



# Delivery Program

2025 – 2029

# Operational Plan

2026 - 2027



**KIAMA MUNICIPAL COUNCIL**  
your council, your community

# Acknowledgement of country

Kiama Municipal Council would like to acknowledge Elders, Traditional Owners and Custodians with their continuing connections to Land, Waters, Sky, Culture and Community. We pay our respects to the Traditional Custodians of the Dharawal Nation, and their Elders past, present and future.



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# Vision, mission, values and commitment

## 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.

## Safety Commitment

Kiama Council has embarked on a strategic Work Health and Safety review as part of a large organisational change strategy focused on enhancing risk management and strengthening our commitment to the health, safety and wellbeing of our staff and the community we serve.

## Council values



### Respect

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

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### Innovation

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

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### Integrity

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

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### Teamwork

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

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### Excellence

We aspire to be the best in everything we do

# Message from our CEO

I am pleased to present our Delivery Program 2025-29 and Operational Plan (DPOP) 2026-27 to our community.

The Delivery Program (DP) is a four-year strategic document that sets out the programs and services Council will deliver to reach the goals identified in our Community Strategic Plan (CSP).

As we move into FY2026-27, we'll be in year two of our Delivery Program (DP) under our current 2025-2035 Community Strategic Plan, created in conjunction with our community and the new Council body who were elected in late 2024.

The Operational Plan (OP) is Council's annual program of works. It includes the Capital Works Program, the Annual Budget, and the Statement of Revenue Policy.

Our OP is the roadmap for what Council will continue to deliver and maintain in terms of the infrastructure, services, projects and programs that provide the safe, healthy and vibrant community of Kiama that's loved by locals and visitors alike.

Given we are in the final year of the Performance Improvement Order, we are laser focused on financial sustainability and governance. This requires deliberate and intense effort.

As such, you'll see in our DPOP that we're conducting a rolling program of service reviews to allow us to identify opportunities for improvement and efficiency.

We will continue to seek to maximise revenue opportunities and recycle our assets, making wise investments for a sustainable financial future.

I want to thank my staff for all the hard work they do each day, as we look forward to the implementation of this DPOP for 2025-29.

Thanks,  
Jane

# Our Mayor and Councillors

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

The Council is responsible for electing a Mayor and Deputy Mayor every two years.

Our Elected Council plays an important role in representing the community and ensuring that the community's aspirations for our Local Government Area (LGA) are addressed through our Delivery Program and Operational Plan.

Our Elected Council achieves this by providing civic leadership for the community, ensuring the financial sustainability of Council, developing and endorsing Integrated Planning and Reporting documents reviewing Council's performance in an ongoing manner.

Our current Council (pictured) was formed following elections in September 2024.



