



KIAMA MUNICIPAL COUNCIL
your council, your community



ANNUAL REPORT 2021-22



Cover Image: *Graham and Jamie from Kiama Council's patching truck crew.* Photo: Claire Doble

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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the lands on which we meet, the Dharawal people. We pay our respects to all Elders past, present and emerging and acknowledge their deep and ongoing connection and cultural responsibilities to this land.

In May 2022 Kiama Council affirmed and endorsed the Uluru Statement from the Heart and committed to enacting its principles. We have made a commitment to consult with Aboriginal and Torres Strait Islander peoples as to how best to incorporate the Uluru Statement from the Heart into Council's strategic plans going forward.



This mural acknowledges the traditional owners of the land and sea, who have thrived and lived sustainably with this land for thousands of years. The rivers and the waterways are bound spiritually, culturally and historically to First Nations people. For many, this connection and relationship to the rivers and ocean continues to remain strong.

– Text from plaque created by the First Nations students and friends of Minnamurra Public School on the above mural, located in Minnamurra. Minnamurra means 'plenty of fish' in the local Aboriginal dialect.

COMMUNITY VISION

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

COUNCIL MISSION

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

COUNCIL VALUES



RESPECT

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



INNOVATION

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



INTEGRITY

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



TEAMWORK

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



EXCELLENCE

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



MESSAGE FROM THE MAYOR

It gives me great pleasure to present Kiama Municipal Council's Annual Report 2021-22.

My fellow Councillors and I were sworn in this January 2022 after the local government elections in December 2021 (postponed twice due to COVID).

While I have had the honour of serving as a Councillor for Kiama Municipality for three terms now, this is my first term as Mayor and I have stepped into the role at an interesting time, when Kiama Council faces a period of much transition and growth.

Change is the only constant and while some transitions are positive, there will always be some growing pains when it's time for things to move ahead.

One change we have instituted is greater transparency. During this period, we have been more open about the financial and operational challenges we face as a Council. We have also been very clear about the decisions that need to be made to secure our long-term economic sustainability.

In the six months I have been Mayor covered by this report, we have created a suite of important strategies including the Community Strategic Plan, a Strategic Improvement Plan and a Long-Term Financial Plan. All have the same overarching goal – to ensure we make strategic choices for a sustainable future.

I have also tried to be open and receptive to our community. I've spoken, consulted and listened to the views and viewpoints of many of you over this period and I've learned a lot.

As far as the mayoral role goes, I believe that in life and in the council chamber, you can't achieve anything worthwhile alone. I have the greatest respect for our elected councillors, who bring diversity, experience and a good heart to their determinations for our community. I have been working to help create an elected council that believes we should all be our best selves and work together to achieve good outcomes for the community. It is true, we are a team of rivals, but there is strength in that too.

We've introduced some great cultural initiatives



this year. These include our Art in Chambers exhibition, which allows local artists to display their work for a six-week stretch in our Council Chambers and Mayor's Office. We've also showcased singers and musicians who have performed prior to our Council meetings. It has been fabulous.

Another highlight was our Community Strategic Plan (CSP) workshops back in February-March. This saw the community, Councillors and Council staff engage in four workshops held across the Municipality – in Kiama Downs, Kiama, Jamberoo and Gerringong. The workshops were a great chance to not only exchange ideas but to envision collectively what our area could and should become. We have captured that vision in one of our highest-level documents: the Community Strategic Plan 2022-2032. It emphasises both the importance of fostering a diverse economy while protecting and enhancing our environment.

Speaking of our environment, that's been another focus area for Council this financial year.

Our natural environment, which we're so lucky to enjoy such spectacular examples of here in Kiama, has also been a source of some less-enjoyable scenarios. Extreme weather events have seen localised flooding, storm damage and debris, as well as landslips that have caused road closures. While we're working hard as a council to repair damage where we can, it's often a long and costly process. We do thank our community for their understanding and patience on these matters.

In terms of our built environment, we've consulted this year on our Kiama Town Centre Development Control Plan (DCP) and the Kiama Heritage Review. Our town centres are important as they provide for the way we want to be now and into the future: with houses, businesses, parks, beaches, rainforests, mountains and communal spaces for all of us. It's a place we work, live in, visit and enjoy. At the same time, we don't forget our past, which is why we've been working hard to preserve our heritage as well.

Kiama Council is progressing with its strategic work to create a sustainable future and long-term financial security. This financial year has seen us make an excellent start but there is still a good way to go and we face some tough decisions, particularly around our Blue Haven assets, in our very near future.

Since January, this council has revealed more about its workings than any other previous council, in my experience. I am interested in achieving meaningful change within your council, through successful collaboration and communication.

I hope you will read this Annual Report and appreciate the depth and breadth of the hard work and effort that's gone into running Kiama Council for 2021-22, with so much achieved of which we can all be proud.



Cr Neil Reilly,
Mayor of Kiama Municipal Council





Neil Reilly (Mayor)



Imogen Draisma (Deputy Mayor)



Matt Brown



Mark Croxford



Jodi Keast



Stuart Larkins



Karen Renkema-Lang



Kathy Rice



Warren Steel

OUR MAYOR AND COUNCILLORS

Kiama Municipal Council is led by our Elected Council, comprised of 9 Councillors who are elected every 4 years through the Local Government elections.

The Council is responsible for electing a Mayor and Deputy Mayor every 2 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 & Reporting (IP&R) documents, and reviewing Council's performance in an ongoing manner.

Our current Councillors were elected in December 2021. The next Local Council elections will be held in September 2024.



OUR MUNICIPALITY

The Municipality of Kiama is located on the south coast of New South Wales in the Illawarra region. Kiama is close to the major regional centres of Wollongong and Nowra and is 120km south of Sydney.

Our landscapes include beaches, rainforests, escarpments, mountains and rural areas. The Local Government Area (LGA) is made up of six main towns, each with its own individual character.

The Kiama area has a strong sense of community and locals take pride in their LGA. Kiama Council works hard to create and maintain a municipality with a healthy, vibrant, beautiful environment and harmonious, connected and resilient community.





Council
established:

1859



2011-2021
population
growth rate:

1%

(est population
increase of 2,155
since 2011)



Area:

258km²

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



22,961

estimated current
population



6

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

You can read more about the profile of our community and our economic profile via the REMPLAN links on our website www.kiama.nsw.gov.au/Business/Statistics-and-reports

OUR COUNCIL, FACILITIES AND ASSETS

We are responsible for the following assets and facilities:

- 152 public buildings
- 32 amenities
- 308kms of roads
- 64 carpark
- 61kms drainage
- 35 bus shelters
- 83kms footpaths and cycleways
- 55 bridges/major culverts
- 137 parks and open spaces
- 32 playgrounds
- 5 saltwater pools
- 6 boat ramps
- 4 cemeteries
- 134-bed Residential Aged Care Facility
- 257 Independent Living Units

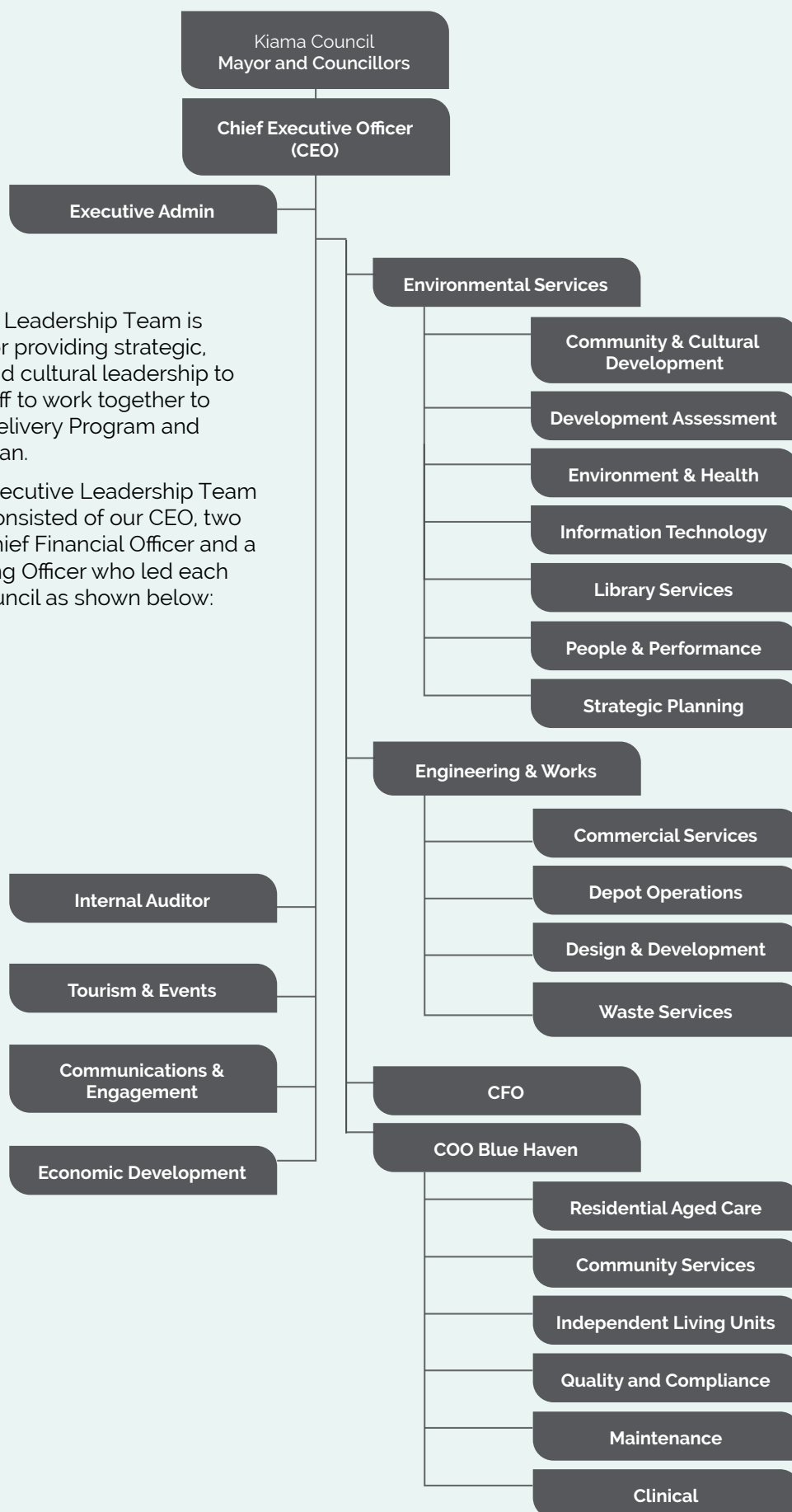


Old School Park, Gerringong

OUR ORGANISATION

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

Our interim Executive Leadership Team for 2021-22 consisted of our CEO, two Directors, a Chief Financial Officer and a Chief Operating Officer who led each division of Council as shown below:



MESSAGE FROM THE CEO

The 2021-2022 financial year has been an interesting and challenging time at Kiama Municipal Council.

Together our workforce has welcomed a new Mayor and Councillor team on board, managed frequent flooding, rains and wind events, dealt with landslips and road closures, as well as continued COVID lockdowns.

Not to mention profound organisational disruption brought about by acute financial stress and the unearthing of a wide range of matters in the State of the Organisation report.

It has not been an easy year to deliver our fundamental services of aged care and local government.

We have been challenged by natural disasters, pandemics and historic investment and service decisions that have stretched our organisation beyond its financial means and capabilities.

Microsoft tech evangelist Robert Scoble said "Change is inevitable, and the disruption it causes often brings both inconvenience and opportunity".

The 12 months covered by this report – and my first year in the CEO role – have probably been the disruptive, inconvenient and yet truthful change that our business has needed for some time.

It has brought to light the exact state of our business, its culture, and our ability to deliver to our community.

We now know more than ever, what our financial position is, what our governance limitations are and what work lies ahead of us to change and create a productive and reimagined workplace.

The road ahead to improvement will be long, most likely bumpy and imperfect, but I am confident that with our track record of dedicated services, a positive mindset and some collective effort we will get there.

Already in the past 12 months we have made some real improvements and changes. I am especially proud of the hard work that this annual report evidences, as it shows that despite the disruption we are continuing to find opportunities to deliver for our community.



In this annual report you can read about the work we have done on:

Community – arts and cultural events, youth events, health promotion and Blue Haven

Environment – our Coastal Management Program, managing waste, celebrating World Environment Day

Economy – tourism recovery post COVID including our Revel and Ignite festivals and the Pavilion

Leadership – working with local, regional and national businesses, community groups and service organisations

The report also gives an insight into the improvements in policies, procedures and governance.

This year, for the first time, we also present a combined Kiama Municipal Council and Blue Haven Annual Report. This reflects our increased, intense focus in the 2021-22 financial year on our aged care business unit. It also helps streamline our reporting and maximise our resources. Plus I felt it was important to present a full picture of our entire operations in the one report.

I commend this report to our Councillors, Council staff and the Kiama community.

Thanks,

Jane Stroud,
CEO of Kiama Municipal Council

OUR COMMITMENT

To achieve our community vision, as set out in our Community Strategic Plan and summarised as: *Working together for a healthy, sustainable and caring community*, we commit to:

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



Smoking ceremony at the gala opening of Gerringong Library and Museum (GLaM)

PLANS AND STRATEGIES GUIDING COUNCIL'S ACTIONS

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

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

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

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

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

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

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

Underpinning it all are the Principles of Social Justice

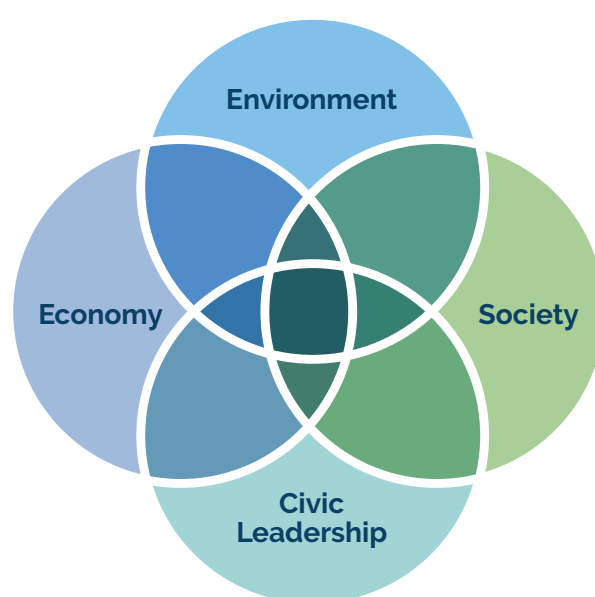
All plans have been developed giving consideration to the four key areas of Community, Environment, Economy and Civic Leadership and are based on the Social Justice Principles¹ of:

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

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

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

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



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

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

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.
- 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 municipality, we need to ensure that our greatest asset - our people - is supported, clear on their roles and responsibilities, and focused on delivering essential customer services.
- A new salary model and improved performance review systems 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 a key focus, 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.

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 Kiama.
- Our interactions with our residents, groups and people through community engagement, committees and open and transparent government is crucial.
- The development of the new Community Strategic Plan provides an important vision for us to use and align our work to.

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 major community infrastructure and assist in supporting local businesses.

ABOUT THIS REPORT

Each year, we produce an annual report for our community on our achievements and opportunities. The past year has seen the election of a new Council, after COVID-19 resulted in delays to the Local Government Election process. It has seen a new Community Strategic Plan (CSP) developed following extensive consultation with our communities. In this report we finalise the reporting on the CSP and Delivery and Operational Plans of 2017 – 2027.

www.kiama.nsw.gov.au/Council/Community-Plans

This report follows the structure of the previous CSP 2017-2022, with the four key objectives and delivery strategies underpinning our reporting.

We are required to prepare the report within five months of the end of each financial year (deadline: 30 November) in line with section 428 of the Local Government Act of 1993 and clause 217 of the Local Government (General) Regulation 2021.

This report is prepared in accordance with the Local Government Regulation and the Integrated Planning & Reporting Guidelines.

This year, Council is publishing a summary of Financial Statements as an interim measure, while we await the finalisation of our audited financial statements. This delay has been authorised by the Office of Local Government, and an extension of time for reporting has been granted. Audited Financial Statements will be published in accordance with the Act when the audit has been completed.

From July 2022 we commenced implementing the Community Strategic Plan 2022-2032: *Strategic Choices for a Sustainable Future*.



Council's modular pumptrack is relocated several times throughout the year. Shown here at James Oates reserve, Minnamurra

OUR RESULTS

Our annual report outlines achievements in implementing the main actions in Kiama Council's *Delivery Program 2017-22* for the 2021-22 financial year. It looks at some of our major achievements over this time.

OUR OBJECTIVES

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

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



A healthy, safe and inclusive community



Well planned and managed spaces, places and environment



A diverse, thriving economy



Responsible civic leadership that is transparent, innovative and accessible



BLUE HAVEN – MESSAGE FROM OUR COO, JOE GAUDIOSI



This year there have been many changes within Blue Haven and the aged care industry at large. This is our forty-third year of service to the Kiama community, and we continue to provide an unwavering commitment to our residents and clients. The COVID-19 pandemic has brought numerous lockdowns and visitor restrictions, testing the aged care industry like never before. The last year has no doubt been trying at Blue Haven and I would like to acknowledge the resilience of our staff and their dedication to our clients during what has been a difficult period.

I know that staff are working incredibly hard and continue to provide outstanding care for our residents. That is no mean feat, especially given the challenges that are faced every day, and I and the rest of the team sincerely appreciate your dedication.

We are challenged at present by the complexity of the aged care sector due to new reforms and reporting requirements introduced since the Aged Care Commission, plus issues caused by the ongoing pandemic, such as high staff turnover. In an industry where more than 60 per cent of residential aged care homes in Australia are operating at a loss, we are also struggling. The fact that Kiama Council is one of a small number of remaining local government authorities running and operating an aged care business also brings its challenges.

Blue Haven is committed, as ever, to an open dialogue with our community and the care and wellbeing of our Blue Haven residents and service users is paramount in our operations.

We are making every effort to engage and listen to our community, starting with those who are most reliant on Blue Haven's services. Some of you may have attended the regular group update meetings with Council CEO Jane Stroud and myself. The strategic review regarding the ongoing operation of Blue Haven is continuing and while we understand everyone requires a prompt resolution, we are moving forward with the appropriate formal review process. We are currently developing criteria for the engagement of professional consultants to assist with this process.

The wellbeing and high standard of quality care of Blue Haven residents and our clients remains the highest priority and we will ensure that care is not compromised during this process.

To our loyal Blue Haven staff and volunteers, thank you for your invaluable hard work and commitment, and keeping our residents and clients safe and well. To our amazing clients and families, we thank you for your continued support.



BLUE HAVEN 2021-22 HIGHLIGHTS

August 2021

Blue Haven Aged Care Facility reached a vaccination milestone: 95 per cent of our staff and 100 per cent of eligible and willing aged care residents have been vaccinated.

September 2021

Blue Haven joined Kiama Community College and Kiama High School to offer two new local opportunities for aged-care training. Kiama Community College provides a Certificate III in Individual Support and Kiama High School a two-year school-based traineeship, with Blue Haven providing work placement at our aged care home and in our community programs. The Kiama High School traineeships involve students studying at school and TAFE as well as completing 800 hours of work at Blue Haven in their senior years.

December 2021

Blue Haven held a series of open disclosure Listening Post sessions to obtain feedback from residents and their families. The Listening Posts were held at Blue Haven's residential aged care facility (RACF) and independent living units (ILUs). The Listening Posts have been invaluable to learn about current issues and opportunities for improvement.

February 2022

A new Director of Care and Operations for Blue Haven appointed.

February 2022

Blue Haven hosted an Australian Defence Force (ADF) team in February, which provided administrative and logistics support to our Bonaira RACF. The ADF gave our administrative staff an extra set of expert hands at a time when all aged care providers were facing staff shortages and supply issues due to the COVID pandemic. The ADF team also spent time with residents and assisted staff with social activities.

March 2022

Blue Haven Community's Manager Community Programs, Case Managers/Registered Nurses and Service Facilitators attended the Reverse PEPA placement in Matterson Hall. PEPA or Program of Experience in the Palliative Care Approach is part of the Palliative Care Education and Training Collaborative funded by NSW Health. The two-day interactive workshop focused on Advance Care planning and supporting and improving quality of life for community clients with life limiting illness and their families.

March 2022

Blue Haven and Kiama Municipal Council partnered with Meals on Wheels Kiama, Flagstaff Fine Foods, and the NSW Government to promote a Healthy Eating and Ageing Workshop as part of Seniors Week. The workshop provided a 'head to toe' look at healthy eating for elders, and how it can assist in overall health and well-being as we age.

April 2022

Blue Haven worked with Critical Success Solutions to assist with preparations for accreditation.

February/March/May 2022

Blue Haven reinstated several social groups post COVID lockdowns, including Social Bus Trips (February), Monday/Thursday Seaside Group (March) and Up On Your Feet Exercise Group (May).

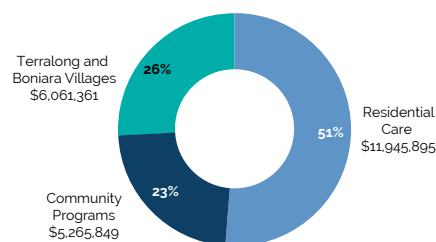
May 2022

CEO Jane Stroud announced the appointment of Joe Gaudiosi as interim Chief Operating Officer for Blue Haven.

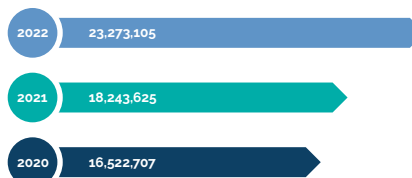
June 2022

Kiama Council completed the first round of community consultation to explore options for its aged care business Blue Haven Illawarra. Council resolved to do more extensive community consultation regarding Blue Haven's future and explore the options of keep, sell, lease or joint venture. Mayor Neil Reilly, CEO Jane Stoud and COO Joe Gaudiosi have attended or hosted multiple ILU Resident Committee meetings, on-site sessions for all Bonaira and Terralong ILU residents, several on-site/online meetings for our aged care residents and their families and regular Blue Haven staff meetings.

