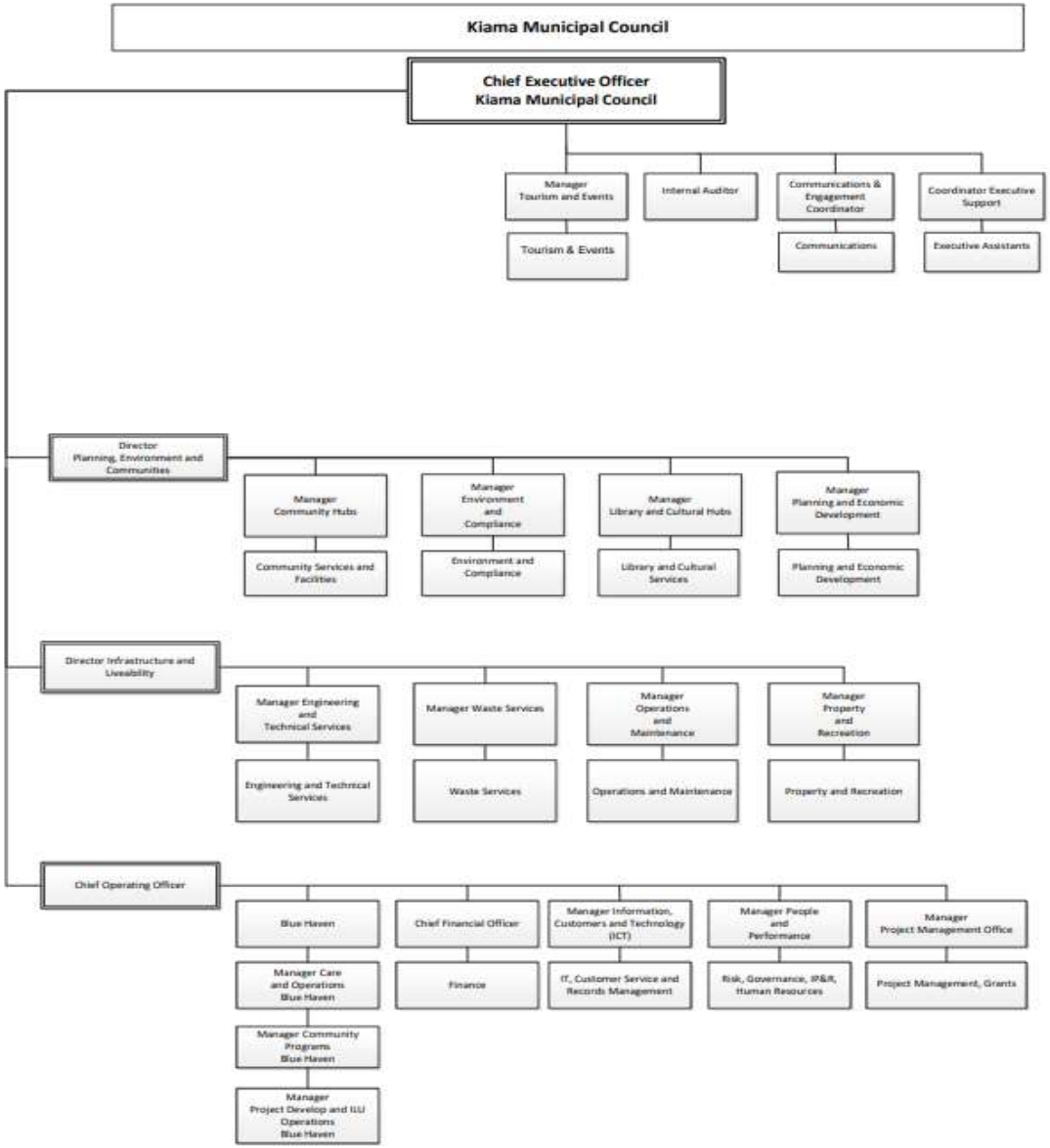
Our Elected Council achieves this by providing civic leadership for the community, ensuring the financial sustainability of Council, developing and endorsing Integrated Planning and Reporting documents reviewing Council's performance in an ongoing manner. In the image are our elected representatives; elected in the December 2021 Local Government Elections.

The next Local Government elections are scheduled for September 2024.

Our Executive Leadership Team

Our Executive Leadership Team is responsible for providing strategic, operational cultural leadership to inspire our staff to work together to achieve our delivery Program and Operational Plan.

Our Executive Leadership Team consists of our Chief Executive Officer (CEO), two Directors, Chief Financial Officer (CFO) and a Chief Operating Officer (COO) who lead each division of Council as shown here:



Our strategic approach

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

Community Vision

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

Mission

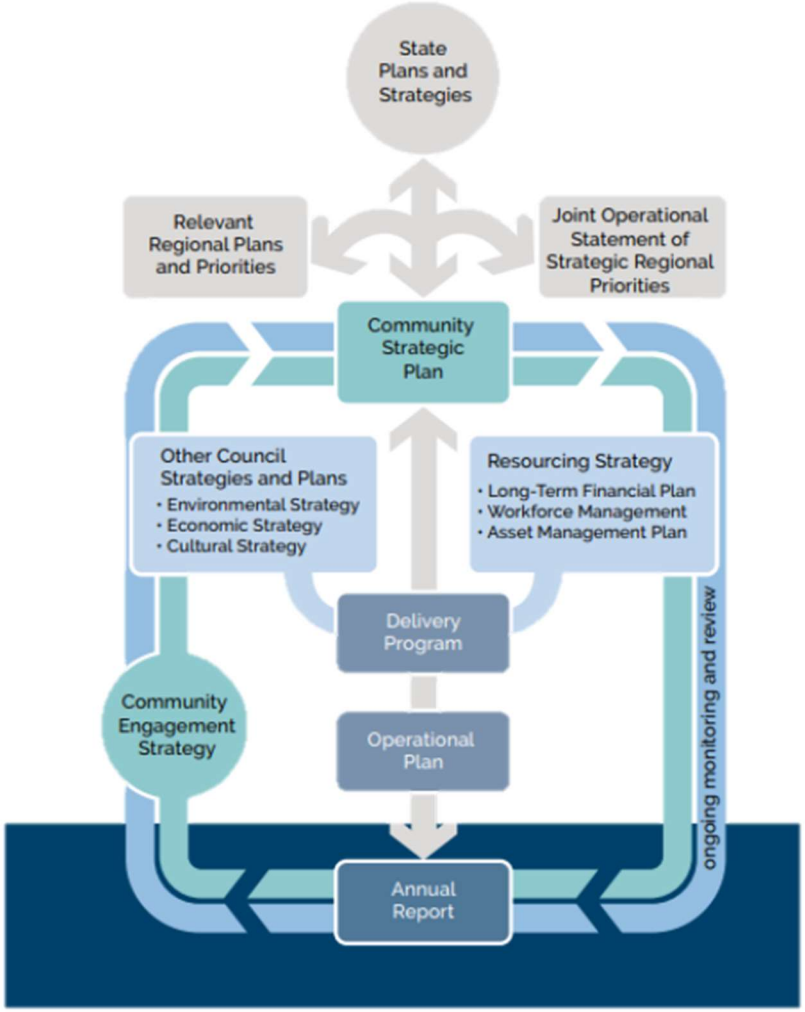
- Council's Mission defines a common purpose for all employees at Council. It places the community at the heart of what we do. Our Mission is: Kiama Council will work to create a Municipality that has a healthy, vibrant lifestyle, a beautiful environment and a harmonious, connected and resilient community.

Values

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

Kiama Municipal 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.



The Integrated Planning and Reporting

All councils in NSW are required to operate within the Integrated Planning and Reporting (IP&R) framework. The IP&R framework guides how each council develops, documents and reports on their strategic plans for their Local Government Area. The IP&R framework reflects relevant legislative requirements under the Local Government Act 1993. The IP&R framework requires each council to develop and implement a suite of planning documents in response to the Community Strategic Plan. Our Delivery Program 2022-26 and Operational Plan 2023-24 has been developed to meet all of the essential elements outlined in the Integrated Planning and Reporting: Guidelines for Local Government in NSW September 2021. (Further details available at https://www.olg.nsw.gov.au).

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

The **Community Engagement Strategy** outlines Councils approach to genuine and inclusive engagement to support development of plans, strategies, programs, key activities and service level reviews.

The **Delivery Program** is the 4-year plan that outlines the specific activities that a council will undertake during its elected term to address the strategies and outcomes outlined in the CSP. It creates a link between the vision of the community and the operational plan of Council.

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

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

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

Kiama Council presents the Delivery Program and Operational Plan (DPOP) in a combined document to highlight the direct link between the 4-year Principal Activities and the annual actions and budget. 2023–2024 is the second year of the Delivery Program 2022–2026. Included within it are the details of the actions for each strategy and how it will be measured. It also contains Council's detailed Annual Budget and Revenue Policy, including proposed rates, fees charges.

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Supporting Documents Council has a suite of strategies and plans that are called supporting documents. These documents provide strategic direction on a wide range of Council's services, facilities assets. Key activities and actions contained within the supporting documents have been prioritised and included in the Delivery Program 2022-2026 and the Operational Plan 2023-2024.

Sustainability and Social Justice

Measures: How do we know we are making a difference?

When we measure success, we consider the four key areas of sustainability

Underpinning it all are the Principles of Social Justice

All plans have been developed considering the four key areas of sustainability: Community, Environment, Economy and Civic Leadership and are based on the Social Justice Principles of:

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

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

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

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

	The Plans	Overview	Reporting Timeline
Guiding Principles	Principles of Social Justice	Equity; Access; Participation and Rights for current and future communities	Underpinning all plans and actions
Our Why	Community Strategic Plan	Kiama Community Strategic Plan: strategic choices for a sustainable future 2022 - 2032 10-year overarching plan for Kiama community, the community's priorities aspirations. Contains the Vision, ultimate outcomes strategies to achieve this; there are many stakeholders responsible for delivery.	State of the Municipality in line with 4-year election cycle. Will be delivered with Annual Report in 2024 for new Council term.
We Asked	Community Engagement Strategy	Genuine and inclusive engagement to support development of plans, strategies, programs and key activities.	Community Engagement Summary Report in line with 4-year election cycle
Our How	Delivery Program	4-year plan of how Council will contribute to the CSP outcomes.	4-year election cycle 6 monthly reporting
Our What	Operational Plan	One year plan of the specific actions (outputs) that Council will deliver to achieve the outcomes identified in the Delivery Program.	Annual Report 6 monthly reporting
Do we have the staff	Workforce Management Plan	4-year strategy to shape the capacity and capability of work force to achieve Council's goals.	4-year election cycle Annual Report
Do we have the physical infrastructure?	Strategic Asset Management Plan	Supported by plans including: • Asset Management Policy • Asset Management Plans by Asset Class • Capital Works Program	4-year election cycle Annual Report 6 monthly reporting
Can we afford it?	Long Term Financial Plan	Supported by financial reports including: • Annual Budget • Statement of Revenue • Fees and Charges	4-year election cycle Annual Report
How do we know? Key Measures	Quadruple Bottom Line measures	IP&R requires an outcomes measurement framework that addresses the four key areas of sustainability: • Social • Economic • Environmental • Civic Leadership	State of the Municipality Report Annual Report 6 monthly reporting
Continuous Improvement and Evaluation	Levels of Service Review	As part of the IP&R framework all services provided by Council are reviewed within the 4-year delivery plan cycle. The review process ensures effective, efficient and sustainable service delivery. Community views and priorities are included through community engagement.	Annual Report Service Review reports to Council

Ongoing monitoring and reporting

We will continually engage and consult with our community and other delivery partners to understand and meet the current and future needs of the Municipality.

Council regularly reports on its performance to ensure the community is informed of Council's operations and to track our progress and achievements in meeting the community's priorities.

Budget statements are reported quarterly to Council.

Every six months progress reports provide an update on the Delivery Program and Operational plan. It will focus on the actual number of services and activities we complete (outputs) and whether we are delivering them as planned and within budget.

Every 12 months Council publishes an Annual Report, focusing on the outcomes of the actions within Delivery Program and Operational Plan. In some areas of Council, additional performance measures may be legislatively required that will also be reported on in the Annual Report.

Every four years we will complete a State of the Municipality Report. This reports the achievements the outgoing Council has made to implement the Community Strategic Plan during their term.

These four types of reports will be available to the community as reports to Council meetings and published on our website.

Our organisational challenges and priorities

Financial sustainability

- Improving our financial outlook with a robust financial strategy and reporting, tailoring services, focusing on essentials and seeking savings where possible. Expenditure will be clear, accountable and well reported.
- The difficult decisions associated with addressing rising operating costs, which are not matched by income, will need to be made.
- Continued delivery of capital works and services will require Council to create and get value from its partnerships and communication with the community.
- Acceptable and agreed levels of service will need to be determined for our assets and services, with the community's. involvement in setting these levels critical to the effective use of scarce resources.

Organising our workforce

- Our structure and culture in the workplace need support, clarity and improvement.
- As the largest employer in the region, we need to ensure that our greatest asset - our people - are supported, clear on their roles and responsibilities focused on delivering essential customer services.
- A new salary model and improved performance review system are in the process of being established.
- Working with our consultative committee, unions and workforce we need to realign ourselves and help reposition the organisation's workforce.
- Employees with skills, training and support to undertake their public service roles.

Asset management and services

- Improving our asset planning will continue to be key, particularly given the significant assets within our ownership. Council is now the custodian of built assets worth more than $650 million.
- Our continued investment in renewal and maintenance of our assets will ensure they continue to be managed sustainably for current and future generations.

Economic prosperity

- The future outlook for our region is closely tied to the availability of a skilled and adaptable workforce and an improved, diversified economic base.
- Encouraging investment and attraction around supporting our different industries will be important to ensure a resilient economy with a range of local employment options.
- The creation of innovative and bespoke new business investments and job opportunities will help add depth to our economy.
- While Council has limited control, it can influence catalytic infrastructure and assist in supporting local businesses.

Working in partnership

- Our relationship within the region and with the community needs continual effort and clear vision.
- Our input into regional planning boards and the joint organisation of Councils needs to add value to the positioning of the Kiama LGA.
- Our engagement with our residents, groups and people through community engagement, committees and open and transparent government is crucial.
- Strong collaboration with the Greater Cities Commission.

Five pillars for the future

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

NSW has already discovered us soon the rest of the world will discover what those who live here always knew and now more fully appreciate. The stakes are higher than we can remember the spotlight is on. As a community, with the courage and support of our Council, we are brave enough to create a plan and follow it through. A plan for a preferred future; deliberate and decisive.

We have the chance now, to create our destiny, to determine what makes here special. "Our land abounds with nature's gifts, of beauty rich and rare"; our planning must be purposeful and embed our vision.

The CSP is a plan that aims to inform and inspire those who don't yet understand. There is an overwhelming sense of excitement for our future we are depending on each other and our leaders to maintain the courage to govern, support and deliver our shared vision.

Throughout this process and beyond, the people of the Kiama Municipality will continue to take interest in the ongoing implementation of this vision, the successes in delivering on our preferred outcomes, the protection of our unique and highly valued environment and lifestyle and the steps taken to maintain our identity.

How to read this Plan

Term used in the plan	Cascading Code e.g.	What this term means.
Pillars	**1**	The pillars reflect the aspirations of the community, supporting the Community Vision. Our Community Vision and aspirations have been grouped into five key headings.
Outcomes: Where do we want to be?	**1.1**	The outcomes are the goals we aim to achieve and are linked to the focus areas of the vision. They are numbered as 1.1, 1.2 and so on.
Strategies: How will we get there?	**1.1.1**	The strategies are how we will achieve the outcomes. They reflect the 2022-2032 Community Strategic Plan (CSP). They are numbered as 1.1.1, 1.1.2 and so on.
Delivery Plan: 4-year strategy	**1.1.1.1**	How will Council contribute to delivering the vision of the CSP. They are numbered 1.1.1.1, 1.1.1.2 and so on.
Operational Plan	**1.1.1.1.1**	What actions are Council doing to contribute to the Delivery Program outcomes. They are numbered 1.1.1.1.1, 1.1.1.1.2 and so on
Measure		Outputs are mainly used when measuring the Operational Plan. Outcomes are mainly used when measuring the Delivery Program. A combination of information is utilised to demonstrate 'the difference the actions of Council made'.

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Pillar 1

COMMUNITY

Outcome 1.1	**We want a strong sense of community and belonging, where social and cultural life can flourish; and our families, friends and visitors feel welcome and included.**
Outcome 1.2	**We love where we live; we have the services and facilities we need the natural beauty of our surroundings enhances our active and healthy lifestyle.**
Outcome 1.3	**Our heritage matters: we want to learn, preserve and share both the Aboriginal history of this area the history since settlement.**

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

The original inhabitants of the Kiama area were the Wodi Wodi Aboriginal people. The name Kiama is thought to be from an Aboriginal word meaning 'where the sea makes a noise'. We recognise that the land on which we live has been inhabited and protected by the Wodi Wodi people for thousands of years and while only 2.2% of our community identify as Aboriginal and/or Torres Strait Islander we acknowledge and protect the legacy and the future of this area for our community, whether Indigenous or non-Indigenous. Celebration of Aboriginal heritage and culture is becoming a stronger part of public life and working towards shared goals with Aboriginal people is a major priority.

Today Kiama Council services a community of approximately 22,925 people and covers an area of 259 square kilometres. It is a place of great natural beauty, populated by relaxed and welcoming communities who love where they live, work play. Close-knit social networks can help people make new friends, build new businesses and come together in difficult times. Our residential areas cluster around 2 towns and 6 small village centres that act as focal points for the community. Our community is slowly growing (approx. 0.9%) and there is a strong desire to manage that growth sustainably and thoughtfully.

Like most regional communities, especially those along the Coast, our population is ageing. Our median age of 48 is significantly higher than the NSW median age of 38. 16.5% of our population is under the age of 15; with a further 10% between the ages of 15 – 24. Our fastest growing cohort is in the 65 – 69 years group. Currently 36% of our population is over 60; this will increase to 39% by 2041. Our families are getting smaller, with 43% of residents living in two-person and sole person households.

Many in our community are retired, or semi- retired; and like other regional coastal populations we are increasingly seeing younger retirement ages or transitional arrangements from 55 onwards. 60% of our population is not in the paid workforce (this figure includes children under 15, carers, retirees); and 2% unemployed.

Social connectedness is a major contributor to well-being and it is important not to lose those connections during life stage changes. Events, activities and facilities work to create community cohesion and shared opportunities to participate in the community in which we live, work or play.

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

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

This financial year will see Council continue to deliver a wide range of services and facilities that support community connections, enhance our sense of well-being and enable leisure activities. This year will see a focus on

- enhancing the use of community halls and facilities; as well as exhibition spaces and places
- Exploring ways of including the Uluru Statement from the Heart into our strategic direction, through engaging with First Nations people, to develop a response that can be implemented within Council.
- Engaging with young people, to hear their voices and develop a Youth Engagement Strategy and action plan.
- completing a service level review of the Leisure Centre
- Continue delivery of programs and initiatives to support lifelong learning, including the review of the Library Strategy and delivery of the Action Plan.
- Review and renewal of the Kiama Arts and Culture Strategy
- Implementing the Disability Inclusion Action Plan and priorities

	Code	CSP Strategy
Outcome 1.1	1.1.1	Provide spaces, services and initiatives that foster a proud, inclusive, and connected community for all.
	1.1.2	Support our volunteers and community contributors.
	1.1.3	Connect with each other through participating in local arts, cultural and library activities, and programs.
	1.1.4	Promote our major facilities to attract events and activities.
	1.1.5	In collaboration with our young people, we will develop new, and enhance existing, partnerships and opportunities to expand their opportunities to participate in all aspects of community life.
Outcome 1.2	1.2.1	Provide facilities that enable us to participate in social, cultural, recreational and sports activities, no matter our background, ability or age.
	1.2.2	Take steps to feel safe wherever we are, any time of day or night.
	1.2.3	Look after each other in times of disaster.
	1.2.4	We work together to consider health and well-being holistically.
Outcome 1.3	1.3.1	Recognise and respect our First Nations peoples and their connection with the land and waterways for thousands of years; identify and safeguard areas and items of cultural significance Engage with local and regional First Nations peoples; seek knowledge with intent to learn, share and protect.
	1.3.2	Support and promote local cultural activities.
	1.3.3	Recognise the importance of our heritage buildings and precincts; safeguard areas and items of local cultural and / or heritage significance.

