

Community Strategic Plan

2011 - 2021
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KIAMA MUNICIPAL COUNCIL
Community Strategic Plan 2012 - 2022

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Front cover image Seaside Market, Black Beach Kiama.

Mayor's message



Councillors back row, left to right: Councillor Trevor Fredericks, Councillor Brian Petschler, Councillor Neil Reilly, Councillor Ben van der Wijngaart (Deputy Mayor). **Front row, left to right:** Councillor Peter Bowman, Councillor Lexie Wheeler, Councillor Sandra McCarthy (Mayor), Councillor Monique Dare-Ward, Councillor Warren Steel.

I am pleased to present the Community Strategic Plan for the Municipality of Kiama.

The Kiama Municipality enjoys a strong community spirit and we have a proud record of people working together for community benefit, health and wellbeing.

Kiama's Community Strategic Plan is based on community values and aspirations that were made clear through various surveys and community workshops.

Our Plan identifies key issues of importance to the community.

The Plan which will align with State and regional plans will guide Council activities for the next ten years.

Councillor Sandra McCarthy
Kiama Mayor

The Kiama Municipality



“The scenic beauty, the green hills, the open space, the closeness to nature, the rocky coast, the beaches.

Kiama is a tranquil and safe oasis with an outstanding outdoor environment.”

Kiama Council proudly celebrated its 150th anniversary in 2009.

Established in 1859, the Council has evolved over time.

The Municipality itself has also grown and diversified from its original rural pursuits of dairy, timber, and quarrying.

Today Kiama has a population close to 20,000 people.

It provides a relaxed rural and coastal lifestyle for residents.

The Municipality contains distinct local villages, a vibrant tourism industry and an ongoing agricultural industry.

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

Residents value the healthy lifestyle provided by the natural environment and the Municipality’s infrastructure, as well as a sense of belonging to a caring and connected community.

Our Vision

Vision

A Municipality working together for a healthy, sustainable & caring community.

Mission

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

Values/Principles

Kiama Council:

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



Image Kiama township with Blowhole Point in the foreground.

Introduction

Why develop the Plan?

In 2009, the Department of Local Government introduced new legislation requiring all Councils to develop a Community Strategic Plan as part of a coordinated and sustainable planning process.

The Plan must have a minimum 10 year outlook and be developed in conjunction with the community to identify their priorities and goals.

The Plan must also take into consideration the NSW State Plan. It means that where possible,

planning goals between the two tiers of government are complementary.

The Community Strategic Plan forms one part of an Integrated Planning and Reporting framework.

It is supported by a 4-year Delivery Program, 1-year Operational Plan, and a Resourcing Strategy.

The Local Environment Plan (LEP) will remain a statutory requirement for Council and will link to the CSP through the Delivery Program.

Kiama Council has a long history of consulting with the community when developing plans for the area, including Social Plans, Health Plans and Local Environment Plans.

Kiama Council welcomes this new approach to a coordinated and integrated planning process as an opportunity to enhance the ongoing engagement between Council and the community.



Who was involved in developing the plan?

A working party was established within Council in early 2009 to coordinate the implementation of the new planning and reporting requirements.

In the latter part of 2009 an Overseeing Committee comprising community representatives and Councillors was convened to ensure that engagement processes attempted to reach all sectors of the community and that all information was given due consideration.

To ensure previous information gained from the community was not overlooked, results of other consultation processes, such as that undertaken for the Local Environment Plan was also reviewed.

A number of engagement strategies were undertaken in 2009 and early 2010, these being:

- Special Rates Variation Forum May 2009
- Community Survey Sept – Dec 2009
- Community leader/advocate interviews Mar - Oct
- Youth Survey July 2009
- Health Plan review Aug-Sept 2009
- Economic Development Committee Nov 2009
- Focus group workshops covering specific topics - April 2010

These engagement processes allowed information to be obtained from a wide cross section of the

population, across age ranges and geographic areas.

The information obtained was used to identify the key issues of importance to the community.

Elected Councillors then worked collaboratively to develop the strategic goals under the four theme areas of Community, Environment, Economy and Civic Leadership.



Image Councillor workshop, March 2010.

Council's role

The information gathered through the engagement process relates to all facets of living and lifestyle in the Kiamia Local Government Area.

However, some areas of concern to residents are not the direct responsibility of Council, but relate more closely to State or Commonwealth Departments.

These issues are still incorporated into the Community Strategic Plan,

as it seeks to identify and plan for the needs and aspirations of the community as a whole.