Blue Haven Source of Income 2021-22



Blue Haven operational income





CONSOLIDATED OPERATING RESULTS FOR 2021-22

Income from Operations	ACTUAL	BUDGET	VARIANCE
Rates, Levies & Annual Charges	25,826,155	26,716,589	(890,435)
User charges and fees	27,452,062	27,076,261	375,802
Interest & Investment Revenue	334,440	212,549	121,891
Other Revenue	5,808,814	5,180,225	628,588
Grants, subsidies, contributions and donations - Capital	4,526,826	7,027,280	(2,500,454)
Grants, subsidies, contributions and donations - Operating	18,127,790	15,332,751	2,795,039
Other Income	2,647,231	2,096,193	551,039
Proceeds from the sale of assets	925,350	378,000	547,349
Total Income from continuing Operations	85,648,668	84,019,849	1,628,819
Employee Benefits	33,131,126	35,775,113	2,643,987
Borrowing Costs	1,642,516	2,812,000	1,169,485
Materials & Contracts	35,919,608	32,713,722	(3,205,885)
Depreciation & Amortization	11,466,094	10,898,665	(567,429)
Other Expenses	2,293,548	826,216	(1,467,332)
Total Expenses from continuing Operations	84,452,891	83,025,716	(1,427,175)
Net operating results for year attributable to Council	1,195,777	994,132	201,644

(note: brackets indicate a negative figure)



Kiama Harbour

FUNDING OUR DELIVERY

The business of Council is relatively straightforward, we provide 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."
– Australian Local Government Association

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 under-utilised assets and use borrowings to fund long lived assets. Some of the steps we have taken this year include:

- employing a Grants Officer to increase our access to grant funding opportunities
- reviewing existing assets and sale of some of the land purchased as investment. Further divestment is being explored.

Impacts of cost-shifting

Cost-shifting occurs when a State or Federal government transfers responsibility or withdraws from providing a service to the public. Issues that impacted councils in the early 2000s continue to impact on local government's financial sustainability today – it is not just increasing community expectations and expansion of council services beyond their traditional roles, but also ageing infrastructure built from the post-war period and throughout the 60s and 70s.

Recent State Government decisions to transfer the Rural Fire Service assets to the responsibility of Council is an example of this. Kiama Council, alongside many other councils in NSW, is appealing this transfer, as it is not accompanied by the funds required to maintain the equipment.

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.

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.

We are focused on improving our access to and utilisation of grant funds – and have employed a Grants Officer to support this. Looking forward, noteworthy grants for the 2023 Budget include:

- \$3.3 million under the Active Transport Fund for walking and cycling projects
- \$3m from State Government's NSW Public Spaces Legacy Program to upgrade Hindmarsh Park
- \$1.87 million Financial Assistance Grant
- \$857,000 for Section 94 Contributions
- \$237,000 Community Events program (Regional NSW)
- \$40,000 for Coastal Management Plan
- \$102,000 for Kiama Library
- \$56,000 for Road Safety Programs

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, Kiama Council has made the difficult but responsible decision to sell a number of key assets within our asset portfolio.

REOPENING OUR FACILITIES

In October 2021, Kiama Council began to reopen facilities that had been closed due to the 2021 NSW COVID-19 lockdown in line with NSW Government health orders.

We reopened in stages over several weeks. First to reopen with limited services were Kiama Leisure Centre and Kiama Library on Monday 11 October.

"Everyone at council is excited about being able to open our doors again and welcome our community back to our facilities," Kiama CEO Jane Stroud said.

"There's a fair bit of work involved, so we're going to reopen in stages, and we ask the community to please be patient as we get things ready and work through our health and safety plans."

Other facilities that reopened to visitors and clients included Blue Haven's Aged Care Home, The Pavilion and our Visitor Information Centre at Blowhole Point.

Our Kiama Coast Holiday Parks and The Pavilion started taking forward bookings again.

Council's first priority was the safety of our community and staff. We asked our community for patience as we managed the process of reopening. We also asked that people respect the clearly signposted conditions of entry to our



facilities, such as:

- Providing proof of vaccination status
- Checking-in with QR codes
- Wearing face masks

On Monday 18 October, our Administration Building customer services reopened and SENTRAL Youth Services resumed their support services.

Council staff who had been working from home were offered a staggered return to the workplace.

We held our first in-person post-2021-lockdown Council Meeting in Chambers on 19 October with members of the public able to attend following the 1 person per 4sqm indoors rule.



Most of Council's facilities, including our Admin Building, reopened to the public in October 2021 after the COVID lockdown

MAJOR EVENTS TIMELINE

Month	Event
July 2021	<ul style="list-style-type: none"> • Corporate Emissions Reduction Plan 2021-2031 launched – aiming for Net Zero • Kiama Library Tours app launches a new experience: walking the streets of Kiama in World War 2 through a self-guided tour • Council elections postponed from September to December due to COVID-19
August	<ul style="list-style-type: none"> • Celebrating Aged Care Employee Day at Blue Haven • 24 August: Major storm causes localised flooding, power outages, damages roads and fells trees • Council holds a 5-day green waste drop-off event to assist the community to clear storm debris
September	<ul style="list-style-type: none"> • \$3.3m for walking and cycling projects approved for Kiama • Blue Haven training partnerships – Blue Haven, Kiama Community College & Kiama High partner to offer local opportunities for aged care training • The Pavilion Kiama wins Highly Commended by Brides Choice and receives a Certificate of Excellence from Easy Weddings • 20–26 September: Celebrating Dementia Champions in Dementia Action Week • Kiama signs Better Futures Declaration to advocate for strong climate action policies from the Federal Government • CEO Jane Stroud hosts a series of picnics across the LGA to engage directly with residents while adhering to lockdown rules
October	<ul style="list-style-type: none"> • Council reopens community facilities in line with NSW Government health orders following COVID-19 social distancing requirements • Announcement of Hindmarsh Park \$3m upgrade with grant funding from the State Government's NSW Public Spaces Legacy Program • Blue Haven reopens to visitors following the easing of public health restrictions • Kiama welcomes 33 new citizens via a virtual citizenship ceremony • Council resolves to sell Akuna Street landholdings through a tender process
November	<ul style="list-style-type: none"> • Gerringong Library and Museum (GLaM) official opening with a ribbon-cutting ceremony • Eight-member advisory board appointed to Blue Haven • Kiama's Waste Trucks receive new decals to support our waste recycling initiatives • Free compost giveaway from OK Organics • Approval given for all remaining street lights to be switched to LED as part of our Net Zero Strategy • SENTRAL Youth Services team receive highly commended in Youth Work Awards
December	<ul style="list-style-type: none"> • Gala opening for Gerringong Library and Museum (GLaM) to welcome the public • New online portal launched for Kiama Leisure Centre allowing customers to book fitness classes, view progress in swim courses and update passes and memberships • Jamberoo Sporting precinct upgrades are completed • Council elections are held and a new Council announced 23 December

Month	Event
January 2022	<ul style="list-style-type: none"> • 11 January: New Council sworn in • Newly elected Councillors begin their induction and elect Cr Neil Reilly as Mayor and Cr Imogen Draisma as Deputy Mayor • Mayor invites Minister for Planning, Anthony Roberts, to visit Kiama and discuss the proposed South Kiama development
February	<ul style="list-style-type: none"> • Council commences conversations with the community about the development of the Community Strategic Plan • CEO releases 'State of the Organisation' report noting the core challenges for the organisation in respect to financial sustainability, organisational capability, culture and performance, risk and governance • 15 Smart Drumlins deployed off Kiama's coastline as part of the NSW Shark Management Program • Kiama Council represents the interests of our local community through appointment of Cr Karen Renkema-Lang to the Australian Coastal Councils Association • State of the Municipality report of 2016-2021 released • Renovations to protect the Old Council Chambers completed • Establishment of the Finance Advisory Committee • Trial commenced of open councillor briefing sessions • Australian Defence Force support Boniara Residential Aged Care facility with logistics and administrative support
March	<ul style="list-style-type: none"> • Another extreme weather event damages our roads and causes local flooding; major disruptions to local roads • Seniors Festival events commence • New Disaster Dashboard launched to provide live updates to help community stay safe • International Women's Day celebrations held at the Pavilion
April	<ul style="list-style-type: none"> • Strategic Improvement Plan developed and released • New Tourism Advisory Board announced
May	<ul style="list-style-type: none"> • Kiama Street Soiree held • 16-22 May: Council celebrates volunteer week and hosts a breakfast to thank our volunteers at Blue Haven, the Family History Centre, Kiama Library and our Visitor Information Centre • 26 May: Council hosts a Sorry Day ceremony outside Council Chambers • Council endorses Uluru Statement from the Heart • Interim COO for Blue Haven appointed • \$3.8m Holiday Parks improvement program announced
June	<ul style="list-style-type: none"> • Stage Two of the Kiama Coastal Management Program completed • Additional Special Rate Variation for 2022-23 granted to Kiama Council, alongside 86 other NSW councils • Online booking for Community Halls launched • IGNITE Kiama Winter Festival held • Development of Council's first Open Spaces and Recreation Strategy announced • 4 July: Landslip causes the closure of Jamberoo Mountain Road



COMMUNITY

A healthy, safe and inclusive community



22,961
current
population



81%
Australian born

89%
Australian
Citizens



35%
two person
families

21%
people volunteer



49
median age

36%
population
aged **60+**



1,514
people aged
80+

22%
(0-19 yrs)



21,964
residents speak
English well



534 residents
identify as
Aboriginal and/or
Torres Strait Islander

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

Council has undertaken operations in the area of health promotion during 2021-22 including workshops on permaculture and growing food in small spaces, and an eight-week Get Active Outdoors program.

Smoke-free signage was updated across the LGA at playgrounds, reserves and public pools. Despite a slowdown in use during COVID restrictions, Council's SunSmart Marquees continue to be utilised by our community.

Council continues to work collaboratively throughout the Illawarra region in the community and cultural space through our continued support and participation in:

- The Illawarra Shoalhaven Suicide Prevention Collaborative, supporting collaboration with local stakeholders and supporting their access to advice and resources that contribute to projects that reduce suicide and support our community to respond to and recover post suicide. Some key outcomes from the Collaborative have included the new Safehaven Centre (alternative to Hospital Emergency Department – staffed with both clinical staff and people with lived experience) based in Wollongong. There are also local community groups such as Makuta having connections with and access to advice from the Collaborative around their activities, Stride Mental Health services working one day a week out of the Joyce Wheatley Community Centre (JWCC).

Neami National, another mental health focused service, is also looking to have a presence at the JWCC in the near future.

- Collective work with the Illawarra Women's Health service to establish an Illawarra Trauma Recovery Centre for women and their children who have experienced domestic and family violence.
- The Illawarra Interagency, a partnership between Kiama and Shellharbour Councils that supports the networking and collaboration of Illawarra based community service providers. In 2021-22 the Interagency provided via its website, 179 posts promoting Illawarra based activities, events, projects and services, which were viewed by more than 3,000 visitors. Interagency meetings provided professional liaison and development regarding the impacts of COVID, community trauma, Aboriginal cultural awareness, developing Reconciliation Action Plans, and the Uluru Statement from the Heart.
- The Weave Artist Directory: this project supporting local artists and creatives continues to grow with Shoalhaven Council now onboard ensuring Shoalhaven-based artists can be listed for free. Twenty-nine new artists have joined the Directory in 2021-22 bringing the total to 129 artists from across the region.

Despite our Aboriginal Liaison Officer position being vacant for much of the year activities delivered included;

- A Sorry Day flag raising ceremony
- A NAIDOC Week art exhibition at the Old Fire Station Gallery
- A cultural awareness talk at Blue Haven Residential Aged Care



Sorry Day 2022 ceremony

- The delivery of a series of children's activities themed around local Dharawal Wodi Wodi language by Council's Library Services in partnership with Council's Aboriginal Liaison Officer
- Participation as a subject expert in the Illawarra Interagency
- The implementation of the 2022 Local Government Regional NAIDOC Awards in collaboration with Shellharbour and Shoalhaven councils and the host Wollongong City Council.

Local First Nations residents have been instrumental in developing a range of ideas for pursuing a cultural heritage project to increase broader community understanding of the importance of the Kiama area to local Dharawal people.

Despite the effects of La Nina, Council's Music in the Park sessions were held in July, August and September 2021. The Jazz and Blues Festival held by the Kiama Jazz and Blues Club was also celebrated throughout Kiama utilising the Joyce Wheatley Centre as part of its program of events.

Visual arts

The Council-run Kiama Old Fire Station gallery has been fully operational again following the previous two years of COVID lockdowns.

Visitor statistics show a 10% increase in average visitors over last year, with average sales 109% higher than pre COVID levels. Exhibits have included, wood crafting and carving, acrylic



2022 Sorry Day event



Aboriginal Young Person of the Year, Alira Morgan and Mayor Reilly



NAIDOC Week: Aunty Gwenda and Christian Jarrett



Pride choir

and oil paintings, knitwear, pottery, jewellery, photography, quilting, and printing.

The March 2022 Cultural Grants round approved funding for four projects to be undertaken within the Kiama LGA:

- Extraordinary Ordinary Women in the Arts, interviews by Tamara Campbell
- EP recording and development by Bronte Alva
- Classical Kiama concerts by Ana Sofia de la Vega
- BAMAL Pilgrim (2022) exhibition and Bundanon Residency by Jasmine Corr

Previously allocated Cultural Grants funding that was implemented in 2021-22 included:

- The establishment and growth of an LGBTI Pride Choir
- Kiama Ceramic Arts Studio teaching space and student exhibition



2022 Kiama Jazz & Blues Festival



Art in Chambers, work by Becky Guggisberg

Art in Chambers

In February 2022, we launched the Art in Chambers rolling exhibition, which uses the Council Chambers and Mayor's office to promote the work of local artists. Works are on display for a period of six weeks and exhibitions are based around themes relevant to the time of year, for example in February/March for Seniors Week, we exhibited the work of artists aged 65 years and over and/or artwork celebrating what it means to be older. In March/April it was Youth Week-themed works and in April/June we had environmental-themed artwork for World Environment Day.

Arts & culture on the Council website

Council's website has been updated with an arts and cultural page, providing up to date and relevant information to creatives within the local government area. This includes calls for Expressions of Interest (EOIs) for local artists to exhibit their work for free as part of our rolling 'Art in Chambers' exhibition.

Information also continues to be distributed via the Kiama Cultural Arts Network Facebook page (758 followers) and a monthly Kiama Arts Newsletter (278 subscribers).

www.kiama.nsw.gov.au/Services/People-and-community/Arts-Culture



Jazz & Blues Festival

Kiama Library

After a disrupted 2020-21 we were hoping that life at the library would settle down so that we could resume delivering library events and programs to our community. This was not to be after our libraries were closed again due to the regional lockdown on 16 August 2021. During this time we moved our early literacy activities online with 13 sessions being delivered across our Story Time, Toddler Tales and Baby Story Time programs. The popularity of these programs and the adaptability of our talented staff is evident with more than 2,530 views taking place. Online author programs have also been popular especially during lockdown periods and were a great example of how public libraries across NSW shared programming resources.

Fortunately, we were able to provide our popular Click and Collect service from 20 September 2021. Over 400 collections took place in the remaining three weeks we were closed. We received such positive feedback from the community, including the below.

CLICK & COLLECT FEEDBACK

"Click and Collect was wonderful especially with home learning" - Lorraine

"We loved Click and Collect. I especially loved that you picked books for me - you introduced me to new authors I wouldn't normally read" - Jo

"Great service, 4 stars picked books better than I do!" - Gail.



Children's activities at Gerringong Library & Museum

Kiama Library reopened on 11 October with visitation restricted to vaccinated members of our community and strict physical distancing requirements in place. Library programs remained online until preschool Story Time sessions resumed in early November.

Gerringong Library remained closed until the new facility was officially opened to our community on 1 December 2021. More than 500 people attended the public opening event for the new Gerringong Library and Museum (GLaM) enjoying the smoking ceremony provided by Gumaraa and participating in a variety of activities and programs showcasing what would be on offer to the community ongoing.

With the facility now open Tuesday to Friday 9.30am-5pm and Saturday 9.30am to 1pm, the extended operating times have allowed us to increase the number of programs and activities we provide. We have also collaborated with the Gerringong District and Historical Society to celebrate National Archaeology week activities with local archaeologist Sarah McGuinness providing a preschool Story Time and mini dig followed by an evening talk at the museum.

Demand for online resources continues to grow, especially during the period that our library services were closed. Demand for e-audiobooks remains high and reflects the trend for this format in the wider community. The library now has access to an online movie platform, Kanopy, which has been popular and provides the community with a free source of critically acclaimed movies, inspiring documentaries and foreign films.

LIBRARY STATISTICS



13

sessions being delivered across our Story Time,

Toddler Tales and Baby Story Time programs with more than

2,530 views

500

More than visitors to the gala opening of GLaM – Gerringong Library and Museum

Kiama Leisure Centre

The Kiama Leisure Centre was closed for two months due to the COVID-19 lock-down and re-opened to the public (limited services) on 11 October 2021.

Kiama Leisure Centre was impacted from 25 June 2021 by lockdown restrictions in our adjoining LGA, where a significant proportion of our customers reside.

The Leisure Centre re-opening took place in accordance with a COVID Safe Plan. The re-establishment of Leisure Centre services occurred in stages aligning with the public health orders, including maximum operational capacities.

Kiama Leisure Centre was back operating with minimal restrictions by December 2021. Customer confidence returned by the middle of summer and Leisure Centre patronage returned to normal levels most notably in the swim school program and fitness passport users.

Kiama Leisure Centre is open 95 hours every week, 363 days of the year. The Leisure Centre operates a successful swim school and squad program with around 1,300 students altogether. We currently run 10 aqua classes every week and a dry fitness program offering 35 fitness classes every week plus 11 gym class/circuit training offerings. The gym and fitness classes remain popular with both Leisure Centre members, casual users and fitness passport holders.

Other services offered include personal training services, gymnastics, school holiday sport and recreation programs as well as child-minding services by qualified creche staff.

A customer survey was undertaken during April and May 2022 with 759 responses. The survey results are being compiled and opportunities for improvement of services and facilities will be pursued.

In 2021-22, Jamberoo Pool was open between 4 December and 14 March for a total of 101 days. Only a few days were lost due to poor weather and staffing shortages arising from COVID-19. Pool attendance was 7,800 people, up 32% on the previous season. The six-week school holiday period accounted for 60% of the total seasonal pool usage. Outside the school holidays, weekends made up 65% of all use.

KIAMA LEISURE CENTRE STATISTICS



100

swim squad students

270

group swim classes per week

28

squad sessions per week

17

private swim lessons per week

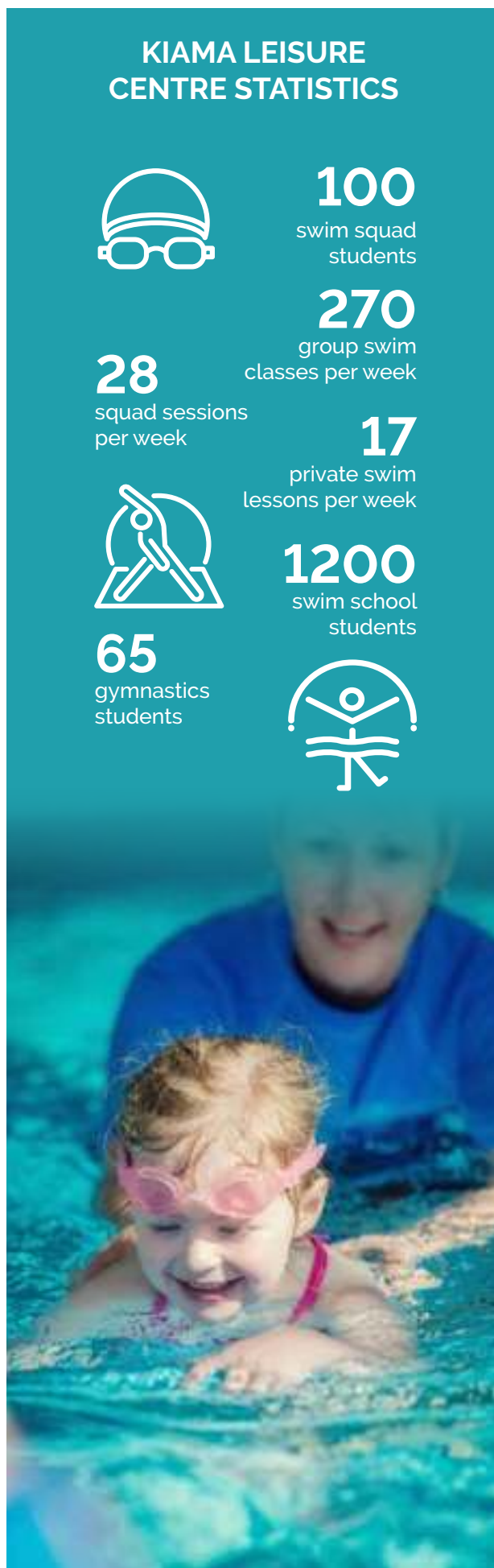


1200

swim school students

65

gymnastics students



LEISURE CENTRE'S ONLINE PORTAL PROVES POPULAR

In December 2021, Kiama Leisure Centre launched a new online portal that gives members, customers and swim school parents the ability to access a range of services via a user-friendly dashboard.

The new system means Leisure Centre members, pass-holders and those enrolled in swim school, squads or gym courses (or their parents) can book classes, update passes and view progress.

Members and pass-holders can book in to group fitness classes, including aqua aerobics, up to 25 hours prior to the class start time.

Those enrolled in swim school, squads and gym courses can view their progress (or that of their child) and also have the option to change the day or time of the class, subject to availability.

There's also a function to show any outstanding payments, as well as the ability to buy new memberships and passes, or top up existing ones.