**Mayor**

**Councillor Cameron McDonald**



**Deputy Mayor**

**Councillor Melissa Matters**



**Councillor Matt Brown**



**Councillor Mike Cains**



**Councillor Imogen Draisma**



**Councillor Stuart Larkins**



**Councillor Melinda Lawton**



**Councillor Yasmin Tatrai**



**Councillor Erica Warren**

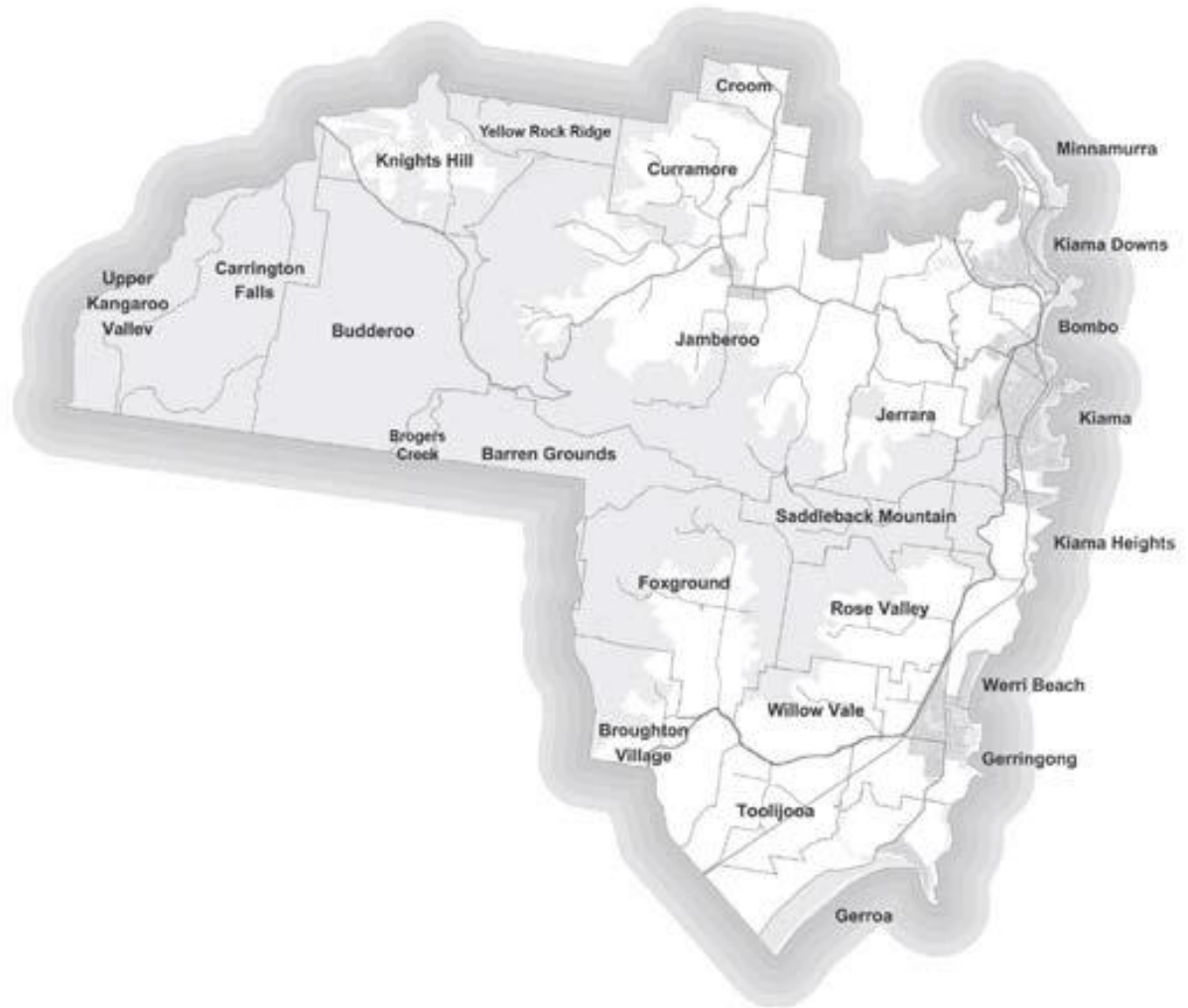
# Our municipality

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

Our landscapes are diverse and include beaches, rainforests, escarpments, mountains and rural areas. The LGA is made up of six main towns, each with its own individual character.

These are: Gerringong, Gerroa, Jamberoo, Kiama, Kiama Downs and Minnamurra.

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 a harmonious, connected and resilient community.





**1859**

Council established



**23,173**

Estimated current population



**258km<sup>2</sup>**

Area of LGA



**0.7%**

2014-2024 population growth rate  
(estimated population increase of  
1,560 in the last 10 years)



**6**

Major towns and villages  
(Gerringong, Gerroa, Kiama, Kiama  
Downs and Minnamurra.)

**Further Information**



You can read more of our  
community and economic  
profile via the REMPLAN  
links on our website:

[Statistics and reports Kiama Council](#)

# Our organisation

Our Executive Leadership Team (ELT) is responsible for providing strategic, operational and cultural leadership to inspire our staff to work together to achieve the goals, strategies, activities and deliverables set out in our Community Strategic Plan (CSP) and Delivery Program and Operational Plan (DPOP).

Our Executive Leadership Team (ELT) consists of the following positions:

- Chief Executive Officer (CEO)
- Director Corporate & Commercial
- Director Strategies & Communities
- Director Infrastructure & Liveability



# Our Executive Leadership Team



Jane Stroud

Chief Executive Officer

The office of the CEO's responsibilities include:

- Implementation
- Executive Support



Joe Gaudiosi

Director Corporate & Commercial

The office of the DCC's responsibilities include:

- Finance
- Information Technology
- People & Performance
- Property & Recreation Retirement Village Operations
- Communications, Engagement and Customer Service



Darren Brady

Director Infrastructure & Operations

The office of the DIO's responsibilities include:

- Operations and Maintenance
- Waste Services
- Engineering and Technical Services



Ed Paterson

Director Strategies & Communities

The office of the DSC's responsibilities include:

- Environment and compliance
- Libraries
- Planning and Development
- Community Outcomes
- Tourism, Events and Economic development

The above Leadership Team breakdown above represents the roles, position holders and responsibilities as at 1 July 2026, the date this plan will take effect.

# Facilities and assets



**152**  
Public Buildings



**32**  
Amenities



**308kms**  
Roads



**64**  
Car Parks



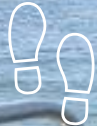
**35**  
Bus Shelters



**32**  
Playgrounds



**55**  
Bridges/  
Major Culverts



**83km**  
Footpaths and  
Cycleways



**5**  
Public Pools



**55**  
Parks and  
Open Spaces



**6**  
Boat Ramps



**4**  
Cemeteries

# Integrated Planning and Reporting

All councils in NSW are required to operate within the Integrated Planning and Reporting (IP&R) framework. The IP&R framework guides how each council develops, documents and reports on their strategic plans for their Local Government Area. The IP&R framework reflects relevant legislative requirements under the Local Government Act 1993. The IP&R framework requires each council to develop and implement a suite of planning documents in response to the Community Strategic Plan. Our Delivery Program 2025-29 and Operational Plan 2025-26 has been developed to meet all the essential elements outlined in the Integrated Planning and Reporting: Guidelines for Local Government in NSW September 2021. (Further details available at <https://www.olg.nsw.gov.au>).

