



Kiama Council  
**Community Strategic Plan 2017-2027**



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# Vision, Mission, Values & Principles



## Community Vision

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

## Council Mission

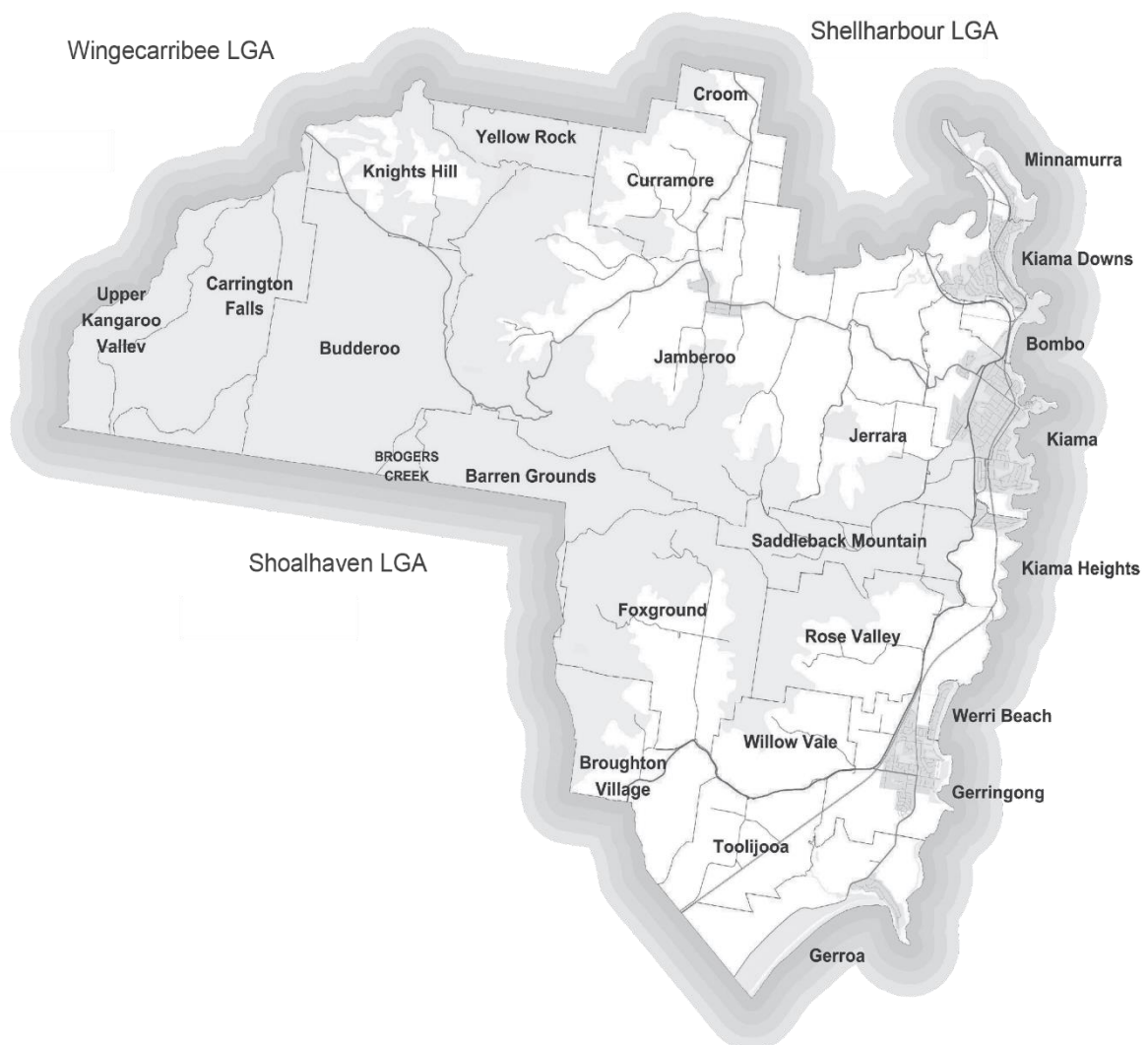
Kiama Council will work to create a Municipality that has a healthy, vibrant lifestyle, beautiful environment and harmonious, connected and resilient community

## Council Values & Principles

- Values the commitment of the community to our local region
- Recognises the value of the area's rural and coastal lifestyle
- Will strive to maintain the natural beauty of the environment



# Kiama Municipality Map



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# Message from the Mayor

I am proud to present the Community Strategic Plan (CSP) 2017-27 for the Municipality of Kiama.

Since the first Community Strategic Plan was developed in 2011 it has been used by Council to inform decisions made and to set the agenda for long-term planning of projects, infrastructure and services.