"The Leisure Centre's online booking system has been promised for a while now," said Kiama Council CEO Jane Stroud. "And we know many of

our customers will be pleased and excited to see it launch."

"We thank our customers for their patience and we hope you'll find the new functionality makes it even easier to enjoy a visit to the Leisure Centre, whether you're here to take a fitness class or participate in one of our super-popular learn to swim, squads or kinder gym courses."

The new, Envibe-based system is clear and easy to navigate. However customers who need extra help are always able to contact us. The friendly staff at Kiama Leisure Centre are available via phone or in person at the front desk to assist anyone who needs it.

Customers who are already Kiama Leisure Centre members, pass-holders or enrolled in courses (or have children enrolled) were emailed when the system launched with instructions on how to log in.

In June 2022, the Leisure Centre introduced several new features to its online membership portal.





The new features allow all our swim school, squads and gymnastics customers to view and change their courses online, as well as create new enrolments and profiles.

From June this year, new or existing customers can do the following:

- Change day/time/instructor: current enrolments/members can change the day of the week, time and instructor for your swim school, squads or gym classes (subject to availability)
- Level up: current enrolments/members will be able to move up to the next level once you/your child is ready (progress is still filled out by the instructor)
- Create new enrolments and profiles: new members can check class availabilities and select preferred time slots (subject to administrator approval), and enter payment details
- Intensive holiday classes: make bookings for intensive lessons for school holiday periods via 'New enrolments'



The Leisure Centre is planning to add more features in 2022-23 to save our customers time and give better accessibility to the services we offer.



1.2 Planning for and assisting specific needs groups

SENTRAL Youth Services

During 2021-22 SENTRAL Youth Services received 768 individual visits by young people across 64 Drop-In sessions. These sessions provide a soft-entry point for young people to access support and information. During this time two young people were also able to be referred to the Work Development Order program which they completed in-house, seeing them pay off a total of \$800 worth of outstanding fines.

Teen Mental Health First Aid Training was delivered to two year cohorts at Kiama High School in collaboration with teaching staff. A total of 19 young people received individual support from youth workers across 65 sessions with 13 referrals being made to other programs and supports. SENTRAL continued to use social media to provide information posts relevant to young people and their families with more than 75 posts and stories being generated across the year.

Staff also worked to connect young people to community events that encouraged community cohesion, such as Youth Week, International Women's Day, Revel in May and the opening of Gerringong Library and Museum.

SENTRAL also collaborated with Kiama Library to prepare and present 120 HSC Care Packages to local young people sitting their HSC in 2021.



SENTRAL Youth Services has delivered a varied program of youthdriven events including more than 20 open mic nights, VR art experience workshops, a mural workshop, a podcasting workshop, a movie night and a number of songwriting and recording workshops with local musicians. The Next Gen Program was also delivered with 12 young people participating in Next Gen Digital and 38 completing the next Gen Barista short course.

SENTRAL staff facilitated a Youth Advisory Committee meeting consulting with students at Kiama High School for input into the development of Council's Community Strategic Plan.

A Youth Engagement Meeting was held via zoom with Kiama High School SRC with all Councillors in attendance to hear matters of importance to young people.



KIAMA COUNCIL DISABILITY INCLUSION ACTION PLAN

www.kiama.nsw.gov.au/Services/People-and-community/DisAbility

An inclusive and accessible community benefits everyone. Kiama Council continues to demonstrate our commitment to people of all abilities feeling welcome and included. This involves a commitment to excellent customer service, an inclusive built environment and ensuring our events, activities and communications reflect the diverse abilities and interests of our communities, and a continuous improvement approach. This was clearly evident in our adaptable response to the COVID-19 pandemic and associated health restrictions. With face-to-face contact limited, many of our services moved online. We made strong use of our recently upgraded and compliant Council website to ensure timely access to information and services to all members of our communities.

Throughout the course of delivery of the Kiama Disability Inclusion Action Plan (DIAP) 2017 – 2022 significant progress has been made. While initially the DIAP was due for review in July 2021 the deadlines were extended until 30 November 2022 with a new DIAP to be in place by 30 November 2023. This change in requirements recognised the significant impact of COVID-19 and the natural disasters impacting on communities throughout NSW.

In June community consultation commenced to review the DIAP and contribute to the creation of the new DIAP.

Since the development of the plan, a great deal has been done to improve disability access across the full range of services and facilities Council provides, including:

- Disability awareness training
- Improved access to our services and facilities
- Inclusive events
- Accessible communication
- Delivering high-quality footpaths
- Regular safe crossing points for roads and other pathways
- More places to sit
- Accessible amenities
- Parks and playgrounds that cater to a range of ages and abilities

To support people plan their daily activities, we ensure that all of our amenities are listed on the National Public Toilet Map – <https://toiletmap.gov.au> and are delighted to highlight the recent completion of the amenities at Kevin Walsh Oval, Jamberoo, that include an adult lift and change facility in the unisex accessible bathroom. This is in addition to the adult lift and change facilities located at Kiama Boat Ramp amenities. Both are accessed via MLAK key. For those who don't have an MLAK key, there is a key available from the Kiama Tourist Information Centre or from IGA in Jamberoo. More information on this specialised key is available at <https://masterlocksmiths.com.au/mlak/>

Accessible beaches and holiday cabins

Our beaches continue to be a major highlight in our region. The Council-owned Surf Beach Holiday Park boasts a fully accessible 3-bedroom cabin.

To enhance access to our beaches for visitors and locals alike, we have beach wheelchairs located at:

- Seven Mile Beach Holiday Park (for access, ask the staff at the Holiday Park office)
- Surf Beach Lifesaving Club (for access, ask a lifeguard, or someone at the kiosk)
- Jones Beach (ask at the Surf Club).

We continue to include access considerations in the built environment, with all of our new work and in our significant upgrades.

Dementia-Friendly Kiama

We are immensely proud of the work undertaken through the Dementia-friendly Kiama Project with its impact making Kiama LGA a very dementia-inclusive community. Despite social restrictions due to COVID, the program adapted to provide social support meetings and Alliance meetings via the Zoom platform. This success of this adaptive program has been shared nationally and internationally due to its success.

Overall, the plan has been very successful in driving improvements within Council's provision of services, facilities, and information. The COVID-19 pandemic has restricted and influenced the ability to progress through all of this year's goals and outcomes. However, it has also generated increased use of technology and lifted Council's use of technology.

For Dementia Action Week in September 2021, Kiama Council and then-Mayor Mark Honey asked the community to celebrate our local Dementia Champions by nominating people or groups doing notable work in this area.

We profiled two Dementia Champions on our website: Dennis Frost, who chairs Kiama's Dementia Advisory Group and has become a highly sought-after spokesperson for people living with dementia. And Lynda Henderson, who has been an outspoken advocate on the challenges experienced by those living with dementia and their carers.

"The international recognition for our Dementia Friendly Kiama Project reflects the dedication of a range of people in council, business, sporting and community groups, as well as everyday residents," Cr Honey said.

"The most important part of this project and the difference it is making for so many people, is that it is being led by people living with dementia, who are passionate about raising awareness about dementia and ending the discrimination they often experience in their day-to-day lives."



Dementia Champion Dennis Frost

ENVIRONMENTAL SERVICES – MESSAGE FROM OUR DIRECTOR, JESSICA RIPPON



This year has seen many challenges and changes within the Environmental Services Directorate. Our diverse team are working very hard and continue to provide outstanding service to our customers and our community. They have all shown incredible resilience and dedication to continue to provide the essential Local Government services that are important to our community in each of our towns and villages.

We are continuing to face both opportunity and challenge, through ongoing reform in planning, strategy, and governance, which has been required by the NSW Government and driven through the local government sector.

This annual report outlines several key projects and outcomes that we have achieved this year including the completion of large community projects such as the Gerringong Library and Museum, the Community Strategic Plan and our review of governance frameworks.

Focus has also been placed on developing our strategic planning documents and frameworks including our town centre controls, protection of heritage and our coastlines.

We remain committed to continuously improving our policy and compliance frameworks, supporting our customers through the DA process and creating visions and strategies that support appropriate growth and development throughout our Municipality.

We have continued to place significant emphasis on engaging with our community, creating new forums and engagement opportunities. Our community and library teams have delivered a range of community programs, engagement opportunities and events, and have provided ongoing support throughout the COVID-19 lockdown and reopening. As well as continuing to build capacity and resilience with our community.

I am proud of the work that has been achieved by our staff and the efforts that have been made to improve how we do business and serve our customers.



Strategic Planning workshop, December 2021

STRATEGIC PLANNING 2021-22 HIGHLIGHTS

We believe the best planning outcomes are achieved when communities are involved early in the planning process, specifically strategic planning processes.

A strategic-led, outcomes focused planning system is better able to respond to change and make sure that the local vision continues to guide planning outcomes.

Early engagement in the strategic planning process enables the community and Council to begin to work towards a shared vision and make it a reality.

Throughout 2021-22 we developed our first Strategic Planning Works Program which sought to ensure the actions of the Kiama Local Strategic Planning Statement (LSPS) 2020 occurred/continue to occur.

Within the 2021-22 Works Program, actions of the LSPS were grouped into 6 projects:

- Housing Strategy
- Employment Land Strategy
- Vegetation Study
- Heritage Review Program
- Town Centre Studies
- Character Studies

Community engagement workshops were held in December 2021 where interested community members came and provided input into the above projects.

Throughout 2021-22 the Strategic Planning Team focused on finalising the Kiama Town Centre Project, which saw the completion of the Kiama Heritage Review, and subsequent adoption of the new Heritage Chapter of the Kiama Development Control Plan (DCP) 2020, and the exhibition of the Kiama Town Centre DCP & Akuna Street Masterplan.



The heritage-listed Kiama Uniting Church

Ongoing research for the preparation of the Housing Strategy and Employment Land Strategy has occurred. AEC Group Pty Ltd were engaged to undertake a housing supply feasibility analysis to identify the feasibility of housing development and likely take up rates of the theoretical capacity (i.e. housing supply capacity of existing land use controls). This analysis has been completed and includes the NSW 2022 Population Projections.

Biosis Pty Ltd and BlackAsh Bushfire Consulting were engaged to undertake the Municipal wide Vegetation Study and prepare a contemporary Bush Fire Prone Land Map.

Due to budgetary and operational constraints, work associated with Local Character Studies did not proceed. This work is still an action of the LSPS and has also been captured by the Community Strategic Plan 2022-2032. It is envisioned that this work is to occur in conjunction with the future Scenic Management Guidelines project.



Feedback collected at community engagement workshops

Blue Haven

1. Residential Aged Care

The COVID-19 situation continues to evolve and present its challenges, but Blue Haven is committed to protecting our residents, families, employees and visitors. We are taking all necessary precautions and have put plans in place to maintain resident wellbeing throughout the pandemic.

Blue Haven Bonaira has seen a number of changes throughout the financial year of 2021-22. The final six months of 2021 saw multiple leadership changes and movement within the management team. The management team has now stabilised with the appointment of a new Director of Care and Operations in February 2022. In May 2022 Joe Gaudiosi also joined our team as Interim Chief Operating Officer for Blue Haven.

This year has also seen the appointment of two new Care Managers, new RNs, multiple new Care staff, domestic and catering staff. Blue Haven will continue to recruit staff to support and stabilise our team and provide our residents with the best care possible.

COVID-19 has again posed multiple challenges in the past year and will continue to do so in the coming months. Blue Haven has experienced three COVID-19 outbreaks in the past 12 months and continues to follow Public Health Recommendations for all COVID-19 and respiratory illness outbreaks.

Our Blue Haven staff aimed to combat social isolation during the COVID-19 lockdowns to ensure residents stayed safe and connected during this challenging time. Our Lifestyle Team coordinated many activities for residents to remain engaged and continued to offer regular and on-going social calls over FaceTime so they were able to stay in touch with friends and family.

Blue Haven is very proud of our efforts to ensure our residents are vaccinated against COVID-19. Currently, 95% of our residents are vaccinated and our staff work enormously hard to ensure infection control principles are adhered to.

Earlier in 2022, Blue Haven engaged the services of Critical Success Solutions (CSS) to assist with preparations for accreditation. The management team continue to follow the recommendations set out by CSS to strengthen our Clinical Governance, ensure adherence to the Aged Care Standards and reduce our clinical risk to residents.

Aged Care Quality Standards staff continue to work through Moving On Audits (MOAs). We are currently completing the July 2022 modules relating to Infection, Prevention and Control, Clinical Care Delivery, Antimicrobial Stewardship



Australian Defence Force at Blue Haven

SOME STATISTICS – RESIDENTIAL AGED CARE FACILITY:



91%
Average
occupancy

2.15
Years average
length of stay



1164
Total number
of respite days



and Restrictive Practices. These audits align with the Aged Care Quality Standards and assist with identifying any gaps and opportunities for continuous improvement. They also benchmark Blue Haven against other Community Aged Care providers.

Software implementation update

Due to eCase (Health Metrics) continuing to have significant issues including the functionality and reporting capacity of the system, Blue Haven Community has made the decision to transfer back to Umantec (Metcare), our existing software system, which we had continued to run in the background. Although there are still limitations with this system it will provide stability and reliability in the interim to allow further investigation into alternate software systems. Umantec will be releasing a Metcare Version 7 in the near future which they have advised will address many of the gaps in current Version 6.



Lunch service at Blue Haven

Independent Living Units

With 257 Independent Living Units (ILUs) across Terralong and Bonaira Villages, residents enjoy a wide selection of both location and unit designs.

TERRALONG VILLAGE

200

Independent Living Units

245

Residents

Blue Haven Terralong is located within landscaped grounds between Kiama's Leisure Centre and the town's shopping hub and consists of five separate buildings. Residents have easy access to Kiama's wide variety of events, clubs and groups.



Community

Blue Haven Terralong has been in operation for more than 40 years and boasts a wide range of activities organised by residents, conducted in the many common areas within the village, which includes the Stage 5 Sky-lounge, observation deck and conservatory.

In the Village Centre, residents can enjoy cards, board games, billiards or a lively game of table tennis in addition to being able to borrow a book or DVD from the well-stocked libraries.

BONAIRA VILLAGE

57

Independent Living Units

86

Residents

Bonaira Village is co-located with the Residential Aged Care and Community Service hub and contains 57 Independent Living Units. Completed in 2019, the mostly two-bedroom independent living units have been constructed under the new senior's living standard.

A village within a village located within the landscaped grounds of Bonaira Village, residents of the four, multi-storey Independent Living buildings enjoy access to a community hall, wellness centre, observation deck, and café.

Bonaira is just a short walk to Kiama's beautiful beaches, shops, and convenient services.

The independent living units at Bonaira incorporate the latest seniors' living design innovations and include underground vehicle parking with lift access and an emergency call system responded to by onsite caretakers.

Each unit has its own air-conditioning and all windows and doors are double-glazed.

All of the two-bedroom units contain two full bathrooms.



Blue Haven's lunch service

Annual meetings

Blue Haven holds annual management meetings with residents of both villages, in addition to quarterly resident forums. The annual management meeting provides an opportunity to engage with residents, update them on various issues and gives residents a chance to provide feedback and request improvements.

Reporting

As an approved provider of residential aged care, Blue Haven and Kiama Municipal Council continue to comply with their prudential responsibilities as required by the relevant legislation, standards and principles.

All annual fire safety statements and fire engineer inspections were completed, and all fire safety systems were maintained and certified throughout the financial year 2021-2022.

There were various maintenance items completed this year as part of the capital maintenance and repair program for both Terralong and Bonaira Village including:

- lifts
- painted surfaces
- hot water systems
- air conditioning units
- doors and windows
- plant and equipment
- roofs and gutters
- fire systems
- hydraulic systems
- electrical and lighting

PROPERTY COMPLIANCE



1825

Service requests responded to over the 2021-22 financial year

5

Average requests per day across both Terralong and Bonaira Village



CONSIDERING CARE: SANDRA'S PERSPECTIVE

Blue Haven resident Sandra Golding was nominated in the Illawarra Shoalhaven Local Health District (ISLHD) Quality and Innovation Awards this past June for her video about transitioning into aged care. The Awards Ceremony was held at the Shellharbour Civic Centre in June and Sandra was one of four finalists.

In the video, Sandra speaks about her experience transitioning into aged care. Like others in her situation, she was initially anxious about going into a nursing home. The day the doctor said her health had deteriorated and it was no longer safe for her to live by herself, "It was a difficult day" she says.

Sandra shares her relatable message about the transition, in the hope that she can help diffuse others' anxiety about the process.

When she first arrived at Blue Haven, Sandra had reservations much like anyone else would have. She had questions such as whether she would be alone or make any friends.



Blue Haven resident Sandra Golding

Sandra says the transition into aged care has been easier than she expected, due to all the support she received when moving into Blue Haven. She said she appreciated the "5-star facilities" and the fact there were so many people around to help her settle in.

"A lot of people are frightened within themselves, and they don't like the sound of leaving their home and coming into [the care home]."

"If you sit and brood about everything all the time, you're making your life unbearable", says Sandra.

She said she has gained a whole new life at Blue Haven that exceeded her hopes.



Sandra at the ISLHD Quality and Innovation Awards

"From the day I moved in here, I told myself that it was up to me to make my life something rather than just sit in the corner," she says.

Prior to moving into Blue Haven, Sandra says she was often by herself all day in her flat, only seeing people when she went out to the shops. "But here you see people all the time. There are a lot of activities, and the people are so friendly".

Since becoming a Blue Haven resident, Sandra still loves to write letters. She continues to make her own bed by choice each morning. She still launders her own clothes and relishes going for walks outdoors. And she loves making herself a cup of tea.

Sandra says her quality of life has also improved because she has less to worry about – "I was worrying myself sick in my unit [before I moved to Blue Haven]."

"That part has eased completely," she says, "I don't have the worries that I did before, because there are so many people around to help me."

Sandra offers some advice for others in her situation, "Don't be lonely. Don't sit in the corner because there's no one around to talk to you. There are plenty of people, lovely people, in nursing homes."

She encourages others considering the move to aged care to make the leap: "you will end up with more friends than you can count."

Watch Sandra's video at: www.youtube.com/watch?v=foUV5OPTmEM

Blue Haven Community Transport

Community Transport (CT) currently provides transport to 439 clients for health and medical appointments, shopping, library visits, community groups, social connections, and special events.

The philosophy of CT is centred around maintaining clients' independence, while providing them with the means to remain active in the community and living in their own homes. We pride ourselves on empowering our clients and providing them the opportunities to take charge of their everyday lives.

Reablement is an integral part of what we do and recently we were part of a wonderful outcome for one of our clients. This 80-year-old person had suffered a stroke that affected her right side, limiting her ability to manage some tasks and causing feelings of depression. Being fiercely independent and determined, we wanted to afford her every opportunity to access our transport in a dignified and autonomous manner to be able to attend rehabilitation and physiotherapy sessions.

By liaising with her daughter and respecting the client's wishes to allow her to manage by herself as much as possible, we worked out strategies with our amazing volunteer that promoted her wish for autonomy.

The outcome is that her mobility and outlook are improving every visit and the clinicians are ecstatic about her progress, as is the client and her daughter.

The daughter's feedback is below:

CLIENT FEEDBACK

"Please thank your team for all their hard work and dedication. Mum is a determined soul and I know she wants to be as independent as possible, while not wasting anyone's time. So happy it was a positive experience for the rehab team. Thanks to you too for all the efforts you've put in".

We encourage all Kiama LGA residents who are over 65, or over 50 if they are Aboriginal or Torres Strait Islanders, to register with My Aged Care on 1800 200 422 to access our transport service.

Also, if you are under 65, and experience transport disadvantage, are socially or geographically isolated or financially



Blue Haven Community Transport

disadvantaged please call the Blue Haven Transport Office on (02) 4203 4904 and ask to speak to the Transport Facilitator who will conduct an over-the-phone assessment of your needs and eligibility.

Our volunteers

To ensure the safety of our clients, residents and volunteers, Blue Haven's COVID Safety Plan includes all our volunteers complete the COVID-19 infection control training, are fully vaccinated, follow physical distancing and good hygiene practices and wear personal protective equipment when required.

Community volunteers

Our community volunteers assist with driving or helping with the community transport buses and/or cars. They provide individual social support, shopping for clients or with clients, taking clients out for coffee/lunch, supporting social groups and social outings or special one-off events. Volunteers assist our clients to maintain community links, supporting community engagement and social connectivity which is integral to health and wellbeing. Volunteers also support carers by giving them a break and providing companionship for the person they are caring for, either one-on-one or as part of a group.

Facility volunteers

Volunteers working within the Blue Haven Residential Aged Care Facility (RACF) support those most vulnerable, often becoming the only link from the outside world. The volunteers deliver person-centred care, directed by the recreational activity officers, activities that are specifically and holistically designed to enhance a "living environment" within the facility. Care is taken to incorporate resident's preference, ensuring the bio-social, emotional and spiritual needs of all residents that is purposely driven to guarantee a better living environment within the Blue Haven RACF.

Blue Haven volunteers

Blue Haven currently has 67 active volunteers. The COVID pandemic has resulted in a substantial decline in volunteers.

Hours volunteered for Blue Haven community for individual social support, social groups

985

Hours volunteered for Blue Haven facility

744

National Volunteer Week

Blue Haven volunteers, alongside other Kiama Council volunteers who give their time to our libraries, Family History Centre and Visitor Information Centre, gathered at the Kazador, Black Beach Kiama to celebrate National Volunteer Week in May 2022.

Thank you to our volunteers for the immeasurably valuable work you all do for Kiama Council and Blue Haven. We cannot thank you enough for your ongoing dedication and commitment.

Did you know that volunteering is one of the best things you can do for your own wellbeing? Studies show that there are many benefits to volunteering in aged care.

Becoming a Blue Haven volunteer is an amazing way to enrich the lives of others and give back to the community.