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

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

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

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

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

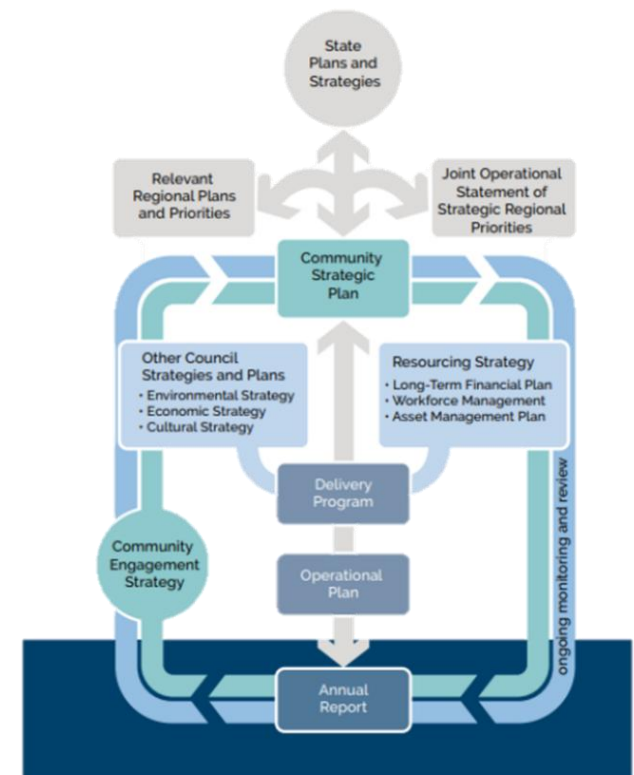
- Long Term Financial Plan

- Workforce Management Strategy
- Strategic Asset Management Strategy

Kiama Council presents the Delivery Program and Operational Plan (DPOP) in a combined document to highlight the direct link between the 4-year Principal Activities and the annual deliverables and budget. 2026-27 is the second year of the current Delivery Program 2025-29. Included within it are the details of the deliverables for each activity and how it will be measured. It also contains Council's detailed Annual Budget and Revenue Policy, including proposed rates, fees charges.

## Supporting Documents

Council has a suite of strategies and plans that are called supporting documents. These documents provide strategic direction on a wide range of Council's services, facilities assets. Key activities and actions contained within the supporting documents have been prioritised and included in the Delivery Program 2025-29 and the Operational Plan 2025-26.



# Plans and strategies guiding Council's actions

Alongside the Integrated Planning and Reporting (IP&R) suite of plans sits a Resourcing Strategy that shows how Council will leverage available resources to implement the DPOP.

The Resourcing Strategy is comprised of:

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

**Progress reporting:** IP&R progress is reported through quarterly budget statements, half-yearly progress reports, annual reports and the four-year State of Our Municipality Report which is provided at the second meeting of an incoming newly elected Council.

Underpinning all of this are Principles of Social Justice.

All plans are developed giving consideration to the four key areas of Community, Environment,

Economy and Civic Leadership and are based on the Social Justice Principles of:

**Equity** – There should be fairness in decision-making, prioritising and allocation of resources particularly for those in need. Everyone should have fair opportunity to participate in the future of the community.

The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

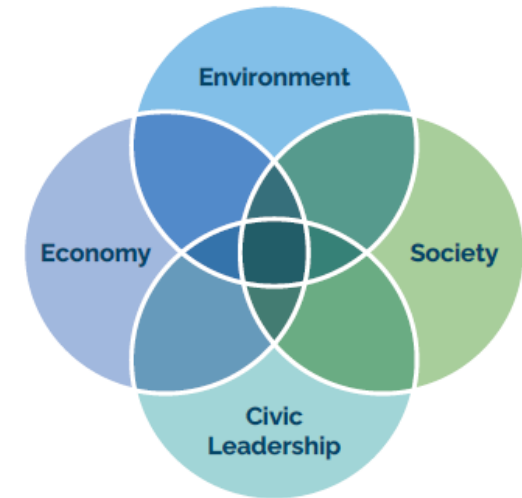
**Access** – All people should have fair access to services, resources and opportunities to improve their quality of life.

**Participation** – Everyone should have the maximum opportunity to genuinely participate in decisions that 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.

## Social Justice Principles



# About this plan

Each year, we produce an annual report for our community on our achievements and opportunities.





This plan covers the period 1 July 2026 – 30 June 2027. The most recent Local Government elections were held in September 2024.