NSW Integrated Planning and Reporting legislation requires that, with the election of a new Council, as we had in September 2016, this plan be reviewed and updated to ensure it reflects the community's priorities.

This updated plan builds on the previous CSP and takes on board the information gathered from consultation activities that took place in 2016: an IRIS Customer Satisfaction Survey, Strategic Planning workshops carried out by independent consultancy Twyford; and Council's online community survey.

Kiama Council has a custodial role in initiating, preparing and maintaining this Community Strategic Plan however its implementation draws on the formation of, and continuing partnerships with, other organisations and agencies.

Council will engage with community groups and state agencies to help deliver the identified long-term objectives.

This is your plan for your community and we are committed to working with our local community to reach its objectives.

Thank you for your valuable input.

Councillor Mark Honey  
Mayor of Kiama

# Fit for the Future

In November 2016 Council submitted a Fit for the Future Reassessment Proposal to the NSW Government that demonstrated Council will meet the seven financial benchmarks by 2020/2021.

Council's audited 2015/2016 financial statements showed that Council was already meeting 6 of the benchmarks with the own source revenue ratio of 59.84% marginally below the target of 60%.

Council as part of the original submission identified an improvement strategy, with the assistance of Morrison Low Consulting, to move Council to a more financially sustainable footing. Since that time, staff have been actively involved in implementing a range of improvement strategies to improve the long term financial sustainability of the organisation including:

- A review of depreciation.
- A substantial review of assets.
- A review of fees and charges with further work to be carried out.
- Joint procurement with the Illawarra Pilot Joint Organisation including a combined legal panel, tree services, building services and security services.
- The commencement of a business process and internal efficiencies improvement program.
- A financial audit of classification of expenditure to ensure capital renewal and maintenance are appropriately carried out.

Council's adopted Long Term Financial Plan 2017/2018 – 2026/2027 meets all of the Fit for the Future Benchmarks.

# The Integrated Planning and Reporting Framework

This Community Strategic Plan (CSP) forms the first layer of the Integrated Planning and Reporting framework. It identifies the Community's vision and objectives for a minimum ten-year period and identifies strategies to work towards achieving these long-term objectives. It addresses social, environmental, economic and civic leadership issues in an integrated manner.

The accompanying ten-year Resourcing Strategy has been designed to ensure that adequate resources (financial, human and infrastructure) are committed to realise our long-term objectives.

The Resourcing Strategy for 2017 – 2027 contains:

- Long-Term Financial Plan,
- Asset Management Strategy, and
- Workforce Management Plan.

Our Delivery Program for 2017 – 2021 focuses on the specific actions we will undertake to achieve the objectives of the CSP.

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

Following the election of a new Council, and in accordance with the Integrated Planning and Reporting legislation, this Plan has now been reviewed and updated to ensure that it still accurately reflects the community's priorities.



# The Integrated Planning and Reporting Framework continued



# How was this plan developed?

Kiama Council has a long history of consulting with the community to ensure it is better able to make informed decisions to foster the health and wellbeing of the local community.

More than 800 community members contributed to the initial review of these plans through consultations, workshops and surveys. These activities all aimed to better understand the community's priorities and focus for our shared futures. Consultation priorities from previous years was also examined for relevance as part of this review process.

This review of the Community Strategic Plan was undertaken in accordance with the Community Engagement Strategy that was adopted in March 2016.

Core information used to guide the development of this Plan include demographic profiles, analysis of past performance and projections of future demand. The objectives of this Plan have been aligned with the NSW State Plans 2021 and Destination 2036, the NSW Premier's Priorities, the Illawarra/South Coast Regional Action Plan, and other relevant state and regional plans.

The objectives and strategies of this Plan have been developed with due consideration to the four key themes of **Community, Environment, Economy and Civic Leadership** and are based on **the Social Justice Principles<sup>1</sup>** of:

1. **Equity:** There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a 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.
2. **Access:** All people should have fair access to services, resources and opportunities to improve their quality of life.
3. **Participation:** Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

- 4. 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.

<sup>1</sup> *NSW Division of Local Government Social Justice Framework 2008-2012.*

# How will we Report our Progress?

Every three months we will complete a Quarterly Operational Plan Review. It will focus on the actual number of services and activities we complete, and whether we are delivering them as planned and within budget. This review is reported through to our Executive.

Every six months we will complete a Biannual Delivery Program Review. It will focus on demonstrating how our services and activities are meeting our community's expectations.

Every 12 months we will complete our Annual Report that will focus on our progress in implementing our Delivery Program and Operational Plan.

Every four years we will complete an End of Term Report. It will report on the achievements the outgoing Council has made to implement our Community Strategic Plan during their four-year term.

An End of Term Report is due to be completed at the end of the Council term.