Blue Haven volunteering roles may include:

- Supporting structured activities within Matterson Community Hall at Blue Haven Bonaira
- Shopping for or with the client
- Bus helpers
- In home social support
- Floor assistant/activity assistant
- Spending time with residents and clients for social interaction
- Transport to (non-urgent medical) appointments, social group events, and/ or shopping trips
- Taking clients out and about and/or providing a break for carers

Without our valued volunteers, we simply could not provide the range of care available, at the highest standards possible.

To find out more about becoming a Blue Haven volunteer visit: bluehavenillawarra.com.au/about-us/volunteering

To find out more about becoming a volunteer at our libraries or the Family History Centre, visit <https://library.kiama.nsw.gov.au/Using-the-library/Support-us/Volunteer>

To find out more about volunteering at our Visitor Information Centre, visit <https://kiama.com.au/listings/info-services/kiama-visitor-information-centre>



Blue Haven volunteer Jan Dodge



Kiama Visitor Information Centre

Community Support Services

Blue Haven Community (BHC) has recently finalised its 2022 Client Survey. The purpose of the survey is to review our service delivery against the Quality Aged Care Standards and benchmark ourselves against other service providers. Although we have performed well in some areas, including staff treat clients with respect and maintain their privacy and dignity, our overall score of 82% was slightly below the benchmark of 85%. Areas of concern are information sharing and engagement in social activities and community life which may reflect the environment of the last 12 months. Our BHC Quality Committee are currently working through the results to identify actions to be included in our Continuous Improvement Plan. We are also following up with individuals who requested to be contacted.

Home Care Packages (HCP)

There are 4 levels of our Home Care Package ranging from basic care needs (level 1) through to high care needs (level 4). Services provided under a package include Personal Care, Medication Support, Nursing Care, Meal Support, Domestic/Laundry, Gardening/Lawns, Respite, Transport, Social Support and Outings.

Blue Haven's HCP program currently has 117 packages (clients).

- Level 1 - 12
- Level 2 - 43
- Level 3 - 37
- Level 4 - 25

Referrals have increased over the last 12 months and there continues to be a lot of movement



Blue Haven's Seaside Group celebrating the Queen's Birthday

within the HCP Program with clients transitioning to higher level care. There is still a significant waiting period for the allocation of higher-level packages with the Commonwealth Home Support Program gap-filling until higher-level packages become available. Staff continue to manage concerns around COVID-19 with clients being screened prior to receiving face to face services and staff following the recommendations from the Australian Government Department of Health Guidelines when delivering services.



Blue Haven CBDC singalong



Blue Haven CBDC Community Team

Commonwealth Home Support Program (CHSP)

The CHSP provides a range of entry level services which include personal care, domestic assistance, home maintenance and social support. Blue Haven's CHSP program has delivered 9,733 hours of services to 1,107 clients since July 2021.

With the easing of COVID restrictions staff were able to recommence Social Support Groups and Outings from 14 March 2022. Clients are enjoying getting out and about and catching up with friends. Volunteers continue to provide shopping services for some of our most vulnerable clients through our Individual Social Support program.

All services are being delivered in line with COVID-19 safe procedures including daily Staff Health Checks and screening of clients.

COVID-19 vaccination reporting requirements

Blue Haven Community have continued to report on the COVID-19 vaccination status of their workforce through My Aged Care as required by the Department of Health since July 2021.

Blue Haven Community currently has 100% of staff double vaccinated with 98% having had their booster and 100% of active volunteers fully vaccinated and 96% having had their booster. The vaccination rate within our client base for those who are willing to advise is 95% fully vaccinated and 43% report having had their boosters.

Staff continue to do regular rapid antigen tests and monitor their health for any symptoms and screen clients prior to commencing services.

Blue Haven Community to date have not had any identified transmission of COVID-19 from staff to clients or client to staff due to the ongoing vigilance of staff.

Recruitment

Blue Haven Community currently has a workforce of 31 Support Workers with ongoing recruitment to build up the capacity of our team. We have had a number of support workers on extended leave over the last 12 months and COVID-19 restrictions have impacted on worker availability which in turn, impacts on service delivery and staff workloads. External Brokerage services are being used to cover gaps in services where possible.

Blue Haven Community recently recruited another permanent full time registered nurse within our Home Care Packages program and a Lifestyle Officer to support and extend our Social Support programs.

Palliative Care Education

Blue Haven Community's Manager Community Programs, Case Managers/Registered Nurses and Service Facilitators attended the Reverse PEPA placement on 1 and 2 March 2022 in Matterson Hall. PEPA or Program of Experience in the Palliative Care Approach is part of the Palliative Care Education and Training Collaborative funded by NSW Health. The 2-day interactive workshop focused on Advance Care planning and supporting and improving quality of life for community clients with life limiting illness and their families. It was a very insightful and rewarding experience for staff involved and we have been provided with some valuable resources.

1.3 We live in a safe community

Lifeguard Service

Kiama Council's Lifeguard Service completed a successful patrol season in 2021-22. Kiama's seven patrolled beaches continue to be popular with tourists and the local community.

The patrol season commenced 20 September 2021 and closed on 22 April 2022. Council's Lifeguard Services Strategy continues to guide the beach patrol operations with a focus of patrol activity spread across both the non-surf club beaches and the three surf-club-patrolled beaches.

Extended patrols in February (weekends) at the four non-surf club beaches provides important beach safety through the end of the summer period. Peak summer beach patrols are the cornerstone of Kiama's beach lifeguard operations.

Over the 2021-22 season, 304,000 people visited our beaches. This number was lower than 2020-21 attendance due to adverse weather. Incidents, rescues and first aids were all down on the previous season. For the first time data on beach closures was recorded with 67 separate beach closures required over the season, principally due to dangerous surf.

Spring shoulder beach attendance (Surf Beach) was 11,850. This was around 55% lower than the same period the previous year due to milder temperatures and frequent rainfall events,

despite the relaxation of COVID-19 movement and gathering restrictions by November.

Peak season beach attendance was 281,407. This was 12% higher than the peak season the previous year.

In the Autumn shoulder period;

- i. Surf Beach attendance was 12,410. This was 50% lower than the previous season due to the adverse weather conditions in February, March and early April.
- ii. Werri Beach had 2,855 people over the eight patrol days of the school holidays.

On a comparative basis, Seven Mile Beach at Gerroa is still the most used beach. Easts Beach and Surf Beach are the next most used, the latter due to its central location near the residential catchment of Kiama and proximity to the town centre and visitor/tourist attractions.

General rescues remained the same number as last season but first aid incidents were down. There was also a decrease in critical incidents on last season. Of the six critical incidents, four required ambulance service attendance and one required a rescue helicopter service. Preventative actions and general beach and reserve regulations enforcement both decreased with the extent of beach closures and adverse weather combined this season.

The ratio of rescues to preventative actions was 1:60 which is significantly higher than the target ratio of 1:20 and reflects a pro-active lifeguard service.

The annual surf awareness education program to local schools was not able to be conducted again in 2021 due to COVID-19.



Total patrol season usage

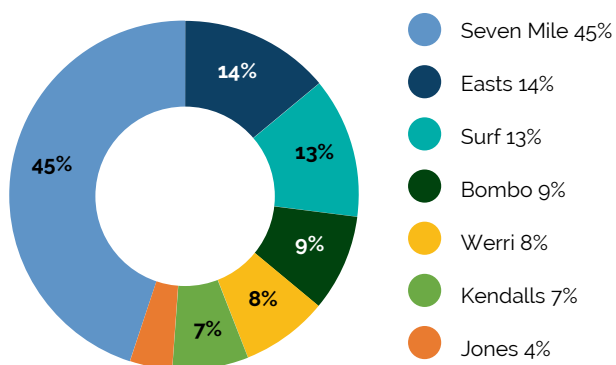
304,000

people for 2021-22 season

Beach usage statistics

Beach attendance data is obtained by lifeguards over five separate periods each day at two-hourly intervals. This provides the ability to determine trends in beach use during the day and is relevant for future lifeguard service planning. The following graphic shows the distribution of attendance across the season by beach.

Beach Visitors 2021-22



Did you know?

There are three surf lifesaving clubs in our LGA: Kiama Downs, Kiama, and Gerringong.

The respective surf clubs provide volunteer patrols to the corresponding beaches over the patrol season on weekends and public holidays from late September to late April.

Approximately 216 patrol days were provided by the clubs to the public. The Kiama Council Lifeguard Service does not operate on these beaches when the surf club patrols are in place.

Council recruited 32 casual lifeguards over the season.

In 2021 Council received a fourth consecutive grant under the NSW Government's Shark Observation Grants Program. The grant was for \$5,000 and was used for enhancement of PA systems to assist with lifeguard management of beaches in the "town" locations of Bombo, Surf, Kendalls and Easts beaches.

Kiama Lifeguard Service Strategy

Council's services are predominantly delivered Monday-Friday (80%) while surf clubs are exclusively weekend/public holidays.

1. Patrol season started one week earlier in 2021 with the earlier school holiday break, patrols commencing 20 September and adding an extra week of patrol services overall.
2. Jones, Werri, Kendalls, Easts, Seven Mile and Bombo beach patrols start date was the last day of the gazetted NSW government school term 4.
3. The final day of the peak summer patrol period was extended to Sunday 30 January to provide the maximum level of public beach safety for the community and the likelihood of students not returning to school until February.
4. A common beach closure time of 6pm was introduced across all seven beaches across the summer months to align with the three local surf clubs' patrol hours.

Link to Lifeguard Season report www.kiama.nsw.gov.au/Council/News/Lifeguard-Season-Report-202122

Summary of Lifeguard Interventions by beach

	Jones	Bombo	Surf	Kendalls	Easts	Werri	Seven Mile	Total
Incidents	0	1	1	0	0	0	4	6
Rescues	11	39	7	2	2	6	35	102
Preventative Actions	553	1074	1037	614	1040	758	1247	6321
First Aids	2	5	15	24	32	6	104	182

BLUE HAVEN HELPS DOUG RETURN TO HIS SURFING PASSION

Blue Haven regularly refers clients to Bai Med Physiotherapy for rehabilitation needs.

Doug, a Kiama local, has been our Home Care Support client for many years. Blue Haven made a referral for Doug to attend physiotherapy sessions at Bai Med in Kiama.

Doug used to be an avid surfer, but unfortunately had to give up his passion when he was diagnosed with Parkinson's Disease.

Bai Med Physiotherapists worked with Doug to improve his strength and balance, with a goal to get Doug back into the water.

After much perseverance (and with assistance from his Physiotherapists Ryan and Sam), Doug was finally able to return to the surf at South Bombo Beach this past May.

Way to go Doug, your perseverance is an inspiration to us all!

Letter from Doug below:

"Blue Haven has been providing services for me over some years. I have had Parkinson's for 24 years. I have been working on strength and balance with Ryan, Physio from Bai Med. At last Ryan suggested we go surfing on the 31st May. We did!! As the photos show us with Ryan and Sam. Ryan plans to take me out again. I am so grateful to Ryan who is a great inspiring physio who helped me achieve my goal. Blue Haven's girls take me out walking and visiting many great places around Kiama and surrounds I am so happy with these two services".

-Douglas Heslop



Doug goes surfing

Food safety

A total of 145 food shop inspections were undertaken this year. 93.8% achieved a pass rating of the food safety inspection on the first round of inspections and a 100% pass rate was achieved after follow-up inspections were conducted. During this inspection period 95 temporary food stall and 12 mobile food vans were inspected.



75%
food shop
inspections
completed

32

food safety recalls &

2

food safety alerts



4

participated
in 'I'm Alert' food
safety training



127

COVID Safe Business
inspections conducted

The requested annual report was also submitted to NSW Health on time.

Eighteen premises have registered public swimming pools and spas under the Public Health Regulation 2012 including recreational facilities and tourist accommodation such as caravan parks, bed & breakfasts, hotels and motels. During this period, audits were undertaken at six high risk premises to ensure safe operation and compliance with the prescribed standards for safety, water quality, cleanliness and hygiene.

Sewerage management

There are a total of 936 on-site sewerage management systems within the LGA. Of the 936 sites, 820 are low risk systems while 116 are high risk systems. This year, 315 or 33.6% of all systems had to be inspected.



130

low risk sewerage systems and

45

high risk sewerage systems
were inspected this year

Public health, environment and pollution statistics



195

Public Health and Environmental Pollution complaints were investigated and actioned



52

pollution complaints were investigated and actioned within 2 working days.

Swimming pool inspections

We conducted swimming pool samplings of all Council operated pools monthly when COVID-19 restrictions permitted it. There are ongoing updates of the Legionella risk register, penetration register, and water supply register.

232

animal complaints were investigated



28

dog attacks investigated

90%

of animals impounded were returned to the owner or rehomed



74

animal penalty infringement notices were issued (face value of \$22,130)



Companion animals

All designated dog off-leash areas were regularly patrolled as required. 100% of complaints about animals were investigated within two days of notification. There were 588 proactive interactions with dog owners in relation to dogs not being under proper control or in a prohibited area.

Companion Animal education programs were not conducted this year by Rangers and Community Champions at dog off-leash areas due to staffing shortages. 74 infringements were issued with a total value of \$22,130.

Sufficient evidence was available to prosecute five dog owners in relation to attacks. Five penalty infringement notices (PINs) were issued to the value of \$1,650.0

There were six dogs that required impounding. All but one was returned to their owners. No cats were impounded.

Parking patrol statistics

178

parking or traffic obstruction reports were received and actioned, 100% within timeframes. Traffic committee meetings were also held as required.



188

patrols made of timed parking zones



17,294

timed spaces inspected



329

parking Infringement notices were issued, with a face value of

\$58,676

264

patrols made of other areas

Caravan parks

As required by the Local Government Act 1993 (NSW), three of the seven holiday parks were inspected but none were issued approval to operate throughout the year. All of the Holiday Parks are currently operating without approval. All the park operators are working with Council to modernise nonconforming aspects of their parks to meet the relevant legislative requirements so that approvals may be issued in the 2022-23 financial year.



17

complaints of unauthorised camping received and actioned within timeframes.

71

Proactive interactions with customers regarding unauthorised camping, complied prior to customer complaint



Illegal dumping statistics

125

incidents of illegal dumping



12

infringements, with face value of **\$17,000**

Road safety

Council continued to plan, promote and implement Road Safety Plans and activities throughout the 2021-22 financial year. Promotions included the ongoing support of National Road Safety Week.

National Road Safety Week (16-22 May) is an annual initiative from the Safer Roads and Highways Group, partnering with Road Safety Organisations and Government. The week highlights the impact of road trauma and ways to reduce it. During National Road Safety Week a number of monuments in NSW were illuminated in yellow, including the famous Kiama Lighthouse. Council also hosted a Road Safety Week stall with NSW Transport at the Kiama Farmers' Market, encouraging drivers to take an online pledge to not drive distracted, not speed and to never drive under the influence of drugs or alcohol.

Other Road Safety activities that took place were three Helping Learner Drivers Become Safer Drivers workshops and four Learner Log Book runs which include one night-time Log Book Run for Learner Drivers.

Abandoned vehicles statistics



25 Abandoned vehicle reports were received and actioned within timeframes

4 vehicles impounded

1 Infringement Notice issued, with a face value of **\$550**



Fire safety

This year, we received 73% of the total number of Annual Fire Safety Statements required to be submitted for relevant premises. Ensuring annual compliance with Fire Safety continues to be challenging due to limited staff resources.

Fire permit statistics

77

Fire Permit inspections were completed, with

100% of customers contacted within 2 days and site visits completed at the customer's earliest convenience.



Local Government Act provisions

8

Infringements were issued for non-compliance issues relating to the Local Government Act, with a face value of

\$1,450



63

Overgrown Private Property Notices were issued to private land owners.



46

noise complaints and

82

water and air pollution complaints investigated and actioned



CCTV

Kiama Council are committed to the ongoing management of CCTV systems within the LGA. All procedures are regularly reviewed internally with follow-up training where required and consultation with relevant staff throughout the year.

The review of the CCTV Policy, Code of Conduct, Standard Operating Procedures and the Memorandum of Understanding with NSW Police is currently being undertaken with a view to updating the processes to enable the police to make applications via online forms. This work is anticipated to be completed in the next financial year.

This year, there were 11 applications for copies of recorded images received with 10 processed within 10 working days, with one being finalised outside of the 10 day period and one application for copies of recorded images unable to be provided due to the requested footage having been recorded over.

KIAMA COAST HOLIDAY PARKS

Council's Holiday Parks experienced a really tough 2021-22 financially, as a result of COVID-19. With lengthy lockdowns and extremely low occupancy rates as well as high numbers of COVID cases, ongoing cancellations and staff shortages.

The heavy rainfall experienced along the east coast also affected occupancy levels and income across the Holiday Parks, and in particular those Parks with powered and unpowered sites. The heavy rain created ongoing damage to assets and made it impossible to sell water-logged sites to caravanners and campers.

A big focus in the second half of the year was the development of a \$3.8 million program of works, which was adopted by Council at its May 2022 Council meeting. The improvement works will be undertaken over the next 2-3 years and will involve projects such as the installation of new

amenity blocks including accessible amenities, an upgrade of roads, the creation of additional visitor and disabled parking and fire safety improvements.

Other major projects that commenced late in the financial year included the upgrade of the Kendalls Beach Holiday Park camp kitchen and the demolition and rebuild of the reception building at Seven Mile Beach Holiday Park.

Council's Holiday Parks team continued to focus on brand awareness of the Holiday Parks through the development of a marketing plan, a strong social media presence and attendance at trade shows with a great new display (images below).



Sydney Caravan and Camping Show, April 2022





ENVIRONMENT

Well planned and managed spaces, places and environment



258km²
and

573ha

Council maintained land



4

rural fire service buildings

2

state emergency
service buildings

26

community service
buildings

25

public amenities buildings

3

surf life saving clubs

30

sports and recreation
facilities



43

road bridges and

89km
of stormwater
network



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

The Kiama Local Strategic Planning Statement (LSPS) 2020 contains several actions which are due for completion by 30 June 2022. Some of these actions are nearing completion while others are due to commence shortly. Actions have been grouped into seven projects within the Strategic Planning Works Program:

1. Housing Strategy
2. Employment Land Strategy
3. Vegetation Study
4. Heritage Review Program
5. Town Centre Studies
6. Rural Landuse Strategy
7. LSPS Review

No new requests for Planning Proposals were made this year. All Planning Proposals were completed within the timeframes set out in the Gateway Determination timeframes.

The Kiama Town Centre Study implementation strategy has been incorporated into the LSPS and the Strategic Planning Works Program.

We ensure that heritage items are protected and maintained through the Local Environmental Plan (LEP) and the Development Control Plan (DCP) controls.

We have utilised the existing controls within our DCP and LEP to ensure that any listed property is protected and controls are maintained. Updates to Chapter 4: Heritage and Cultural Conservation of the DCP, prepared by GML Heritage, Winner of the 'Best Heritage Consulting Firm' 2021, have been adopted.

www.kiama.nsw.gov.au/Plan-and-build/Plans-maps-and-controls/Development-Control-Plan-2020/Chapter-4-Heritage-and-Cultural-Conservation

49

DAs referred to heritage advisor



27.6%
of Local Development Applications
were determined
within **40** days

20%

of Integrated Development
Applications were determined
within **60** days



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

Council is coordinating works with Sydney Water Corporation following a successful grant application for funding to undertake natural area restoration at Bailey's Island, Gerroa, over a three year period under the NSW Government Coast and Estuary program. Work being undertaken includes weed control and rehabilitation across a site of approximately 9.3ha of Endangered Ecological Community.

Year two of the three-year program was completed, with one more year remaining on this grant funded program. Major weed infestations being controlled include asparagus fern, lantana and other weeds of significance.

It was a difficult year for local Illawarra Landcare projects with long periods of inaction due to the heavy rain and COVID restrictions. Additionally, there was no funding allocated to manage vegetation at Seven Mile Beach Reserve.

The Minnamurra River Rockwall assessment and concept design report was completed for the section of public riverbank between James Oates and James Holt Reserve, Minnamurra.

The report provided bank condition assessment, priority works, recommended methodologies and cost estimates for each section of bank.

The report can be seen at

www.kiama.nsw.gov.au/Council/Projects/Minnamurra-River-Rock-Wall-Remediation



Minnamurra Rockwall remediation works in July 2021

Coastal Management Program

The Stage 2 hazards and opportunities technical report for our Coastal Management Program (CMP) was completed and consultation for the Stage 3 management options, actions and business case development has started. The agency stakeholder consultation has been conducted and will be incorporated into the material to be presented to the community for consultation later in 2022.

Unfortunately due to COVID and other issues the original completion date of 31 December 2021 has not been met, and an extension to the project has been granted by the NSW Department of Planning and Environment. Stage 3 and 4 of the development of the CMP is expected to be completed by late 2022 or early 2023.

The following projects and achievements were undertaken in the 2021-22 reporting period:

- Adoption of the Corporate Emissions Reduction Strategy including renewable energy and net zero targets.
- Submission of site host Expression of Interest to host electric vehicle fast charging infrastructure to the NSW Electric Vehicle Strategy Program.
- Council officers continue to work on the LED upgrade at Kiama Leisure Centre to upgrade remaining lights to LED. Council plans to utilise the NSW Energy Saver Scheme to assist with offsetting up front costs for the project.
- Council officers are progressing the Renewable Energy Power Purchase agreement for Council's large site and streetlighting electricity supply. A joint tender with adjoining councils is due to be released early in the new financial year.
- Council officers have finalised the lighting schedule for the streetlighting upgrade and provided to Endeavour Energy. Retrofitting of the remaining non LED streetlighting will progress in the next financial year to be installed by Endeavour Energy. Council will utilise the NSW Energy Saver Scheme to offset the up front costs associated with the project.
- The draft Bushfire Prone Land Map has been completed by Blackash Bushfire Consulting. The draft Bushfire Prone Land Map will be reported to Council prior to commencing the certification process with the NSW Rural Fire Services.
- The draft Municipal Vegetation Study is being completed by Biosis Pty Ltd. Once submitted, the Municipal Wide Vegetation Study will be reported to Council prior to commencing the necessary amendments to the Kiama Local Environmental Plan 2011.