1.1	**We want a strong sense of community and belonging, where social and cultural life can flourish; and our families, friends and visitors feel welcome and included.**
1.1.1	**Provide spaces, services and initiatives that foster a proud, inclusive connected community for all.**
1.1.1.1	Review Council's Arts and Cultural Strategy and policy framework and implement priority actions.
1.1.1.2	Partner with the community, other levels of government and key stakeholders to provide support to community and cultural engagement sectors, community groups and organisations.
1.1.1.3	Partner with the community and our stakeholders to develop a Youth Engagement Strategy and Action Plan.
1.1.1.4	Improving the liveability of Kiama for those with diverse backgrounds and abilities.
1.1.1.5	Support micro-businesses, local markets, local and regional events ongoing activities to contribute to a sense of belonging and connectedness.

1.1.1.1	Review Council's Arts and Cultural Strategy and policy framework and implement priority actions.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.1.1.1.1	Review Kiama's Arts and Culture Strategy (BISI) and update priorities and actions.	Strategy developed.	Strategy developed.	Manager Library & Cultural Hubs
1.1.1.1.2	Manage and support council owned exhibition spaces, including the old fire station and libraries, to provide ongoing support for the creative industry.	Number of exhibitions.	Number of exhibitions	Manager Library & Cultural Hubs
1.1.1.1.3	Implement Council's Grants and Donations Policy and Programs.	Administer annual Kiama Cultural Grants via one funding round.	Administer annual Kiama Cultural Grants via one funding round.	Manager Library & Cultural Hubs
1.1.1.1.4	Review Council's current Art collection and de acquiesce works as required by the review findings.	Review of current art collection completed.	Review of current art collection completed.	Manager Library & Cultural Hubs

1.1.1.2	Partner with the community, other levels of government and key stakeholders to provide support to community and cultural engagement sectors, community groups and organisations.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.1.1.2.1	In partnership with Shellharbour Council, convene and manage the Illawarra Interagency.	Cofacilitate Illawarra Interagency.	Six meetings held per year	Manager Community Hubs
1.1.1.2.2	Develop and implement a strategy and policy framework which encourages and supports volunteers to work with Council on a range of programs and activities.	Volunteers supported through effective strategy and policy framework.	Volunteers Strategy and policy framework developed. Volunteer Strategy and Policy maintains or increases volunteer participation in range of Council programs and activities.	Manager Community Hubs

1.1.1.3	Partner with the community and our stakeholders to develop a Youth Engagement Strategy and Action Plan.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.1.1.3.1	Develop a youth engagement strategy and action plan.	Develop a Youth Engagement Strategy in collaboration with stakeholders.	Strategy and action plan developed.	Manager Community Hubs
1.1.1.3.2	Partner and reimagine our youth services, using our assets as the hub for youth engagement and activity.	Information, referral, advocacy support for young people provided through the SENTRAL youth facility and online mediums.	Information, referral, advocacy and support for young people provided through the SENTRAL youth facility and online mediums.	Manager Community Hubs
1.1.1.3.3	In partnership with Libraries and Cultural Hubs, develop and implement an annual program of activities and events to support young people in our LGA.	Develop partnerships, collaborative actions and inclusive events with key stakeholders to achieve the strategic priorities identified through the youth engagement strategy.	Annual program of activities.	Manager Community Hubs

1.1.1.4	Improving the liveability of Kiama for those with diverse backgrounds and abilities.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.1.1.4.1	Implement the priority actions of the Council's Disability Inclusion Action Plan.	Disability Inclusion Plan developed and lodged with Minister for Disability. All legislative / regulatory requirements met.	DIAP developed. priorities identified % actions	Manager Community Hubs
1.1.1.4.2	Review with the intent to improve our halls and community facilities usage, asset maintenance, program offerings and support for council and community purposes	Usage of halls and community facilities reviewed and increased. Program offerings meet community expectations, within budget.	Usage review of all halls and community facilities. Program offerings reviewed and reported.	Manager Community Hubs
1.1.1.4.3	Undertake a assessment of all Council owned halls and community facilities to determine asset status and required needs to improve maintenance and usage.	Lifecycle asset plan for halls and community facilities support community usage and meet maintenance expectations.	All halls and community facilities assessed for asset status; maintenance requirements prioritised and included on asset management plans.	Manager Community Hubs

1.1.1.5	Support micro-businesses, local markets, local and regional events ongoing activities to contribute to a sense of belonging and connectedness.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.1.1.5.1	Utilise events to create opportunities for connections, volunteering, skill development and collaborative partnerships throughout our communities.	Destination event funding program delivers events that strengthen community identity and connections, in accordance with funding purpose and governance requirements.	10+ active Destination Kiama Volunteers. All audit recommendations are enacted including: Central repository Platform Weighting and criteria Internal Assessment Committee	Manager Tourism & Events
1.1.1.5.2	Provide opportunities for focused industry development and capacity building, fostering excellence and quality in our local service offering.	Continue to deliver the annual Destination Kiama Partnership Program. Provide at least four industry development / workshop opportunities annually. Offer regular communication with partners via a monthly e-newsletter and seasonal "Tourism After Hours" events. Deliver the Above and Beyond reward and recognition program.	Annual Destination Kiama Partnership Program. Deliver the Above and Beyond reward and recognition program.	Manager Tourism & Events

1.1	**We love where we live; we have the services and facilities we need the natural beauty of our surroundings enhances our safe, active healthy lifestyle.**
1.1.2	**Provide spaces, services and initiatives that foster a proud, inclusive connected community for all.**
1.1.2.1	Make our libraries the hub of community activity and service. Manage Council's libraries, encompassing Family History Centre and the Gerringong Library and Museum to ensure programs meet community needs and the Public Library Standards.
1.1.2.2	Partner with the stakeholders to develop a Strategy for Open Spaces and Recreation Places within the Kiama LGA
1.1.2.3	Manage and maintain the safe operation of a seasonally used outdoor pool in accordance with legislative obligations.

1.1.2.1	Make our libraries the hub of community activity and service. Manage Council's libraries, encompassing Family History Centre and the Gerringong Library and Museum to ensure programs meet community needs and the Public Library Standards.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.1.2.1.1	Review and update Library Strategy.	Service Review to be conducted by the State Library NSW in the last quarter of 2023. Implement agreed priorities.	Develop remit for engaging consultant to develop Library Strategic Plan by end of 2023.	Manager Library & Cultural Hubs
1.1.2.1.2	Provide and maintain a high-quality library collection.	Provision of a high-quality library collection in line with Public Library standards.	Customer satisfaction rating. % Purchase and disposal program meets customer expectations and Public Library standards.	Manager Library & Cultural Hubs
1.1.2.1.3	Deliver quality digital and online library services to the community.	Quality digital and online library services provided to the community.	Customer satisfaction rating.	Manager Library & Cultural Hubs
1.1.2.1.4	Make library heritage collections available online.	Library heritage collection available online.	Heritage items digitised and made available including. number of items added to the online database photos, oral histories etc	Manager Library & Cultural Hubs
1.1.2.1.5	Provide early literacy programs and events that meet guidelines and standards and outcome measure for Australian Public Libraries.	Achieve guidelines and standards and outcome measure for Australian Public Libraries.	Customer satisfaction with service Number of programs held Number attending	Manager Library & Cultural Hubs

1.1.2.2	Partner with the stakeholders to develop a Strategy for Open Spaces and Recreation Places within the Kiama LGA			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.1.2.2.1	Finalise and implement Open Spaces and Recreation Strategy.	Open Space and Recreation Strategy project plan developed.	Identifying and prioritise capital works or upgrades to existing or new infrastructure.	Manager Property & Recreation

1.1.2.3	Manage and maintain the safe operation of a seasonally used outdoor pool in accordance with legislative obligations.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.2.1.3.1	Manage and maintain the safe operation of a seasonally used outdoor pool at Jamberoo in accordance with statutory obligations and community expectations Lifeguard recruitment, identify risks and implement relevant safety actions to meet statutory obligations.	The Jamberoo Pool is managed in accordance with the seasonal operating calendar, statutory compliance (Practice Note 15). All incidents and risks are documented together with plant and equipment and regular water testing.	Patronage number. Days open. Any forced closures. Compliance requirements met.	Manager Property & Recreation

1.1.2.4	Manage Leisure Centre services and administration for members and guests and provide fitness programs, classes and gym using purpose-specific equipment and a clean and safe environment.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.2.1.4.1	Manage and maintain the safe operation of leisure centre services including indoor aquatic facility, swim and fitness programs, sports hall and gym.	The Leisure Centre is managed in accordance community expectations and statutory compliance.	Patronage number Days open Any forced closures Compliance requirements met (Practice Note 15).	Manager Property & Recreation
1.2.1.4.2	Undertake service level review of Leisure Centre.	Service review completed and action plan developed.	Service review completed.	Manager Property & Recreation
1.2.1.4.3	Leisure Centre Services and programs provision considering all risks and meet a wide range of needs.	Service review complete, Satisfaction surveys undertaken.	Statistics on all services offered over annual period	Manager Property & Recreation

1.1	**We love where we live; we have the services and facilities we need the natural beauty of our surroundings enhances our safe, active healthy lifestyle.**
1.2.2	**Take steps to feel safe wherever we are, any time of day or night.**
1.2.2.1	Implement the KMC Lifeguard Strategy 2025 to keep our nominated beaches safe for users; supporting training, equipment provision and upkeep staffing

1.2.2.1	**Implement the KMC Lifeguard Strategy 2025 to keep our nominated beaches safe for users; supporting training, equipment provision and upkeep staffing**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.2.2.1.1	Develop and deliver Seasonal Beach Patrol Program, beach access and patrol.	Undertake scheduled patrol program for Council beaches.	Deliver lifeguard service and provide annual report on usage.	Manager Property & Recreation

1.2	**We love where we live; we have the services and facilities we need the natural beauty of our surroundings enhances our active and healthy lifestyle.**
1.2.3	**Look after each other in times of disaster .**
1.2.3.1	Contribute to the Local Emergency Management Committee.
1.2.3.2	Maintain public order and safety in accordance with Local Government Act through implementing the requirements of the Companion Animals Management Act and Regulations (registration, off leash area, impounding facilities, and compliance requirements).
1.2.3.3	Manage the Public Health Act, Swimming Pools Act and Regulations – Manage the Public Health Act in relation to public and private swimming pools and water supplies, skin penetration and legionella.
1.2.3.4	Manage the Public Health and Safety Legislation and requirements for Food Safety compliance and education.
1.2.3.5	Manage the Public Health and Safety Legislation and compliance – on-site sewerage systems.
1.2.3.6	Manage environmental complaints about pollution.

1.2.3.1	Contribute to the Local Emergency Management Committee.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.2.3.1.1	Contribute to local and regional emergency management planning, response, and recovery.	Attend and contribute to local and regional committees and emergency planning and response.	Participation in local and regional committees; delivery of prioritised actions.	Director Infrastructure and Liveability

1.2.3.2	Maintain public order and safety in accordance with Local Government Act through implementing the requirements of the Companion Animals Management Act and Regulations (registration, off leash area, impounding facilities, and compliance requirements).			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.2.3.2.1	Manage the Companion Animals Register and comply with requirements, responsibilities and legislation as outlined in the Companion Animals Act and relevant regulations.	Implement the Companion Animals Act. Facilitate companion animals' education via updates to Council website and face to face interaction with members of the public	Animal Control; investigate and manage companion animal complaints. 100% actioned. Companion Animals Register maintained Off leash area scheduled patrols	Manager Environment & Health

1.2.3.3	Manage the Public Health Act, Swimming Pools Act and Regulations – Manage the Public Health Act in relation to public and private swimming pools and water supplies, skin penetration and legionella.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.2.3.3.1	Reimagine our compliance service, ensuring customer service is at the heart of what we do.	Compliance policy developed. Register of premises maintained.	Inspections, Registers of premises and compliance are maintained as per legislative requirements 100% Compliance policy developed and implemented.	Manager Environment & Health
1.2.3.3.2	Manage and implement requirements of the Public Health Act and Regulations, in relation to water quality of public swimming pools, public non-reticulated drinking water, skin penetration and legionella in accordance with legislative requirements.	Conduct inspections of registered public swimming pools in relation to water quality, public non-reticulated drinking water, skin penetration and legionella in accordance with legislative requirements.	86 inspections required to be conducted annually. This does not include any follow up inspections required as a result of non-compliance.	Manager Environment & Health
1.2.3.3.3	Maintain compliance through maintenance of registers, scheduled inspections and action to rectification of breaches as required by the Swimming Pool Act and Regulations.	Annual report outlining orders issued under Public Health Act submitted to NSW Health when required.	Only required annually as requested by NSW Health.	Manager Environment & Health

1.2.3.4	Manage the Public Health and Safety Legislation and requirements for Food Safety compliance and education.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.2.3.4.1	Manage and implement requirements of the Food Act and Regulations through a scheduled inspection program and rectification of breaches. Education and provision of food safety information and education.	100% food recall system implemented Relevant food recalls issued. 80% Inspections completed in accordance with NSW Food Regulation Partnership.	455 inspections required to be conducted annually. Number of follow up inspections required as a result of non-compliance.	Manager Environment & Health

1.2.3.5	Manage the Public Health and Safety Legislation and compliance – on-site sewerage systems.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.2.3.5.1	Manage the Public Health and Safety Legislation – on-site sewerage legislative compliance.	High risk on-site sewerage (OSSMs) inspected annually; 95% completed. 4-year cycle of low-risk inspections.	116 high risk and 205 low risk system inspections annually. Number of re-inspections of non-compliance.	Manager Environment & Health

1.2.3.6	Manage environmental complaints about pollution.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.2.3.6.1	Investigate pollution complaints.	Attend to all environmental complaints within 48 hours.	Number of complaints actioned	Manager Environment & Health

1.3	**To know and honour our local heritage; Indigenous and non-Indigenous.**
1.3.1	**Recognise and respect our First Nations peoples and their connection with the land and waterways for thousands of years; identify and safeguard areas and items of cultural significance Engage with local and regional First Nations peoples; seek knowledge with intent to learn, share and protect.**
1.3.1.1	Proactively engage with First Nations peoples within the Municipality to support greater understanding and inclusivity: seek knowledge with intent to learn, share and protect.
1.3.1.2	Facilitate the identification and protection of local areas and items of cultural and / or heritage significance.

1.3.1.1	Proactively engage with First Nations peoples within the Municipality to support greater understanding and inclusivity: seek knowledge with intent to learn, share and protect.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.3.1.1.1	Participate in planning and staging of annual Local Government Regional NAIDOC Awards in partnership with Wollongong, Shellharbour and Shoalhaven Councils.	Annual Local Government Regional NAIDOC Awards are delivered annually.	NAIDOC awards	Manager Community Hubs
1.3.1.1.2	In partnership with our First Nations Community implement an annual calendar of cultural events and commemorations.	Events participated in Actions undertaken to actively engage with local and regional First Nations communities.	Annual program of events	Manager Community Hubs
1.3.1.1.3	Develop an engagement plan and process to engage with our First Nations Community on the *Uluru Statement from the Heart*.	Meaningful steps and measures using the *Uluru Statement from the Heart* are incorporated into Council's Reconciliation Action Plan.	Measures included in RAP	Manager Community Hubs

1.3.1.2	Facilitate the identification and protection of local areas and items of cultural and / or heritage significance.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
1.3.1.2.1	Continue to undertake reviews of heritage items to maintain and improve the protection of heritage with the LGA.	Publish a Heritage Review Program which identifies the sequencing of heritage review throughout the Municipality.	Heritage review priorities identified.	Manager Planning and Economic Development
1.3.1.2.2	Engage with First Nations peoples locally and regionally, as well as relevant specialists, to identify Aboriginal cultural sites to ensure they are correctly identified and protected.	Engage with local and regional First Nations peoples to seek understanding and involvement in identification approaches / process.	Cultural sites identified and protected	Manager Planning and Economic Development

NATURAL

ENVIRONMENT

Pillar 2

Natural Environment

Outcome 2.1	We protect our people, our place, our flora and fauna through our planning and our actions.
Outcome 2.2	Our natural environment of spectacular beaches, rainforests and rolling hills define our place.
Outcome 2.3	We use our natural resources in efficient and sustainable ways; managing, improving or enhancing through protection, restoration and maintenance.
Outcome 2.4	We work together to understand and respond to the need for growth and change.

Natural Environment

We thrive in a sustainable environment

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

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

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

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

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

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

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

Focus priorities

Finalise Council's Coastal Management Plan and Framework.

Establish customer focused Compliance team and policy.

Develop and implement regional Biodiversity Strategy.

Support regional resilience project.

Deliver Annual Implementation plan of Councils Corporate Emissions Strategy.

	Code	CSP Strategy
Outcome 2.1	2.1.1	Protect our coast, our estuaries and waterways.
	2.1.2	Protect our biodiversity, native plants and animals.
	2.1.3	Protect and maintain our natural areas; conserve areas of environmental significance.
Outcome 2.2	2.2.1	Celebrate our natural environment and share the values that protect it with our families, friends and visitors to the region.
	2.2.2	Retain and promote our natural environment and our scenic rural landscapes.
	2.2.3	Develop strategies and plans for our current and future generations.
Outcome 2.3	2.3.1	Responsibly manage resources and waste; Limit the waste we send to landfill.
	2.3.2	Limit our reliance on non-renewable natural resources.
Outcome 2.4	2.4.1	Understand climate risks and our impacts and take action against these.
	2.4.2	Mitigate and adapt to climate change and protect our environment

2.1	**We protect our people, our place, our flora and fauna through our planning and our actions.**
2.1.1	**Protect our coast, our estuaries and waterways.**
2.1.1.1	Develop, implement review Coastal Management Programs as required under the NSW Coastal Management Act 2016 and the Coastal Management Manual.

2.1.1.1	**Develop, implement review Coastal Management Programs as required under the NSW Coastal Management Act 2016 and the Coastal Management Manual.**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.1.1.1.1	Develop / implement Kiama Coastal Management Program staged delivery program; stages 3 and 4.	Stage 3 & 4 Kiama Coastal Management Program delivered.	Coastal Management Program Stages 3 & 4 action plan developed and delivered.	Manager Environment & Compliance
2.1.1.1.2	Review existing Coastal Zone Management Plans and implement priority actions through a staged delivery program.	Prepare work scope - detailed designs and costings for rock wall and stormwater upgrades based on concept report.	Council report presented and works complete (dependant on grant funding).	Manager Environment & Compliance
2.1.1.1.3	Implement erosion control measures for the Blue Angle Creek in Seven Mile Beach Holiday Park. (CZMP Action 2.1)	Prepare work scope - detailed designs and costings for rock wall and stormwater upgrades based on concept report.	Council report presented and works complete (dependant on grant funding).	Manager Environment & Compliance

2.1	**We protect our people, our place, our flora and fauna through our planning and our actions.**
2.1.2	**Protect our biodiversity, native plants and animals.**
2.1.2.1	Facilitate and encourage the protection of our natural environment and biodiversity.
2.1.2.2	Conduct development and building assessment /approval functions in accordance with statutory requirements, policies, and procedures to protect our natural resources.