Similarly, the achievement of some goals will rely on the input of private business and business groups, or organisations including community groups, churches, charities and not-for-profit organisations.

As one of the range of organisations that will contribute to achieving the

desired outcomes of the Community Strategic Plan, Council will play a number of different roles according to the nature of the goal.

The table below summarises the various roles of Council.

Leader	Council providing leadership on issues through implementation of policy, development of plans and conducting timely reviews
Owner/caretaker	Council acting in its role as the owner or caretaker of public facilities and buildings, parks and reserves and the natural environment
Regulator	Council fulfilling its statutory obligations, in relation to the internal operations of Council, its employees and Council services to the Community
Information Provider	Council providing information to the community that has been internally developed, or on behalf of other agencies, to increase knowledge and understanding of issues relevant to the community or to inform the community of Council policies, decisions and activities.
Advocate	Council acting as a representative for community issues that need to be addressed by another level of government or agency
Initiator/Facilitator	Council assisting to progress issues important to the community by bringing stakeholders together to work toward an outcome or goal
Externally Funded Service Provider	Council providing a service to the community that is funded from another government department or agency if it is appropriate to the goals of Council
Part funder of Service	Council providing a service or facility in collaboration with another government department or agency that shares the funding responsibility.
Internally Funded Service Provider	Council funding the provision of a service or facility when it is a legislative requirement or consistent with the priorities of the Council.

How will Council report its progress?

Every year Council will report back to the community on the progress made on achieving the goals of the Community Strategic Plan.

A straightforward reporting framework using clear targets will ensure that members of the community can easily determine the progress being made.

The reporting framework and targets will be developed in conjunction with the Delivery Program.

The type of data used will come from Council's operational performance data, survey results, State Government data and the Australian Bureau of Statistics.

The framework will be reviewed after the first reporting year with a view to continued improvement in measuring and reporting performance.

Reports back to the community will be available in a range of media.

These will include abbreviated, concise reports that are distributed to all ratepayers and the posting of complete reports on the website for viewing and download.

Building on the past

Kiama Council has had a long history of recognising the role local government plays in fostering the health and wellbeing of the community it serves.

This can be demonstrated by the decision made in 1986/87 to implement a social planning process in order to develop Council's first Social Plan.

Extensive consultation was undertaken. The process was overseen by a group consisting of elected representatives, staff representatives and members of our local community.

In 2001, the Council's first Health Plan was developed following extensive community consultation.

It was also developed in keeping with the World Health Organisation (WHO) Healthy Cities approach.

Adopting the WHO definition of health as being far broader than the mere absence of disease, it was accepted that achieving a healthy community involved the inter-relationship of social, environmental and economic factors.

Our Community Strategic Plan continues the principles of health

and social justice already well-established within the philosophy of Kiama Council.

The process of developing the Plan and its identified goals and strategies, reflect the social justice principles of equity, access, participation and rights.

The themes of *Community, Environment, Economy* and *Governance* provide a framework to encapsulate the elements that contribute to developing the sustainable and vibrant community that residents are seeking.

Community

Image A steam train ride, the highlight of Kiama's 150th Anniversary celebrations, August 2009.



Community

Kiama 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 the focal point for the community.

There are strong feelings within the community that development must be managed in future in a way that will maintain and enhance the positive sense of community.

Additionally, the community values the infrastructure and facilities that are provided in the area that promote opportunity for interaction and connection.

Ongoing investment to maintain and renew these facilities in the future is important, so that they continue their vital role in the health and wellbeing of residents and the liveability of the area.

Council has a strong population at both ends of the age spectrum.

According to the 2006 Census, 24.6% of the population was aged between 0 and 17 years while 24.1% were aged 60 years and over.

However, the age range of 18-34 year olds was lower than the Illawarra average at 7.9%.

This indicates a need to develop varied strategies to meet the

requirements of the community at different life stages and to encourage young people to remain in the area.

Some community needs include:

- improved local training opportunities for young people
- increased local full and part-time employment for youth and young families
- affordable housing for all age groups
- improved access to primary health care services within the Municipality and specialist services outside the Municipality
- and a range of age specific housing and access to services for older people.

“Continued growth and development that doesn’t jeopardise the beaches, lifestyle, community spirit and unspoilt countryside.”

Access to transport is also an ongoing concern within the area as there is a heavy reliance on access to private vehicles.