Minnamurra Rockwall remediation works in July 2021

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

Seventeen Development Applications were reported to the elected Councillors for determination over the last year.

Our assessment officers handled 382 development applications, a decrease of 7.5% on last year with a value of more than \$242 million, a decrease of 2.5% on last year. 897 Planning Certificates were issued, with 97% issued within three days.

160 building inspections as Principal Certifying Authority were undertaken by our Building Certification team throughout the year representing a 30% decrease on last year.

Additionally, 4 Complying Development Certificates, 4 Occupation Certificates and 12 Construction Certificates were issued by the team representing a 67% decrease on last year.

323 Engineering Development Referrals were assessed, with 309 of these being assessed within the target of 14 days.

Council is continuing to implement planning reform measures to increase efficiencies in the assessment and determination of development applications and improve the experience for our customers with limited staff resources.

We continue to apply and oversee the application of our existing Section 7.11 and 7.12 plans. Council has committed to prepare and adopt a new contribution framework. The key steps for the preparation of new Development Contribution Plans shown are:

- establishing the works program based on the infrastructure needs assessment and development yield projections
- establishing the contribution rates
- testing the rates for their ability to deliver the infrastructure works program, and
- preparing the plan in consultation with stakeholders and the community.

Council's Strategic Planning team, in collaboration with Council's Engineering and Works Department and Finance team, are currently deriving a works schedule and calculating draft contributions rates. As part of this work, Council needs to forecast the likely increases in demand on its infrastructure.

Three major pieces of work will contribute to this analysis;

- the Kiama Traffic and Parking Study,
- the Kiama Local Housing Strategy and
- the Kiama Open Space & Recreation Strategy

In our role as the Roads Authority, Council received 96 Road Occupancy Permit applications, with only three processed in excess of five business days.



Werri Beach

2.4 Effectively manage our waste and resources

Due to the impacts of COVID, a number of waste events and programs were cancelled this financial year. This included Second Hand Saturday (Sept 2021 and March 2022), Household Bulky Waste (Sept 2021) and three Home Composting Workshops.

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

Better Waste Recycling

Funding of \$22,400 received.

Circular Economy Investigation Stage 1 has commenced with Edge Environmental consultants engaged and managed by Illawarra Shoalhaven Joint Organisation (ISJO).

The MDF & Particleboard Project did not commence; instead monies were reallocated to fund bollards made from recyclable plastic (\$7,000).

Waste data was provided by Kiama Council to consultants to establish waste flows, composition and facilities within the region.

Regional Litter Strategy

In February 2022, the ISJO received \$38,362 from NSW EPA Litter Prevention Grant.

The project is the "Own It & Act Baseline Model for Local Councils". The project will utilise the Preliminary Status Checklist created by council

and the Cost of Litter Study developed by ISJO for Kiama Council in 2021.

This project will provide a capacity-building framework for Council to embed key litter prevention principles in our organisation.

Household Bulky Waste

Our Household Bulky Waste Shed is currently being built with the expected completion date of September 2022.

A full time Community Recycling Centre (CRC) attendant was appointed till 30 June 2023 (\$85,000) and fit out of the Household Bulky Waste Shed has been allocated \$35,000.

We commissioned a Household Bulky Waste animation. Our How To waste videos were created in a 2019-20 project, with a remaining \$12,000 to be spent on new waste related videos/animations this financial year.

Waste Strategy (\$20,000) –this is underway with a consultant to be appointed.

Single Use Plastic Reduction Project (\$16,315) - due to limited staff resources, monies were reallocated to purchase two purpose-built trailers for all-terrain waste vehicles. These assist waste staff in servicing hard to reach tourist locations within our municipality during weekends and over the busy holiday periods.

Our Household Bulky Waste Event was held 12-25 March 2022 with over 2,500 bookings received. Households were eligible for 2 bookings per household in lieu of the September 2021 event being cancelled due to COVID.

WASTE STATISTICS

Waste – Red Bin

Average weekly generation

5.87 Kg

per household per week



Recycling – yellow bin
Average weekly generation

7.79 Kg

per household per week

FOGO – Green bin (food & organic waste)

Average weekly generation

12.72 Kg

per household per week.



Household Bulky Waste drop off



Household Bulky Waste drop off



Household Bulky Waste drop off

Establishment of Worn Up (school uniform recycling program) in collaboration with local community group, Reduce Reuse Recycle Kiama. Approximately 30kgs of unwanted uniforms collected from Kiama High School and Gerringong Public School.

NSW EPA Household Chemical Clean Out held 19 March; approx. 350kgs collected.

Home Composting Workshops were held on 13 April (15 participants) and 18 June (16 participants).

We received a \$10,000 NSW EPA grant 'Scrap Together'. The objective of the grant is to increase food waste recovered for recycling by 10%. This program is to be implemented by November 2022.

Waste Audit 2022 conducted in June.

The Community Recycling Centre was able to continue operation as per normal during the whole year. Organic waste exceeded the estimated tonnage target due to the heavy rain causing extra growth, as well as being wet and heavy. To respond to major storm damage and debris from felling trees, Council held a 5-day green waste drop-off event in August 2021.

In November our waste fleet received a facelift with new waste images and messages to promote household recycling initiatives.

WASTE STATISTICS

5,080

vehicles attended the
Community Recycling Centre



409.48

tonnes collected from the
Community Recycling Centre

including
324.65
tonnes of steel



2

Home Composting workshops held, with

26

attendees
(2 workshops
cancelled due to COVID)

3.5M

eligible containers deposited
through Return and Earn
machines within the LGA



5,610.86

tonnes of organic material
diverted from landfill

75%

of all waste collected
is either recycled or reused



12,046

tonnes of CO² reduction
in greenhouse gas emissions



THE NEW FACE OF WASTE

In November 2021, Kiama's waste trucks got a facelift. The new-look trucks were officially launched to coincide with National Recycling Week (8-14 November 2021).

It's been a few years since we updated the signage on our trucks and now, with assistance from NSW Environment Protection Agency's (EPA) Better Waste Recycling Fund, our 7 waste vehicles have all been updated.

The new designs promote responsible waste management and feature iconic imagery of recognisable locations within our municipality. The images were taken by local photographers Peter Izzard and Phil Winterton.

With the trucks out and about every day, once the new decals were applied, the trucks were sent straight back into service.

Council's Waste Management Officer Josephine St John said: "As our waste service trucks are clearly visible, they act as a 'moving billboard' throughout our municipality, to help promote and and recognise the good behaviour of our residents for managing their waste well."

NSW EPA's Better Waste Recycling Fund provides funding to local councils and regional groups of councils to make it easier for their communities to recycle more and decrease the amount of waste sent to landfill.

The fund supports a broad range of projects to improve recycling, engage communities, reduce waste generation, tackle littering and illegal dumping and contribute to achieving the NSW recycling targets.



Our new waste truck designs were rolled out in November 2021 to coincide with National Recycling Week

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

The 2021-22 period was a challenging one for managing and maintaining our roads, paths and drainage, due to the extreme wet weather we have experienced. Major storms in August 2021 and a series of heavy weather events throughout March to June 2022 caused extensive damage, with floodwaters impacting roads and low-lying areas, felling trees and resulting in high levels of debris on our roads and in our waterways. Impacts included landslips, road closures, sportsfield closures and significant beach erosion.

Storm events in March and June caused significant damage to many roads and embankments. Renewal and upgraded associated drainage assets will form part of the rectification program with funding sourced from Disaster Relief provided by state and federal government. Sites severely impacted included:

- Jamberoo Mountain Road - multiple landslips and trees down
- Foxground Road - multiple landslips
- Wallaby Hill Road - multiple landslips and road cracking
- Gipps Street, Kiama - landslip
- Cliff Road, Kiama Downs - landslip
- Short-term flooding in Gerringong, Jamberoo and Kiama temporarily closing roads and impacting community facilities

As part of our response and recovery from these natural disasters, Council undertook the following:

- Disaster Dashboard, launched March 2022.
- Our maintenance crews were under pressure to respond to a high volume of work requests and worked hard whenever weather permitted.
- With significant flooding events, Gross Pollutant Traps (GPTs) have been serviced to ensure effective functioning. GPTs are structures that use physical processes to trap solid waste such as litter and coarse sediment and minimise pollution entering our waterways.
- Ensuring that our drainage pit litter capture devices are well maintained, with a strong maintenance program underway during these extreme weather events.
- A flood management study on urban catchments in Gerringong and Jamberoo has been completed and adopted by Council. Works have been identified and included in Council's Delivery and Operational plan, supported by additional grant funding.
- An additional study was completed on Werri Beach Holiday Park.
- Priority actions from both investigations have been included in future Capital Works programs, including stormwater improvement work at Stafford Street, Gerroa and Commissioners Lane, Kiama.

HINDMARSH PARK UPGRADE

Kiama Council is undertaking a \$3 million upgrade to Hindmarsh Park with grant funding from the State Government's NSW Public Spaces Legacy Program.

The centrepiece of the upgrades will include constructing a new, all ages/all abilities playground, a refurbished Orry Kelly stage with public amenities and areas for water play.

The upgrades are also intended to create improved accessibility throughout the park with better links from Hindmarsh Park to Black Beach Reserve.

Hindmarsh Park is situated in the centre of Kiama and is a focal point of the town. The upgrade will give this popular space better community access and a fresh appeal, as well as improving park quality, aesthetics and safety. Ultimately upgrading it to a significant open space play and leisure facility of regional importance.

In 2021-22, Council awarded the design tender

to landscape design consultants Civile and conducted Stage 1 and Stage 2 community consultations involving stakeholder meetings, community surveys (online and in-person), Councillor briefings and other engagement. We shared the results of our surveys and the concept designs with our community via our website and through coverage in the local media.

We look forward to reporting in 2022-23 on the build of this exciting project, scheduled to commence February 2023.



ENGINEERING AND WORKS – MESSAGE FROM OUR DIRECTOR, MIKE DOWD

The 2021-22 year saw us hard hit by extreme weather events, which severely impacted some if not all of Council's scheduled maintenance and Capital Works program. It also meant Council crews were often redeployed to do repairs, clean up debris and assist where needed after storm and flood damage occurred.

I'm proud of the work our crews did in adverse conditions; not only with the clean-up and repairs but also the way in which their focus was always to do things safely for themselves and our community. Unfortunately, this sometimes meant delaying work until it was safe to do.

Council adopted a Capital Works Program for 2021-22 valued at approximately \$16 million, plus an additional carryover of \$1,856,000 worth of projects continuing from the 2020-21 budget.

This resulted in a total capital budget of \$17,903,738 funding 121 identified projects. Of these projects, 92% were either completed prior to 30 June 2022, deferred to future capital programs, or assessed as being no longer required. The remaining 8% of projects were commenced and are still underway as at 30 June.

Early in 2022, our Capital program was reviewed due to severe impacts from the rain events. Projects identified as not likely to commence by the end of the financial year were rescheduled and budgets reallocated to future years.



I'm pleased to highlight the many projects we did complete or get underway. Notably our Hindmarsh Park upgrade, which will reinvigorate this popular park in the centre of Kiama, starting our Holiday Parks improvement program, completing the remediation work on our heritage-listed Old Council Chambers and the total refurbishment of Werri Bach Progress Hall.

We've had good results this year, our crews and contractors have worked tirelessly, even in poor weather conditions, and we've also received some great community feedback, which is always appreciated.



Charles Street footpath

CAPITAL WORKS 2021-22 HIGHLIGHTS

Completed:

- Coach House Art Gallery
- Werri Beach Progress Hall
- Old Council Chambers building remediation
- Gerringong Library and Museum upgrade
- New Keith Irvine Amenities building and carpark officially opened in December 2021
- New public carparks completed at Jones Beach
- Kendalls Beach, Bonaira Oval and Shoalhaven Street.
- Road widening at Glenbrook Drive as part of a proposed Council subdivision.
- Toolijooa Road renewal
- Crooked River Bridge cathodic protection
- Fern Street reconstruction
- Grant funded refurbishments to Gerringong Town Hall

Footpath projects:

- Burke Parade, Gerroa
- Weston Place, Kiama
- Charles Avenue, Minnamurra
- Crooked River Road, Gerroa
- Saddleback Road, Kiama

Drainage projects:

- Armstrong Avenue, Gerringong
- Barney Street, Kiama

Road renewals:

- Claremont Place, Kiama
- Irvine Street, Kiama
- Renfrew Road, Werri Beach

Underway:

- Hindmarsh Park upgrade
- New Bombo Headland Eco walk /staircase construction
- Grant-funded construction of new amenities at Bombo Hill Reserve and Chapman Reserve.
- Preparation of amenities works at James Oates Reserve and Gainsborough Oval
- Design for new grant funded pedestrian facilities around four schools is well advanced and should be completed by December 2022
- Council received \$3.3m in active transport grant funding for the delivery of Jamberoo Cycleway, Omega flat cycleway, cycleway linkage to Minnamurra Bike Skills Track and various bicycle related improvements in the Kiama town centre. We are currently preparing project management plans and designs for these projects
- The Recreation and Open Space Renewal program is progressing on time and on budget



Werri Beach Progress Hall



Engineering Director Mike Dowd (l) and Mayor Neil Reilly inspect the Foxground Rd landslip

EXTREME WEATHER EVENTS

The 2021-22 period saw a series of extreme weather events hit the Kiama Municipality.

Storms, strong winds and heavy rainfall caused local flooding, heavy seas, damage and debris. This meant our Council crews were kept very busy repairing damage to roads, cleaning up debris and ensuring unsafe areas were closed off and signposted.

It also meant our Parks and Gardens team struggled to mow grass and conduct maintenance work across our parks, headlands, reserves, sportsfields and cemeteries due to sodden grounds. Our sportsfields were often closed throughout the period.



Storm damage and debris

In August 2021, a storm uprooted trees and caused widespread damage across the municipality. Council announced a five-day free green waste drop-off from Friday 27 August to Tuesday 31 August to assist residents with their clean-up efforts.

In March 2022, another extreme weather event caused landslips at Wallaby Hill Road and

Foxground Road, both of which caused the roads to be closed pending major repairs.

The March weather event also saw Swamp Road, Jamberoo closed due to flooding.

The Princes Highway at the Kiama/Gerringong bends was also briefly cut off due to landslips. Although this is a NSW Government road, Kiama Council assisted by alerting locals to the closures and re-opening of this important arterial route.

We also had to regularly close our beaches and rock pools in March, due to dangerous conditions and poor water quality.

Council crews worked hard to repair potholes and address other storm damage as and when required. They also cleared gutters and drains in an attempt to alleviate future incidents.

A particular issue was the mowing of grass on Council-managed land, which we were unable to do safely for around six weeks. However, once the grounds dried out a little, we caught up quickly, thanks to the hard work and dedication of our teams.

During this time, communications to our community were important to keep everyone up to date and informed.

We trialled the use of a new 'Disaster Dashboard' accessed via a link from our website, which showed local road closures, fire and flood warnings, power outages and COVID alerts. We received positive feedback from the community for providing this service.

A major landslip that closed Jamberoo Mountain Road occurred in early July 2022. We will include information about this in next year's Annual Report.



Mowing on Minnamurra headland

WORLD ENVIRONMENT DAY

Blue Haven marked this year's World Environment Day on 5 June by celebrating our gardens and gardeners.

The 2022 World Environment Day slogan was "Only One Earth" and the focus is on "Living Sustainably in Harmony with Nature".

It's a day for ordinary people to do something positive for the environment. Gardening has helped many of our Blue Haven residents during the COVID-19 lockdowns. The Blue Haven Lifestyle team constructed garden beds for the Bonaira Residential Aged Care Facility residences so they could get outdoors even when the facility was closed to visitors due to the pandemic.

We caught up with Thelma Allman, Blue Haven Bonaira Residential Aged Care Facility resident. Thelma is an avid gardener and found joy in gardening during COVID lockdowns. Thelma tells us that the key to healthy plants is to talk to them. She enjoys growing her own strawberries, rosemary, tomatoes and a variety of succulents. Backing onto a rainforest reserve and with the beach just a short walk away, the location of Bonaira is hard to beat.

Thelma enjoys walking through the Bonaira Native Gardens down to Kendalls Beach to dip her toes in the sea and enjoy the natural surrounds. Thelma spent her childhood on a farm and loves the outdoors. "Gardening is a way to

keep you busy and keep you active", she says. "I grew up on a farm and I just love being out in the open air enjoying nature."

Other environmental initiatives Kiama Council worked on this year included our Net Zero strategy, Coastal Management Program and an exhibition of environmental-themed work for our 'Art in Chambers' display in the Council Chambers and Mayor's office.

Art In Chambers environmental-themed exhibitors included Tim Rushby Smith, Penny Sadubin and Robyn Sharp whose work responds to our current climate crisis, while artists Helen Pain and Becky Guggisberg celebrated elements of our environment that still remain.



Environmental themed Art in Chambers



Thelma Allman, Blue Haven Bonaira resident enjoying her courtyard gardens



ECONOMY

A diverse, thriving economy



5,620

jobs supported in Kiama
(3.91% of 143,610 for
Illawarra)

**\$1.632
billion**



annual economic
output



1,023

jobs in
accommodation
and food services
in Kiama

8,938

employed people
who reside in
Kiama municipality



977 of
5,620

employed are professionals

48%

employed
full-time
(2% unemployment)



85.63%

of households
are connected to the
internet

\$500

median weekly mortgage
repayment and

\$395

median
weekly rent



\$682

median weekly
personal income.



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

The need to develop a diverse and resilient economy was identified by the community. As part of preparing and adopting the Local Strategic Planning Statement (LSPS) 2020 one of the key priorities and areas of importance identified by the community was to foster economic diversity.

A review of the existing Economic Development Strategy will enable its expansion to include the development of a Kiama Employment Lands Strategy. This will include an analysis of recent market trends and drivers, identification of current supply and capacity, and projections of future floorspace/land requirements to accommodate additional growth required to meet employment/population targets.

This year saw the retirement of Council's Director of Economic Development, which has resulted in delays to agribusiness policy, rural diversification and other economic and employment strategies. Many of these have been included in the 2022–26 Delivery and Operational Plan.

The land use agreements of Council are managed by the Lease Register and activated according to lease renewal/expiry dates and rental increase/review based on scheduled date. The combined value of commercial and non-commercial land use agreements annually to Council exceeds \$700,000.

Council currently manages 75 land use agreements (leases and licences) over Council community, operational and Council-managed crown land including residential tenancies, retail leases and commercial tenancies. A total of four new leases were created in the reporting period. In addition, there are 40 individual footpath dining consents under management, leases of commercial air space and commercial area footpath awning licensing.

A total of four Expressions of Interest (EOIs) were undertaken for lease/licence proposals on public land. Two new land use policies were developed as well as the review of two existing policies.

Crown Land Program of Management

The draft Plan of Management (PoM) for crown land has not been able to be placed on public exhibition as there has been no Ministerial approval given. Council resolved within the reporting period to proceed to public exhibition of the draft plan and minor changes to the draft plan format were completed in accordance with the department's (Crown Lands) initial review and directions. Legislation was altered in the reporting period which no longer requires PoMs

to be completed by a specified date. Short term licences are still in place across Council-managed crown land as a result.

Public road closure proposals currently total seven.

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

We continue to monitor and update the procurement policy. Legal Services procurement is sourced through the regional panel created by the Illawarra Shoalhaven Joint Organisation (ISJO). This year, council's reportable contracts under the GIPA Act totaled more than \$6.5 million.

Council uses local suppliers where possible for minor and civil works, tree management, trade services, catering and other contracting.

3.3 Promote and support tourism in the local area

The tourism and events industry came back to life in the second half of 2021 as we began to see visitors returning following two years of pandemic.

Much of the Destination Kiama team's time was devoted to supporting and assisting local businesses in their recovery while consolidating costs following the report into the financial state of Council.

Health and safety remained a primary concern among both travellers and staff. Resource shortages within Council and local business was evident and did not allow for much forward growth.

Marketing included regional drive touring (with the airline industry not yet recovered). And events were staged in a bid to reconnect the community.

March 2022 saw a fantastic example of community and Council working together to stage International Women's Day at the Pavilion. The event saw over 150 people from different walks of life come together and listen to keynote speakers including Commissioner Stacey Maloney and parenting expert Maggie Dent as well as local indigenous elders and many others.

Kiama Street Soirée

April saw the conception of the Kiama Street Soirée. This was first event of its kind we have hosted in our municipality. With a closure of Terralong Street and by working with local businesses and suppliers, a street party atmosphere was created with hundreds of locals and visitors in attendance.

FESTIVAL FEEDBACK

Community feedback following the Street Soirée:

"Restaurants and cafés open after 4 what's going on this isn't Kiama"

"A fab night, loved the whole atmosphere. Music, food, children dancing...just the best!" "it was awesomeness"

"Amazing, Kiama has come alive"

"What a great initiative and fun night out. Great for business and the community. Well done!"

"Tonight was the first "Kiama Street Soiree". It was a huge success and was great for local business and the community. Well done to Kiama Council and all involved."

"It was outstanding. In the last 32 years I lived here, I've never seen anything like this."

"Awesome we need this more often"

"Why not close off the street permanently and let the Cafes spread out"

"They could easily do this once a month, maybe a bit more music/entertainment too?"

"So good to see this happening again. I love to see people accessing and enjoying their public space. I remember the 150 anniversary celebrations of Kiama Council, Terralong street, was closed so people could celebrate in the street .Congratulations to all the organisers."

"Well done Kiama."

"Thank you to the organisers of the Soirée - what a wonderful evening for everyone who came along"

"Finally something interesting happening "



Street Soirée photo: Darren Parlett

Working closely with all Council departments, such as the Outdoor Team, Waste, and Community & Cultural Development, along with the Kiama Business Chamber and the Terralong Street Traders, this event was deemed an enormous success with many people asking when we are going to host the next one.

Revel in May

Kiama Street Soirée provided the opening of our month long Revel in May event, a series of small events (92 in total) in place of the cancelled New Year's Eve 2021 event. The range of events were programmed to ensure broad appeal and staged throughout the municipality.