2.1.2.1	**Facilitate and encourage the protection of our natural environment and biodiversity.**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.1.2.1.1	Work with Wollongong and Shellharbour Councils to update the Illawarra Biodiversity Strategy to improve coordination and management of biodiversity across the Illawarra.	Regional approach to biodiversity management.	Amended and contemporary Illawarra Biodiversity Strategy.	Manager Planning & Economic Development

2.1.2.2	Facilitate and encourage the protection of our natural environment and biodiversity.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.1.2.2.1	Ensure Council's planning instruments facilitate the recommendations of the adopted Illawarra Biodiversity Strategy and Municipal Vegetation Study.	Viable agricultural enterprises and practices supported through updates to Development Control Plan 2020 and the Local Environment Control Plan 2011.	Chapters 2 and 3 of the Kiama Development Control Plan 2020 updated. Amendments made to Kiama Local Environmental Plan 2011 to facilitate viable agricultural enterprises and practices.	Manager Environment & Compliance
2.1.2.2.2	Implement and update Council Tree Management Development Control Plans and Local Environment Plan (LEP) provisions.	Tree management is implemented in accordance with the Development Control Plans and Local Environment Plan provisions.	Reported breaches of tree management legislation are investigated and determined within 21 days of notification. Tree management applications for private land and non-high risk trees on Council land assessed and determined within 21 days of lodgement	Manager Environment & Compliance

2.1	**We protect our people, our place, our flora and fauna through our planning and our actions.**
2.1.3	Protect and maintain our natural areas; conserve areas of natural significance.
2.1.3.1	Protect and maintain our natural areas.
2.1.3.2	Engage with regional partners to support regional responses for our communities.

2.1.3.1	**Protect and maintain environmentally significant natural areas**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.1.3.1.1	Pursue grant funding for natural area restoration at priority sites on Council land.	Grant funding for priority sites submitted.	Appropriate grants are reviewed and/ or submitted for funding consideration.	Manager Environment & Compliance

2.1.3.2	**Engage with regional partners to support regional responses for our communities**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.1.3.2.1	Undertake national tree day activities.	Prepare and support tree planting activities on Council land for annual National Tree Day.	Events with Kiama High School.	Manager Environment & Compliance
2.1.3.2.2	Undertake scoping of Kiama Coastal Walk extension from Gerringong to Gerroa to support the lodgement of a funding submission with State Government.	Support funding submission to State Government through scoping work, including risk analysis and costings.	Scoping work that includes risk analysis and costings. State Govt funding submission prepared.	Manager Environment & Compliance
2.1.3.2.3	Partner and collaborate to support or deliver community education and engagement programs to enhance environmental sustainability initiatives.	Environmental sustainability initiatives supported through collaborative approaches to engagement and education.	Number of Local environment projects supported / delivered in partnership.	Manager Environment & Compliance

2.2	**Our natural environment of spectacular beaches, rainforests and rolling hills define our place.**
2.2.1	**Celebrate our natural environment and share the values that protect it with our families, friends and visitors to the region.**
2.2.1.1	**Manage growth sustainably and thoughtfully, to respect our values and retain our local character through the implementation of good design principles to integrate new and old dwellings.**
2.2.1.2	**Manage growth sustainably and thoughtfully, to respect our values and retain our local character through the implementation of good design principles to integrate new and old dwellings.**

2.2.1.1	**Manage growth sustainably and thoughtfully, to respect our values and retain our local character through the implementation of good design principles to integrate new and old dwellings**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.2.1.1.1	Undertake ongoing review of Council Development Control Plan and development policies.	Development Control Plan review priority area	Updates for DCP are undertaken and completed.	Manager Planning and Economic Development
2.2.1.1.2	Undertake a town centre planning study for the township of Gerringong.	Gerringong Town Centre Study completed and adopted.	Adoption of Gerringong Town Centre Study.	Manager Planning and Economic Development
2.2.1.1.3	Commence scoping strategy and implementation plan for the review of Kiama's Local Environmental Plan.	Scoping document and plan completed.	Scoping document and plan completed.	Manager Planning and Economic Development

2.2.2.1	Manage growth sustainably and thoughtfully, to respect our values and retain our local character through the implementation of good design principles to integrate new and old dwellings.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.2.2.1.1	Support the change to the LEP to support the State Government Agribusiness reforms.	LEP is updated and includes agribusiness provisions	LEP is updated and includes agribusiness provisions.	Manager Planning and Economic Development
2.2.2.1.2	Develop Council's Housing and Growth Strategy	Draft Strategy completed	Draft Strategy completed	Manager Planning and Economic Development

2.2.3	Develop strategies and plans for our current and future generations.			
2.2.3.1	**Kiama's Local Environment Plan is current and facilitates development in keeping with the local character.**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.2.3.1.1	Commence scoping strategy and implementation plan for the review of Kiama's Local Environmental Plan.	The EP contains contemporary provisions.	Number of updates made per annum.	Manager Planning and Economic Development

2.3	**We use our natural resources in efficient and sustainable ways; managing, improving or enhancing through protection, restoration and maintenance.**
2.3.1	**Responsibly manage resources and waste; Limit the waste we send to landfill**
2.3.1.1	**Meet our future waste infrastructure and service needs through promotional, service delivery and infrastructure programs.**
2.3.1.2	**Provide high quality waste, resource recovery and cleaning services to the community.**
2.3.1.3	**Investigate incidents of littering and illegal dumping and implement programs**

2.3.1.1	Meet our future waste infrastructure and service needs through promotional, service delivery and infrastructure programs.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.3.1.1.1	Develop Waste Strategy 2023-2033 and complete a site masterplan.	Strategy and Action Plan developed.	Master plan for waste site completed. Strategy and Action Plan adopted.	Manager Waste Services
2.3.1.1.2	Undertake Service Review of Waste Services and operations.	Service Review of Waste Services and operations.	Service Review of Waste Services and operations and Action Plan endorsed.	Manager Waste Services
2.3.1.1.3	Undertake Waste Audits to establish baseline data to assist with future waste education programs.	Waste audits conducted to establish baseline data.	Minimum number of waste audits conducted.	Manager Waste Services
2.3.1.1.4	Maintain and develop waste related content for website to support customer needs and expectations.	Current, relevant waste information available on website for customer usage.	Website reviewed and updated.	Manager Waste Services
2.3.1.1.5	Design, develop and conduct waste, recycling and resource recovery education and promotion events, workshops and activities.	Waste, recycling resource recovery education program of activities.	Calendars produced and available through website. Activities undertaken to agreed timetable. Project specific outcomes measured and reported.	Manager Waste Services
2.3.1.1.6	Apply for waste and resource recovery funding programs (former Better Waste Recycling Fund).	Application/s for appropriate waste and resource recovery funding programs submitted to fund improvement strategies.	Funded programs implemented.	Manager Waste Services
2.3.1.1.7	Implement actions identified in the Regional Community Recycling Centre Communications Strategy.	Regional Community Recycling Centre Communications Strategy actions implemented.	Minimum number of actions undertaken.	Manager Waste Services

2.3.1.2	Provide high quality waste, resource recovery and cleaning services to the community.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.3.1.2.1	Establish Household Chemical Clean Out Collection in accordance with NSW EPA requirements.	Household Chemical Clean Out Collection.	Number of events held.	Manager Waste Services
2.3.1.2.2	Conduct Household Bulky Waste Drop Off Events for urban and rural households.	Household Bulky Waste Drop Off Events.	Number of events held.	Manager Waste Services
2.3.1.2.3	Provide high quality cleaning services	High quality cleaning services provided.	Monitoring of areas cleaned. Regular checks and monitoring the CRM's received for completion.	Manager Waste Services
2.3.1.2.4	Provide weekly recycling and organics and fortnightly garbage collections to residents of the Municipality.	Regular waste collection to residents.	Provided measures in quarterly report.	Manager Waste Services
2.3.1.2.5	Provide and maintain a suitable site for the acceptance of green waste, steel and items received at the Community Recycling Centre site at Minnamurra Depot.	Green waste, steel and items received at the Community Recycling Centre site at Minnamurra Depot.	Monthly EPA reports and public reporting of statistics published.	Manager Waste Services
2.3.1.2.6	Undertake all monitoring and reporting to maintain Waste Depot Licence.	Maintain Waste Depot Licence.	Licensee reports submitted.	Manager Waste Services
2.3.1.2.7	Undertake Waste Depot Rehabilitation as required.	Monitor and rehabilitate waste depot as required.	Monthly reports provided for ground water and gas monitoring as per EPA requirements.	Manager Waste Services

2.3.1.3	Investigate incidents of littering and illegal dumping and implement programs			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.3.1.3.1	Conduct patrols of common illegal dump sites or areas.	Reduce / minimise illegal dumping.	Patrol undertaken Incidences / numbers of ongoing dumping.	Manager Environment & Compliance
2.3.1.3.2	Investigate complaints of instances relating to illegal dumping.	Reduce / minimise illegal dumping.	100% complaints investigated.	Manager Environment & Compliance

2.3	**We use our natural resources in efficient and sustainable ways; managing, improving or enhancing through protection, restoration and maintenance.**
2.3.2	**Limit our reliance on non-renewable natural resources.**
2.3.2.1	**Deliver education programs, services and infrastructure that will improve the cleanliness of public places and reduce litter**

2.3.2.2	**Deliver education programs, services and infrastructure that will improve the cleanliness of public places and reduce litter**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.3.2.2.1	Implement Regional Litter Grant initiatives as managed by Illawarra Shoalhaven Joint Organisation.	ISJO Regional Litter initiatives delivered in Kiama LGA.	ISJO Action plan delivered in Kiama LGA.	Manager Environment & Compliance

2.4	**We work together to understand and respond to the need for growth and change.**
2.4.1	**Understand climate risks and our impacts and take action against these".**
2.4.1.1	**Effectively manage impacts from natural disaster**

2.4.1.1	**Effectively manage impacts from natural disaster**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.4.1.1.1	Contribute to NSW Government and ISJO Resilience Planning Projects and initiatives to improve Council's controls and knowledge of natural hazards management.	Contemporary Bushfire Prone Land Map published.	Publish a contemporary Bushfire Prone Land Map, in accordance with NSW Rural Fire Services' requirements.	Manager Planning and Economic Development
2.4.1.1.2	Finalise the Bushfire mapping project.	Bushfire mapping project finalised.	Bushfire mapping project finalised.	Manager Planning and Economic Development
2.4.1.1.3	Update Development Control Plan (DCP) and Policy frameworks to reflect State government policy direction on resilience and natural disasters.	Development Control Plan (DCP) and Policy frameworks updated to reflect State government policy direction on resilience and natural disasters.	State Government directives for resilience and natural disasters included in DCP.	Manager Planning and Economic Development

2.4.2	Mitigate and adapt to climate change and protect our environment.
2.4.2.1	**Develop Flood Studies and Risk Management Plans to inform land use planning**
2.4.2.2	**Implement Councils adopted Corporate Emissions Reduction Strategy and Climate Change adaptation and mitigation initiatives in accordance with Council's Net Zero Strategy**

2.4.2.1	**Develop Flood Studies and Risk Management Plans to inform land use planning**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.4.2.1.1	Seek funding for Catchment Flood Studies and associated Risk Management Studies/Plans.	Have sufficient funding to prepare and adopt contemporary Catchment Flood Studies to ensure that land use planning decisions, relating to flood prone areas, are made using contemporary data.	Funding received.	Manager Engineering & Technical Services
2.4.2.1.2	Deliver Priority actions from Gerringong and Jamberoo Flood investigations.	Funded Gerringong and Jamberoo Flood study priority actions delivered.	Funded Gerringong and Jamberoo Flood study priority actions delivered.	Manager Engineering & Technical Services

2.4.2.2	Implement Councils adopted Corporate Emissions Reduction Strategy and Climate Change adaptation and mitigation initiatives in accordance with Council's Net Zero Strategy			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
2.4.2.2.1	Establish an annual implementation strategy for the Corporate Emissions Strategy.	Recommendations of the Corporate Emissions Strategy implemented.	Implementation strategy and priorities developed. % of actions implemented annually.	Manager Environment & Compliance
2.4.2.2.2	Ensure Council's planning instruments facilitate the recommendations of the adopted Community Emissions Strategy.	Council's planning instruments, including the DCP and LEP, are updated and amended to facilitate the recommendations of the adopted Community Emissions Strategy.	Chapter 3 of the Kiama Development Control Plan 2020 updated. Amendments made to Kiama Local Environmental Plan 2011 to facilitate the Municipality's ability to mitigate and adapt to climate change.	Manager Environment & Compliance

ECONOMY

Pillar 3

Economy

Outcome 3.1	A strong economy, vibrant local businesses and local economic growth.
Outcome 3.2	An economy that embraces the opportunities of tourism while ensuring that we don't lose our community feel; our tourism development and the visitor economy is well managed.

We create a strong and diverse economy

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

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

In 2022 there were approximately 2,120 businesses; 1,184of which are small businesses of four or less employees. There are two local business forums that support our local businesses, creating networking and learning opportunities.

The construction industry sector makes the greatest contribution to economic output in the region, at $549.4M and 16.3% of all jobs.

The accommodation and food services industry sector are the region's largest employer, with 1,105 jobs. Our health care and social assistance industry is our next largest job creator, with 852 jobs.

Kiama's central business district hosts commercial and retail outlets as well as service industries. Local shopping strips exist in most of the village centres and cater to the daily needs of residents, while speciality shops are enjoyed by both tourists and locals alike. Our retail trade is significant making up 9.5%.

9,269 community members are currently in the permanent workforce; 28% work full time and 20% work part time. Nearly 2% of people were seeking employment. 40% of our residents (over the age of 15) are not in the paid labour force; those who are carers, students or retirees all contribute to this figure. The role of unpaid work for those with caring responsibilities, and for the 17% of our community who volunteer must be recognised. It is also important to recognise that there is a change in the way we are employed; there is greater casualisation, and a longer transition to retirement, with some people commencing retirement transitioning at 55, and others staying in our workforce well past 65.

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

We value the role of tourism as the life blood of our local economy and we accept that our local government area benefits in a very substantial way from the employment generated and the activities and experiences enabled by the visitor economy. We want our local economy to be vibrant. We are focused on assisting the visitor economy in its managed growth but also want to explore new opportunities suited to our position and proximity to large urban centres and industry, particularly Wollongong but also Shellharbour to our north and, increasingly, Nowra to the south.

As a community we continue to explore opportunities for sustainable growth that create a diverse and innovative economy. We see particular opportunity in the development of our farms, agribusinesses, eco-tourism, agritourism and primary industry in general. We also see great appeal in our green belt as a visitor economy and environmental asset. We are working closely with the Greater Cities Commission to create a regional plan that creates a future for residents, visitors and businesses alike.

Priorities

Prepare an Economic Development Study.

Employment Lands, Rural Lands and Agricultural Lands Strategy

Tourism and Events Strategic Plan implementation.

Service review of the Pavilion.

Service Review of Holiday Parks.

	Code	CSP Strategies
Outcome 3.1	3.1.1	Help our local businesses grow strong.
	3.1.2	Support local start-ups, entrepreneurs and new partnerships.
	3.1.3	Enhance and expand opportunities to demonstrate Kiama LGA as a place to invest in.
	3.1.4	Maintain and expand a wide range of industry and business; including tourism, agriculture, light industry, professional and care services, etc.
	3.1.5	Support businesses and local leaders to mentor young people in skills development through traineeships, apprenticeships and volunteering.
	3.1.6	Enhance opportunities to create a range of jobs for all residents.
	3.1.7	Support the development of small and medium business through partnerships that enhance local education, training and employment outcomes.
Outcome 3.2	3.2.1	Manage tourism development and the visitor economy.
	3.2.2	Support sustainable local business development, visitations and events.
	3.2.3	We welcome visitors to the region and show off our iconic attractions.

3.1	**A strong economy, vibrant local businesses and local economic growth.**
3.1.1	**Help our local businesses grow strong.**
3.1.1.1	Prepare and adopt an Economic Development Strategy which identifies ways to creating a diverse and resilient economy within the Municipality.
3.1.2.1	Work collaboratively with key stakeholders to support local businesses.
3.1.3.1	In collaboration with regional partners implement the Regional Economic Development Strategy.
3.1.4.1	Support a wide range of business opportunities through landuse planning.
3.1.5.1	Support employment and business opportunities through partnerships that enhance lifelong learning.
3.1.6.1	Enhance opportunities to create a range of jobs for all residents.
3.1.7.1	Support the development of small and medium business through partnerships that enhance local education, training and employment outcomes with a focus on - regional & local innovation / entrepreneurship - collaboration - leadership development

3.1.1.1	Prepare and adopt an Economic Development Strategy which identifies ways to creating a diverse and resilient economy within the Municipality.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.1.1.1.1	Prepare and adopt an Economic Development Strategy which identifies ways to create a diverse and resilient economy within the Municipality.	Economic Development Strategy adopted which identifies ways to create a diverse and resilient economy within the Municipality.	Adoption of Economic Development Strategy.	Manager Planning and Economic Development

3.1.2.1	Work collaboratively with key stakeholders to support local businesses.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.1.2.1.1	Rebuilding and establish relationships with local businesses, business chambers and other business organisations.	Economic Development Strategy Actions implemented.	Number of actions completed	Manager Planning and Economic Development

3.1.3.1	In collaboration with regional partners implement the Regional Economic Development Strategy.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.1.3.1.1	Work with the Greater Cities Commission and DPE to implement the recommendations of the Regional Economic Development Strategy (REDS).	REDS and Economic Development Strategy recommendations incorporated into DCP and LEP for a resilient and diverse economy.	Chapter 7 of the Kiama Development Control Plan 2020 updated. Amendments made to Kiama Local Environmental Plan 2011 to facilitate resilient and diverse economic development.	Manager Planning and Economic Development
3.1.3.1.2	Develop an Employment Lands Strategy	Strategy developed	Strategy developed	Manager Planning & Economic Development

3.1.4.1	Support a wide range of business opportunities through landuse planning.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.1.4.1.1	Develop an Agricultural lands strategy.	Strategy developed	Strategy developed	Manager Planning and Economic Development

3.1.5.1	Support employment and business opportunities through partnerships that enhance lifelong learning.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.1.5.1.1	Explore opportunities to partner with University of Wollongong social enterprise hub and other leadership development programs. Explore opportunities to collaborate with Community College, TAFE, local training providers and schools.	Skills and resources for Council and our LGA developed through links with UOW and other educational institutions.	Number of collaborative activities Outcome of activities	Manager Planning & Economic Development

3.1.6.1	Enhance opportunities to create a range of jobs for all residents.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.1.6.1.1	Partner and collaborate with UOW to explore opportunities to support - innovation and entrepreneurship - local education - leadership programs - research activities - environmental sustainability	Partnership with University of Wollongong established opportunities identified.	Collaborative opportunities identified and explored.	Manager Planning & Economic Development

3.1.7.1	**Support the development of small and medium businesses through partnerships that enhance local education, training employment outcomes with a focus on:** **- regional and local innovation / entrepreneurship** **- collaboration** **- leadership development**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.1.1.2.1	Utilise volunteering and work experience to expand skills of young people seeking employment and training.	Young people expand their skills through access to volunteering and work experience.	Promote volunteering opportunities. Recognise volunteering.	Manager Planning & Economic Development

3.2	**An economy that embraces the opportunities of tourism while ensuring that we don't lose our community feel; our tourism development and the visitor economy is well managed.**
3.2.1	**Manage tourism development and the visitor economy.**
3.2.1.1	Deliver Kiama Tourism and Events Strategic Plan 2022– 2026.