In particular, both young and older residents would benefit from improved transport services from the villages into Kiama, as well as improved rail and bus links to centres such as Shellharbour, Wollongong and Nowra and Sydney.

People rely on access to these centres for reasons such as medical facilities, employment, training, shopping and entertainment.

Council currently supports a range of cultural facilities and celebrations within the community.

These act as positive influences within the community. They provide opportunities for community development, personal expression, and a contribution to economic development and tourism.

Council respects the original owners of the land and is committed to working collaboratively with the Aboriginal community to acknowledge and promote Aboriginal heritage and culture.

The goals expressed by the community are consistent with the NSW State Plan 2010 in the chapters *Healthy Communities* and *Stronger Communities*.

Community

GOALS		STRATEGIES	COUNCIL ROLE
C.1	Our community is inclusive and caring	C.1.1 Recognise and incorporate social justice and cultural diversity as an integral component of social and physical planning	<ul style="list-style-type: none"> • Leader • Externally Funded service provider • Internally Funded service provider
		C.1.2 Acknowledge, foster and celebrate Aboriginal culture	<ul style="list-style-type: none"> • Leader • Advocate
		C.1.3 Encourage and support residents from Cultural and Linguistically Diverse (CALD) backgrounds to participate in all aspects of community and economic life	<ul style="list-style-type: none"> • Advocate • Externally funded service provider • Information Provider
		C.1.4 Incorporate consideration of residents with disabilities and their carers as an integral component of all social and physical planning	<ul style="list-style-type: none"> • Regulator • Information Provider • Externally funded service provider
C.2	Members of the community enjoy health, safety & wellbeing	C.2.1 Develop, maintain and advocate for infrastructure, facilities and opportunities that promote health and active lifestyle for residents of all ages	<ul style="list-style-type: none"> • Owner • Internally funded service provider
		C.2.2 Encourage and support social and cultural practises and programs for creating sustainable health and well-being	<ul style="list-style-type: none"> • Leader • Information Provider • Advocate
		C.2.3 Recognise and promote community safety	<ul style="list-style-type: none"> • Leader • Facilitator • Part funder of service • Regulator
		C.2.4 Encourage and support integrated, sustainable and innovative transport systems within and outside of the Municipality	<ul style="list-style-type: none"> • Advocate • Leader

Community

GOALS		STRATEGIES	COUNCIL ROLE
		C.2.5 Support our ageing population through the provision of community and residential aged care	<ul style="list-style-type: none"> • Owner/caretaker • Advocate • Initiator/Facilitator • Externally Funded Service Provider
C.3	People's skills are recognised and developed and opportunities are provided to use them	C 3.1 Actively promote volunteering opportunities	<ul style="list-style-type: none"> • Leader • Externally funded service provider • Internally funded service provider
		C3.2 Enhance and develop young people's skills	<ul style="list-style-type: none"> • Advocate • Initiator/facilitator • Part funder of service
		C 3.3 Support the participation of women, parents of young children, people with a disability and older people in workplace and community activities	<ul style="list-style-type: none"> • Leader • Initiator/facilitator • Externally funded service provider
		C.3.4 Develop and maintain infrastructure that provides opportunities for specific target groups to engage in skills based activities	<ul style="list-style-type: none"> • Owner • Advocate
C.4	Our community is vibrant, liveable and encourages active participation	C.4.1 Ensure our community and infrastructure meet the access needs of everyone in the community including young families, people with a disability and the frail aged	<ul style="list-style-type: none"> • Regulator • Initiator/Facilitator • Part Funder
		C.4.2 Promote and support cultural and artistic activities	<ul style="list-style-type: none"> • Leader • Information provider • Initiator/Facilitator • Internally funded service provider



Image Minnamurra Rainforest.

Environment

Environment

Community aspirations for Kiama's environment acknowledge the unique value of our natural assets and a desire to maintain the current low-level, village style development that characterises the region.

It is the combination of these features that create the lifestyle that is valued by residents.

The most valued aspects of living in the Kiama Municipality are the beaches, the rural aspect and the clean environment.

While people recognise that there will be a need for future development, both in residential and commercial terms, there is a passion for ensuring that such development does not come at the cost of the natural environment.

Options for cleaner, greener living, such as cycleways and walkways are strongly encouraged.

There is strong community support for the continuation of an active agricultural industry, so land continues to be used productively and is not converted to residential development.

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

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

Creative solutions will also be required to ensure that a mixture of housing options are able to be provided to meet the needs of the full social spectrum, from young people struggling with affordability and requiring smaller accommodation, to larger family housing and that of the ageing population.