Destination Kiama partnered with the community to curate and present a series of vibrant and professionally executed events, activations and experiences that formed part of the Revel in May festival program.

The objectives of the event were to:

- provide the Kiama community with a series of events that bring people together, building pride and social cohesion following COVID-19.
- have broad appeal with a month-long calendar offering a variety of events.
- support local event directors, artists, enterprises and supplementary local businesses that have suffered a hard 18 months.
- stimulate the local economy by enticing visitors to the area outside peak season, assisting in the recovery of the tourism and event industry.

Community partners that presented expressions of interest were either classified as Tier 1 - featured events requiring funding or Tier 2 - auxiliary events that did not require funding but wished to have their existing or planned event fall under the Revel in May umbrella and benefit from the marketing and communications campaign for the event.

Overall the Revel in May event was received very positively by the community as well as the event organisers we partnered with. Only one event planned in the calendar didn't go ahead due to low ticket sales.



Revel in May

FESTIVAL FEEDBACK

Community feedback following Revel in May:

"It was amazing to finally have an event that caters to our community's vast younger demographics, especially after a tough couple of years post bushfires, floods, and a pandemic."

"I thoroughly enjoyed being a part of the community gathering. I found all staff to be helpful and attentive with assisting with my set up, space, lights etc. I also enjoyed the community engagement whilst playing. I had many people, young and old chat to me about how much they were enjoying the evening."

"Thank you for your help & may the arts & cultural torch remain lit in Kiama showing people we are much more than ice cream & coffee :)"

"Our Diagon Alley event was fantastic, we had well over 500 people come along. All the young makers sold nearly all their stock and everyone is very excited to do it all again next year."



finalist dance group, VPA. As we moved into the evening, fire, glow and rhythm performances entertained the crowd before the finale with Sydney powerhouse band Sexy Sunday Jam and major fireworks lighting up the sky at 7.40pm.

Visitors to IGNITE were able to truly immerse themselves in the event, with hands on experiences from Gumaraa, Laughter House Entertainment and Junkyard Beats. They could also book some time on the ice with the authentic ice rink set up on the Blowhole Point Tennis Courts. A festival bar and quality food trucks proved very popular, with all stalls reporting record sales.

Although a late change of location was required for the event due to sodden grounds of Old School Flat, Blowhole Point was able to cater for the event with the Tennis Courts transformed into an ice rink and the iconic Norfolk Island Pines lit with a coloured glow. An adjusted program facilitated good movement of the estimated 12,000 people who attended.

It was an inclusive event - a sensory tent was available at IGNITE, providing a quiet space for those that needed chill out time. Silent hour on the ice rink was available and great feedback was received from a local family who were provided with exclusive use on the ice and helpful assistance by the staff on the day.

On the ice rink, a skate performance by Elsa and friends from Disney's Frozen attracted crowds of up to 500 as they watched the performers move about the rink. This was followed up with Winter Olympian Kalani Crane as she demonstrated world class figure skating in Kiama.

In conjunction with the main event on Saturday 4 June, the Skating Rink remained open to the public for day and twilight skating until 13 June. Penguin skating aids were available for kids and less-experienced skaters. During this time we had a whopping 6,500+ skaters attend (ticket sales were: 2,737 adults, 2,929 children, and 896 students.) We also had 30 people join as part of a local business team-building activity mid week.

IGNITE Winter Festival

With support from the State Government's Regional Event Acceleration Fund, IGNITE - Kiama Winter Festival was staged on 4 June 2022.

It was the largest overarching event Destination Kiama and Kiama Council have ever staged, with live music, festival entertainment including light and fire shows, a festival bar, eat street, and large fireworks show. The biggest appeal was an authentic ice skating rink that remained in place at Blowhole Point for ten days.

Light Up The Night, the ice skating opening night on Friday 3 June, provided a soft launch for the festival and included Welcome to Country, official cutting of the ribbon and opening of the bar with catering by local café, Hungry Monkey.

On Saturday 4 June, Blowhole Point Kiama played host to a winter wonderland with a huge array of family entertainment based around our themes of fire, ice, rhythm and feasting.

Entertainment included indigenous cultural experiences with a traditional welcome to country, bush tucker talk and taste, stage, roving and aerial circus style routines, main stage performances included Australia's Got Talent

IGNITE Partnerships and sponsorship

Kiama Business Chamber was able to assist on the main festival day on Saturday with management of the face painting and workshop area. Destination Kiama were pleased to secure major sponsorship funding from Harcourts Kiama, and WaveFM, with Kiama Leagues Club sponsoring the festival bar and Kiama Harbour Cabins contributing to the installation of the ice rink. We thank them for their participation.

Council's outdoor team once again proved invaluable to the event logistics with no task too big. A team effort that paid off in spades with the success of the event.

A post event debrief was held on 21 June 2022, feedback from each of our stakeholders was sought, and positivity was high following the close of the festival.

This event was made possible via a grant from the Department of Regional NSW's Regional Events Acceleration Fund.

FESTIVAL FEEDBACK

Community feedback following IGNITE Kiama Winter Festival:

"OMG you guys are amazing! What a fabulous event for Kiama! The town was buzzing- SO good!"

"The fireworks were awesome. Kids loved the ice skating. There is real opportunity for next year's to be bigger and better. Spread out over Black Beach with more room to move. A few light installations would be awesome too!"

"Well done team! What an incredible event - exactly what Kiama needed! Congratulations to you all"

"The ice skating was just brilliant. Such a fabulous event. Thank you"

"Great fireworks"

"What an amazing event it was"

"Plenty of family fun being had in the sunshine!"

"Amazing IGNITE Kiama Winter Festival at Blowhole Point complete with an ice rink, Elsa and Olaf"

Destination Event support

Council continued to invest in events in the 2021-22 financial year with 14 applications being supported through the Destination Event Funding program, administered by Destination Kiama. They were as follows:

1. Kiama Skatefest
2. Cloudbreak Wealth
3. Kiama Readers Festival
4. National Rose Championships
5. Kiama Rugby Sevens
6. Kiama Jazz and Blues Festival
7. KISS Arts Festival
8. Kiama Beach Tag
9. Surflife Music Festival
10. Kiama Coastal Classic
11. Kiama Red Cross Fun Run
12. Kiteboarding Australia
13. Surfing NSW Boardriders Battle
14. Surfing NSW Woolworths Surfer Groms Competition

Our Tourism Event Coordinator continues to provide concierge style service and support to those wishing to host events locally, assisting with navigating Council requirements related to development applications, permits, waste management and bookings. This continues to be further streamlined with a 'Preliminary Event Application Form' now available on the Council website.

Tourism and Events strategic planning

In 2022, the Tourism and Events Strategic Plan 2022-2026 was endorsed by Council following community consultation and an exhibition period. The internal Action Plan is currently being developed for the next 12 months. Both plans work within the framework of the existing Tourism Opportunities Plan of 2018.





Kiama Skatifest



DragonAlley event at Gerringong Library and Museum

Visitor servicing

The Kiama Visitor Information Centre (VIC) reopened fully to the public following interim measures that offered health and safety to the staff and public as we emerged from the COVID-19 pandemic.

The use of the Kiama Visitor Information Centre continues to grow and the per head spend within the centre remains high.

The Centre is a ticket outlet for events such as concerts, music festivals and fun runs and along with the Annual Visitor Guide, a new iteration of the Dining Guide was printed and continues to be distributed.

A large number of locally made products are available at the Visitor Information Centre, and a new purchasing policy has been drafted to further this priority and support buying local.

DID YOU KNOW?

Following a trip to a Visitor Information Centre in NSW, visitors spend an additional \$131 and 49% will spend more time in the area?

Industry development and engagement

We are proud to have a strong Destination Kiama partnership program with more than 210 active tourism related partners throughout the municipality.

Our Tourism After Hours Events are well attended and offer networking and crosspollination for our local businesses and provide an opportunity to hear a briefing from the Tourism and Event staff and elected Councillors.

We continue to administer the Above and Beyond Award program to recognise community members that provide exceptional service to our visitors.

Destination marketing

Destination Kiama's marketing program continued throughout the financial year, focused on regional travel, road trips and events. We were able to secure partnerships with:

- Australian Traveller
- Australian Country Road Trips
- Australian Country Feasts
- We Are Explorers
- Out and About with Kids
- Time Out Sydney

Paid social posts provided great value for money when communicating information and creating engagement in relation to our busy events calendar.

We continue to invest in our website kiama.com.au with ongoing updates and improvements made to the information provided, the navigation features as well as driving time on page with the use of blogs and the what's on calendar.



Kiama Beach Tag

THE PAVILION

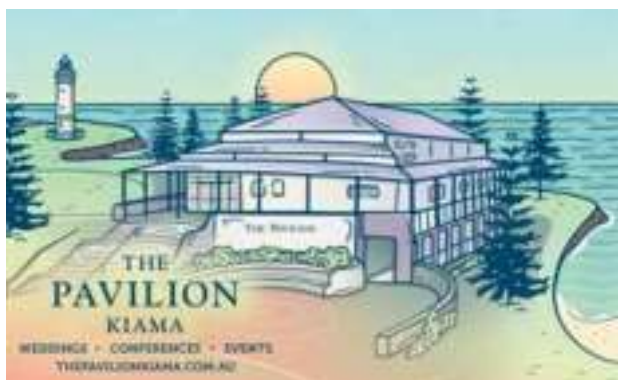
The Pavilion has endured a tough two years of the COVID pandemic but we have been able to continue to keep our valued clients happy throughout and still maintain a great presence in the community.

The below is a snapshot of our highlights over the past year.

The Pavilion Kiama - Your Home of Events

Pavilion Highlight Reel

- Updating our website including adding a new 360 degree online virtual tour
- <https://thepavilionkiama.com.au/about-pavilion-kiama/illawarra-kiama-conference-venue-specs/>
- Establishing a new online presence via Instagram and Facebook to promote the Pavilion to local business community members. This included the development of a modern sketch of The Pavilion building and its scenic surrounds.



This presence is also used for the promotion of corporate events such as music festivals and community events benefiting local sporting/ service clubs and community groups that hold events throughout the year at The Pavilion Kiama.

Below is a list of successful annual events that were able to take place despite COVID -19 restrictions.

Community events attracting more than 10,000 visitors to the Pavilion precinct.

- The Kiama Jazz & Blues Festival
- Rugby Sevens
- KISS Arts Festival – Kiama Kabaret
- Kiama Show Society
- Kiama Show Ball
- The Music Makers Creative Arts Performance Evening
- Various dance recitals /competitions

THE PAVILION

- Various events held by Local Service clubs of the Municipality
- Supporting the local sporting association presentation and awards ceremonies

Corporate events

- First Annual Pavilion Christmas Market – December 2021: a local business community event
- Conferences Large and Small including training, team building, business meetings and multi day business events adding to the local economy
- Our first International Women's Day event was a huge success and featured renowned author Maggie Dent and NSW Police Assistance Commissioner Stacey Maloney
- Concerts/ music festivals/ recitals/ comedy nights / choir performances: providing the local community with a venue to hold all-weather events as well as provide ample room for social distancing
- Increased our school formal bookings from three to nine local Illawarra schools
- Held the National Rose Show for the first time in three years attended by National Patron, Her Excellency Mrs Linda Hurley, wife of then Governor General David Hurley
- School graduations for local Kiama primary and high school students
- Kiama Business Chamber events including supporting the Kiama Focus magazine
- Brendan Cato exclusive luncheon
- Participation in Revel in May for various events with Destination Kiama



Weddings at the Pavilion Kiama

Over the past year we have maintained our strong wedding presence on the South Coast and Illawarra while also dealing with multiple date changes for many weddings due to COVID restrictions and limitations.

2021-22 Highlights

- Holding more than 22 weddings attracting in excess of 3,500 people to the Kiama area and through the Pavilion doors
- Kiama I Do! wedding trail, which showcases local venues and suppliers in its fourth year was again a great success for the collaboration of The Pavilion, The Sebel, The Mercure Gerringong and Crooked River Winery.
- Establishing this year a new Instagram and Facebook presence for Weddings at the Pavilion Kiama and promotion of destination weddings to the local area.

Awards

This year the Pavilion received the following awards from Wedding Industry Illawarra and Southern Highlands Awards 2022:

- Wedding Caterer 2022 – Winner – Culinarius
- Wedding Venue Function Centre – Highly commended 2022
- Wedding Venue Coordinator – Top 5



Tyla & Brad's wedding at the Pavilion Kiama

DESTINATION KIAMA STATISTICS



220k
users

569.6k
page views
kiama.com.au
during 2021-22



15,215
followers

23k
reach

171.2k
visits



6,767
followers

132k
reach



800+
'The Buzz'
e-newsletter
readers



Tourism Market Review



Tourism in Kiama contributed around
\$210M to the local economy in 2021-22

Tourism Research Australia Data



720K visitors were welcomed in 2021-22
(54.2% domestic day visitors, 45.6% domestic overnight
visitors, 0.2% International overnight)



\$236 is the average trip spend



The average length of stay is 2.8 nights



The estimated impact of travel restrictions for 2021-22
was -39%, year on year, (pre-pandemic growth: 8.4%
annual average)



91% of all visitors are from NSW



36% of domestic overnight visitors are aged over 50



Kiama accounts for 11% of Destination
SydneySurrounds South's visitation



65% of all visitors are on holiday while 25% are visiting
friends and relatives



The busiest months for domestic overnight visitation
were January and April followed by February and
March.



LEADERSHIP

Responsible civic leadership that is transparent, innovative and accessible



11

Ordinary
Council meetings



6

Extraordinary
Council meetings



1

Youth
Engagement
Council meeting



4.1 Council is financially sustainable

A report on whether Council has met its 'Fit for the Future' benchmarks is outstanding.

During 2021-2022 there have been a series of audits and reports into our ongoing financial situation, as well as a large amount of work undertaken to address issues that have become visible during the course of this period.

This includes the CEO's State of the Organisation Report, released in February 2021, which outlined significant issues in three key areas:

- Financial sustainability
- Organisational capability, culture and performance
- Risk and governance

In May, Council released a Strategic Improvement Plan (SIP), which identified the immediate need to increase Council's annual cash flow by more than \$20 million. The SIP also proposed measures to increase revenue from Blue Haven Illawarra and Kiama Coast Holiday Parks, as well as Council's significant land holdings. It further identified the long term challenges to Council's ability to meet its financial obligations and outlined a three-year transformation project covering governance, administration, structure, capability, culture and performance.

Work to improve the budget oversight and reporting, as well as to address the financial implications of the 2021 audit has been overseen by our Finance Advisory Committee (FAC), our Audit, Risk and Improvement Committee (ARIC), the Office of Local Government and the NSW Auditor General.

The Long Term Financial Plan endorsed in June 2022 as part of the IP&R suite has provided an overview of the issues Council is facing and the steps being undertaken to return the budget to meeting the Fit for the Future requirements in the long term.

4.2 Council embraces good governance and better practice strategies

Council's annual risk management program includes bi-annual enterprise risk management reviews, business continuity review and/ or drills, participation in industry forums, Work Health and Safety (WHS) and Return to Work (RTW) network groups, insurance program and risk audit.

The safety system provides a solid framework to influence Council's safety culture. Incident reports frequency remained fairly static this year, following reduction over 3 previous years. Due to the low frequency and severity of incidents, Council has had no loading applied to its base tariff premium for workers compensation.

For the second year in a row, Council has experienced a 10% reduction in public liability incident reports, with property incidents quite static, predominantly adverse weather related as per regular seasonal cycles.

Council's Continuous Risk Management Improvement Program (CRIP), which considers Enterprise Risk Framework, Implementation and management of insurable risks, was audited, and reflected a good development in Council's Risk Maturity since 2018.

Insurance arrangements for Council's risks are in place and all policies are current to either 31 October or 30 June cycles.

Despite the heavy impact of COVID-19 on our community, Council's business continuity planning has aided an altered yet sustained delivery of operations and services.

The ICT (Information Communication and Technology) Strategic Plan continues to be implemented to ensure that information services and technology are effective and enable Council to deliver excellent customer services.

The renewed focus on Cyber Security which saw the recruitment of a Chief Information Security officer (CISO) last year has continued. The CISO has facilitated the implementation of Cyber Security risk mitigation measures and improved Council's alignment with best practices.

The implementation of Council's new enterprise software continues to progress. Key functionality that is now in use includes TechnologyOne's Financial, Supply Chain Management, Payroll and Contracts modules. ICT Service Desk incidents resolved within Service Level Agreements: 89%

See page 95 for an update on Council's Workforce Management Plan including Equal Employment Opportunity and page 96 for further information on our 2021-22 Review of Governance Arrangements and implementation of the Hopwood report.

1

Mayoral induction workshop



10

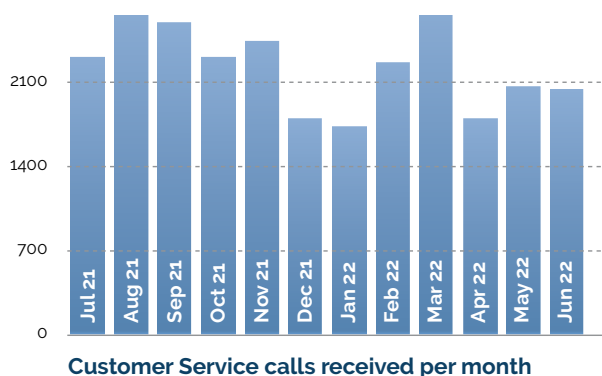
Councillor workshops



Customer Service:

On average, our Customer Service team serve 397 people each month at the front Counter and answer 2,253 phone calls

90% of calls are answered within 60 seconds



Information (Records) Management

Council is committed to developing and implementing best practice in its information and records management practices and systems. A revised Information Management Strategy has been developed that provides guidelines and direction for the management of Council's records. Council will preserve its corporate memory, history, culture, and heritage through appropriate recordkeeping practices.

A focus on the digitisation of information saw 54% of Council's paper-based records processed in the reporting period.



Council appointed an internal auditor in June 2021 who has commenced an internal audit program of works, as well as supported a number of committees including our Audit Risk and Improvement Committee (ARIC).

4.3 Council and the community working together

The Kiama Cultural Arts Network (KCAN) continues to thrive with 729 followers on our Facebook page, the majority based in Kiama and Wollongong local government areas. Our regular KCAN e-newsletter has 255 current Kiama based subscribers and goes out monthly. This newsletter provides information to local artists and the community about arts experiences, projects and programs, artist achievements, upcoming opportunities, funding rounds and regional, state and federal happenings and events.

The 2021-22 financial year saw an overall increase in traffic to our website (which is on the Open Cities platform) compared to the previous financial year. We had a 8.74% increase in unique page views and a 14.39% increase in average time spent on our pages. Our top performing pages are the homepage, with 83,562 unique pageviews, the Leisure Centre homepage with 27,106, COVID-19 updates page with 17,044 and Jobs at Council with 13,311 for the year. Other high-ranking pages include the Leisure Centre's online portal, pool and swim classes and gym and fitness classes landing pages, as well as Council's customer Services and Waste pages.

We have continued to convert PDF forms to online forms in the ongoing work towards our business goal of a 30% decrease in customer service enquiries by December 2022.

We continue to improve our website's useability, with a roadmap for online forms, some of which will integrate with our BPoint payment system and/or our EventPro booking system for venues.

Online forms have so far been created to replace PDFs for: Community Halls bookings, memorial paver placements and photo release forms. This has allowed us to speed up enquiries about our facilities and services, decrease response times, and improve our application processes and reduce the possibility of error.

We have also utilised online forms for registration and guest-list management for workshops and events such as our Community Strategic Plan workshops.

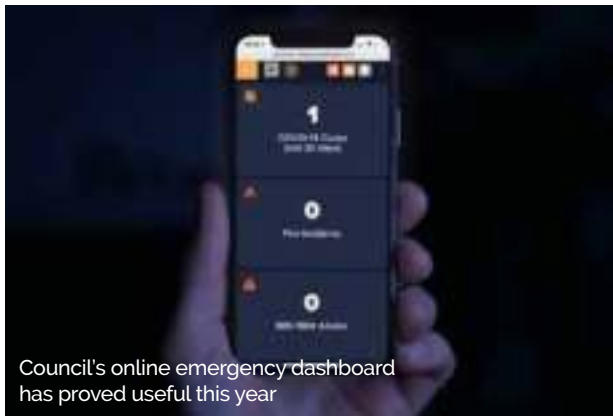
Council has continued its use of the system's community engagement module. This allowed us to effectively engage with the community on 17 subjects ranging from our Hindmarsh Park upgrade, the Community Strategic Plan, Pesticides, Fitness Providers on Public Reserves, our Disability Inclusion Action Plan and Development Control Plan updates, to vegetation and flood studies, policy reviews and planning proposals.

Council communications in 2021-22

In March 2022 we launched the 'Disaster Dashboard' as an addition to our website. The Emergency Dashboard combines real-time information from a range of emergency services all in one place and makes it easier for residents to prepare for and respond to emergencies. It has proven particularly useful to show road closures during the extreme rain events we experienced in 2022.



Mayor's column in The Bugle



Council's online emergency dashboard has proved useful this year

Council information has been provided this year on a regular basis and through a range of different media platforms. In 2021-22, Kiama Council sent out around 150 emails to approximately 52,000 recipients, with an average open rate of 48% (industry average open rate is 15-25%). This includes our weekly Kimunico e-newsletter, regular Council Update press release emails and Media Alert emails.

We put out more than 200 press releases, which have generated coverage and interviews with the Mayor, Councillors, CEO, Directors and key Managers and Officers in local and national news media outlets. These include The Bugle newspaper and app, The Illawarra Mercury (also syndicated to other publications), WIN TV news, ABC radio including ABC Illawarra and ABC online, Wave FM radio, 2ST FM the Daily Telegraph, Sydney Morning Herald, Courier Mail and The Guardian.

Our social media channels have been very active, with one to three posts per day on average for Kiama Council, and two or three posts per week on average for most of our other channels.