These four types of reports will be available to the community:

- as reports to Council meetings
- on Council's website.

We will use a range of performance measures including data from Council's operational performance, community survey results, State Government information and Australian Bureau of Statistics data to complete our reports.

Council recognises that these integrated planning and reporting documents require ongoing revision and improvement. We will continue to review the plans and identify relevant and meaningful targets and indicators and ensure we adopt a continuous improvement strategy to ensure these plans are meaningful and relevant.



Which Plan?	What are we measuring?	How will we measure?	When will we measure?
Community Strategic Plan (CSP) 2017-27	<p>Progress being made towards achieving the objectives identified in the CSP.</p> <p>There are a range of stakeholders working towards these objectives.</p>	We'll use a range of statistics and results from community surveys and engagement strategies as well as other measures that tell us about changes in conditions such as the natural environment, our built infrastructure and our human and social assets.	At the end of each four-year Council term.
Delivery Program 2017-21	The outcomes of the activities and services Council has delivered and whether Council is making a positive difference for the community.	With a range of methods, including statistics, service reports and targeted satisfaction surveys to measure whether our community is satisfied with the services and activities Council provides.	Every six months, with a biannual Delivery Program Report.
Operational Plan 2017-18	The number of services and activities Council has delivered to monitor whether we are delivering our activities as planned and within budget.	With a range of measures with a focus on completion of activities and services delivered on time and within budget.	<p>Every three months with a Quarterly Operational Plan Review Report.</p> <p>An Annual Report that includes audited financial reports, a Report on the State of the Environment every four years.</p>
<b>Resourcing Strategy</b> (Long-Term Financial Plan, Asset Management Strategy, Workforce Management Plan)	Council's sustainability. Whether we are improving our overall performance and viability as an organisation.	By assessing our organisational sustainability measures such as financial, asset and human resource measures.	Every financial year a progress report is included in our Annual Report.



## Community

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The original inhabitants of the Kiama area were the Wodi Wodi Aboriginal people and the name Kiama is thought to be from an Aboriginal word meaning 'where the sea makes a noise'.

Today Kiama Council services an estimated community of 21,505 people.

The local community enjoys a relaxed atmosphere that is valued by residents as a friendly and community-minded place to live. This is largely attributed to the development of residential areas around small village centres that act as focal points for the community.

There continues to be strong feelings within the community that any future development must be managed in a way that will maintain and enhance this positive sense of community. Council will be guided and supported by up-to-date knowledge and research into the effects of fire, flood and coastal hazards, potentially exacerbated by future climate change and their risks to both new and existing development.

In the three years to 2014, the percentage of local population in the 0 – 17 age groups has decreased slightly to 20.4%. In the same period, the percentage of those aged 60 years or over rose almost 2% to 29.5%. The 25 – 34 year olds continued to be the smallest age group. This indicates a need to respond to the priorities of the community at different life stages and to encourage young people to remain in the area.

Currently Council supports a range of cultural facilities and celebrations within the community. These contribute to the creative and engaged community environment and contribute to economic development and tourism.

According to the 2014 ABS estimates, 340 (1.6%) of the Kiama residents identify as Aboriginal or Torres Strait Islanders, which is below the regional average of 2.9%.

Interestingly 82.4% or 16,475 of our residents are Australian born, well above the NSW State average of 68.6%.

Kiama residents display a great sense of community, with 26.1% of residents aged 15 years or above carrying out regular volunteering work, which is much higher than the NSW State average of 16.9%.

The median age of Kiama residents in 2014 was 46 years old, higher than the NSW State average of 37 years of age.

The 2016 Community Strategic Plan survey community identified the following issues as being of great importance to the community:

- healthy and sustainable lifestyles
- safety in the community
- social, cultural and artistic activities for sustainable wellbeing



## Environment

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Located on the South Coast of New South Wales, the Kiama Municipality is located approximately 120 kilometres south of Sydney.

The Municipality is bounded by Shellharbour City in the north, the Tasman Sea in the east, Shoalhaven City in the south and Wingecarribee Shire in the west.

It covers an area of approximately 259 square kilometres, including national parks, beaches, rivers and rainforests.

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

Major features of the area include Seven Mile Beach National Park, Budderoo National Park, Barren Grounds Nature Reserve, Kiama Blowhole and many beaches.

There are four endangered ecological communities within the Kiama Municipality and 946 flora species. 144 of these are protected species, including 32 that are endangered. Native fauna in the Kiama area is diverse, with 418 species identified.

The Kiama local area is host to 13 active volunteer Landcare groups, who play an important role in rehabilitation and revegetation activities.

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

There is strong community support for the continuation of an active agricultural industry in the area and to ensure that land is used productively and that new residential development is controlled.