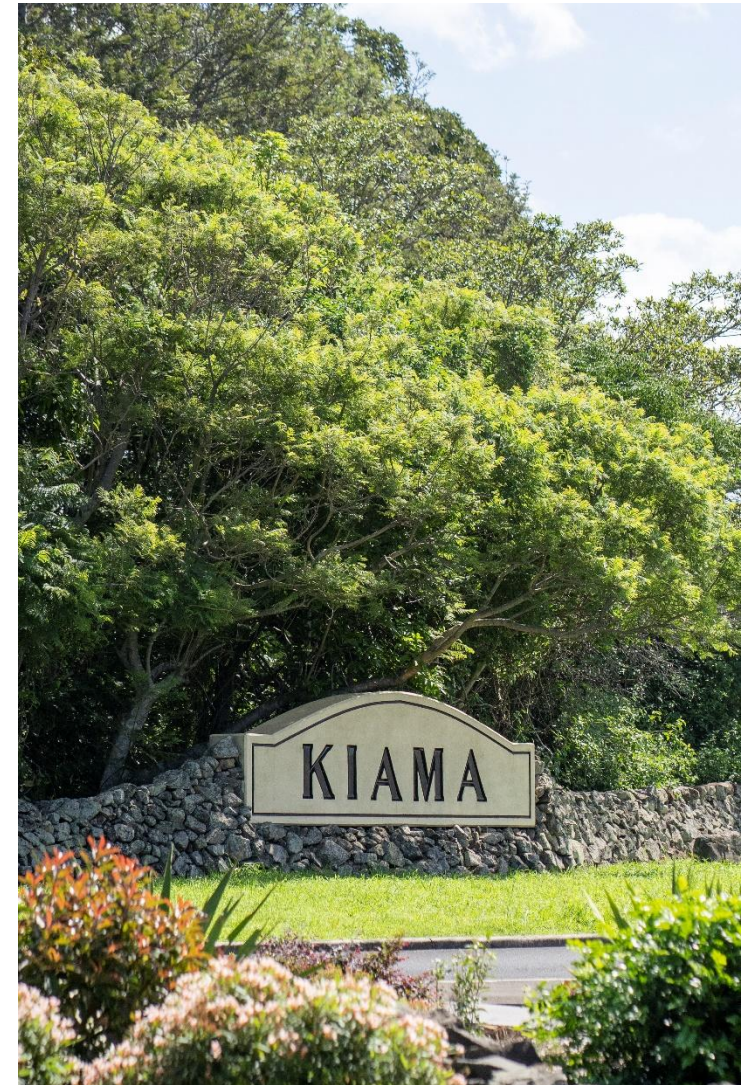
This document outlines our second Operational Plan (OP) under the Community Strategic Plan (CSP) 2025-2035 and is combined with the Delivery Program (DP) 2025-2029 to form a single Delivery Program and Operational Plan (DPOP) document.

You can also view current versions of the CSP 2025-2035, [Community Strategic Plan \(CSP\) Kiama Council](#)

The DPOP follows the structure of our 2025-2035 CSP, which has four focus areas, under which sit key goals and delivery strategies, which underpin activity and deliverables.

The four focus areas of our CSP are:

-  Liveable
-  Sustainable
-  Resourceful
-  Responsible



## How to read this Plan

The below table outlines how to read this plan in regards to the cascading of focus areas, goals, CSP strategies, Delivery Plan (DP) activities and Operational Plan (OP) deliverables and measures which are shown in tabular format. As the OP covers a single year of the 4-year DP, deliverable codes in this plan do not necessarily appear in continuous numerical order – this is due to this OP being year 2 of the 4 year overall DP which means that some deliverables will appear in future years.

Term used in the plan	Cascading Code e.g.,	What this term means.
Focus areas	1	The focus areas reflect the aspirations of the community, supporting the Community Vision. Our Community Vision and aspirations have been grouped into four key areas.
Goals: Where do we want to be?	1.1	The outcomes are the goals we aim to achieve and are linked to the focus areas of the vision. They are numbered as 1.1, 1.2 and so on.
Strategies: How will we get there?	1.1.1	The strategies are how we will achieve the outcomes. They reflect the 2025-2035 Community Strategic Plan (CSP). They are numbered as 1.1.1, 1.1.2 and so on.
Delivery Program: 4-year activity	1.1.1.1	How will Council contribute to delivering the vision of the CSP. These activities are numbered 1.1.1.1, 1.1.1.2 and so on.
Operational Plan	1.1.1.1.1	What deliverables Council will focus on in the 2025-26 financial year to contribute to the Delivery Program outcomes in the coming financial year. They are numbered 1.1.1.1.1, 1.1.1.1.2 and so on
Measure		Outputs are mainly used when measuring the Operational Plan. Outcomes are mainly used when measuring the Delivery Program. A combination of information is utilised to demonstrate 'the difference the actions of Council made.'

Note to readers: within this draft OP information or deliverables **highlighted blue** are impacted by the budget parameters report adopted by Council at the Extraordinary Meeting of Council in April 2026. These items may be amended or removed from the final OP dependent pending final budget decisions. The final OP will be presented to the June Council Meeting for adoption following a 28-day public exhibition period and review based on submissions received during this time.

# Service delivery areas

Each year Kiama Municipal Council delivers a catalogue of business-as-usual activities, functions and services to residents of and visitors to Minnamurra, Kiama Downs, Kiama, Gerringong, Gerroa, Jamberoo and surrounds. While these activities and services are not always explicitly detailed in the deliverable tables below in this document, each year they account for significant proportion of the time, effort and resources of Council staff.

Below you will find a summary of the service delivery areas that service our Community, and the business as usual activity they undertake.