3.2.1.1	Deliver Kiama Tourism & Events Strategic Plan 2022– 2026.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.2.1.1.1	Support Destination Kiama Tourism Advisory Committee (TAC) to provide leadership and support to the tourism industry.	The TAC advises Council on tourism policy, identifying and raising awareness on strategic tourism issues. The actions within the Kiama Tourism and Events Strategic Plan (2022-2026) are prioritised and delivered.	The Tourism and Events Strategic Plan (2022-2026) and internal Action Plan are implemented. Delivery of six (bi-monthly) TAC meetings per year. TAC Terms of Reference are reviewed in line with Council elections.	Manager Tourism & Events
3.2.1.1.2	Take a proactive approach to attracting and retaining tourism investment, creating and linking key tourism products within the region to create compelling touring experiences.	Support and facilitate new tourism business through the provision of data and related information. Pursue grant funding opportunities to support the delivery of priorities. Implement the Destination Kiama Marketing Plan.	Update the suite of destination imagery at least once per year. Develop at least two marketing campaigns that reflect emerging trends and thematic experiences to reach the identified target markets. Produce a high-quality family of brochures and supporting information available digitally that responds to customer needs, improves the visitor experience and encourages multi touchpoint itineraries. Deliver at least four blog articles. Meet with regional stakeholders at least bi-monthly to collaborate on aligning and cross border marketing campaigns and programs.	Manager Tourism & Events

3.2.1.1 con't	Deliver Kiama Tourism & Events Strategic Plan 2022– 2026.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.2.1.1.3	Enact the Events Action Plan 2022-2026.	A diverse mix of events conducted annually that reflect the areas character and bring economic and social benefits to the local community. Two (2) rounds of the Destination Event Funding Program accomplished, exhausting budget. Annual review of the Destination Events Action Plan.	Integration of the Sponsorship Audit Report recommendations into the Destination Event Funding Guidelines and process. An annual event calendar that demonstrates a balance of community, cultural, sporting, business, recreation and while supporting economic outcomes and assisting to balance local seasonality issues. At least one annual destination event with wide appeal to be hosted by Council each year. Two (2) rounds of Destination Event Funding annually. The Master Event Calendar is continually updated and coordination in place to best avoid clashes and fill gaps in the calendar. experience mapping and development. At least two (2) major marketing campaigns annually.	Manager Tourism & Events
3.2.1.1.4	Work in partnership with key agencies to map and develop natural and cultural site experiences.	Support the integration of art and cultural experiences with event planning, marketing campaigns and the mapping of visitor experiences. Enact the Destination Marketing Plan and develop campaigns focused on the Hero Experiences identified within the Tourism Opportunities Plan (2018) meeting the needs of our targeted visitor markets.	Include cultural elements and minimum requirements when planning internally run events. Integrate cultural elements and authentic Aboriginal storytelling and history into visitor servicing and associated collateral. Meet at least bi-monthly with regional representatives and stakeholders to discuss cross-border cultural experience mapping and development. At least two (2) major marketing campaigns annually.	Manager Tourism & Events

3.2.1.1 cont	Deliver Kiama Tourism & Events Strategic Plan 2022– 2026.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.2.1.1.5	Foster a supportive regulatory environment which enables Kiama to be recognised as an event-friendly destination.	An Event Policy for Council Managed Land that is supported by the whole of Council.	Event Policy for Council Managed Land endorsed by Council.	Manager Tourism & Events
3.2.1.1.6	Promote and increase the quality of tourism experiences and events. Build local capacity, support collaboration initiatives and networking opportunities for business, event partners and organisers, artists local businesses.	Continue to deliver the annual Destination Kiama Partnership Program. Provide at least four (4) industry development / workshop opportunities annually. Offer regular communication with partners via a monthly e-newsletter and seasonal "Tourism After Hours" events. Distribute information relating to grants and opportunities designed to increase the quality of visitor experiences. Deliver the Above and Beyond reward and recognition program.	At least 200 Destination Kiama partners. Distribute an annual satisfaction survey to Destination Kiama Partners. Delivery of at least four (4) industry development or capacity building activities.	Manager Tourism & Events

3.2	An economy that embraces the opportunities of tourism while ensuring that we don't lose our community feel; our tourism development and the visitor economy is well managed.
3.2.2	**Support sustainable local business development, visitations and events.**
3.2.2.1	Deliver Kiama Tourism & Events Strategic Plan 2022– 2026.

3.2.2.1	**Deliver Kiama Tourism & Events Strategic Plan 2022– 2026.**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.2.2.1.1	Deliver the Tourism and Events Strategic Plan and associated Action Plan, supporting positive community and industry engagement in tourism locally.	Deliver the Tourism and Events Strategic Plan and Action Plan.	Deliver the Tourism and Events Strategic Plan and Action Plan. 70/30 ratio of community / visitor attendance at Council staged events Publicise accurate data and modelling about the local tourism industry and the benefits associated with it.	Manager Tourism & Events
3.2.2.2.2	Build branding and marketing activities based on the area's genuine and unique qualities and character. Develop Kiama Tourism and Events Marketing Plan focused on driving sustainable growth in overnight visitor expenditure	Kiama Tourism and Events Marketing Plan.	Prepare and distribute the annual Kiama visitor guide and supplementary print program.	Manager Tourism & Events

3.2	**An economy that embraces the opportunities of tourism while ensuring that we don't lose our community feel; our tourism development and the visitor economy is well managed.**
3.2.3	Welcome visitors to the region and show off our iconic attractions.
3.2.3.1	**Manage the Kiama Visitor Information Centre for the seamless provision of accurate, timely and friendly visitor information on tourism related services, attractions events support visitors.**

3.2.3.1	Manage the Kiama Visitor Information Centre for the seamless provision of accurate, timely and friendly visitor information on tourism related services, attractions events support visitors.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.2.3.1.1	Kiama Visitor Information Centre Business Plan commits to the delivery of consumer led and contemporary visitor services whilst preserving the base function of exceptional customer service and accurate, helpful visitor information and delivers services in line with level one accreditation standards.	Consumer led, contemporary visitor service provision through the implementation of Kiama Visitor Information Centre Business Plan in line with level one accreditation standards and customer expectations.	Annual Operational Manual updates and review. Industry Engagement. Use of accredited "I" sign. Update of all planning documentation. Monthly newsletter to industry stakeholders. Annual accreditation signage review. Annual AVIC (accreditation) review completed.	Manager Tourism & Events
3.2.3.1.2	Increase the opportunity to use the Kiama Visitor Information Centre (VIC) to diversify and raise revenue through event and attraction ticket sales.	Kiama Visitor Information Centre increase revenue opportunities.	Visitor numbers. Attraction and concert ticket sales. Accommodation sales. Retail merchandise sales. Volunteer / Ambassador Program growth. Brochure renewal program.	Manager Tourism & Events
3.2.3.1.3	Grow and develop the volunteer program at the VIC and build on positive culture. Focus on improving customer service, via upskilling Kiama VIC staff and volunteers to align visitor enquiries with destination experiences that may appeal to their interests.	Renew and further develop the Volunteer Program.	Update to Volunteer Program including marketing plan and training plan.	Manager Tourism & Events
3.2.3.1.4	Visitors are able to access information via a range of mediums that encourages increased spend, dispersal through the region and higher satisfaction.	Review Destination Kiama's digital assets. Continue to implement the Visitor Guide and print media distribution strategy.	Consultation and input into Council and State-led projects that impact on visitor servicing. Impart information to the local industry and stakeholders to provide accuracy and consistency.	Manager Tourism & Events

3.2	**An economy that embraces the opportunities of tourism while ensuring that we don't lose our community feel; our tourism development and the visitor economy is well managed.**
3.2.3	Foster economic diversity to attract and retain investment in our Municipality.
3.2.3.1	**Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider**
3.2.3.2	**Undertake the commercial operation of The Pavilion Kiama as an income stream and investment of Council**

3.2.3.2	Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.2.3.2.1	Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider	Support visitor economy through ongoing management of Council's five holiday parks as a financially sustainable, quality accommodation provider.	Achieve annual forecast income and occupancy rates across holiday parks business unit.	Manager Property & Recreation
3.2.3.2.2	Deliver identified maintenance, capital works and improvement programs across all Holiday Parks	Building upgrades identified and incorporated into Capital Works program.	Funded maintenance and renewals work completed.	Manager Property & Recreation
3.2.3.2.3	Meet all legislative and accreditation requirements for Holiday Parks and seasonal camping grounds through delivery of compliance program.	Licensing requirements achieved annually.	Approval to operate maintained.	Manager Property & Recreation
3.2.3.2.4	Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider.	Support visitor economy through ongoing management of Council's five holiday parks as a financially sustainable, quality accommodation provider.	Achieve annual forecast income and occupancy rates across holiday parks business unit.	Manager Property & Recreation
3.2.3.2.5	Undertake service review of Holiday Parks operation.	Service reviews to be completed in line with scope endorsed by Council.	Service Revive and recommended actions adopted for implementation.	Manager Property & Recreation

3.2.3.3	Undertake the commercial operation of The Pavilion Kiama as an income stream and investment of Council			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.2.3.3.1	Delivery of a venue that exceeds industry standards, is financially sustainable, operating profitably as a commercial arm of Council.	Operates profitably. Increased awareness of venue regionally and locally. Customer service standards exceed expectation.	Bookings managed proactively to minimise vacancies. Marketing Plan digital, PR and print programs are delivered as per timeline. 15% profit increase year on year. Customer satisfaction surveys exceed a 9/10 rating. Implementation of a series of contracts that ensure quality, profitable and consistent service delivery.	Manager Tourism & Events
3.2.3.3.2	The Pavilion Kiama is an inclusive, accessible venue.	The Pavilion Kiama meets the diverse accessibility needs of the community.	Ongoing provision of hearing loop and accessible amenities. New or renewal works meet disability standards.	Manager Tourism & Events

3.2.3.3	Undertake the commercial operation of The Pavilion Kiama as an income stream and investment of Council			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
3.2.3.3.3	The Pavilion Kiama manages the balance between community expectations and profitability via commercial opportunities.	A service review is conducted as part of Council's Strategic Improvement Plan objectives. Annual community events with longstanding booking history (such as the Kiama Show and Kiama Sevens) are allocated prior to acceptance of commercial bookings. Venue bookings and occupancy rate is monitored with the ratio between community and commercial bookings evaluated. Community usage is facilitated with a published 40% venue hire discount.	The involvement and relationships of community groups and representatives are nurtured and continued. At least 20% of venue bookings are community not for profit organisations. Customer satisfaction surveys exceed a 9/10 rating.	Manager Tourism & Events
3.2.3.3.4	The Pavilion Kiama upholds high standards of physical appearance and cleanliness to meet industry standards.	A building condition report is conducted to ensure longevity of Council's asset. Implement an ongoing and annual maintenance program. Ensure all building fixtures and features are reviewed and changes to the maintenance program implemented as required.	Review and implement the venue's maintenance program in line with the timeline. Examination of the condition of all building fixtures and features.	Manager Tourism & Events
3.2.3.3.5	Carry out a Service Review process on The Pavilion Kiama.	A service review is conducted as part of Council's Strategic Improvement Plan objectives and rolling program of reviews.	A service review is conducted as part of Council's Strategic Improvement Plan objectives.	Manager Tourism & Events

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Pillar 4

Built Environment

Outcome 4.1	**We love where we live; our housing reflects our values.**
Outcome 4.2	**We are well connected within our local community, and to our region.**
Outcome 4.3	**Our built environment is safe and inclusive; our infrastructure is well planned and well managed.**
Outcome 4.4	**Innovation and new technologies and resources that improve environmental and social outcomes are embraced.**

Built Environment

We are part of a connected and liveable community

We understand that the qualities we value are qualities that other new and potential residents also value. We do not reject change and growth, but we want it managed so that our blend of scenic beauty, heritage and friendliness is not lost for future generations.

We balance this concern with an awareness of fundamental issues associated with access to housing and especially affordable housing. We will partner with state agencies, community providers and our fellow local government areas in building long term planning and development solutions suited to our local needs.

We are focused on building the capacity of the infrastructure within our LGA and more broadly within our region to service the needs of our community. Infrastructure takes many forms and includes power, water and telecommunications.

We want to be a "Smart" LGA. We want to promote access to resources that facilitate new and better ways of working and travelling. We want to promote safe, inclusive, accessible environments for people of all abilities; and enhance access to public transport.

Focus Priorities

Delivery of Strategic Planning Works Program

Finalise Property Strategy

Blue Haven Terralong - – decommissioning and dilapidation assessments and reports

Finalise asset revaluation processes and review asset utilisation

Deliver planned capital works through grant funding

- Re-opening Jamberoo Mountain Rd
- Re-opening Wallaby Rd
- Joyce Wheatley Community Centre refurbishment
- Jamberoo Valley cycleway construction
- Coastal Walk Business case
- Various holiday park cabin upgrades to support tourism & achieve compliance
- Implementing open space priority works: Hindmarsh Park, Gerry Emery Res/Athol Noble Oval, Gainsborough Oval drainage upgrades, Jamberoo sporting precinct lighting upgrade

Maintaining our existing assets & servicing the community: footpath and road repairs, slashing reserves, emptying public bins

Outcome	Code	CSP Strategy
4.1	4.1.1	Collaborate and partner through ISJO to develop a regional response to supply of affordable housing.
	4.1.2	Facilitate development that is respectful of the local characteristics of the Municipality.
	4.1.3	Manage growth sustainably and thoughtfully.
4.2	4.2.1	Retain and promote our unique rural landscape, farms and food markets.
	4.2.2	Manage landuse planning to retain distinct towns and villages.
4.3	4.3.1	Create a regional network of interconnected roads, shared pathways and cycleways to maximise access to key destinations and facilities.
	4.3.2	Actively plan how we travel and create safe travel routes whether we are walking, cycling, driving or accessing public transport.
4.4	4.4.1	Support education, training and different partnerships that support learning and sharing new information and ways of doing.

4.1	**We love where we live; our housing reflects our values.**
4.1.1	**Collaborate and partner through ISJO to develop a regional response to affordable housing supply.**
4.1.1.1	Collaborate and partner through ISJO to develop a regional response to affordable housing supply.
4.1.1.2	Local Housing Strategy facilitates the provision of adequate housing supply within the Municipality
4.1.1.3	Support and strengthen our diverse communities through regional collaborations and local connections.

4.1.1.1	Collaborate and partner through ISJO to develop a regional response to affordable housing supply.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.1.1.1.1	Collaborate and partner through ISJO and State Government agencies to develop a regional response to affordable housing supply.	Support the development of a regional affordable housing supply response.	Contribute to the regional advocacy response.	Manager Planning and Economic Development

4.1.1.2	Local Housing Strategy facilitates the provision of adequate housing supply within the Municipality			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.1.1.2.1	Meet the Greater City Commission Targets set for housing.	Adoption of Housing Strategies.	Annual targets	Manager Planning and Economic Development
4.1.1.2.2	Assess Planning proposals in accordance with Council and regional strategies and targets.	Planning Proposals processed consistent with Strategy.	Planning Proposals processed consistent with Strategy.	Manager Planning and Economic Development
4.1.3.1.3	Monitor housing and land supply to ensure demand is being met by reporting to Council on the number of dwellings approved and completed and provide data on Council's website and annually to the Urban Development Programs.	Monitor and report on local housing supply.	Provide and publish quarterly reports.	Manager Planning and Economic Development

4.1.1.3	Support and strengthen our diverse communities through regional collaborations and local connections.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.1.1.3.1	Support and strengthen our diverse communities through regional collaborations and local connections.	Regional Economic Development implementation.	Regional Economic Development implementation.	Manager Planning and Economic Development

4.2	**We love where we live; our housing reflects our values.**
4.2.1	Promote our unique rural landscape, farms food markets.
4.2.1.1	**Facilitate and encourage sustainable and appropriate uses of rural lands.**
4.2.1.2	**Collaborate with Illawarra Shoalhaven Local Health District and other community partners to support and strengthen food sustainability.**

4.2.1.1	Facilitate and encourage sustainable and appropriate uses of rural lands.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.2.1.1.1	Undertake a review of Council's Local Environment Plan (LEP) and associated strategies to provide a contemporary planning framework for Kiama LGA.	A contemporary planning framework for Kiama LGA incorporates the rural land use strategy.	Adoption of Rural Landuse Strategy.	Manager Planning and Economic Development
42.1.1.2	Implement the Agritourism legislative changes and commence work on required Development Control Plans (DCP) controls for this change.	Viable agricultural enterprises and practices facilitated through implementation of Agritourism legislative change.	Chapter 8 of the Kiama Development Control Plan 2020 updated. Amendments made to Kiama Local Environmental Plan 2011 to facilitate viable agricultural enterprises and practices.	Manager Planning and Economic Development

4.2.1.2	Collaborate with Illawarra Shoalhaven Local Health District and other community partners to support and strengthen food sustainability.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.2.1.2.1	Work with the Illawarra-Shoalhaven Joint Organisation (ISJO) and neighbouring Councils to lobby the State Government to make changes to the Standard Instrument LEP and other relevant environmental planning instruments.	Advocacy with ISJO to State Government for updates to Local Environment Plan to facilitate viable agricultural enterprises and practices.	Amendments made to Standard Instrument LEP to facilitate viable agricultural enterprises and practices.	Manager Planning and Economic Development

4.2	
4.2.2	**Create a built environment that is safe and inclusive our infrastructure is well planned and well managed**
4.2.2.1	**Ensure Council's planning systems and processes are contemporary and transparent**
4.2.2.2	**Council meets the legislative requirements for Planning and Assessment**

4.2.2.1	**Ensure Council's planning systems and processes are contemporary and transparent**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.2.1.1.1	Prepare and adopt a contemporary Development Assessment Process Policy to ensure Council's planning systems and processes are contemporary and transparent.	Council's planning systems and processes are contemporary and transparent.	Development Assessment Process Policy developed and adopted.	Manager Planning and Economic Development

4.2.2.2	Council meets the legislative requirements for Planning and Assessment			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.2.2.2.1	Deliver the Development Assessment Reform Program and Implement required actions to meet legislation, best practice and strive to meet customer service targets and policy.	Development Assessment Reform Program actions implemented.	Development Applications processed consistent with Development Assessment Process Policy. Processing timeframes reduced.	Manager Planning and Economic Development
4.2.2.2.2	Manage development assessment processes in accordance with state government best practice guidelines.	Information available on DA's available digitally in line with best practice guidelines.	Requests for Additional Information, Assessment Reports, Notices of Determination and Stamped Plans to be made publicly available on Council's DA Tracker.	Manager Planning and Economic Development
4.2.2.2.3	Continue to review and enhance Council's Development Assessment templates and work practices reflect the adopted Development Assessment Process Policy, the NSW Government's Development Assessment Best Practice Guide and current legislation.	Development Assessment Process Policy, the NSW Government's Development Assessment Best Practice Guide and current legislation are consistently applied.	All Development Assessment templates and practices to be continually monitored to ensure consistency with Policy and best practice requirements.	Manager Planning and Economic Development
4.2.2.2.4	Assess Development Applications in accordance with adopted timeframes and targets.	Development Applications assessed in accordance with adopted timeframes and targets.	50% processed within 90 days	Manager Planning and Economic Development
4.1.3.2.5	Undertake building inspections as principal certifying authority.	Building inspections as principal certifying authority.	100% compliance, timely and number	Manager Planning and Economic Development
4.1.3.2.6	Process complying development, occupation and construction certificates within legislative timeframes.	Complying development, occupation and construction certificates processed within legislative timeframes.	100% completed within 10 days how many, time.	Manager Planning and Economic Development

4.2.2.2 con't	Council meets the legislative requirements for Planning and Assessment			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.2.2.2.7	Inspect and issue approval for caravan parks to operate as required by the Local Government Act.	Compliance program implemented as required by the Environmental Planning and Assessment Regulation.	Create a register and implement annual inspections.	Manager Planning and Economic Development
4.2.2.2.8	Make timely decisions and submissions regarding proponent-led planning proposals.	Timely decisions and submissions made regarding proponent-led planning proposals.	All proponent-led planning proposals are submitted for a Gateway determination within 90 days of Council indicating its support.	Manager Planning and Economic Development
4.2.2.2.9	Make a Local Environmental Plan, which has been delegated to Council, in the timeframes specified in a Gateway Determination.	LEP developed in accordance with Gateway Determination timeframes.	All proponent-led planning proposal are submitted for a Gateway determination within 90 days of Council indicating its support.	Manager Planning and Economic Development

4.3.1	**Create a regional network of interconnected roads, shared pathways and cycleways to maximise access to key destinations and facilities.**
4.3.1.1	Manage recreation and open space infrastructure to cater for current and future generations.
4.3.1.2	Implement maintenance and capital renewal and improvement programs for Council's built assets and infrastructure.
4.3.1.3	Develop Cemeteries Plan to guide future development needs and opportunities.
4.3.1.4	Remain engaged with Federal, State and Regional Planning.
4.3.1.5	Provide timely and accurate planning advice.