However, there will be a need for additional housing to accommodate the expected increase in population during the next decade.

This will place additional pressure on the planning process to ensure sympathetic and sustainable principles are utilised if the area is not to appear 'overdeveloped'.

The 2016 Community Strategic Plan survey identified the following environmental issues as being of great importance to the community:

- protecting the natural environment
- better practice and sustainability focus in town planning
- promotion of sustainable land use and agriculture





## Economy

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From its origins in the dairy and quarrying industries, Kiama now has a more diverse economic base, with tourism being a major contributor.

Each business district hosts commercial, retail and service businesses to meet the needs of residents and visitors.

According to the 2014 ABS estimates, of the 9,604 community members currently in the workforce, 31.9% work full time and 20% work part time. Additionally, 419 people were seeking full or part time employment. Approximately a third of residents over 15 years of age (6,291) are not currently in the labour force and are not looking for employment.

The provision of accommodation, cafes and restaurants create employment and business opportunities. 2011 Census data also shows that 8.3% of our local workforce is employed in accommodation and food service provision, compared to the state average of only 6.7%.

Education and training (13.7%) and health care and social assistance (12.9%) continue to be the major industries of employment for the Kiama workforce. Over 60% of all workers are in employment outside the Kiama area.

Consequently, there is a heavy reliance on private transport within the area, with 71% of those travelling to work on Census day using private vehicles. This compared to the state average of only 62.7%. This reliance on private transport places increased pressure on our road infrastructure.

The 2016 Community Strategic Plan survey identified the following issues as being of greatest importance to the community:

- economic growth and employment opportunities
- continued encouragement and support of tourism
- promotion and encouragement of economic development



## Civic Leadership

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Civic Leadership is an important aspect of Local Government. It refers to the way a council sets community standards and applies good governance.

Governance is the making of decisions and the management of the community's finances and assets.

Kiama Council was established in 1859 and currently consists of nine elected Councillors. These Councillors are elected by the community every four years, with the Mayor being elected every two years by the sitting Council.

Councillors play an integral role in representing the views of their local electorate. They are responsible for development of strategic direction and long-term planning and are required to make sound financial decisions to ensure the long-term sustainability of Council. It is their role to ensure that the community's priorities are identified and objectives set to meet these needs.

The Kiama community continues to express a strong desire for Kiama Council to remain an independent and stand-alone council.

Council believes that by pursuing the objectives and strategies contained in this Plan, the community will continue to benefit from a responsive and committed Council that understands local issues.

Council believes that Civic Leadership should reflect the community's aspirations of a local government that is transparent, honest, ethical and responsible.

Kiama Council aims to actively engage with the local community on relevant issues; clearly articulate how decisions are made; and to ensure that avenues are available for community members to provide input into the decision making process.

We are committed to maintaining a sound financial position by managing our finances responsibly and ensuring that assets are maintained for the enjoyment of current and future generations. Our annual operating budget is approximately \$85 million of which 33% comes from rates income.

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

The 2016 Community Strategic Plan survey identified the following issues as being of greatest importance:

Council acts as a community leader, remains independent and is sustainable

Council has strong governance processes and effective leadership

Council uses technology to be efficient and effective

# Our Objectives

To achieve our vision of Working together for a healthy, sustainable and caring community we will focus on these objectives over the next ten years.

## **1.0** A Healthy, Safe and Inclusive Community












## **2.0** Well Planned and Managed Spaces, Places and Environment

## **3.0** A Diverse, Thriving Economy


## **4.0** Responsible Civic Leadership that is Transparent, Innovative and Accessible

# Our Strategies

## A Healthy, Safe and Inclusive Community

1.1	Developing and implementing services and programs that promote social cohesion, healthy and active lifestyles for residents of all ages, abilities and interests				
1.2	Planning for and assisting specific needs groups				
1.3	We live in a safe community				

## Well Planned and Managed Spaces, Places and Environment

2.1	Maintain the separation and distinct nature of local towns, villages and agricultural land				
2.2	Our community and natural environments are adaptive, resilient and sustainable and informed of predicted climate change impacts				
2.3	The principles of ecologically sustainable development and compliance underpin town planning and local development				
2.4	Effectively manage our waste and resources				
2.5	Effectively manage our transport, drainage and other infrastructure and assets				



## A Diverse, Thriving Economy

3.1	Promote and encourage business development and economic prosperity in the local area				
3.2	Council's procurement strategies recognise and support the local economy				
3.3	Promote and support tourism in the local area				

## Responsible Civic Leadership that is Transparent, Innovative and Accessible

4.1	Council is financially sustainable				
4.2	Council embraces good governance and better practice strategies				
4.3	Council and the community working together				