## Customer Experience

The Customer Experience team includes Communications, Community Engagement & Customer Service. We provide service to our community and other business units within Council –communicating the work we do, why and how. We are on the front lines as a visible and accessible point-of contact with Council – our team listens, takes payments, answers questions, raises CRMs, actions tasks for other teams and gathers valuable feedback that helps shape Council decisions, improve outcomes and enhance reputation.

We care about our customers and strive to meet their needs, wants and expectations through exceptional service delivery. We deliver clear information and facilitate meaningful and measurable community engagement to include a diversity of community voices.

We provide a point of contact to members of the Kiama community and offer a streamlined service via a number of mediums - phone and email assistance Monday to Friday 8:30am – 4:30pm and in person Monday to Friday 8:45am – 4:15pm.

### Delivery streams:

- Communications
- Community Engagement
- Internal communications
- Press releases and social media
- Operational communications
- Administration and maintenance of websites and communication platforms
- Customer service and support to internal and external stakeholders
- Cashiering, payments and refunds
- Council Halls and Community Centre bookings
- Various reports, informal requests for information and assisting customers with annual fire safety statements

### What we do:

**Communications** is what we say about ourselves. To promote our good work and as part of our service provision/customer offering. Organisational marketing of goods, services and our legislative role and requirements. Operational communications from Council reports, project updates etc.

**Engagement** is seeking feedback and listening, the information gathered will shape future work and decisions and can help us adjust our plans, policies, projects based on majority opinion or expertise (e.g.: engaged local residents, First Nations, people with disability, seniors, youth, industry experts).

**Customer Service** is being the first face or voice of Council, answering questions or directing enquiries to other staff, and providing a pathway to resolve or address issues. Also, gathering information provided, handling complaints and feedback, taking hall bookings, processing payments and generally assisting the community and Council staff.

**Focus areas we support:**



## Community Outcomes

Champion inclusion and create opportunities for all. By shaping policies and programs that respond to emerging social and community needs, we bring people together-residents, partners, and sector leaders to co-design services and influence decisions that matter. We drive Council's commitment to vibrant community and cultural development, while delivering high-quality, accessible programs through our leisure and youth centres that support connection, participation, and lifelong growth.

**Delivery streams:**

- Kiama Leisure Centre and Jamberoo Pool
- Beach lifeguards
- Sentral Youth Services
- Community halls and facilities
- Community Development and capacity building
- Cultural Development
- Social Policy

**What we do:** The Community Outcomes team oversees the management of key community facilities including our multiple Community Halls, Sentral Youth Services and the Kiama Leisure Centre.

The team leads development and delivery of programs and activities for all communities including young people, older people, Aboriginal and Torres Strait Islander communities, people with disability and other community groups.

The Community Outcomes team delivers annual significant community events including during Seniors Week, Youth Week, Australia Day, NAIDOC Week, Sorry Day and Local Government Week.

We facilitate Kiama Municipal Council's Grants, Donations and Sponsorship Program; facilitate partnerships with relevant community organisations to offer programs and activities to support vulnerable community groups and support networks and interagency through convening/co-convening Illawarra Interagency and Aboriginal Reference Group respectively. We lead arts and cultural development for and with the community.

Finally, we will continue to consult with community and develop/implement community development policies and strategies and undertake associated statutory requirements such as the Disability Inclusion Action Plan.

Focus areas we support:



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## Engineering and Technical Services

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Plan, deliver, and maintain community infrastructure and assets that improve and protect our community.

We are proud to work together as an engineering team to plan, deliver, and maintain community infrastructure and assets, making responsible decisions with the resources we have, guided by our ethics, resilience, and engineering expertise.

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### Delivery streams:

- Park Services
- Construction
- Building Services
- Traffic regulatory services
- Planning support
- Subdivision services

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### What we do:

- Parks Services – The engineering unit delivers the grant-funded projects in parks, including drainage work and new projects – for example, the Hindmarsh Park redevelopment (completed 2024).
  - Construction – engineering delivers major reconstruction road works such as the reseals program, and natural disasters restoration from clearing drains to rebuilding failed slopes with retaining structures.
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- Building Services – engineering delivers the refitting and reconstruction of the major building assets.
  - Traffic services – manage the regulations within Council's delegations under the various pieces of road legislation. This includes permits to occupy the road reserve for driveway construction and other private building work. It also delivers road safety projects and monitors issues around schools and shopping centres through the Road Safety Officer.
  - Planning support – deliver advice relating to effects on public roads/drainage network and other engineering aspects of developments
  - Subdivision Services - this section delivers the management of subdivision works from the development consent to the creation of new property.
  - Fleet Services – Delivers all fleet-related services, including purchase and disposal of fleet assets. Administration of fleet-related requirements and general delivery of fleet services to meet the operation requirements of the organisation.
  - Depot Services – Provides facility management services to support the operations and service delivery of Council programs.
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**Focus areas we support:**



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## Environment and Compliance

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Deliver both educational and regulatory outcomes that support a healthy, sustainable and resilient community. In addition to education, the Environmental Health, and Compliance teams use their regulatory powers to ensure relevant legislation and standards are met.

It is our vision for Kiama LGA to be a community that thrives in a healthy, sustainable and resilient environment, where people and the environment are protected, natural, coastal and waterway assets are cared for, and access and amenity are supported through equitable parking and effective planning controls.