4.3.1.1	Manage recreation and open space infrastructure to cater for current and future generations			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.3.1.1.1	Identify priorities within the Open Space and Recreation Strategy for capital works program.	Enable staged delivery of priority actions in future works programmes.	Priority actions incorporated into Operational and Capital Works programs for staged delivery as resources allow.	Manager Engineering & Technical Services
4.3.1.1.2	Maintain currency of information about the accessibility of Council's public toilets, on the National Public Toilets Register.	Current information about accessible toilets available in LGA is available to the public.	Data on updates provided to National Public Toilet Register.	Manager Engineering & Technical Services
4.3.1.1.3	Improve accessibility of recreational facilities including wheelchair access to seating, shaded areas, outdoor exercise and play equipment.	Incorporate accessible features into planned new or upgraded facilities under the Capital Works Program.	Where feasible, Accessible Standards achieved for new or upgraded facilities.	Manager Engineering & Technical Services

4.3.1.2	Implement maintenance and capital renewal and improvement programs for Council's built assets and infrastructure			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.3.1.2.1	Deliver the approved recreation and open space programs to meet community needs.	Percentage of Council approved program completed on time, within approved scope, within budget and to agreed standard.	100% completion of approved recreation and open space programs.	Manager Operations & Maintenance
4.3.1.2.2	Deliver community building asset maintenance and capital programs.	Percentage of Council approved program completed on time, within approved scope, within budget and to agreed standard.	100% completion of approved community building asset maintenance and capital programs.	Manager Operations & Maintenance
4.3.1.2.3	Deliver stormwater asset maintenance and capital programs.	Percentage of Council approved program completed on time, within approved scope, within budget and to agreed standard.	100% completion of approved stormwater asset maintenance and capital programs.	Manager Operations & Maintenance

4.3.1.3	Develop Cemeteries Plan to guide future development needs and opportunities			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.3.1.3.1	Manage and maintain the three operating cemeteries.	Three operating cemeteries managed and maintained.	100% completion of approved maintenance programs.	Director Infrastructure & Liveability

4.3.1.4	Remain engaged with Federal, State and Regional Planning			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.3.1.4.1	Attend, participate in and engage with state government planning reforms, workshops, reference groups and planning processes that relate to Kiama LGA and the region, particularly with the Great Cities Committee.	Adopted advocacy items pursued as opportunities allow.	Adopted advocacy items pursued including submissions for State and Federal consultation or engagement programmes.	Manager Planning and Economic Development

4.3.1.5	Provide timely and accurate planning advice			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.3.1.5.1	Ensure Council's spatial planning data is accurate and current.	Priority spatial data is accurate and current.	Develop an annual spatial planning data review program and action annually the priorities of the program.	Manager Planning & Economic Development
4.3.1.5.2	Issue Planning Certificates within required timeframes and targets.	Planning Certificates within required timeframes and targets.	90% of Planning Certificates issued within three business days	Manager Planning & Economic Development
4.3.1.5.3	Provide timely, informative useful information to customers about the DA process and associated plans to support community understanding and engagement.	Council's website provides timely, informative useful information to customers and reflects the NSW Government's Development Assessment Best Practice.	Ensure Council's website reflects the NSW Government's Development Assessment Best Practice.	Manager Planning & Economic Development

4.2	**We are well connected within our local community, and to our region**
4.3.2	Actively plan how we travel and create safe travel routes whether we are walking, cycling, driving or accessing public transport.
4.2.1.1	**Implement footpaths and cycleways program**
4.2.1.2	**Implement road safety and traffic management programs and responsibilities**
4.2.1.3	**Implement the requirements of the Roads Transport Act, Impounding Act, Crown Lands Act and Road Rules**
4.2.1.4	**Plan and manage road, drainage other infrastructure through the Asset Management Plans**
4.3.2.5	**Deliver major capital works and projects utilising external funding opportunities.**

4.3.2.1	Implement footpaths and cycleways program			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.3.2.2.1	Implement footpath and cycleway asset maintenance and capital programs.	Percentage of Council approved program completed on time, within approved scope, within budget and to agreed standard.	100% completion of approved footpath and cycleway asset maintenance and capital programs.	Manager Operations & Maintenance
4.3.2.2.2	Review and extend the footpath and cycleway renewal and upgrade schedule.	Revised footpath and cycleway renewal and upgrade program.	Works program developed and published.	Manager Operations & Maintenance
4.3.2.2.3	Apply for appropriate grants to fund improvements to the footpath and cycleway networks with less impact on Councill's budget capacity.	Apply for suitable and appropriate grants.	Grants applied for.	Manager Operations & Maintenance

4.3.2.2	Implement road safety and traffic management programs and responsibilities			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.3.2.2.1	Manage Roads Act permits to ensure safety standards maintained.	Roads Act permits managed to ensure safety standards maintained.	Roads Act inspections carried out within 48 hours.	Manager Engineering & Technical Services
4.3.2.2.2	Implement local funded Road Safety projects and programs.	Completion of annual road safety projects and programs.	Implement local Road Safety projects and programs.	Manager Engineering & Technical Services
4.3.2.2.3	Prepare Local Road Safety Action Plan.	Action Plan developed to allow inclusion on funded works programs and grant applications.	Action Pan developed.	Manager Engineering & Technical Services
4.3.2.2.4	Review priority actions from Draft Traffic and Parking Study for Kiama Town Centre for further investigation and action including paid parking options.	Analyse Draft Traffic and Parking Study for Kiama Town Centre with further investigation on paid parking and confirmation of priority actions.	Revised Study and Priority Actions adopted.	Manager Engineering & Technical Services

4.3.2.3	Implement the requirements of the Roads Transport Act, Impounding Act, Crown Lands Act and Road Rules			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.3.2.3.1	Conduct scheduled parking patrols.	Scheduled parking patrols support effective traffic and parking management.	Program of parking patrols developed. Parking patrol program delivered.	Manager Environment & Health
4.3.2.3.2	Investigate and action parking, traffic and abandoned vehicle complaints. Make Legal determination for non-compliance (Caution/Warning/Infringement)	Parking, traffic and abandoned vehicle complaints investigated and actioned.	100% abandoned vehicle complaints investigated.	Manager Environment & Health

4.3.2.4	Plan and manage road, drainage other infrastructure through the Asset Management Plans			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.3.2.4.1	Identify and prioritise asset infrastructure renewal and upgrade projects for inclusion in the Capital Works Program together with other appropriate funding sources.	Asset infrastructure renewal and upgrade projects identified and prioritised.	Preparation of annual capital upgrades works program within available budget allocations.	Manager Engineering & Technical Services
4.3.2.4.2	Identify and seek available appropriate external funding opportunities for infrastructure programs to improve Council's infrastructure portfolio with lower impact on Council's budget.	Appropriate external funding opportunities for infrastructure programs identified and applied for.	Grants applied for and successful projects included in the appropriate Capital Budget and Program.	Manager Engineering & Technical Services
4.3.2.4.3	Implementation of priority actions from the Gerringong and Jamberoo Flood Investigation Study.	Completion of identified works within adopted budget allocations.	Completed adopted actions to program.	Manager Engineering & Technical Services

4.3.2.5	Deliver major capital works and projects utilising external funding opportunities.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
4.3.2.5.1	Deliver Hindmarsh Park Redevelopment.	Completion of funded works.	Adopted stages of project completed.	Manager Engineering & Technical Services
4.3.2.5.2	Deliver Jamberoo Cycleway and other Active Transport funded projects.	Completion of funded works.	Adopted stages of project completed.	Manager Engineering & Technical Services
4.3.2.5.3	Deliver priority actions from the Gerringong and Jamberoo Flood Investigation Study.	Completion of identified works within adopted budget allocations.	Adopted stages of project completed.	Manager Engineering & Technical Services

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Pillar 5

Civic Leadership

Outcome 5.1	Public funds and assets are managed strategically, transparently, and efficiently
Outcome 5.2	Governance is transparent and builds trust.
Outcome 5.3	Council has the right structures, technology, processes, and procedures to support their role in delivering for the public.

We expect accountable and transparent leadership; a financially sustainable Council

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

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

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

Kiama Council was established in 1859 and currently consists of nine elected Councillors. These Councillors are elected by the community every four years, with the Mayor being elected every two years by the sitting Council. Councillors play an integral role in representing the views of their local electorate. It is their role to ensure that the community's priorities are identified, and long-term strategies are developed to meet these needs.

Civic Leadership

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

Priorities - Council as an ongoing concern

Finalise Performance Improvement Orders (PIO) and implement ongoing improvements.

Implement Strategic Improvement Plan 2 program of improvement.

Deliver actions from the Financial Sustainability Strategy.

Progress Blue Haven Divestment Strategy.

Improve Strategic Asset Management for lifecycle management.

Develop and deliver overarching Divestment Strategy.

Continue Organisational Restructure and salary review process to support an effective workforce.

Undertake Service Reviews on Pavilion, Holiday Parks and Leisure Centre.

CSP Outcome	Code	CSP Strategy
5.1	5.1.1	Public funds are managed in accordance with Financial Management Standards and the Local Government Act
	5.1.2	Financial reporting is accurate, relevant and timely; to support decision makers and the community to understand how public funds and assets are managed.
	5.1.3	Assets are managed to understand the relevance, importance and lifecycle needs involved in the provision of infrastructure.
	5.1.4	Commercial investments are managed to maximise their value; and in accordance with legislative obligations.
	5.1.5	Council delivers the functions of local government sustainably and in accordance with community expectations. All services and functions delivered by Council will be reviewed in accordance with IP&R requirements within the 4-year cycle of council election.
5.2	5.2.1	Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.
	5.2.2	Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect.
	5.2.3	Engage with the community in meaningful dialogue and demonstrate how community participation is being used to inform decisions.
	5.2.4	Develop an Outcomes Measurement Framework to meaningfully measure how the actions and strategies of the CSP and other documents impact on the delivery of the community vision.
5.3	5.3.1	Council will build organisational capabilities and capacity deliver excellent customer service.
	5.3.2	Council will deliver the actions outlined in its 2022 “State of the Organisation” report and the Strategic Improvement Plan.
	5.3.2	A customer centric Information Management & Technology (IM&T) Strategy will be developed to build the capacity and capability of Council.

5.1	**Public funds and assets are managed strategically, transparently, and efficiently**
5.1.1	**Public funds are managed in accordance with Financial Management Standards and the Local Government Act.**
5.1.1.1	Improved financial reporting and legislative compliance through reporting, scrutiny oversight processes
5.1.1.2	Maintain compliance with the Office of Local Government risk management and internal audit framework, including ARIC and internal audit operation in accordance with legislation

5.1.1	Public funds are managed in accordance with Financial Management Standards and the Local Government Act			
5.1.1.1	**Improved financial reporting and legislative compliance through reporting, scrutiny, oversight and processes.**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.1.1.1.1	Finalise Performance Improvement Orders	OLG Performance Improvement orders removed Improvement actions integrated into business-as-usual operations of Council.	PIO actions reflected in Operational Plan Compliance and financial sustainability processes improved as reviewed by NSW Audit Office	Chief Executive Officer (CEO)
5.1.1.1.2	Long Term Financial Plan (LTFP) developed and regularly updated.	LTFP is endorsed by Council. LTFP is reviewed and reported to the public annually, for adoption for the following year. Seven performance ratios set by Office of Local Government being met or actively improved upon each month.	Approved by ELT and adopted by Council in June each year. LTFP meets required financial management standards.	Chief Financial Officer (CFO)
5.1.1.1.3	Implement regular, complete timely financial reporting.	Implement internal reporting action plan to support delivery of Annual reports.	1. Financial Statements audited and adopted by Council 2. Quarterly Budget Review (QBR) approved by ELT and adopted by Council. 3. Monthly Financial Report.	Chief Financial Officer (CFO)
5.1.1.1.4	Budget software functional and relevant staff trained so that appropriate financial reports can be delivered with confidence in a timely way.	Appropriate financial reports delivered through functional budget software and relevant staff trained.	Budget and monthly reports provided. All Finance staff are trained in developing and delivering reports.	Chief Financial Officer (CFO)

5.1.1.2	Maintain compliance with the Office of Local Government risk management and internal audit framework, including ARIC and internal audit operation in accordance with legislation			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.1.1.2.1	ARIC provide support to the CEO through the provision of strategic oversight and guidance to meet Council continuous improvement priorities.	Continuous improvement priorities are included in an annual program of works and reported through ARIC. Audit reporting to ARIC clearly shows improved completion and addressing of identified audit improvement items.	Develop & deliver annual program of works. Outstanding audit items significantly reduced. Outstanding audit actions significantly cleared and addressed by each responsible Manager and Director.	Chief Executive Officer (CEO)
5.1.1.2.2	Implement recommendations adopted from Audit, Risk and Improvement Committee (ARIC) to increase oversight, risk management and compliance.	ARIC strategies implemented to increase oversight, risk management, compliance in accordance with ARIC plan.	Actions reported back to ARIC at regular meetings and ARIC Minutes are adopted by Council.	Chief Financial Officer (CFO)
5.1.1.2.3	Undertake all procurement and public tendering in accordance with Council policy and relevant legislation. Establish and implement Project Management Framework.	All major projects have a Project Management Framework established and implemented. All procurement and tendering 100% compliant. .	Number of tenders issued and compliance rate. Program Management Framework used.	Chief Financial Officer (CFO)
5.1.1.2.4	Maintenance of system that minimises the potential of fraud within Council.	Delivery of internal audits according to the Strategic Internal Audit Plan. In line with ARIC priorities undertake gap analysis and provide reports on compliance status.	Delivery of internal audits according to the Strategic Internal Audit Plan. In line with ARIC priorities, undertake gap analysis and provide reports on compliance status.	Internal Auditor

5.1.1.2 con't	Maintain compliance with the Office of Local Government risk management and internal audit framework, including ARIC and internal audit operation in accordance with legislation			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.1.1.2.5	Embed systems to support continuous improvement - Develop strategic priorities plan for implementation of audit reports received.	Audit reporting to ARIC clearly shows improved completion and addressing on audit items.	Outstanding audit items significantly reduced. Outstanding audit actions significantly cleared and addressed by each responsible Manager and Director.	CEO
5.1.1.2.6	Develop and deliver annual plan to implement priorities identified through Forsyths' report & other audits	Review audits and develop an approved program of works to address issues systematically	Progress and completion of improvement actions	Chief Financial Officer (CFO)
5.1.1.2.7	Develop & deliver annual plan to implement strategic priorities identified through Hopwood Report regarding governance, risk and IP&R.	Review audits and develop an approved program of works to address issues systematically	Progress and completion of improvement actions	Manager People and Performance

5.1	**Public funds and assets are managed strategically, transparently, and efficiently**
5.1.2	**Financial reporting is accurate, relevant and timely; to support decision makers and the community to understand how public funds and assets are managed.**
5.1.2.1	**Manage Council's Financial Sustainability through an increase of revenue and funding sources**

5.1.2	**Financial reporting is accurate, relevant and timely; to support decision makers and the community to understand how public funds and assets are managed.**			
5.1.2.1	**Manage Council's Financial Sustainability through an increase of revenue and funding sources**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.1.2.1.1	Establish grant funding objectives and annual strategic priorities to support opportunities to maximise revenue sourced from external funding and grants.	Strategic priorities for grant program established and appropriate grants sought.	Grant priorities and timelines identified Number of appropriate grant applications submitted Number of grant applications successful.	Chief Financial Officer (CFO)
5.1.2.1.2	Undertake pricing review on Retirement Village accommodation entry payments.	Better alignment with external competitors and economic market conditions.	One-off review undertaken. CPI annual review.	Chief Financial Officer (CFO)
5.1.2.1.3	Manage Council's investments in accordance with LG Act, Ministerial order and Council's investment policy to maximise investment returns.	Council's investments managed in accordance with LG Act, Ministerial order Councils investment policy.	Perform above 90-day BBSW.	Chief Financial Officer (CFO)
5.1.2.1.4	To ensure invoices and rates notices are sent in a timely manner.	Invoices and rates notices are sent within statutory timeframes.	Rate notices issued in July.	Chief Financial Officer (CFO)
5.1.2.1.5	Debt collection processes ensure money owed to Council is received within required timeframes.	Timely debt collection.	Monthly outstanding debt ratio. Rates, annual charges, interest and extra charges as an outstanding percentage metric below 5%	Chief Financial Officer (CFO)

5.1	**Public funds and assets are managed strategically, transparently, and efficiently**
5.1.3	**Work to improve Council's ability to meet increases in demand for its public infrastructure and assets**
5.1.3.1	Work to improve Council's ability to meet increases in demand for its public infrastructure and assets
5.1.3.2	Assets are managed to understand the relevance, importance and lifecycle needs involved in the provision of infrastructure.
5.1.3.3	Identify Council owned land and property for future use or disposal opportunity; and manage in accordance with the Local Government Act.