In November 2021, we launched our monthly full-page "Your council, your community" advertorial in The Bugle's print newspaper (11,000 copies printed per edition) to cover good news stories and highlight the great work Kiama Council employees do in their roles. We also supply a Mayor's Column for each edition of The Bugle that runs in the print and online versions on The Bugle App (The Bugle App averages 15,000+ readers a month, with more than 5,000 downloads.)

Kiama Council has increased its Facebook followers to 7,724 (reach 101,908). Our Instagram followers also increased to 2,283 (reach 5,262) for 2021-22. Social posts are often shared to local community groups, resulting in good engagement.

Top social media posts included our Australia Day flyover video, Jamberoo Mountain Road being closed in March 2022 due to a landslip and a job advert for a new Mower Operator.

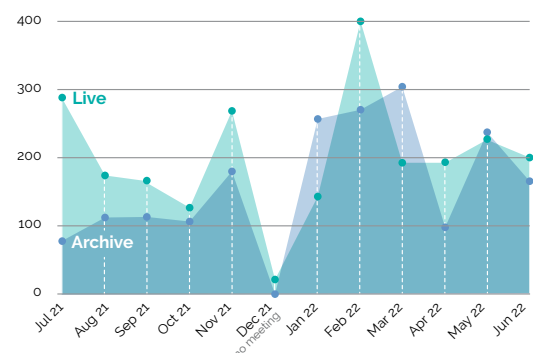
The news feed on the Kiama Council website is updated daily. We send out a double-sided DL quarterly with our rates notice informing the community of important dates and happenings (eg: Revel in May Festival, advice for residents renting their homes out over summer).

For each Council meeting and public access this year, a livefeed broadcast has been available, with video recordings and minutes available online within two business days following the meeting.

In 2021-22, Council has successfully launched its new intranet "Kacey" via Open Cities, resulting in better staff engagement internally. We have also re-instated our monthly staff newsletter, which has been a useful and well-received internal engagement tool.

Accessibility is a key consideration for Destination Kiama across all activities in tourism and events. Information regarding accessibility is available online and in print publications.

We continue to undertake reviews of our policies and plans – such as working on our Engagement Strategy, our Communications Strategy and an update of our Social Media Policy and adoption of a Media Strategy, which should all occur in 2022-23.



Council Meeting webcast number of views per month

COMMUNITY COMES TOGETHER ON STRATEGY

Since 2012 Council have been involved in the development and delivery of a shared vision for our community. In March and April this year, we held a series of Councillor-led community workshops to help formulate our latest Community Strategic Plan (CSP).

The Community Strategic Plan represents the shared vision of our community for the local government area. It is a strategic document that captures what the community values, what its aspirations for the future are, and recognises that we are part of a wider community that is influenced by regional and national priorities.

Mayor Neil Reilly said the CSP describes what people love and value about our municipality, as well as how they want it to evolve over the next decade.

"The CSP is both the community's vision and roadmap for the work of Council over the next 10 years to deliver on that vision," Cr Reilly said.

To help develop the shared vision, Kiama Council hosted four workshops in Council facilities across the municipality as follows:

- **Jamberoo** at Jamberoo School of Arts
- **Kiama Downs** at North Kiama Neighbourhood Centre
- **Kiama** at Joyce Wheatley Community Centre
- **Gerringong** at the Gerringong Library and Museum (GLaM)

The workshops took a 'world café' format to facilitate discussion around four core focus areas:

- Community
- Environment
- Finance
- Services

Each workshop saw 20-40 community members join Councillors and staff to discuss the focus areas and envision what they want for their local government area over the next decade.

"The CSP workshops involved enjoyable, robust and considered conversations on where we're at and where we'd like to be, with focused discussions around some key areas," said Kiama Council CEO Jane Stroud.

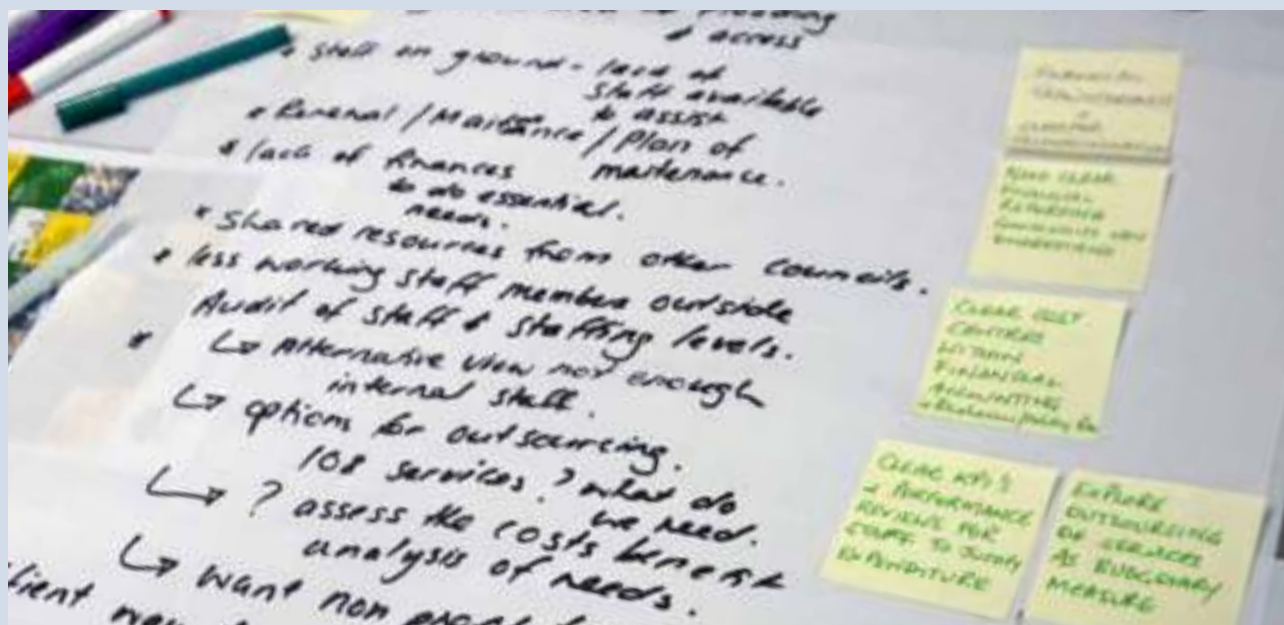
Concurrent to the workshops, we had an online survey for community members to submit their views.

All four workshops featured a graphic recording artist, to capture key elements of the discussion. The four lots of two 1500 x 1000 graphic boards were then displayed in the Administration Centre

foyer, our two libraries and at Kiama Leisure Centre with a call to action for community members to complete a submission or survey when the Draft CSP was on exhibition from May to June.

The CSP workshops and survey were an important information-gathering process for Kiama staff to produce an updated CSP for 2022-2032. The CSP that was produced also drew on public submissions and findings from community consultations undertaken in recent years.





"This is a whole of community document we developed through numerous workshops and surveys, as well as the many public submissions received," said Mayor Reilly.

"It also considers our place in the region, including the influence of surrounding cities in Sydney and Canberra, as well as the priorities of the NSW Government," he said.

The CSP 2022-32 organises the community priorities into five pillars:

1. Belong and contribute
2. Thrive in a sustainable environment
3. Create a strong and diverse economy
4. Are part of a connected and liveable community
5. Expect accountable and transparent leadership; a financially sustainable Council

This strategic document creates a vision that Council uses as a roadmap over the next ten years. Our other key strategic plans sit below this and provide a direct response including Delivery Program & Operational Plan and Budget, Long-Term Financial Plan and Community Engagement Strategy to ensure that the work and priorities of council align with what is important to our communities.

The Community Strategic Plan 2022-32, Delivery Program & Operational Plan and Budget, and Long-Term Financial Plan are all available on Council's website. www.kiama.nsw.gov.au/Council/Community-Plans

Next year's Annual Report will report on progress via the pillars set out in our CSP 2022-32.



**OTHER REQUIRED INFORMATION UNDER
THE LOCAL GOVERNMENT ACT/REGULATIONS**



Meetings and attendance of Councillors

Council conducted 18 meetings including 5 Extraordinary Meetings and 1 Youth Meeting during the 2021-22 financial year. Local Government elections were held in December 2021, so the dates indicate the period served by each Councillor during FY2021-22.

	Ordinary meetings	Extraordinary meetings	Youth meetings
Clr Matt Brown (2021-22)	11	6	1
Cr Mark Croxford (2022)	6	4	1
Cr Imogen Draisma (2022)	6	4	1
Cr Mark Honey (2021)	5	2	1
Cr Jodi Keast (2022)	6	4	1
Cr Stuart Larkins (2022)	6	4	1
Cr Neil Reilly (2021-22)	11	6	1
Cr Karen Renkema-Lang (2022)	6	4	1
Cr Kathy Rice (2021-22)	11	5	1
Cr Andrew Sloan (2021)	5	2	0
Cr Warren Steel (2022)	11	6	0
Cr Don Watson (2021)	5	2	0
Cr Mark Way (2021)	5	2	0
Cr Mark Westhoff (2021)	4	2	1

Councillor training and professional development

No Councillor training or professional development sessions were held in the period 1 July 2021 to December 2021 when the new Council was elected.

	Councillor Briefing: LGNSW Induction	Councillor Induction: E&W Manager presentations	Councillor Induction: CEO Office presentations	Councillor Induction: ES presentation	OLG: Hit the Ground Running	Alcohol & Other Drugs training	Neryl East: Media Training	Neryl East: CSP training	Cyber security training	LGNSW Meeting Procedures	Mayoral Induction 8 Feb & 9 Feb
Brown	1	1	1	0	1	1	1	0	1	0	0
Croxford	1	1	0	0	0	1	1	1	0	0	0
Draisma	1	1	1	1	1	1	1	1	1	1	0
Keast	1	1	1	1	1	1	1	1	1	1	0
Larkins	1	1	1	1	1	1	1	1	1	1	0
Reilly	1	1	1	1	0	1	1	1	1	1	1
Renkema-Lang	1	1	1	1	1	1	1	0	1	0	0
Rice	1	1	1	1	0	0	1	1	1	1	0
Steel	1	1	1	0	0	0	1	1	0	0	0

Mayor and Councillor fees and expenses paid

The following fees and expenses were incurred during the 2021-22 financial year for the provision of facilities to Councillors in relation to carrying out their civic duties.

Description	2021	2022
Mayoral Fee	\$44,250	\$40,550
Mayoral vehicle expenses	\$982	\$570
Councillor Fees	\$182,565	\$156,738
Councillor Expenses	\$22,547	\$26,999
Cost of telephone calls: including mobile, home located land-lines, facsimile and internet service	\$11,322	\$6,176
Cost of conference/ seminar expenses	0	\$17,642
Cost of training and provision of skill development	0	\$19,221
Mayor and Councillor interstate visits including transport, accommodation and other out-of-pocket travelling expenses	\$982	\$249
Mayor and Councillor overseas visits including transport, accommodation and other out-of-pocket travelling expenses	0	0
	\$264,669	\$270,167

Council's Chief Executive Officer and Senior Staff Payments

In 2021-22 Council had the following designated as Senior Staff in accordance with the Local Government Act.

- Chief Executive Officer
- Director Environmental Services
- Director Corporate and Commercial Services
- Director Engineering and Works
- Chief Operating Officer Blue Haven
- Director Blue Haven

Position	Salary	Bonus or other payment	Employer's contribution or salary sacrifice to any superannuation scheme	Total amount payable by way of fringe benefits tax for any such non-cash benefits
Chief Executive Officer (CEO)	\$320,430	n/a	\$23,564	\$6,070
Senior Staff (combined)	\$709,616	\$105,137	\$76,481	\$28,519

List of current delegates to other bodies 2021-22

Committee	Meetings	Nature of appointment	Delegates
CivicRisk Mutual	Quarterly	Council	1 Councillor CEO
Cleary Bros Community Consultative Committee	As required	Council	2 Councillors
Friends of Kiama Library	Monthly	Council	1 Councillor 1 Alternate
Healthy Cities Illawarra Management Committee and International Healthy Cities Alliance (including Australian Chapter)	Bimonthly	As Mayor	Mayor 1 Alternate
Illawarra Academy of Sport	Bi-monthly	As Mayor	Mayor / delegate 1 Alternate
Illawarra Bush Fire Management Committee	Quarterly	Councillor delegate Staff	1 Councillor Director Engineering and Works
Illawarra Connection	As required	Council	1 Councillor
Illawarra District Weeds Authority Committee	Quarterly	Council	1 Councillor 1 Alternate being the Landscape Officer
Illawarra Regional Airport Management Advisory Committee	As required	As Mayor	Mayor
Illawarra Regional Information Service	No longer exists		
Illawarra Rural Fire District Service Agreement Committee	Quarterly	Councillor Delegate Staff	1 Councillor Director Engineering and Works
Illawarra Shoalhaven Joint Organisation	Bi-monthly	Councillor delegate	Mayor 1 Councillor 1 Alternate CEO
Kiama and District Sports Association	Bi-monthly	Council	1 Councillor Director Engineering and Works
Kiama Liquor Accord	As required	Council delegate Staff	2 Councillors Road Safety Officer
Mutual Management Services Limited	No longer exists		

Committee	Meetings	Nature of appointment	Delegates
NSW Public Library South East Zone Committee	Quarterly	Council delegate Staff	1 Councillor Director Environmental Services Manager Library Services
South Coast Cooperative Library Service	Annually	Council	1 Councillor
Southern Regional Planning Panel	As required	Council delegates	Mayor 1 Councillor 1 Alternate
Sydney Catchment Authority's Local Government Reference Panel	As required	1 Councillor Staff	1 Councillor 1 Alternate Director Environmental Services

Rates 2021-22

Rate	Ad Valorem	Base Amount	Total	Count
Residential	\$8,413,844.40	\$8,301,305.85	\$16,715,150.25	9910
Farmland	\$521,859.50	\$200,061.65	\$721,921.15	237
Bus Commercial	\$1,475,448.48	\$ -	\$1,475,448.48	582
Bus Ord	\$33,442.86	\$ -	\$33,442.86	44
Rural Residential	\$335,175.37	\$114,019.52	\$449,194.89	134
	\$10,779,770.61	\$8,615,387.02	\$19,395,157.63	10,907

Amount of rates and charges written off during the year

\$13,125.02 of rates and charges were written off during the 2021-22 financial year.

Pension rebate of \$430,122.02 was granted for the financial year.

Stormwater management services provided (Levied)

in 2021-22 we expended stormwater levy funding of \$226,224.44 for flood plan studies at Werri Beach Holiday park and Gerringong/Jamberoo, along with stormwater infrastructure renewals.

Coastal protection management services (Levied)

There were no coastal protection management levies applied.

Work on private land

No work was carried out on private land by Development Assessment during the 2021-22 financial year.

Special Rate Variation (SRV) works

There were no special rate variations applied in 2021-22 reporting period.



Collecting the gifts from the Mayor's Giving Tree to be delivered to children in need

Money granted

Total among contributed or otherwise granted to financially assist others.

Summary of Donations/ sponsorships and in kind .	
Go Fund Me LIYSF Nina Teague, Ella Johansson,& Alexa Faralnd	\$1,000.00
Readers Festival Friends of Kiama	\$800.00
Slow Food Saddleback Kiama	\$550.00
NSW Open Rugby League Championships 22	\$1,053.00
Kiama Show	\$14,318.54
Kiama Rugby Football Sevens	\$6,363.64
Australian Skateboarding	\$4,204.54
Partnership Kiteboarding Australia	\$3,181.82
Kiama Jazz & Blues	\$21,048.18
Shoalhaven Oztag	\$7,200.00
Elite Energy- Kiama Coastal 2022	\$6,818.29
KISS Art Festival	\$12,717.82
Fair Play Publishing- Football writers Festival	\$454.44
Surflife - Gerringong Surf & Music Festival	\$7,812.09
Destination Kiama- COVID relief	\$272.73
The Rose Society	\$1,090.91
Kiama Public School	\$1,000.00
Gerringong SLSC	\$1,000.00
Kiama Downs SLSC	\$1,000.00
Kiama SLSC	\$1,000.00
Jamberoo Red Cross	\$1,000.00
Kiama Red Cross- Fun Run	\$2,003.81
Lions Club Gerringong	\$1,000.00
Kiama Rotary Club	\$250.00
Shine Women Kiama	\$250.00
Shine Girls Kiama High School	\$250.00
Kiama Garden Club	\$250.00
Kiama Coastal Classic	\$5,481.00
Kiama Street Soiree	\$481.00
Cultural Grant - Ana De la Vega	\$5,000.00
Cultural Grant - BAMAL Pilgrim 2022	\$5,000.00
Cultural Grant - Extra ordinary Arts	\$5,000.00
Cultural Grant - EP recording and development by Bronte Alva	\$5,000.00
Gerringong Christmas Parade	\$1,000.00
2021 Music School program	\$6,000.00
Rotary Club of Kiama Platinum Celebration Lunch	\$1,000.00
Total	\$ 131,851.81

Section 7.11 and 7.12 Contributions

Funds Received during 2021-2022

	S7.11	S7.12	Total Contributions
Total excluding interest	\$324,719	\$470,186	\$ 794,905
Total including interest	\$357,359	\$476,741	\$834,100

Works undertaken	Expenditure
No Expenditure was undertaken in 2022	0



Government contracts (over \$150,000)

The following contracts with a value of more than \$150,000 were awarded during the 2021-22 financial year.

Contractor	Goods/service	Estimated amount payable under the contract (including GST)
Data #3 Ltd	Re-selling of Microsoft product licences.	\$629,303
Civic Risk Mutual Limited	Insurance coverage - general portfolio	\$1,273,000
A & D Tree Services Pty Ltd Asplundh Tree Expert (Australia) Pty Ltd BTrees Pty Ltd T/A Burnett Trees Mike's Tree Services TreeServe Pty Ltd Ultimate Arbor Solutions Pty Ltd	Panel of suppliers to provide tree services across Kiama Municipal Council	\$750,000
Penske Power Systems	Purchase of truck chassis and compaction body	\$437,387
D & J Management Services Pty Ltd	Management services for Werri Beach Holiday Park	\$423,509
Civille Pty Ltd	Hindmarsh Park, Kiama - landscape detailed design	\$248,045
Murphy's Remedial Builders Pty Ltd	Heritage building repair and conservation at Kiama Municipal Council's Old Council Chambers	\$310,529
AJ Grant Pty Ltd	Reconfigure camp kitchen at Kendalls Beach Holiday Park	\$155,649
Parkes on Parks Pty Ltd	Management services for Seven Mile Beach Holiday Park	\$507,000
Cadifern Civil Pty Ltd	Figtree Lane carpark extension Gerringong	\$555,208
Cleary Bros (Bombo) Pty Ltd	Toolojooa Road civil road repairs	\$542,340
Cleary Bros (Bombo) Pty Ltd	Crooked River bridge concrete remediation and protections - civil road repairs	\$480,261
Deane Constructions Pty Ltd	Erection of prefabrication building and connection of services for amenities at Keith Irvine Oval, Jamberoo	\$202,161

Infringements

Action	Result	Face value
Road Rules, Transport Act and Road Regulations	330 Infringements issued	\$59,226
Companion Animals Act and Regulations	74 Infringements issued	\$22,130
Protection of Environment Operations Act	12 Infringements issued	\$17,000
Local Government Act	8 infringements issued	\$1450

External bodies, companies and partnerships

We did not hold any interests in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies during the 2021-22 financial year.

We held no controlling interest in any company in the 2021-22 financial year.

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

Name of Partnership/ Joint Venture	Type	Partner(s)
South Coast Library Service	Library co-operation, sharing books and other resources	Shoalhaven City Council
Rural Fire Service	Coordinated rural fire management response for Illawarra Councils	Shellharbour and Wollongong Councils
Illawarra Shoalhaven Joint Organisation (ISJO)	Association to combine Council resources and staff skills for regional strategy, political advocacy, joint initiatives and to maximise efficiencies	Shellharbour, Shoalhaven and Wollongong Councils
Illawarra District Weeds Authority	Regional approach to tackle invasive weeds	Shellharbour and Wollongong Councils
Dementia Friendly Kiama Project	Resource, knowledge and skill sharing to make Kiama a dementia friendly town	University of Wollongong and Dementia Australia, Kiama Meals on Wheels, Kiama Rotary Club & Community Industry Group
Surfing NSW	Partnership agreement for the Kiama area to host local, state and national surfing events	Surfing NSW
Regional Arts	Promote and assist arts within the region	Shellharbour, Wingecarribee and Wollongong Councils
South Coast Tourism Promotion	Grand Pacific Drive Marketing campaign	Wollongong, Shellharbour, Kiama and Shoalhaven LGA's partnering with Destination NSW to promote self-drive touring
Customer surcharge package 14 – Kiama Project	Improve the Kiama and Jamberoo sewerage scheme	Sydney Water
Cities Power Partnership	Exchange information on best practice towards a target for Net Zero emissions	Wollongong, Shellharbour, Shoalhaven and Eurobodalla Bega Councils across Australia Cities Power Partnership
Feral Animals Control Program	Regional project to control feral animals locally and regionally	South Eastern Local Land Services

Name of Partnership/ Joint Venture	Type	Partner(s)
Kiama & District Stronger Community	Collaborate on youth & family focused events & activities.	Kiama & District Stronger Community
Illawarra Shoalhaven Suicide Prevention Collaborative	Working collectively to identify and implement strategies and activities that reduce suicide	Coordinaire (auspice organisation), Kiama Council, Health, Education, Police, NSW Ambulance Service, mental health services, Aboriginal organisations, TAFE, University of Wollongong, Life Span, Illawarra Women's Health Centre, Kiama Community College, Lifeline, Stand By and most importantly people with lived experience of suicide
Illawarra Shoalhaven Walk Alliance	Resource, knowledge and skill sharing to build resilient, healthy & active communities across the Illawarra & Shoalhaven	Illawarra Shoalhaven Local Health District, Healthy Cities Illawarra, University of Wollongong, Shoalhaven, Wollongong & Shellharbour Councils, Heart Foundation
Illawarra Interagency	Community services industry networking, information sharing and training	Shellhabour and Kiama Councils
Illawarra Landcare	Collaborate with them to support landcare groups operating on Council land, and also where possible partner to undertake natural resource management activities	Landcare groups
WEAVE Artist Directory	Online directory of visual, literary and performing artists within the Kiama, Shellharbour, Wingecarribee – Southern Highlands and Wollongong regions of NSW.	Kiama, Wollongong, Shellharbour, & Wingecarribee Councils.
Local Government Cultural Arts Network	Local government officers working in cultural arts, networking, information sharing and regional project management.	Kiama, Wollongong, Shellharbour, & Wingecarribee Councils.
CivicRisk Mutual Limited	Council is a member of CRML, which is a local government- controlled company limited by guarantee. CRML provides discretionary mutual cover to its members for liability, property, motor and other risks.	Other Councils in NSW

National Competition Policy

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

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

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

We did not receive any Competitive Neutrality Complaints during the 2021-22 financial year.