To deliver these outcomes, the community believes that Council should be the primary decision-maker regarding developments within the Municipal.

The goals expressed by the community are consistent with the *NSW State Plan 2010* in the chapters Better Transport & Liveable Cities and Green State.

“The best things about living in Kiama are the wonderful natural environment - the coastline, rivers, green space. The active community, markets and other community events. The healthy lifestyle opportunities. The distance from the city and the proximity to the unspoilt South Coast.”

Environment

GOALS		STRATEGIES	COUNCIL ROLE
E.1	The long term integrity and biodiversity of the natural environment is protected	E.1.1 Protect and maintain environmentally significant natural areas on public and private land in a sustainable manner	<ul style="list-style-type: none"> • Leader • Owner/caretaker • Regulator • Information Provider
		E.1.2 Maintain and enhance biodiversity on public and private land	<ul style="list-style-type: none"> • Leader • Owner/caretaker • Regulator • Information Provider
		E.1.3 Minimise waste and manage it in an efficient and environmentally sensitive manner	<ul style="list-style-type: none"> • Leader • Regulator • Information Provider • Advocate
		E.1.4 Encourage the adoption within our community of sustainable lifestyle practices that support the environment	<ul style="list-style-type: none"> • Leader • Owner/caretaker • Regulator • Information Provider • Initiator/facilitator
		E.1.5 Recognise and respond to predicted climate change impacts	<ul style="list-style-type: none"> • Leader • Owner/caretaker • Regulator • Information Provider
E.2	The productive use of rural land is maintained, acknowledging the land's contribution to the economy and lifestyle of the area	E.2.1 Promote sustainable land use and diversification of agricultural activity	<ul style="list-style-type: none"> • Leader • Information Provider • Advocate
		E.2.2 Use rural land for diverse local food, fibre, animal and plant production including appropriate scale value adding opportunities	<ul style="list-style-type: none"> • Leader • Regulator • Information Provider
E.3	Building and cultural heritage is recognised and maintained	E.3.1 Maintain and where necessary restore our natural, rural and urban environments consistent with heritage and legislative requirements and in recognition of their important synergy with community well being	<ul style="list-style-type: none"> • Leader • Regulator • Information Provider
		E.3.2 Maintain the separation and distinct nature of the towns and villages	<ul style="list-style-type: none"> • Leader • Regulator

Environment

GOALS		STRATEGIES	COUNCIL ROLE
		E.3.3 Consider Aboriginal culture and heritage as an integral component of all social and physical planning	<ul style="list-style-type: none"> • Regulator • Information Provider
E.4	Development is sustainable and resilient to change	E.4.1 Ensure the principles of sustainable development underpin our land uses and the design of our buildings and subdivisions	<ul style="list-style-type: none"> • Leader • Owner/caretaker • Regulator • Information Provider
		E.4.2 Ensure our built environment is adaptive to predicted climate change impacts	<ul style="list-style-type: none"> • Leader • Owner/caretaker • Regulator • Information Provider
		E.4.3 Ensure the maximum multi-purpose use of our community's buildings and facilities	<ul style="list-style-type: none"> • Leader



Image Terralong Street, Kiama.

Economy

Economy

An important aspect of the liveability of Kiama is the existence of a healthy and varied economy.

From its origins in the dairy and quarrying industries, Kiama now has a more diverse economic base.

The CBD of Kiama has commercial and retail outlets as well as service industries.

Local shopping strips exist in all the village centres and cater to the daily needs of residents, while specialty shops are enjoyed by both tourists and locals alike.

Tourism is a growth industry that is now an integral aspect of the economy.

The provision of accommodation, cafes, restaurants, and activities create employment within the area and bring money into the region.

Commercial competition is an issue for residents with many expressing a desire for increased competition in the area.

However, this is also balanced against the desire not to 'over-develop' the area.

In terms of service facilities, many are concerned about the need to increase access to medical facilities, especially GPs.

Employment opportunities, particularly for young people, continues to have a strong emphasis.

It is recognised that the provision of training and education, as well as the availability of part time and full time work are required if young people are to be encouraged and facilitated to stay in the area after leaving school.

This also acknowledges the importance of maintaining a good representation across the age spectrum to maintain a healthy community.

The goals expressed by the community are consistent with the NSW State Plan 2010 in the chapters Supporting Business & Jobs and Clever State.

“That more jobs are created in the area so people can stay in the area.”