5.1.3.1	Work to improve Council's ability to meet increases in demand for its public infrastructure and assets			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.1.3.1.1	Update the developer contributions policy to ensure adequate collection of fees and charges for refurbished assets, alongside analysis of existing and future needs.	Contemporary Local Infrastructure Contribution framework adopted to ensure adequate collection of fees and charges.	Adoption of contemporary Local Infrastructure Contribution framework.	Manager Planning and Economic Development
5.1.3.1.2	Ensure a contemporary governance framework is established to ensure development contributions are levied and spent appropriately.	Contemporary governance framework established to ensure development contributions are levied and spent appropriately.	Implement the recommendations of the Internal Auditor, including: Employ a dedicated Infrastructure Contribution Officer. Establish an internal working group	Manager Planning and Economic Development

5.1.3.2	Assets are managed to understand the relevance, importance and lifecycle needs involved in the provision of infrastructure.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.1.3.2.1	Review and update Asset Management Policy and Plan.	Asset Management Policy and Plan up-to-date and comply with the Local Government Act.	Asset management policy developed and endorsed by Council.	Manager Engineering & Technical Services
5.1.3.2.2	Undertake asset re-evaluations on all classifications of assets to address the mandatory and statutory requirements of the Act to the agreed schedule.	Scheduled asset re-evaluations on all classifications of assets undertaken to comply with the Local Government Act.	Asset re-evaluations completed.	Manager Engineering & Technical Services
5.1.3.2.3	Utilise Asset Management Plan to guide lifecycle management and decision making in capital and maintenance program development.	Lifecycle management informed by Asset Management Plans.	Asset Management Plans inform Capital Works Program.	Manager Engineering & Technical Services

5.1.3.3	Identify Council owned land and property for future use or disposal opportunity; and manage in accordance with the Local Government Act.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.1.3.3.1	Undertake strategic review of all Council land holdings.	Assets identified for divestment or future investment are identified	Property Divestment Plan is reviewed and any new sites added Capital works program reflects land holdings requiring investment	Manager Property & Recreation
5.1.3.3.2	Coordinate actions for the sale of Council land and property including investigations and acquisition of new Council land/property in accordance with Annual Public Land Management Program and Strategic Improvement Plan	Implementation of Property Plan and Divestment Strategy in accordance with Council resolutions.	Annual priorities of Property Plan implemented. Annual divestment program of works implemented.	Manager Property & Recreation

5.1.4	**Financial reporting is accurate, relevant and timely; to support decision makers and the community to understand how public funds and assets are managed.**			
5.1.4.1	Commercial investments are managed to maximise their value; and in accordance with legislative obligations.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.1.4.1.1	Develop and implement priority actions of the Financial Sustainability Strategy.	Financial Sustainability Strategy implemented.	Budgets and Long term Financial Plans incorporate key initiatives of the Financial Sustainability Strategy.	Chief Financial Officer (CFO)
5.1.4.1.2	Review fees and charges to maximise opportunities for revenue increases in line with community expectations.	Annual review of fees and charges with focus on maximising revenue in line with community expectations.	Fees and charges adopted by Council in June each year.	Chief Financial Officer (CFO)
5.1.4.1.3	Repricing on retirement villages in line with market fees.	Annual review of fees and charges with focus on maximising revenue in line with community expectations.	Adopted by Council in June each year.	Chief Financial Officer (CFO)

5.1.4.2	Continue to implement Council Resolution 22/1040C for Blue Haven & Resolution 23/053OC			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.1.4.2.1	Implement the strategic actions outlined in Council Resolution 22/1040C to support stability, maintain systems and processes ensure all service levels continue to be delivered to a high level.	All business-as-usual functions are maintained to a high level for Blue Haven, including the Independent Living Units, Residential Aged Care Facility, Home Care programs and transport services.	All services compliant at year ending June 2024.	Blue Haven Financial Controller
5.1.4.2.2	Prepare an annual operational plan for each of the Blue Haven components to better deliver high levels of service and improve cost effectiveness. Ensure compliance with the Aged Care Act, Aged Care Quality Standards & the Retirement Village Act.	Annual Operational Plan prepared and delivered.	Annual Operational Plan prepared and delivered.	Blue Haven Manager - Aged Care Operations Blue Haven Manager - Retirement Villages
5.1.4.2.3	Prepare for and undertake accreditation processes for Blue Haven Home Care programs to maintain approved provider status. Ensure Residential Aged Care maintains same compliance. Monitor Aged Care Reform Agenda. Continue to maintain compliance with the Retirement Villages Act.	All services compliant at year ending June 2024.	Maintain approved provider status for Residential Aged Care. Accreditation process undertaken for Home Care programs. Compliance with Retirement Villages Act.	Blue Haven Manager - Aged Care Operations Blue Haven Manager - Retirement Villages
5.1.4.2.4	Prepare and execute a decommission strategy for the disused aged care facility at Havilah Place.	Prepare decommission strategy including sub-division options.	Completion by June 2024	Blue Haven Financial Controller
5.1.4.2.5	Finalise the Asset Management Plan for Blue Haven and its components to adequately plan and fund replacement/renewal and repairs and maintenance for the facilities.	Asset Management Plan developed and endorsed for lifecycle asset management.	Asset Management Plan developed and endorsed for lifecycle asset management.	Blue Haven Financial Controller

5.1.4.2. con't	Continue to implement Council Resolution 22/1040C for Blue Haven & Resolution 23/053OC			
Action Code	**Action**	**Action Code**	**Action**	**Action Code**
5.1.4.2.6	Continue to improve and address governance matters for Blue Haven and its associated services.	Governance complies with statutory obligations.	All services compliant at year ending June 2024.	Blue Haven Manager - Aged Care Operations
5.1.4.2.7	Review and ensure compliance with Prudential Standards for year ending June 2024.	Prudential Standards policy monitored updated during the year as required. To ensure effective management of resident accommodation payments.	Ensure annual compliance with prudential standards policy.	Blue Haven Manager - Aged Care Operations
5.1.4.2.8	Prepare and manage the sale of Blue Haven Bonaira Aged Care and ILU Services.	Completion of the sale by June 2024.	Monthly reporting tracking progress against project timeline.	Chief Operating Officer (COO)
5.1.4.2.9	Develop and implement a Community Engagement Plan regarding the Council Resolution 22/1040C.	Community Engagement Plan developed and endorsed. Scope of work of this facilitation/stakeholder engagement, outlines expected outcomes, timeframes etc. The Engagement Plan is undertaken in accordance with the Council's Community Engagement Strategy and will engage with key stakeholders, including residents, staff and community members, The Engagement Plan outlines the role of the engagement activities on the decision-making process.	Community Engagement plan developed and endorsed.	Communications and Engagement Coordinator

5.1.5	**Council delivers the functions of local government sustainably and in accordance with community expectations. All services and functions delivered by Council will be reviewed in accordance with IP&R requirements within the 4-year cycle of council election.**			
5.1.5.1	The Community Strategic Plan and its associated documents are delivered in line with the IP&R framework			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
51.5.1.1	Review the Delivery Program, Operational Plan and ensure Integrated Planning & Reporting (IP&R) document suite reviewed six monthly and annual reporting is completed.	IP&R suite and reporting in line with OLG Guidelines delivered.	Delivery Program, Operational Plan and IPR suite of documents reviewed and endorsed by 30 June 2024. 80% In accordance with IP&R requirements. Develop and publish a timeline of reporting.	Manager People & Performance

5.1.5.2	Review service delivery model for strategic assets and services to ensure optimal utilisation and maximum return on investment			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.1.5.2.1	Undertake service review of Leisure Centre operations.	Service Review completed.	Service Review completed and action plan approved.	Director Planning
5.1.5.2.2	Undertake service review of Waste Services and operations.	Service Review completed.	Service Review completed and action plan approved.	Director Engineering & Works
5.1.5.2.3	Undertake service review of Holiday Park operations.	Service Review completed.	Service Review completed and action plan approved.	Director Engineering & Works
5.1.5.2.4	Conduct Council's Hire Services to provide high quality contracted services to clients.	High quality Hire Service provision.	Monitoring the expenses and income in the budget on a monthly basis. Comparing pricing to external companies.	Manager Waste Services

5.2	**Governance is transparent and builds trust.**
5.2.1	Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.
5.2.2	Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect.
5.2.3	Engage with the community in meaningful dialogue and demonstrate how community participation is being used to inform decisions.
5.2.4	Develop an Outcomes Measurement Framework to meaningfully measure how the actions and strategies of the CSP and other documents impact on the delivery of the community vision.

5.2	**Governance is transparent and builds trust.**
5.2.1	Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.
5.2.1.1	**Provide Public Access to Council business through Council meetings, briefings, public access forums and Council committee meetings.**
5.2.1.2	**Council's web and Intranet assets deliver efficient online services for users, facilitate effective engagement between our community and Council, meet legal requirements, and industry and accessibility standards.**

5.2.2.1	**Provide Public Access to Council business through Council meetings, briefings, public access forums and Council committee meetings.**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.2.2.1.1	Conduct Council Meetings in accordance with Code of Meetings Practice.	Council Meetings conducted in accordance with Code of Meetings Practice.	Meetings held per annum.	Executive Assistant Councillor Liaison
5.2.2.1.2	Facilitate Councillor workshops, briefings and public forums as required.	Councillor briefings and public forums facilitated as required.	Council Committees structure established and endorsed Committees and Advisory groups operate in accordance with governance.	Executive Assistant Councillor Liaison
5.2.2.1.3	Review and establish Council Committees and consultative bodies in conjunction with a review of Council's Community Engagement Policy.	Council Committees structure established and endorsed Committees and Advisory groups operate in accordance with governance.	Council Committees structure established and endorsed Committees and Advisory groups operate in accordance with governance.	Manager Planning and Economic Development

5.2.2.2	Implement the Community Engagement Strategy.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.2.2.2.1	Establish annual priorities for community engagement activities, in accordance with LG Act and DPE community participation plan requirements.	Schedule of Community engagement activities developed and delivered.	Calendar of engagement activities	Communications and Engagement Coordinator
5.2.2.2.2	Develop and implement engagement plans that support ongoing consultation and participation of the community, following IP&R requirements for community engagement.	Community engagement will be undertaken to review Levels of Service review in line with the IP&R framework.	Community engagement strategy has been placed on exhibition; all feedback considered against plan.	Manager People & Performance

5.2.2.3	**Continue to maintain strong strategic connections to develop and deliver regional and local priorities with Regional Partners and key stakeholders including;** **ISJO** **ISLHD** **State Government Agencies** **Greater Cities Commission**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.2.23.1	Maintain strong strategic connections to develop and deliver regional and local priorities with Regional Partners and key stakeholders including; ISJO ISLHD State Government Agencies Greater Cities Commission	Attendance of relevant forums and participating in relevant consultation or advocacy opportunities to advocate for agreed actions for Kiama and the region.	Collaborative involvement and actions reported to Council and Community through Communications and Annual Report	Executive Leadership Team

5.2.3.1	Our Elected Officials are supported through good systems and records.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.2.4.1.1	Elected Councillors are supported to be effective in their role through education, engagement support.	Councillors have the skills, knowledge and supports to effectively fulfil their role.	Councillors complete onboarding training and participate in an annual professional development plan. Professional development plan and schedule developed. Increased understanding demonstrated through compliance with all governance requirements.	Manager People & Performance
5.2.4.1.2	Elected Councillors have clear and accountable roles.	Councillors are aware of governance requirements within their roles and supported through appropriate systems that deliver accountability and compliance with all governance requirements.	Compliance with governance requirements, including Code of Conduct and Social Media Policy.	Manager People & Performance
5.2.4.1.3	Conduct of Committees of Council to be accountable and transparent.	All meetings of Council must comply with the Code of Meeting Practice.	Council and committee meetings conducted and minuted compliantly.	Manager People & Performance
5.2.4.1.4	The purpose, role delegation, including membership and its conditions, of each Committee of Council is clear, transparent and publicly accessible.	The purpose, role delegation, including membership and its conditions, of each Committee of Council is clear and transparent.	All committees of council have terms of reference.	Manager People & Performance
5.2.4.1.5	Accountability is demonstrated through compliance with appropriate delegations.	Delegations Register is developed and maintained and is publicly accessible.	Delegations register is developed and maintained and is publicly accessible.	Manager People & Performance

5.2.3.1 con't	Our Elected Officials are supported through good systems and records.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.2.4.1.6	Manage Council records in accordance with legislative requirements.	Accurate record keeping in accordance with Record Keeping Act.	Compliance as reported in RMAT	Manager IM&T
5.2.4.1.7	Deliver functions to improve information and data management with a focus on privacy, security, ethics, quality & sharing.	Provide responsive digital services that are easy to use and maintain.	Access to information in accordance with Governance - PIA, GIPA etc	Manager IM&T
5.2.4.1.8	Proactive disclosure program of information release with the application of legislation, underpinned by open data principles to all appropriate documents.	Responding to GIPA requests and ensuring compliance with GIPA Act. Manage Public Interest Disclosures (PID), complaints and investigations to comply with statutory requirements.	Information provided to Annual Report, report provided to Information Privacy commission (completed vs completed on time)	Manager People & Performance
5.2.4.1.9	Manage and address perceived and actual conflict of interest with all staff, volunteers, and councillors.	Education to all staff, council officers and councillors regarding conflict of interest and declaration reporting. Register kept current.	Maintain and manage declarations of interest register.	Manager People & Performance
5.2.4.1.10	Effectively manage complaints in accordance with legislation.	Complaints managed within Ombudsman Framework or Code of Conduct administrative procedures. - coordinate Code of Conduct (CoC) complaints and other complaints (not HR grievances), conduct investigation or support external investigator, reports to Council or external authorities (ICAC, Ombudsman, OLG, etc.)	Statutory reporting requirements met;	Manager People & Performance

5.2.4	**Develop an Outcomes Measurement Framework to meaningfully measure how the actions and strategies of the CSP and other documents impact on the delivery of the community vision.**

5.2.4.1	**Develop an Outcomes Measurement Framework.**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.2.4.1.1	Develop a suite of community indicators to enable council to measure how effectively we are working towards the objectives of the Community Strategic Plan.	Draft Baseline measures developed. Publish Outcomes Measurement Framework Indicators.	Outcome measurement framework adopted.	Manager People & Performance
5.2.4.1.2	Support staff to engage with effective planning, reporting and developing measures.	Workshops and development sessions available for managers and staff with reporting responsibilities per IPR cycle activity.	IPR workshops have been scheduled to align with IPR calendar of review and reports.	Manager People & Performance
5.2.4.1.3	Develop a program of service review and alignment with Community Strategic Plan (CSP) reporting.	Priority service review themes identified from strategic improvement plan 2.	Second phase of service review program endorsed.	Manager People & Performance

5.3	**Council has the right structures, technology, processes and procedures to support their role in delivering for the public:**
5.3.1	**Council will build organisational capabilities and capacity to deliver excellent customer service.**
5.3.1.1	Workforce Management Strategy provides comprehensive framework for effective workforce management; ensure Council attracts the right people, with the right skills, in the right jobs to achieve the objectives of the CSP
5.3.1.2	To reduce risk and promote, maintain and improve the safety culture within the organisation.
5.3.1.3	Support good governance through systems and processes for legislative compliance.

5.3.1.1	Workforce Management Strategy provides comprehensive framework for effective workforce management; ensure Council attracts the right people, with the right skills, in the right jobs to achieve the objectives of the CSP			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.3.1.1.1	Deliver priorities outlined in Workforce Management Strategy; implement resourcing strategy to ensure right people, with the right skills, in the right jobs to achieve the objectives of the Community Strategic Plan (CSP).	Deliver and report on priority initiatives; Maintain ongoing services. Business unit plan with associated employee establishment data complete.	Services have operated without disruption due to staffing levels. Business unit plan with associated employee establishment data complete.	Manager People & Performance
5.3.1.1.2	Develop, review compliancy, undertake the annual human resource management program of works.	Deliver timely and accurate employee lifecycle processes and advice; Review and update policies, practices processes in line with legislation and industrial instruments relating to Council employees.	80% suite of policies reviewed; 90% casual conversion assessment completed;	Manager People & Performance
5.3.1.1.3	Undertake change management processes to deliver organisational restructure.	Change management process supports effective organisational restructure.	Organisation restructure for second tier complete.	Manager People & Performance
5.3.1.1.4	Undertake change management and consultations to deliver salary system review.	Change management process supports effective salary system review.	Salary system review project management plan.	Manager People & Performance
5.3.1.1.5	Implement Human Resources module of Technology One program.	HR module of Technology One program delivered within project timeframes.	HR modules live within Tech One system	Manager People & Performance

5.3.1.2	To reduce risk and promote, maintain and improve the safety culture within the organisation.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.3.1.2.1	Reduce high risk exposure for Council through effective risk management systems and processes in line with agreed risk appetite.	Establish Council risk appetite. Maintain current risk register and carry out regular reviews to ensure currency.	Operational risk registers to be reviewed six monthly, strategic risk register to be reviewed quarterly, risk workshop with councillors, ARIC, FAC to be conducted, Risk appetite statements to be refined. Establish a competence assessment record system for outdoor employees.	Manager People & Performance
5.3.1.2.2	Proactively focus on safety through a coordinated emergency management system, WHS, first aid policy and procedures, incident hazard notifications, to achieve continuous improvement.	Coordinate emergency management system, WHS systems, first aid systems, incident and hazard management and ensure annual compliance.	Emergency Management System maintained for compliance. Corporate incident register. Compliance with risk assessment evaluation and reporting. First aid systems and procedures compliant. WHS systems compliant.	Manager People & Performance

5.3.2	A customer centric Information Management & Technology (IM&T) Strategy will be developed to build the capacity and capability of Council.			
5.3.2.1	**Information Management and Technology (IM&T) delivers excellent customer service through clear strategy, customer centric practice and the ongoing transition of a digital first approach that enables access to information services for our diverse community needs.**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.3.2.1.1	Develop an IM&T Strategy to support the delivery of excellent customer service and build the capability and capacity of Council.	IM&T Strategy developed to support the delivery of excellent customer service and build the capability and capacity of Council.	Strategy developed and endorsed.	Manager IM&T
5.3.2.1.2	Support the procurement and implementation of new technologies to ensure that they align with business needs and strategic direction.	Procurement of new technologies is assessed against strategic ICT priorities and business needs. Provision of guidance and oversight across implementation of new technology and digital services.	ICT Governance and responsibilities are endorsed and enforced.	Chief Operating Officer (COO) Manager IM&T
5.3.2.1.3	Continue to implement program of works to replace Council's Enterprise Software Solution.	Program of work to replace Council's Enterprise Software Solution has been re-baselined and individual projects are developed to ensure achievement of delivery within schedule and budget.	Program of work is progressing and meets defined schedule and budget.	Chief Operating Officer (COO)
5.3.2.1.4	Establish a PMO that supports continuous improvement and oversight of projects across all areas of Council.	Establish a PMO and develop its charter and strategy.	PMO is resourced Charter and strategy are endorsed	Chief Operating Officer (COO)
5.3.2.1.5	Develop and implement an action plan with priority outcomes to deliver the IM&T Strategy.	Priority actions of IM&T Strategy delivered.	Action Plan developed Priorities identified % actions undertaken	Manager IM&T
5.3.2.1.6	IM&T maintains clear cyber-security policies and practices to ensure data security in accordance with the relevant standards.	Cyber security policies and practices reviewed and updated to meet statutory requirements.	Policies approved and applied.	Manager IM&T

5.3.2.2	**Information Management and Technology (IM&T) delivers excellent customer service through clear strategy, customer centric practice and the ongoing transition of a digital first approach that enables access to information services for our diverse community needs.**			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.3.2.2.1	Develop an IM&T Strategy to support the delivery of excellent customer service and build the capability and capacity of Council.	IM&T Strategy developed to support the delivery of excellent customer service and build the capability and capacity of Council.	Strategy developed and endorsed.	Manager IM&T
5.3.2.2.2	Support the procurement and implementation of new technologies to ensure that they align with business needs and strategic direction.	Procurement of new technologies is assessed against strategic ICT priorities and business needs. Provision of guidance and oversight across implementation of new technology and digital services.	ICT Governance and responsibilities are endorsed and enforced.	Chief Operating Officer (COO) Manager IM&T
5.3.2.2.3	Continue to implement program of works to replace Council's Enterprise Software Solution.	Program of work to replace Council's Enterprise Software Solution has been re-baselined and individual projects are developed to ensure achievement of delivery within schedule and budget.	Program of work is progressing and meets defined schedule and budget.	Chief Operating Officer (COO)
5.3.2.2.4	Establish a PMO that supports continuous improvement and oversight of projects across all areas of Council.	Establish a PMO and develop its charter and strategy.	PMO is resourced Charter and strategy are endorsed	Chief Operating Officer (COO)
5.3.2.2.5	Develop and implement an action plan with priority outcomes to deliver the IM&T Strategy.	Priority actions of IM&T Strategy delivered.	Action Plan developed Priorities identified % actions undertaken	Manager IM&T
5.3.2.2.6	IM&T maintains clear cyber-security policies and practices to ensure data security in accordance with the relevant standards.	Cyber security policies and practices reviewed and updated to meet statutory requirements.	Policies approved and applied.	Manager IM&T

5.3.3.1	Support good governance through systems and processes for legislative compliance.			
Action Code	**Action**	**Annual Outcome**	**Annual Measure**	**Responsible**
5.3.3.1.1	Maintain currency of Council's insurance portfolio and support the management of claims.	Council's general insurance portfolio current.	Insurance renewal and declarations submitted by due date	Manager People & Performance
5.3.3.1.2	Maintain regular meetings and discussions with SafeWork to maintain Councils cooperative partnership.	Regular meetings and discussions with SafeWork.	80% attendance to LG SafeWork network meetings. No direction or improvement notice issued	Manager People & Performance
5.3.3.1.3	Implement appropriate recommendations of Hopwood governance report in following areas: • Policy framework. • Corporate governance framework.	Hopwood recommendations prioritised and program of improvement developed.	Policy framework review complete. Governance framework endorsed by council	Manager People & Performance
5.3.3.1.4	Support strong governance to ensure trust in Council's processes with priority focus on the review of Complaints and Code of Conduct policies.	Maintain a focus on strong governance through prioritised schedule of policy review to ensure currency.	Code of conduct review complete and training complete Complaints policy endorsed.	Manager People & Performance

Funding our Delivery Program

The business of Council providing levels of service and infrastructure in line with the priorities of the community and deliver responsibilities against legislation that ensures community equity, safety and wellbeing.