Declared business activity

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

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

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

Statement of Ordinary Expenses

Statement of Ordinary Expenses incurred, ordinary revenue raised and assets held by Category 1 Business units – Year ended 30 June 2022.

The figures in the statement below are subject to completion of the audited financial statements.

Revenues			Expenses		Operating results		Total assets held (current and non-current)
	Budget (\$000)	Actual 2022 (\$000)	Budget (\$000)	Actual 2022 (\$000)	Budget (\$000)	Actual 2022 (\$000)	Actual 2022 (\$000)
Kiama Coast Holiday Parks	10,077	10,368	7,677	7,161	2,400	3,207	26,956
Waste Service Collection Unit	6,164	5,274	5,112	4,782	1,053	492	3,274
Totals	16,241	15,642	12,789	11,943	3,453	3,699	30,230

Modern slavery

Recent changes to the NSW Local Government Act 1993 mean that all NSW councils must:

- take reasonable steps to ensure that the goods and services they purchase are not the product of modern slavery, and
- include a statement in their annual report outlining what steps they have taken.

In response to this, Wollongong City Council, Shellharbour City Council, Kiama Council, Shoalhaven City Council and the Illawarra Shoalhaven Joint Organisation (ISJO) are undertaking a modern slavery risk assessment. This risk assessment forms part of the work we are doing to meet our legislative obligations and take steps towards the detection and prevention of modern slavery in our supply chains.

The intent is to better ensure that our councils are not unknowingly supporting modern slavery practices.

Council, in conjunction with ISJO, Wollongong City Council, Shellharbour City Council and Shoalhaven City Council contracted with the Sustainable Choice division of Local Government Procurement (LGP) to have an assessment of suppliers undertaken within the provisions of the Modern Slavery Amendment Act 2021.

This assessment involves, in total, communication with 5,903 suppliers to local government in our region. Council, also in conjunction with the ISJO, Wollongong City Council, Shellharbour City Council and Shoalhaven City Council, has committed to securing a comprehensive toolkit including training and development materials, templates and other resources to ensure ongoing commitment to the requirements of the Act."

<https://isjo.nsw.gov.au/modern-slavery-risk-assessment/>

Private swimming pool inspections

12 pools were inspected this year in compliance with the requirements of the Swimming Pool Act 1992 and Swimming Pool regulation.

- 3 were of tourist and visitor accommodation.
- 1 was of premises with more than 2 dwellings.
- 6 resulted in issuance a certificate of compliance under s22D of the SP Act
- 2 resulted in issuance a certificate of non-compliance under cl 21 SP Reg.

Swimming pool barrier compliance inspections under the Swimming Pool Act 1992 and Swimming Pool Regulation for the 2021-22 financial year were unfortunately down due to COVID-19 and a lack of staffing resources. Pools continue to be certified and inspected through direct requests to Council as part of contracts of sale or occupation certificates.

An action plan has been developed to review Councils' swimming pool compliance program.

Environmental Planning and Assessment Act

No planning agreements were in force during the 2021-22 financial year.



Workforce Management Plan including Equal Employment Opportunity

Council's employees range from 18 to 78 years of age. Approximately 30% of our employees will reach 65 years by 2030. While the average age of our employees is almost 44 years, the median age is sitting at 47. With many of our longer term employees approaching retirement, Council has the challenge of catering to many varied and specific needs while balancing maintenance of corporate knowledge.

Council is committed to ensuring our work practices and policies are fair and equitable. We also strive for a workforce that reflects the demographics of our region. To this end we:

- considered all employee-initiated requests for flexible work arrangements to support employees with care and family responsibilities and plans to transition to retirement. All requests were considered balancing the merits of the individual request, operational requirements.
- established precedents and protocols. Approved arrangements have included part-time work, flexible hours, work from home, use of accrued time and nine-day fortnight arrangements.
- continued our long-standing commitment to free confidential and professional counselling services for our employees, volunteers and their families.
- revitalised the corporate induction sessions for new staff. While this was impacted by lockdown restrictions during the first part of the year, we are now back to meeting our new starters face to face;
- reviewed a range of employment related policies including Council's Recruitment and Selection, Higher Duties Allowance Policy, Recognition of Service Policy and Professional Skills Policy.
- tabled matters of potential concern to our joint Consultative Committee for discussion as a formal mechanism for employee input and feedback.
- continued to resolve employee grievances, union concerns and industrial disputes in accordance with relevant legislative frameworks;
- assisted employees returning to work from both work-related and non-work related illness or injury with the support of qualified rehabilitation providers;
- continued to assess ongoing fitness for work, balancing EEO with risk and safety considerations;
- implemented capability assessments for employees who use equipment that may potentially create an increased risk of injury;
- continued to purchase specialised equipment to ensure we made reasonable adjustment for employees with special needs which include reasonable adjustments for interviewing if required.
- provided limited work experience opportunities whilst ensuring compliance with Public Health Orders and COVID-19 requirements;
- observed key health and well-being promotional dates including R U Ok Day;
- Implemented the payroll TechOne software including the roll out of electronic timesheets.
- created leave management plans for 40+ staff
- performance reviews reintroduced and corporate KPIs set as part of return to face to face performance reviews
- held regular staff briefings and management meetings
- sent regular email updates to staff
- organised cultural development sessions for Managers and Coordinators



Council staff on International Women's Day

REVIEW OF GOVERNANCE ARRANGEMENTS

Kiama Council has made significant progress in 2021-22 on new governance arrangements following last year's independent review.

CEO Jane Stroud thanked Todd Hopwood, Governance and Customer Service Manager at Wollongong City Council, for his review of Council's governance policies, processes, resources and personnel.

"The departure of several senior staff in a relatively short amount of time has left Council with some critical resource gaps," Ms Stroud said.

"There is a lack of sufficient knowledge of local government requirements, particularly in the governance area of council."

Mr Hopwood made 35 recommendations in his report which was provided to our Audit, Risk and Improvement Committee, with 7 of those recommendations requiring immediate action.

By February 2022, 25 of the recommendations had either been implemented, or were being implemented, including five out of the seven recommendations listed for immediate action.

Key outcomes so far include:

- Appointment of a Governance Coordinator
- Recruitment for a Corporate Planner
- Establishment of a People & Performance Manager role
- Appointment of an Internal Auditor
- Policy development framework with clear principles, approval mechanisms and review requirements
- Councillor induction and professional development program

Ms Stroud said progress of the audit and action plan was being reported to Council's new Audit, Risk and Improvement Committee (ARIC). Council established ARIC in 2021 to provide independent assurance and assistance on risk management, control framework, external accountability, legislative compliance, internal audit, external audit and process improvement responsibilities. The ARIC membership consists of two councillors and three independent external members together with two non-voting members: Council's Chief Executive Officer and Internal Auditor.



Annual reporting of labour statistics - relevant date of 25 May 2022

Regulation 217(1)(d) of the Local Government (General) Regulation 2021 contains a new requirement for councils and county councils to include in their annual reports information about labour statistics on a date which will be determined annually by the OLG (the "relevant date"), including separate statements on the total number of the following:

- the number of persons directly employed by the council:
 - on a permanent full-time basis
 - on a permanent part-time basis
 - on a casual basis, and
 - under a fixed-term contract
- the number of persons employed by the council who are "senior staff" for the purposes of the Local Government Act 1993
- the number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person, and
- the number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee.

The OLG has determined that the 'relevant date' for the 2021-22 financial year is Wednesday, 25 May 2022.

As we implement our new systems for payroll and governance, there may be some discrepancies in labour statistics.

The number of persons directly employed by Council on 25 May 2022

	Council	Blue Haven	Total
Permanent full-time	159	47	206
Permanent part-time	55	81	136
Casual	80	65	145
Fixed-term	10	4	14
"Senior staff"	3	1	4
Cadets	2	0	2
Total – directly employed	309	198	507
Employed under contract or arrangement with person's employer			
Apprentice & traineeship	2	4	6
Contractors / labour hire	9	12	21

Note: Blue Haven school-based trainees work with Blue Haven for 8 hours per week, while completing their schooling.

*see page 84 for further details on Senior Staff

Companion Animals Act

We submitted the following information to the Office of Local Government for 2021-22:

- 5 dogs were collected and returned directly to owners rather than being impounded.
- 2 companion animals impounded or surrendered (2 dogs and 0 cats impounded).
- 6 dogs were returned and/or released to owner
- 1 companion animal (1 dog, 0 cats) were required to be rehomed
- No companion animals (dogs or cats) were destroyed
- 100% (232) companion animal complaints investigated
- 5 infringements issued (\$1650 face value).
- Our Rangers investigated all 232 companion animal complaints within 48 hours of their receipt.
- 74 other infringements issued for breach of the Companion Animals Act (\$22,130 face value).

Data and reporting related to dog attacks

- 28 reports of aggressive dogs/dog attacks were investigated
- 0 attacks were required to be reported to Office of Local Government (no evidence)

- No Court control orders were issued
- No Nuisance Dog Notices were issued
- No Dangerous Dog Notices were issued

Cat and dog de-sexing

Council requires all dogs and cats leaving its pound to be de-sexed. The NSW Government introduced legislative requirements from 1 July 2020 that require owners of cats not desexed by four months of age must obtain an Annual Permit, which you can get from Kiama Council.

This legislative requirement was introduced to reduce the number of cats abandoned or impounded and the euthanasia rates, and to help address concerns about feral, stray and roaming cats and their effect on wildlife.

Strategies to rehome unclaimed animals

Council encourages local residents to adopt animals that are suitable for rehoming. There was one dog and no cats that had to be rehomed this year.

www.kiama.nsw.gov.au/Council/News/Register-your-pet



Dog Off-leash areas

Council offers its residents and visitors nine coastal locations for the off-leash exercise and recreation of dogs (under effective control by their owners) and one river on-leash swimming area.

Our dog off-leash areas are located in:

- Gerroa
- Gerringong
- Kiama
- Bombo
- Kiama Downs
- Minnamurra
- Werri Beach.

Six are headland areas, three are beach areas and one is an on-leash swimming area in the Minnamurra River.

COVID-19 social distancing restrictions saw an increase in the use of Council's dog off-leash areas.

Companion animal community education

Due to COVID-19 orders and social distancing restrictions Council undertook no community education events.

Companion Animals PINS for FY 2021/2022.

There were 74 PINS issued totalling \$22,130.

Financial information on Companion Animals funds

In 2021-22 \$107,052.97 was spent on implementing the companion animal management function. Funds were spent on companion animal administration, enforcement, management of Council's pound and other companion animal management issues performed by our Ranger Services.

In 2021-22 Council received income of \$45,868.74 from the following sources:

Registration and impounding income
\$30,117.60

Penalty infringements income paid
\$15,751.14

Council provided a total of \$61,184.23 from its general revenue to balance the shortfall in its income and expenditure for Companion Animals Management.



GOVERNANCE ANNUAL REPORT INFORMATION 2021-22

LEGAL PROCEEDINGS

Local Government (General) Regulation 2021 – Section 217 Clause 1(a3)

Expenses incurred by Kiama Municipal Council during 2021-22 for legal proceedings taken by or against Council are summarised in the table below

JURISDICTION	DETAILS	STATUS	RESULT	COST
Supreme Court (Equity Division)	Robert & Adriana Gardos Upper Burra Creek Road, Jamberoo	Finalised	Matter settled via Deed	\$58,598.27
Land and Environment Court	Nicole Smithers Pacific Street, Kiama	Finalised	Judgment handed down on 15/06/2021. Costs incurred in FY 21/22 related to work done in furtherance of Court Orders and finalisation of the matter. Applicant ordered to pay \$25,000 in full and final settlement of the order for costs.	\$4,005.50
Land and Environment Court	Universal Property Group Pty Ltd Barton Drive, Kiama	Ongoing		\$3,489.00
Land and Environment Court	Michael Joseph	Finalised	Applicant discontinued proceedings.	\$26,046.93
Land and Environment Court	Michael Joseph	Finalised	Council did not take an active role in these proceedings.	\$2,619.80
Land and Environment Court	Anthony Elwaw Crooked River Road, Gerroa		Ongoing	\$85,588.59
Land and Environment Court	John Grant Grantie's Village, Broughton Village	Ongoing	Orders made regarding unauthorised works. Contempt proceedings being prepared.	\$8,787.50
Land and Environment Court	Graham Wery Caliope Street, Kiama	Finalised	Appeal dismissed. DA refused. Costs of \$37,500 to be paid to Council.	\$252,805.00
Local Court	Melissa Williams - Appeal against Dangerous Dog Declaration	Finalised	Appeal dismissed. Costs awarded to Council.	\$624.80
NSW Civil and Administrative Tribunal	Michael Dignam	Finalised	The Applicant withdrew the NCAT proceedings prior to hearing. The Council had filed and served its evidence and submissions prior to the withdrawal. Proceedings dismissed.	\$27,331.15

JURISDICTION	DETAILS	STATUS	RESULT	COST
NSW Civil and Administrative Tribunal	Michael Joseph	Finalised	The proceedings were dismissed	\$4,746.80
Federal Court and Family Court of Australia (Human Rights Action - unlawful discrimination)	John Joseph Giles	Ongoing		\$10,273.45
			TOTAL	\$ 484,916.79

PUBLIC INTEREST DISCLOSURES ACT 1994

The Public Interest Disclosures Act, 1994 (PID Act) requires that Council report annually on its obligations under the Act. This report is made in accordance with Sections 31 and 6E of the PID Act, and Clause 4 of the associated regulations.

The PID Act encourages and facilitates the disclosure, by public officials, of:

- Corrupt conduct
- Maladministration
- Serious and substantial waste of public money
- A breach of the Government Information (Public Access) Act, 2009
- A breach of pecuniary interest obligations under the Local Government Act, 1993.

The Act sets out a comprehensive framework for protecting public officials who disclose wrongdoing and provides clear pathways for those wanting to make disclosures. Council's internal reporting policy contains the procedures relating to the lodgement, receipt, assessment and handling of public interest disclosures.

Council's internal reporting policy and other information about the Act has been made available to staff through Council's intranet and staff induction sessions.

In the reporting period 1 July 2021 and 30 June 2022 Council received 2 Public Interest Disclosures.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

The Government Information (Public Access) Act (GIPA Act) requires us to be proactive with the release of information it holds. It creates an environment where members of the public can freely access most of this information.

The Act requires councils to make information readily available to members of the public, unless there is an overriding public interest against disclosure.

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

GIPA Annual Report 2021-22

Our GIPA Annual Report outlines our obligations for the financial year. It is a requirement of the GIPA Act and must be submitted to the Minister for Local Government and the NSW Information Commissioner within four months of the end of each financial year. The following information is required to be included:

- Review of Proactive Release Program – Under section 7 of the GIPA Act, we must review at least once every 12 months, our programs for the release of government information to identify the kinds of information that can be made publicly available.
- Access Applications Received – Council received 35 formal access applications (including withdrawn, but not invalid applications)
- Refused Applications for Schedule 1 Information – we did not partly refuse any formal access applications for information under Schedule 1 of the Act

GIPA Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in Full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private Business Sector	0	10	0	0	0	0	0	1	11	19%
Not for profit organisation or community groups	0	1	0	0	0	0	0	0	1	5%
Members of the public (legal representative)	0	6	0	0	0	0	0	0	6	19%
Members of the public (other)	1	8	1	2	1	2	0	2	17	57%
Total	1	25	1	2	1	2	0	3	35	
% of Total	3%	71%	3%	6%	3%	6%	0%	9%		

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

GIPA Table B: Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in Full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Personal Information applications*	0	3	0	0	0	0	0	0	4	11%
Access applications (other than personal information applications)	1	21	1	1	0	3	3	3	30	86%
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	3%
Total	1	25	1	2	1	2	0	3	35	
% of Total	19%	48%	14%	5%	0%	5%	0%	10%		

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

GIPA Table C: Invalid applications

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

GIPA Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

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

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

	Number of times consideration used*	% of total
Responsible and effective government	4	12%
Law enforcement and security	1	3%
Individual rights, judicial processes and natural justice	26	76%
Business interests of agencies and other persons	3	9%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	34	

GIPA Table F: Timeliness

	Number of applications*	% of total
Decided within the statutory timeframe (20 days plus any extensions)	28	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	28	

GIPA Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	0	0	1	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	1	0	1	100%
Total	1	0	1	
% of Total	100%	0%		

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

GIPA Table H: Applications for review under Part 5 of the Act (by type of applicant)

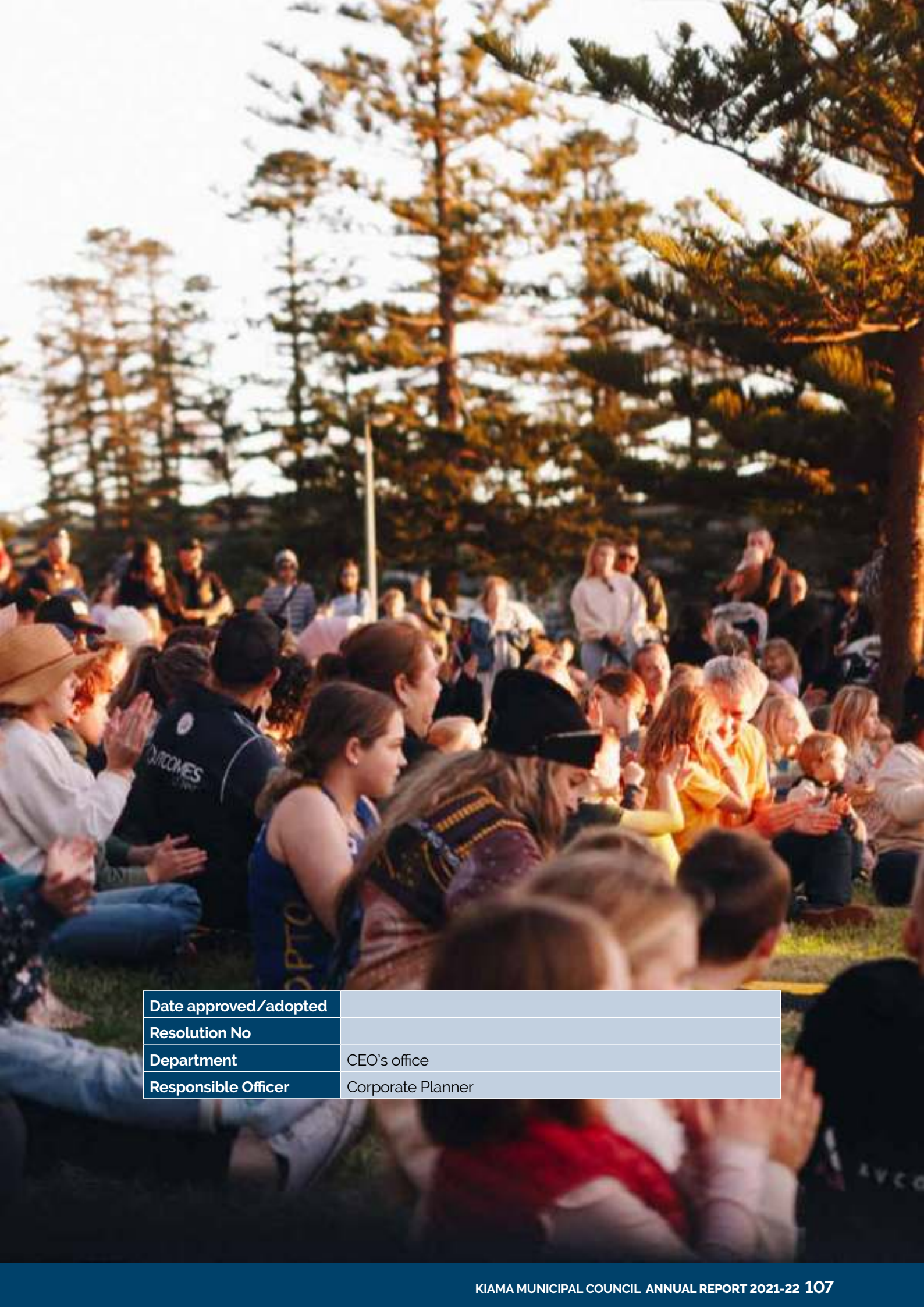
	Number of applications for review	% of total
Applications by access applicants	2	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	2	

GIPA Table I: Applications transferred to other agencies

	Number of applications transferred	% of total
Agency initiated transfers	0	0%
Applicant - initiated transfers	0	0%
Total	0	



IGNITE - Kiama Winter Festival



Date approved/adopted	
Resolution No	
Department	CEO's office
Responsible Officer	Corporate Planner

HOW TO CONTACT COUNCIL

Post

Chief Executive Officer
Kiama Municipal Council
PO Box 75
Kiama NSW 2533

Telephone

+61 (02) 4232 0444
Facsimile
+61 (02) 4232 0555

Online

Email: council@kiama.nsw.gov.au
Website: www.kiama.nsw.gov.au



Office hours

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



KIAMA MUNICIPAL COUNCIL
your council. your community

RESPECT • INNOVATION • INTEGRITY • TEAMWORK • EXCELLENCE