Economy

GOALS		STRATEGIES	COUNCIL ROLE
Ec.1	Council demonstrates leadership within the local economy	Ec.1.1 Recognise Council's role as a significant employer and purchaser of goods and services within the region	<ul style="list-style-type: none"> • Leader • Regulator
		Ec.1.2 Actively engage Federal, State, Local government and business organisations to develop and promote Kiama's economic and employment opportunities	<ul style="list-style-type: none"> • Leader • Information Provider • Advocate • Facilitator • Part funder
Ec.2	Our community has a sustainable, locally distinctive and effective economy	Ec.2.1 Promote & encourage business, particularly small business, based on the local area's unique and distinctive characteristics and integrate it with the regional economy	<ul style="list-style-type: none"> • Leader • Regulator • Information Provider • Facilitator
		Ec.2.2 Develop opportunities to increase the economic output of rural lands	<ul style="list-style-type: none"> • Leader • Regulator • Information Provider • Facilitator
		Ec.2.3 Expand the range of appropriate tourism products and experiences	<ul style="list-style-type: none"> • Regulator • Owner • Facilitator
		Ec.2.4 Investigate and facilitate employment land and infrastructure to support business growth	<ul style="list-style-type: none"> • Leader • Regulator • Part Funder
Ec.3	Our community has diverse training opportunities	Ec.3.1 Provide learning opportunities that support the training needs within our community and local business	<ul style="list-style-type: none"> • Information Provider • Advocate • Facilitator
		Ec.3.2 Support and facilitate training and development programs that are particularly targeted towards the establishment of career paths for young people	<ul style="list-style-type: none"> • Leader • Information Provider • Advocate • Facilitator



Image Old Council Chambers building, Manning Street Kiama.

Civic Leadership

Civic Leadership

“The effort Council makes to provide a range of community services and facilities, cycleways, walking tracks, sustainability and healthy living programs.”

The Kiama community has expressed a strong desire for the Municipality to remain a stand-alone Council.

Amalgamation with another Council area is not supported.

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

This should support the desired aim of remaining an independent Council.

Civic Leadership is an important feature of local government.

It refers to the way Council sets community standards and applies good governance.

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

Civic leadership standards and processes that Council has in place should reflect the values of Council and should demonstrate an intention to be transparent, honest and ethical.

Kiama Council recognises the importance of providing information to the community in a timely and effective manner.

In addition, Council aims to engage actively with the community on relevant issues, articulate how decisions are made and inform the community about avenues that are available for them to have input into Council's decision making processes.

Kiama is fortunate to have many facilities and infrastructure that are highly regarded by the community.

These include the library; halls; The Pavilion, Kiama; sporting fields; cycleways; and the Leisure Centre.

Council is committed to managing its financial position responsibly, so that these assets are maintained for the enjoyment of our current and future generations.

The goals expressed by the community are consistent with the *NSW State Plan 2010* in the chapter Better Governance.

Civic Leadership

GOALS		STRATEGIES	COUNCIL ROLE
CL.1	Community has access to timely, effective & accurate Council information	G.1.1 Provide information in a manner that ensures all sectors of the community have access	<ul style="list-style-type: none"> • Regulator • Information Provider • Internally Funded Service Provider
CL.2	Council's finances & resources are soundly managed	G.2.1 Allocate funds to meet the goals of the CSP and protect financial investments and assets with long term management plans G.2.2 Identify external funding to meet CSP goals through grants and from existing and new income sources G.2.3 Value Council staff and ensure they are deployed and managed so as to provide the most efficient outcomes for the Community Strategic Plan G.2.4 Monitor and control resource consumption and minimise waste	<ul style="list-style-type: none"> • Leader • Regulator • Internally Funded Service Provider • Leader • Regulator • Leader • Owner
CL.3	Council acts ethically and fulfils all legal and statutory responsibilities	G.3.1 Inform and train Councillors, staff and contractors to meet legislative requirements G.3.2 Promote a strong ethical culture.	<ul style="list-style-type: none"> • Leader • Leader • Regulator

Civic Leadership

GOALS		STRATEGIES	COUNCIL ROLE
CL.4	Council makes open and transparent decisions	G.4.1 Promote and encourage opportunities for inclusive community engagement in local civic affairs	<ul style="list-style-type: none">• Leader• Regulator• Part Funder
		G.4.2 Ensure policies and procedures are clearly stated and readily available	<ul style="list-style-type: none">• Leader• Information Provider

Community Strategic Plan



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