The financial underpinning of what Council delivers, however, can be quite complex. There are multiple income streams, all supported by different principles and rules aligned to appropriate levels of cost recovery, apportionment, and affordability.

> "*the financial sustainability of local government and their ability to provide essential services and infrastructure to their communities is impacted by barriers such as rate-capping and cost-shifting*"

We face a range of costs, many of these increasing at a rate which is far more than the standard Consumer Price Index (CPI). This includes items like construction materials, utilities, insurances, levies paid to the State Government for waste and emergency services, street lighting costs and more.

To offset these, we proactively take steps to restrain costs, increase our grant income, dispose of underutilised assets and use borrowings to fund long lived assets. As we prepare each Delivery Program we review our ten year Long Term Financial Plan, which is a forecasting tool on the costs we will face and the income we will receive, the construction and life cycle management of our asset portfolio and the cost of our workforce to deliver these services. The preparation of a financial forecast enables us to identify an optimistic scenario, conservative scenario and planned scenario.

Sources of income

Our income streams are largely determined and regulated by the Local Government Act 1993. These include rates, fees and charges for particular services, grants and subsidies from higher levels of government, loans, interest on invested funds, and occasionally the sale of assets or business activities. The income we receive is important in determining our capacity to increase levels of service or provide new services.

Rating

Income from rates provides the largest single portion of our total income, with the amount that the total rates yield of a council can increase by each year set by the Independent Pricing and Regulatory Tribunal (IPART). Calculating rates is a complex process, largely driven by the value of the property and also what it is used for - a residence, a business, a farm or a mine. This means that while the increase set by the IPART is applied across the total amount of rates, individual properties may see increases or decreases in rates dependent on the value of their property as compared to others in the rating category. We provide rate subsidies in line with our Hardship Policy.

Rate pegging restrains the Council's ability to align rating revenue with the increased cost of providing services. For example, in developing the Long Term Financial Plan, the Council has been advised by IPART that the rate peg for 2023/24 will be 4.2%, while during the same period of time, the CPI rose by 7%.

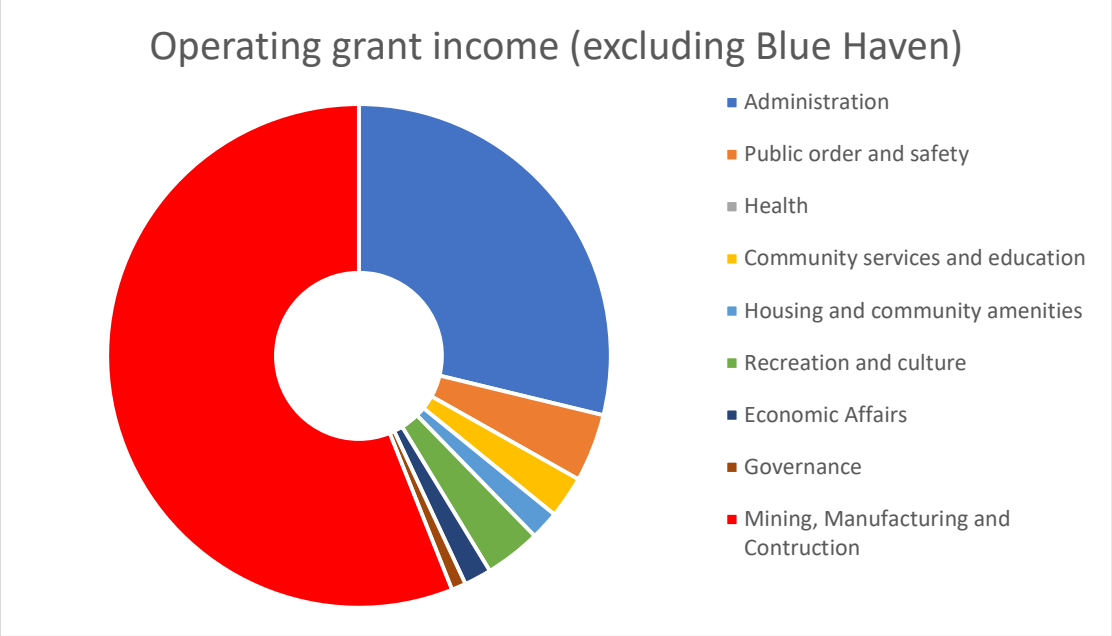
ALGA report that rate-capping results in either 'councils will have to trim back infrastructure spending and service provision. Unintended consequences include excessive cuts in expenditure on infrastructure leading to mounting asset renewal and maintenance backlogs, as well as the potential shift of the cost to the next generation."

Fees and Charges

Fees and charges are set on a user pays basis and allow for partial recovery of the cost of providing the service, rather than full recovery. The Revenue Strategy, contained within our Operational Plan, ensures fees and charges do not result in unreasonable cost subsiding by the wider community. If the fee or charge provides additional income, this is used to provide services for the wider community.

Grants and Subsidies

We receive both annual grants, which are reasonably consistent, and discretionary grants, which we pursue for specific projects, from the Federal and State governments. These grants help to fund a range of services and major capital projects, including environmental projects, community service programs, road safety programs, public library operations and road construction and other infrastructure works. While the provision of grants is at the discretion of other levels of government, for us they are a key source of income and we are active in pursuing opportunities to obtain funding to support the delivery of projects. The 2023/24 Budget includes $10.5M of capital grants and $4M of operating grants including Financial Assistance grant of $1.87M.



- Operating grants income of approximately $3,473,000.

Some of the noteworthy Grants for the 2024 Budget include:

$2M NSW Severe Weather & Flooding events

$83K Crown Land Flood Recovery Program

$92K Fixing Local Roads Pothole Repairs

$1M Stronger Country Communities fund for sporting infrastructure

Investments

At any point in time we can hold a significant amount of cash received from grant monies, contributions to works paid by developers, and general income from rates, fees and charges. This money is committed to various works and services through our annual budget and development contribution plans, however there can be a period of time between receiving and spending the money. To ensure it is generating income through interest, it is invested for a period of time between collection and expenditure. Income from investments can vary significantly due economic climate, interest rate fluctuations and expenditure against commitments.

Asset Sales

Our significant asset base includes infrastructure, property, plant and equipment. Operational holdings, that is land and buildings, are regularly reviewed to identify opportunities to dispose of assets no longer needed for service delivery. Any asset that is sold generates revenue from the sale and reduces the maintenance cost associated with continued ownership. As recently announced, following a significant analysis of our financial circumstances, including forensic auditing, Council have made the difficult but responsible decision to sell a number of key assets within our asset portfolio.

Proposed Property Disposals for 23/24

Englobo Parcels	Riverside Drive (6 lots)
	Akuna Street (Carpark)
Park Lots	Manning & Farmer St Kiama (Road closure - several lots)
	Pheasant Point Dr Kiama (Road closure - 1 lot)
	Noorinan St Kiama (Road closure - several lots)
Leased properties	Barney St Quarry Kiama (Landscape supply)
	Bonaira business and site

Budget Summary

The 2023/24 budget was developed based on the Strategic Improvement Plan (SIP) and parameters defined in Kiama Municipal Liquidity Plan and Financial Sustainability and Cash Flow Strategy, which were adopted by the Council. The key strategies for the budget are as follows:

- The Council plans to divest the Bonaira site and the services component of Blue Haven.

- The Council plans to refinance the $15M TCorp loan, with the repayment of the loan tied to the sale of the Bonaira site and associated business.

- The Capital Works Program will focus on reserve-funded projects with a minimum allocation from unrestricted cash.

The 2023/24 budget prioritises providing sufficient funding for asset maintenance and ensuring a consistent level of services to the community. The Council is yet to perform a services review, and operational efficiencies will be incorporated into future years as indicated in the Long-Term Financial Plan.

The consolidated results before capital grants and contributions show a surplus of $19.3M, primarily due to a forecasted gain on the sale of assets ($31.2M). Excluding the gain on the sale of assets, the 2023/24 budget results in a deficit of $11.9M.

General operations are projected to result in a reduction of unrestricted funds by $5.7M, an improvement compared to the 2022/23 budgeted $10.2M unrestricted cash outflow. The divestment of assets is projected to replenish the Council's unrestricted cash balance and improve the working capital position by $14.7M as of the end of June 2024.

The Council plans to deliver $9.7M worth of capital works in the next financial year, mainly funded by grants and other reserves. Please refer to Table 6 for a complete list of capital works.

Overall, the next year's budget demonstrates that the Council will continue to generate a deficit until the Bonaira site and operations are sold and other operational efficiencies are achieved.

Table 1 - Budget Summary 2024

Income Statement budget 2024 - Consolidated	
Revenue	Consolidated
Rates and annual charges	28,134,335
User charges and fees	22,957,301
Other revenues	9,086,546
Grants and contributions - operating	16,158,970
Grants and contributions - capital	11,435,385
Interest and investment revenue	2,387,133
Other income	3,129,931
Net gain from disposal of assets	31,218,368
Total Revenue	124,507,968
Expenses	Consolidated
Employee benefits and on-costs	37,576,759
Materials and services	38,941,620
Borrowing costs	386,926
Depreciation and amortisation	14,608,055
Other expenses	2,237,486
Total expenses	93,750,845
Surplus/(Deficit)	**30,757,122**
Surplus/(Deficit) before capital grants & contributions	**19,321,738**
Surplus/(Deficit) before capital grants & contributions & one-off sales	**(11,896,630)**

- Includes internal transactions

Table 2 - Capital Budget Summary

2023/24 Capital Budget Program Summary		
	2023-24 Program Draft Budget	
Program / Project	New	Renewal
Blue Haven		280,000
Buildings & Facilities	122,500	230,000
Carparks		
Commercial - Holiday Parks	25,000	225,000
Commercial Business	40,000	2,008,000
Footpaths & cycleways	550,000	140,000
ICT		
Plant & Equipment		2,275,000
Waste Services		160,000
Playgrounds		20,000
Recreation and Open Space	400,000	1,775,000
Roads and Bridges		1,248,253
Stormwater Assets		161,816
Traffic Facilities	15,000	
Totals	1,152,500	8,523,069
Grand Totals	9,675,569	

Table 3 - Capital Budget Detail

2023/24 Capital Budget Program Detail		
Program / Project	New	Renewal
Blue Haven	-	280,000
ILU replacement program - BH Terralong		280,000
Buildings & Facilities	122,500	230,000
Gerry Emery Reserve Clubhouse	100,000	
Jamberoo School Of Arts - Flagpoles		10,000
Joyce Wheatley Community Centre Refurbishment		170,000
Pound Improvements	20,000	
Gerringong Town Hall Amen Upgrade	2,500	
Works Depot Review and Masterplan		50,000
Carparks	-	-
Commercial - Holiday Parks	25,000	225,000
Kendalls HP - Asset Renewal		30,000
Kiama Harbour Cabins - Asset Renewal		20,000
Security Review And CCTV Design	25,000	
Seven Mile HP - Decking Renewal		175,000
Commercial Business	40,000	2,008,000
Accessibility Improvements - Gerringong Town Hall		10,000
Kendalls Beach - Compliance		52,400
Kendalls HP - Internal fitout replacements		30,000
Kiama Harbour Cabins - Annual Internal fitout replacements		20,000
Kiama Harbour Cabins - Compliance		251,600
Riverside Drive SubDivision		50,000
Seven Mile Beach - Compliance		250,000
Seven Mile HP - General HP Assets renewal		100,000
Seven Mile HP - Internal fitout replacements		50,000
Surf Beach - Compliance		94,000
Surf Beach HP - general cabin renewal		30,000
Surf Beach HP - General HP Assets renewal		60,000
Surf Beach HP - Internal fitout replacements		30,000
Werri Beach - Compliance		500,000
Werri Beach HP - General HP Assets renewal		90,000
Werri Beach HP - Internal fitout replacements		30,000
Ash Cremain Memorials	40,000	
Kiama Harbour Cabins - Annual cabin renewals		100,000
Kendall HP - General cabin renewal		180,000
Werri Beach HP - General cabin renewal		30,000
Seven Mile HP - General cabin renewal		50,000

Footpaths & cycleways	550,000	140,000
Coastal Walk Business Case	50,000	
Kiama Coast Walk (Attunga Rd - Beach)		50,000
Terralong Street Collins St to Thomson St Solar Light		90,000
Jamberoo Valley Cycleway Construction	500,000	
ICT	-	-
Plant & Equipment	-	2,275,000
Motor Vehicle Replacement program		250,000
Major Plant & equipment replacement		2,000,000
Minor Plant replacement		25,000
Waste Services	-	160,000
Minnamurra Depot Asset renewal / reseals		60,000
Minnamurra Waste Depot Masterplan		50,000
Waste Services - new/replacement bins		50,000
Playgrounds	-	20,000
Eureka Reserve Playground renewal		10,000
Waabie Reserve Playground replacement		10,000
Recreation and Open Space	400,000	1,775,000
Gainsborough Oval Drainage	150,000	
Gerry Emery Reserve/Athol Noble Oval	250,000	
Jamberoo Sporting Precinct (Lighting Upgrade)		150,000
Open Space & Recreation Strategic Plan - priority actions		125,000
Hindmarsh Park and Black Beach Embellishments		1,500,000
Roads and Bridges	-	1,248,253
Charmian Clift Place, Whitton Pl to End Road Surface Renewal		15,000
Coryule Place, Bland St to Cul De Sac Road Surface Renewal		35,000
Kilburnie Place/Seg 01 Belinda St to End/Surface		35,000
R2R Knights Hill Rd, Jamberoo Mtn Rd to Knights Hill Rd nth		75,000
R2R:Nuninuna Dr Stabilisation And Spray Seal		163,344
Road Reseal Program		120,000
Road Reseal Program - R2R Funded		35,000
Landslide repair - Wallaby Hill Road		500,000
Landslide Repair Jamberoo Mt Rd		200,000
Landslide repair - Gabion Sites		69,909
Stormwater Assets	-	161,816
Gerringong/Jamberoo flood study infra - Bridge Rd		100,000
Gerringong/Jamberoo flood study infra - Jamberoo		33,501
Gerringong/Jamberoo flood study infra - Wyalla		18,315
Stafford St - Drainage augmentation		10,000
Traffic Facilities	15,000	-
Kiama Town Centre Study - Traffic Improvements	15,000	
New/Renew Grant Totals	1,152,500	8,523,069
Capital budget grand total		9,675,569

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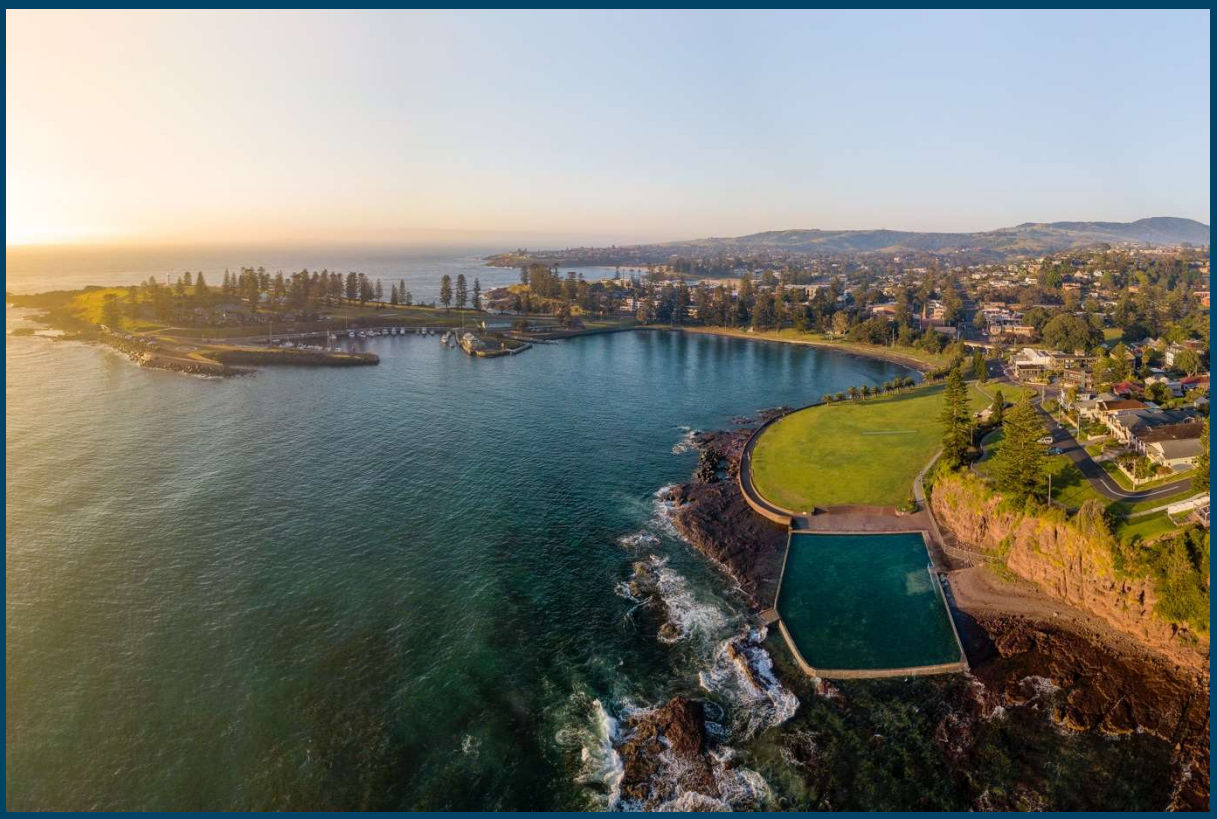
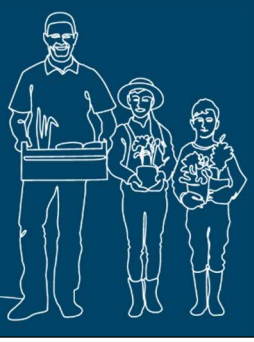


Statement of Revenue Policy 2023-24



Income and Expenditure 2023-24

Overview

Council's revenue and accounting policies are kept in accordance with the Australian Accounting Standards Board. Council abides by the:

- Local Government Act (1993)
- Local Government (General Regulation 2021)
- Local Government Code of Accounting Practice and Financial Reporting

Income and Expenditure Estimates 2023-24

Our Delivery Program and Operational Plan include Council's predicted expenses and revenues. Council prepares its budget with the objectives of:

- Meeting Council's policies and procedures
- Maximising income from all existing sources in line with Council's policies
- Providing works and services at sustainable levels
- Achieving economy of operation
- Achieving further self-funding opportunities where appropriate

The 2023-24 estimates are prepared as a balanced budget excluding depreciation.