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**Delivery streams:**

- Coastal Management
  - Companion Animal Compliance
  - Environmental Compliance (POEO)
  - Food Compliance
  - Local Government Compliance
  - Net Zero
  - Parking Compliance
  - Public Health Compliance
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- Public Spaces Compliance
  - Swimming Pool Barrier Compliance
  - Sustainability
- 

**What we do:**

Safeguard and promote environmental sustainability and regulatory compliance across our LGA and the community we serve. Our team is tasked with developing and implementing policies and programs that prioritise environmental protection, conservation of natural resources, and reduction of environmental impact. We ensure the people and businesses within our LGA comply with relevant environmental laws, regulations, and standards; minimising risks associated with non-compliance. We also play a crucial role in fostering community engagement and education on environmental issues, aiming to enhance public awareness and participation in sustainable practices.

We attend to all complaints relating to compliance of development, environment, swimming pool fencing, food, public health, public spaces, parking and companion animals.

We work with other areas to annually deliver National Tree Day activities and are responsible for statutory reporting requirements to the Food Authority, NSW Health and the Office of Local Government. By providing expertise, conducting assessments, and advocating for environmentally responsible initiatives, the environment and compliance team contributes to the overall well-being and resilience of the council and its constituents.

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**Focus areas we support:**



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## Executive Support

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The Executive Support team performs a wide range of essential behind the scenes functions that are key to ensuring the smooth delivery of the civic duties undertaken by Kiama Municipal Council, from scheduled Council Meetings to Citizenship ceremonies.

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**Delivery streams:**

- Councillor support
  - Executive support
  - Civic duties
  - Civic functions
  - Media
- 

**What we do:**

Provide high quality and agile administrative, executive and media support to both Councillors and members of the Executive Leadership Team.

Preparation and publication of Council Meeting agendas, business papers and minutes.

Coordination and delivery of civic functions including citizenship ceremonies and mayoral functions.

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**Focus areas we support:**



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## Finance

The Finance team manage Council's financial health, ensuring compliance, and supporting strategic decision-making. Our focus is to manage public funds with integrity, efficiency and accountability; provide accurate and timely financial information; and support strategic decision-making that fosters equitable services and long-term fiscal stability.

We aim to be a progressive leader in governmental finance, continuously pursuing the most efficient, effective, and innovative means to accomplish core services while maintaining accountability and preserving public trust.

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**Delivery streams:**

- Financial reporting and controls
- Budgeting and forecasting
- Revenue
- Procurement services
- Financial systems maintenance
- Financial statements

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**What we do:**

We are responsible for preparing financial budgets and forecasts with both short and long-term views, providing insight and analysis on Council's operating performance and ensuring that all regulatory accounting and statutory obligations are met, accounting standards abided by, and internal controls are in place. The Finance Team is also responsible for raising and collecting revenue for Council and payment to suppliers.

We undertake the following:

- Ensure accurate and timely financial reporting in compliance with regulatory requirements.
  - Establish and maintain internal controls to safeguard council assets and prevent fraud.
  - Develop annual operating budgets and long-term financial forecasts.
  - Monitor budget performance and variance analysis.
  - Provide financial insights to support strategic decision-making and resource allocation.
  - Manage revenue streams including rates and domestic waste.
  - Accounts receivable and debt collection.
  - Coordinate contracts with vendors and suppliers.
  - Ensure compliance with procurement policies and regulations.
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- Optimise procurement processes to minimise costs and improve efficiency.
  - Administer payroll processes including salary calculations, tax deductions, and benefits administration.
  - Handle employee enquiries and resolve payroll-related issues.
  - Maintain and enhance financial systems and software applications.
  - Troubleshoot technical issues and provide user support.
  - Implement system integrations and business process improvements.
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**Focus areas we support:**



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## Implementation

Drive Council-wide transformation through structured governance, ensuring transparency, risk management and adherence to best practice while enabling innovation and operational excellence, while empowering Council to embrace change confidently through transparent, strategic alignment and a culture of continuous improvement.

**Delivery streams:**

- Legal and Governance
  - Service reviews and implementation
  - Business transformation
  - Strategic planning and reporting
  - Internal Audit and Audit, Risk and Improvement Committee (ARIC)
- 

**What we do:**

The Implementation Team has been created to oversee coordination and implementation of priorities and actions arising from the Performance Improvement Order (PIO) including the Strategic Finance and Governance Improvement Plan, in addition to service reviews, internal audit and business planning.

We will prepare business cases and masterplans for catalyst sites and coordinate and track service reviews and the preparation of business plans for Council's operations.

The Implementation Team is here to help and collaborate with teams across Council. We will coordinate tasks, develop and deliver templates, tools and training to assist Council staff with undertaking business planning and services reviews.