All councils continue to face increasing difficulty in being able to retain the current service levels they provide to the community.

This is due to the combination of a decline in government grants in real terms, state government rate pegging legislation that has seen rating revenue fall below the inflation level for the past decade, cost shifting to local government by other levels of government and increasing cost of materials and contracts.

We continue to review service levels in line with budget constraints. Council aims to continue to provide a high level of service; however, the above factors may result in reduced service levels in some areas in the future.

Council's Waste Business Unit will continue to operate our waste management services.

Revenue policy for ordinary rates to be levied

The rate peg (the maximum percentage amount by which Kiama Council may increase its general rate income) is 5.1% for financial year 2023-24 as set by the Independent Pricing and Regulatory Tribunal (IPART). This percentage increase will be reduced by the previously IPART approved one off Additional Special Rate Variation (ASV) of 0.9% reducing the rate peg increase to 4.2%.

The base amount and/or ad valorum cents in the dollar as shown below may vary up to 30 June 2023 if supplementary valuation changes have an effect on the approved notional income.

Council's rating policy is as follows:

Table based on 4.2% Rate peg

Category	Sub-Category	Ad valorem	Base Amount			
			$	Base amount yield % of category	Base amount yield	Total rate yield $
Residential		0.00077430	896.80	49.75	8,895,723.76	17,881,365.18
Residential	Rural Residential	0.00087470	896.80	25.28	124,534.49	492,617.21
Farmland		0.00064050	896.80	27.57	210,748.00	764,346.82
Business	Commercial/ industrial	0.0035100	896.80 minimum applies	N/A	N/A	1,571,721.55
Business	Ordinary	0.00186252	N/A	N/A	N/A	42,166.53

Categorisation of Land

In accordance with Section 514 of the Local Government Act 1993 each parcel of land within our municipality is categorised for rating purposes and all categories are now declared as at 30 June 2022.

Residential - Includes any rateable parcel of land valued as one assessment and the dominant use is for residential accommodation, or if vacant land is zoned or otherwise designated for use for residential purposes under an environmental planning instrument or is rural residential land. Sub-categories are determined on whether the land is rural residential land, within a centre of population, or whether the land is in a residential area or in part of a residential area.

Farmland - Includes any parcel of rateable land valued as one assessment and the dominant use of the land is for farming. The farming activity must have a significant and substantial commercial purpose or character and must be engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made). Sub-categories are determined according to the intensity of land use or economic factors affecting the land.

Business - Is rateable land that cannot be classified as farmland, residential or mining. Sub-categories are determined on whether the land is located within a defined centre of activity.

Revaluation

The general revaluation of land within council areas usually occurs every three years. These valuations, determined by the State Government's Valuer General, are the basis of the rates notices issued by Council. Land valuations are the primary factor used in determining landowners' level of rates. Council rates are calculated on the valuations as at 1 July 2022 for 2023-2024.

Council's total General Income is determined by the rate peg percentage set by the Independent Pricing and Regulatory Tribunal (IPART). Variations in land value through the revaluation process does not affect the total rate income of Council. Individual assessments, however, will vary depending on the change in land value in relation to the average change in land value within a rate category. Effectively, if the value of an individual parcel of land has increased by more than the average increase across the Local Government Area, the rates will increase. If the property value increase is lower than average, the rates will decrease. As there is a significant spread in valuation changes, individual properties could vary substantially in rates applied.

Hardship

Council recognises that due to exceptional circumstances, ratepayers may at times encounter difficulty paying their annual rates and charges. Council has a Debt Recovery and Hardship Assistance Policy that provides a framework for providing relief to any ratepayers who are suffering genuine financial hardship.

Pension Rebate – Rates

Concessions are available to eligible pensioners on their rates and charges up to $250. Eligible pensioners must own and reside at the rated property and are the holder of one of the following:

- Pensioner Concession Card (PCC)
- DVA Gold Card embossed with 'TPI' (Totally Permanently Incapacitated)
- DVA Gold Card embossed with 'EDA' (Extreme Disablement Adjustment), or
- A war widow/widower or wholly dependent partner entitled to the income support supplement.

If you do not have a Pensioner Concession Card, contact DVA. They'll determine your eligibility by an income and assets test.

In addition to the concessional pensioner rebate of $250 Council provides an additional $25 rate rebate.

Requests for retrospective rebates may be approved for the current rating year and a maximum of one prior rating year only.

Interest on rates and charges

Interest is charged on all overdue rates and annual charges in accordance with section 566(3) of the Act. The City will adopt the maximum interest rate permitted by the Minister for Local Government for the 2023-24 financial year.

Stormwater Management Service Charge

The Local Government Act 1993 was amended in 2005 to allow councils to levy a stormwater management service charge (SMSC). This change was made in recognition of councils' needs for sustainable funding to support their key role in stormwater management. Land within an urban area (a city, town or village) that is in the residential and business categories for rating purposes, except vacant land, will be charged the stormwater management levy.

What is Stormwater Management?

For the purpose of the annual stormwater management services charge, stormwater management is defined as the management of the quality and quantity of stormwater that flows off a parcel of privately owned, developed urban land.

The estimated income from Council's Stormwater Management Charge will be approximately $227,546.00.

Stormwater Management Service Charge (+SMSC)	Annual Charge	Number pf Services	Amount
Residential property	$25	7,618	$190,450
Residential strata units	$12.50/unit	1,494	$18,675
Business properties	$25/350m2 (or part thereof) Capped at $150	611	$15,275
Business strata lots	$25/350m2 (or part thereof) minimum charge of $5.00	306	$3,146

Domestic Waste Management Charge

Council levies an annual Domestic Waste Management Charge for providing domestic waste management services to properties located in the Municipality's urban areas that are categorised as "Residential" or "Rural Residential" premises located along designated waste collection routes.

The Domestic Waste Management Charge is based on the size of the red lid garbage bin selected by the property owner. However, where premises are used as Short-Term Rental Accommodation (STRA) the largest red lid garbage bin size (240 litre) service must be provided as a minimum.

A separate Domestic Waste Management Charge will be charged to each property, unit, flat or dwelling within residential properties including those that use shared bins, such as multi-dwelling housing, seniors housing, shop top housing and residential flat buildings. Council determines its annual Domestic Waste Management Charge and Rural Waste Management Charge by considering all reasonable costs it expects to incur.

Costs include:

- Garbage, recycling, garden and food/garden organics collection (if applicable) and processing fees
- Kerb side Clean-up (if applicable) and Bulky Waste Drop-Off services
- Ongoing waste depot rehabilitation works
- Future waste transfer and facilities
- Waste disposal costs
- NSW Government's Section 88 Waste Levy charged to Council.

We estimate 9,902 waste services will be provided to urban premises in 2023-24. Approximately 181 vacant land properties will be subject to the Vacant Land Waste Charge.

The estimated income from Council's Domestic Waste Management Charges will be approximately $6,217,418.00

Urban Collection Frequency

The type of collection service and frequency for the urban zones will be a fortnightly domestic waste service, a weekly recycling service and a weekly food/garden organics service. An extra garbage (red lid) collection service will be provided during the Christmas new year period.

Short Term Rental Accommodation (STRA)

For premises used as STRA for holiday purposes, the applicable weekly domestic waste management charge is for a 240 litre red lid garbage bin and the annual Domestic Waste Management Charge applies (plus any administration and bin establishment fees):

Specific Waste Bin Collection Service

Upon application and approval by council, households that generate excessive quantities of non-recyclable waste as a result a verified permanent or long-term medical condition can have their existing red lid bin serviced weekly at no extra cost.

Approval is granted for twelve months only, after this time, property owners will need to re-apply.

Shared Bin Arrangement Multi-Unit Developments

In the case of multi-unit developments with limited storage space, shared garbage, recycling and food/garden organics bins service may be made available by Council. The frequency and collection arrangements may be different.

Where a shared bin arrangement is established, each unit will be charged at the 140 litre Domestic Waste Management Charge as a minimum, except where the unit is being used as a STRA for holiday purposes.

Subject to application and approval, an 80 litre or 140 litre food/garden organics bin can be provided for multi-unit dwellings, duplexes and for senior citizens if requested. No charges apply for the supply and delivery of these replacement bins when the exchange of bins has taken place.

Where a shared bin arrangement has been established, the property owner or body corporate is responsible for purchasing the allocated number of new bins for the development prior to service commencement.

Bulky Waste Drop Off Service

Two household bulky waste drop off services will apply to all properties within the urban zones that pay for a domestic waste service. In addition, urban households only, will have access to the User Pays On-call Clean Up Service. Eligible households are required to book through Council's Waste Services to arrange to have up to 1m^3 of eligible material collected from the kerbside for a fee of $85.00. Payment is required at the time of booking.

Urban Area Domestic Waste Service Charge			
Service applying to urban collection zones	Annual Charge	Number Of Services	Amount
• Fortnightly 240 litre red lid bin • Weekly recycling 240 litre yellow lid bin • Weekly food/garden organics 240 litre green lid bin • Access to User Pays On-call Clean-up Service • Two Household Bulky Waste Drop-off Services	$819.00	1,464	$1,199,016
• Fortnightly 140 litre red lid bin • Weekly recycling 240 litre yellow lid bin • Weekly food/garden organics 240 litre green lid bin • Access to User Pays On-call Clean-up Service • Two Household Bulky Waste Drop-off Services	$612.00	7,230	$4,424,760
• Fortnightly 80 litre red lid bin • Weekly recycling 240 litre yellow lid bin • Weekly food/garden organics 240 litre green lid bin • Access to User Pays On-call Clean-up Service • Two Household Bulky Waste Drop-off Services	$584.00	835	$487,640
Services offered to STRA properties ONLY in urban collection zones	Annual Charge	Number of Services	Amount
• Weekly 240 litre red coloured bin • Weekly recycling 240 litre yellow lid bin • Weekly food/garden organics 240 litre green lid bin • Access to User Pays On-call Clean-up Service • Two Household Bulky Waste Drop-off Services	$1,472.00	50	$73,600

Other Domestic Waste Management Charges

Waste Service	Annual Charge	Number of Services	Amount
Vacant Land Waste Charge	$66.00	181	$11,946
Additional recycling 240 litre bin	$101.00	22	$2,222
Additional food/garden organics 240 litre bin	$101.00	71	$7,171
Additional garbage bin 240 litre bin (fortnightly service). Must have an existing 240 litre waste service to be eligible *Limit one per household.*	$299.00	37	$11,063

The additional bin must be purchased prior to commencement of the service.

Urban Area Non-Residential Properties

Multi-Storey Tourist Accommodation

The following charges will apply to premises that are zoned or defined as multi-storey tourist accommodation.

These charges do not apply for Short Term Rental Accommodation (STRA) premises.

Waste Service	Annual Charge	Number of Services	Amount
• Weekly service 80 litre Bin • Fortnightly Recycling 240 litre bin • (Suitable for a one-bedroom unit)	$509.00	74	$37,666
• Weekly service 140 litre bin • Fortnightly recycling 240 litre bin (suitable for a two-bedroom unit)	$536.00	0	$0
• Weekly service 240 litre bin • Fortnightly recycling 240 litre bin (suitable for three-bedroom unit)	$773.00	0	$0.00

No food/garden organics collection service, access to User Pays On Call clean up service or household bulky-waste drop-off provided. Additional garbage and recycling services can be provided subject to applicable charges.

Commercial Waste, Recycling and Food/Garden Organics

Waste Service	Annual Charge	Number of Services	Amount
• Weekly service 240 litre bin • Weekly recycling 240 litre bin • Weekly food/garden organics 240 litre bin*	$791.00	225	$177,995
• Weekly garbage 240 litre bin • Fortnightly recycling 240 litre bin • Weekly food/garden organics 240 litre bin*	$721.00	24	$17,304

*The weekly food/garden organics service is only available to childcare centres, pre-schools, churches, neighbourhood and community centres, rural fire and emergency services premises or other similar facilities upon request and approval.

Each additional garbage, recycling or food/ garden organics service 240 litre bin is $15.00 per service.

Commercial recyclable materials collection (per service)

Service	Cost per Service (GST inclusive)
Paper/cardboard and/or co-mingled recycling - 1,100 litre container	$26.00
Glass, aluminium, steel, PET, HDPE, etc - 240 litre bin	$13.00
Glass, aluminium, steel, PET, HDPE, etc - 360 litre bin (if available)	$19.00

Contamination of Bins and Inspections

To comply with Council's organics collection and processing contracts, visual bin inspections are conducted at random to assess contamination levels and prohibited materials. If contamination is present, it may mean that the organics and recyclable materials cannot be processed and it has to be disposed of at landfill at a significant cost.

The fact sheet *'OK Organics Kiama Bin Contamination'* on our website has information regarding prohibited and hazardous materials that cannot be placed in the organics, recycling or garbage bins. Information is also provided on what action will be taken by Council when non-compliance occurs. This includes bins not being collected until the non-compliant material is removed.

Rural Waste Collection Service

Council will provide fortnightly garbage and fortnightly recycling collection services to premises in rural areas upon request. This is subject to application and approval.

Waste Service	Annual Charge
• Fortnightly 240 litre garbage • Fortnightly 240 litre recycling • Two Household Bulky Waste Drop-off Services	$477.00*

* Additional charges apply for the purchase of bins if needed.

Additional garbage and recycling service is provided during the Christmas and New Year period.

The following services are not included in rural waste collections:

- Access to User Pays On-Call Clean Up Service
- OK Organics Kiama
- Weekly recycling

Special events and casual hire charges

Waste services may be hired for special events or on a casual basis. Charges (GST inclusive) include bin hire and servicing, delivery, collection and cleaning, tipping or processing fees.

Cost per service (GST inclusive)	
240 litre garbage bin	$24.00
360 litre garbage bin*	$34.00
240 litre recycling bin	$24.00
360 litre recycling bin*	$34.00
240 litre food organics bin*	$24.00
Delivery and collection costs for 240 or 360 litre bin (per bin)	$8.00
1100 litre container cardboard or paper or mixed recycling container	$55.00
Delivery and collection costs for 1100 litre container*	$55.00
(if delivered with 240 litre bins (per container))	$33.00
Bin cleaning (per bin)	$8.00
Container cleaning (per container)	$20.00

* Subject to implementation of OK Organics Kiama service to commercial premises.

Bin Audit

Council will undertake a bin audit at least every two years to identify any discrepancy between the size and number of bins collected at the property to the bin charge shown on the annual Rates and Charges notice.

Where a discrepancy is found the financial adjustment will be for the current and one previous year.

Onsite Sewage Management Facilities

Approximately 950 onsite sewage management facilities are located in the Kiama Local Government Area. Under the *Local Government Act 1993* these facilities are required to be classified as either high or low risk.

High-risk sites are inspected annually. A charge of $175.00 per annum applies.

Low-risk sites are inspected a minimum of every four years. An annual charge of $47.50 ($190.00 total) applies.

Revenue policy for charges proposed to be charged

Under Section 608 of the Local Government Act 1993, Council may charge and recover an approved fee for its services. Fee for service charges may not be placed on services provided (or proposed to be provided) annually for which Council is authorised or required to charge an annual fee.

Services where an approved fee may be charged include:

- supplying a service, product or commodity
- giving information
- providing a service related to Council's regulatory functions including receiving an application for approval, granting an approval, conducting an inspection and issuing a certificate
- allowing admission to any building or enclosure.

Pricing policy for proposed fees

Council must consider the following when establishing approved fees:

- the cost of provision of the service
- recommended prices suggested by outside bodies
- the importance of the service
- legislation that regulates certain fees
- Goods and Services Tax legislation

Charges for works carried out on private land

Charges for private works under s67 of the LG Act will be determined on an individual site and scope of works basis per application. The charge for the private works will be based on achieving at least full cost recovery, including all administrative overheads as well as taking into account council's operational needs and commitments.

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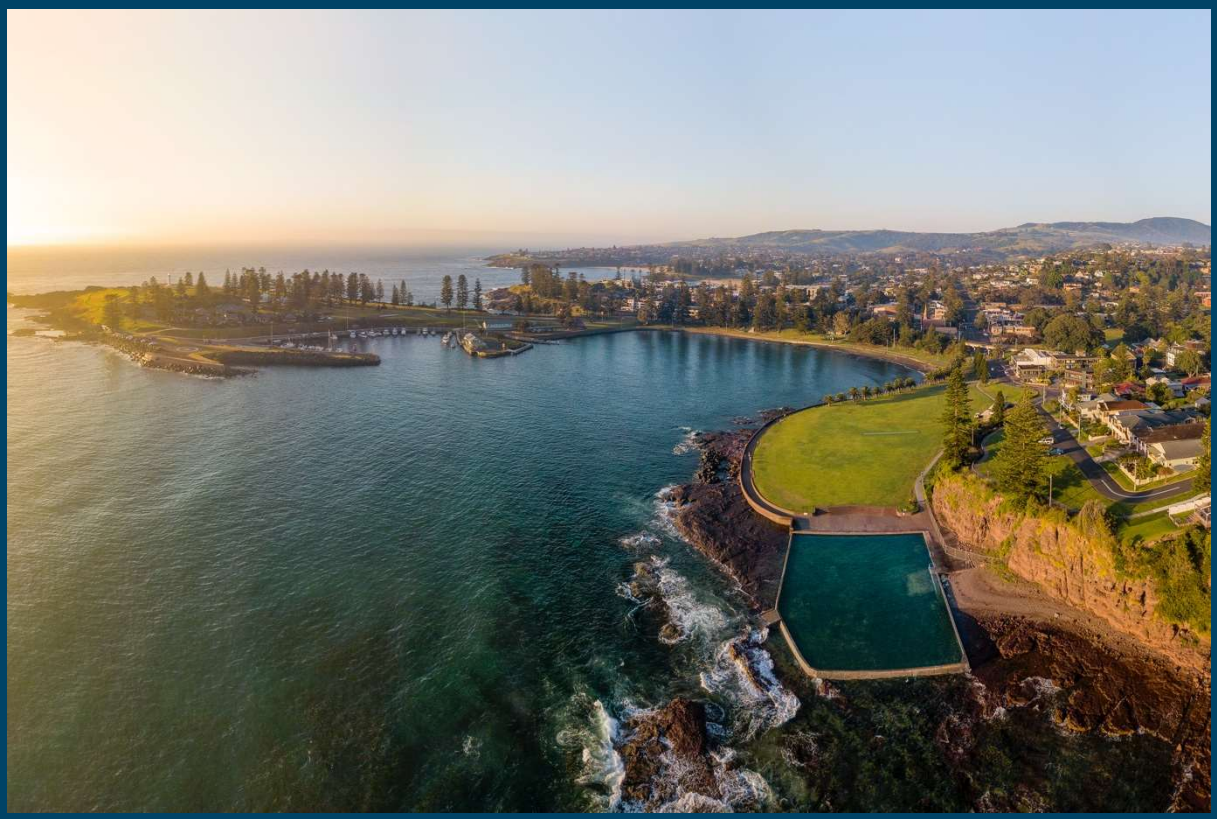

Statement of Revenue Policy 2023-24

Strategic choices for a sustainable future