The Team's priorities are:

- Governance oversight
  - Business improvement
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- Successful change delivery
- Preparing and monitoring the implementation of the Strategic Finance and Governance Improvement Plan
- Coordinating and tracking of service reviews to ensure organisational consistency
- Coordinating and tracking of IP&R suite of documents and business plans for all departments, including the preparation of KPIs for teams for inclusion in future DPOPs
- Prepare business cases and masterplans for key catalysts sites, including the administration centre, works and waste depots and Havilah Place.
- Coordinating all legal work, including NCAT, Code of Conduct requests and the preparation and curation of a Kiama Council legal library
- Working with the PIO Oversight Committee
- Conduct internal audits in accordance with the Strategic Internal Audit Plan as well as monitoring implementation and reporting of internal audit action items.

**Focus areas we support:**



## Information Technology

Enable Council to deliver services to the community safely, efficiently, and consistently by providing reliable, secure and future-ready systems that support staff, decision-making, and strategic outcomes.

We enable the Council's strategic vision by providing innovative, fit-for-purpose IT Services.

**Delivery streams:**

- Information Technology Acquisition – Hardware
- Information Technology Acquisition – Software
- Information Technology Application Management
- Information Technology Data Management
- Information Technology Disposal
- Information Technology Evaluation
- Information Technology Maintenance
- Information Technology Security and Cyber Security
- Maintain Council's Corporate Spatial Information Systems and data
- Program policy, procedure, planning and reporting

**What we do:**

Deliver and continuously improve secure, reliable, and well-governed technology services - supporting staff through responsive IT assistance, protecting Council information and systems through cyber and risk controls, and managing the full lifecycle of IT assets, fleet, infrastructure, and applications to enable day-to-day operations and strategic outcomes.

**Focus areas we support:**



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## Libraries

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The Library Team works to ensure an informed, engaged and connected community, through our objectives of:

- Free and equitable access to information, knowledge and ideas
- Provide welcoming and inclusive spaces
- Support lifelong learning
- Foster a love of reading
- Building community through targeted programs and events
- Safeguarding and sharing the history and stories of our region
- Affording access to technology which addresses the digital divide

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**Delivery streams:**

- Library Services
- Family History Centre

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**What we do:**

The Library team operates Kiama Library, Gerringong Library and Museum (GLaM) and Family History Centre. In addition, we deliver **Early Literacy programs and an annual program of activities and events to support young people in our LGA.**

We offer ongoing support to literacy, numeracy and local history in our community.

We also provide digital and online offerings with both our library collection as well as making heritage collections available online, and work to continually develop our collections to meet community needs.

Finally, we undertake our statutory reporting requirements to the State Library NSW around annual statistics and state-funded library funding.

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**Focus areas we support:**

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## Operations and Maintenance

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We provide high-quality maintenance to Council's buildings, assets and holiday parks as well as Council roads, footpaths signage and other civil assets. Additionally, we manage roadside vegetation and deliver small-scale capital and grant-funded construction projects including maintaining drainage assets and road resealing.

We provide high-quality landscaped areas for the community and sustainable management of trees on public and private land, as well as ensuring well-maintained parks, reserves, sports fields and cemeteries.

Our team manages Council's Fleet and Depot services and delivers fleet maintenance and ongoing store operations to meet the supply solutions to support Council operations and assist with disaster response repairs and maintenance within the municipality, as necessary.

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### Delivery streams:

- Building Maintenance
- Civil Maintenance
- Construction
- Landscape and Tree Services
- Parks and Gardens
- Workshop and Stores

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### What we do:

**Building Maintenance** - Provide high quality maintenance to Council's built assets

**Civil Maintenance** - Provide high quality maintenance to Council roads, footpaths and drainage systems.

**Construction** - Deliver small-scale capital works including the road reseal program.

**Landscape and Tree Services** - Provide high quality landscape and tree management services to the community.

**Parks and Gardens** - Provide high-quality open space maintenance including sports fields and reserves.

**Workshop and Stores** - Provide high-quality fleet maintenance and stores to meet the operational requirements of the organisation.

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### Focus areas we support:



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## People and Culture

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We provide comprehensive, robust and consistent approach to support leaders and employees as they navigate respective operations with a view to meeting compliance, best practice and mitigating risk exposures. The team provides frameworks and systems for employee lifecycle, risk management and organisational development to guide Council's achievement of our objectives in the Community Strategic Plan.

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### Delivery streams:

- Human Resources
  - Enterprise Risk Management
  - Payroll
  - Organisational Development
- 

### What we do:

Through our four delivery streams we look after our people, community, training and risk management. Additionally, we undertake a range of statutory reporting activities on behalf of council.

Our Human Resources professionals manage the employee lifecycle right from recruitment and ensure administration of employee entitlements to our greatest asset, our people,

Council's insurance portfolio is managed through Enterprise Risk Management who also monitor strategic and operational risks to ensure the safety and welfare of our employees and our community.

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### Focus areas we support:



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## Planning and Development

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Manages how land is used and helps guide growth in a way that's sustainable, practical, and in line with community values and provides planning functions and services to the community.

We aim to balance the needs of growth with protecting the environment and what makes our community special — creating places that are safe, connected, and enjoyable for everyone

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### Delivery streams:

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- Strategic Planning
  - Development Enquiries and Development Assessment
  - Building Assessment and Certification
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**What we do:**

The Planning and Development team plays a key role in shaping the future of our community. We manage how land is used and help guide growth in a way that's sustainable, practical, and in line with community values.

This includes assessing development applications, making sure new buildings and projects follow planning rules, and supporting good design that fits in with the character of the area. The team also creates and updates local planning policies, works closely with residents and developers, and plans for infrastructure like roads, parks, and public spaces.

Our aim is to balance the needs of growth with protecting what makes our community special — creating places that are safe, connected, and enjoyable for everyone.

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**Focus areas we support:**



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## Property and Commercial

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Manages, protects, and strategically leverages Council's property portfolio and commercial assets to support community outcomes, financial sustainability, and long-term planning. The team ensures that Council-owned land, buildings, leases, licences, and commercial activities are managed efficiently, lawfully, and in a way that maximises public benefit.

We are responsible for overseeing public and private tree management and operational management of Council cemeteries.

Additionally we manage Holiday Parks to optimise revenue, meet objectives and comply with operational and land use requirements; manage and maintain open space, play, recreation and sporting facilities including management of beach lifeguard services including collaboration with Surf Clubs to ensure delivery of beach safety services.

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**Delivery streams:**

- Property portfolio management (investment, divestment, leases etc)
  - Holiday Parks operations
  - Planning open spaces, landscaping, roadside vegetation, Asset Protection Zones, Fire Access, Fire Trails
  - Managing use of open space and reserves
  - Cemeteries management
-

**What we do:**

Ensure composition of Council's property portfolio and use of its property aligns with strategic and operational plans.

Manage and review Plans of Management for Council managed lands, including leases and licences for use of Council properties, reserves and footpaths.

Operational management of Council cemeteries.

Manage Holiday Park operations to optimise revenue and meet strategic objectives and ensure compliance with operational and land use requirements.

Management and maintenance of open space, play, recreation and sporting facilities.

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**Focus areas we support:**



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## Retirement Village Operations

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Pending market sounding, the team produces a revenue stream for Council while offering Blue Haven Terralong residents affordable, safe and secure Independent Living options with the highest level of service and care components as possible.

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**Delivery Streams:**

- Independent living unit operations
  - Independent living unit maintenance
  - Administration
  - Sales
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**What we do:**

Our Operations team oversees a broad range of functions and activities to facilitate the ongoing management, planning and day-to-day operational delivery of services of independent living units. We oversee administration associated with operating Blue Haven Terralong as well as sales of independent living units to incoming residents.

Our team facilitates an annual management meeting with residents, which is supplemented by quarterly resident forums – both of which provide a vital platform for residents to engage with management, discuss important issues and offer feedback and suggestions for improvement.

Our Maintenance team undertakes projects as part of our comprehensive capital maintenance and repair program, to ensure a safe, comfortable and modern living environment for all Blue Haven Terralong residents. Key activities include:

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- Resident unit maintenance
  - Daily building and property maintenance
  - Preventative maintenance to Village assets such as elevators and safety systems
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**Focus areas we support:**



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## Tourism, Economic Development and Events

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We drive sustainable economic growth and community wellbeing by leading destination management and advocacy for the Kiama LGA. Through innovative strategies, we enhance visitor experiences, strengthen the region's identity, support local businesses, deliver vibrant events, and manage key visitor assets including the Visitor Information Centre, The Pavilion Kiama, and our digital information platforms.

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**Delivery streams:**

- Tourism management
  - Tourism marketing
  - Major and Destination event management
  - Economic development and business support
  - Venue management
  - Visitor servicing
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**What we do:**

Plan, lead and deliver the visitor economy, major events and local economic development.

Operates the Visitor Information Centre, The Pavilion and destination digital channels.

Deliver marketing and visitor information to shape demand and dispersal.

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**Focus areas we support:**



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## Waste Services

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We maintain proactive, scheduled cleaning activities that meet community expectations within available resources accompanied by the ability to deliver those activities on a reactive basis.

Ensure the uninterrupted delivery of essential waste collection, transport, disposal and processing of waste and recycling generated within the Kiama Local Government Area for domestic, public space and commercial waste.

Provide a high standard of administration and customer service across all Waste Services operations.

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### Delivery Streams:

- Council property cleaning
  - Minnamurra Waste and Recycling Facility (MWRF)
  - Waste Collection
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### What we do:

Maintain public hygiene in Council-owned facilities including public toilets, halls, Council offices and libraries. Ensure Council-owned land and public assets such as town centres, bin enclosures and picnic furniture are cleaned on a proactive basis. Collect and dispose of illegal dumping in the Kiama Local Government Area on a reactive basis.

Deliver the uninterrupted collection, transport, disposal and processing of waste and recycling generated within the municipality.

Deliver waste services-related administration and customer service, internal and external, and provide a safe, EPA-compliant facility for the public drop-off of recyclables such as Household Problem Waste, garden organics, scrap steel, and refrigerants.

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### Focus areas we support:



# Liveable



# We are part of a connected and liveable community.

	Code	CSP Strategy
<b>Goal</b> <b>1.1</b>	<b>1.1.1</b>	Support the initiatives that encourage community connection and social interaction for all residents.
	<b>1.1.2</b>	Support inclusive events and programs that foster connections and celebrate diverse cultures and backgrounds.
<b>Goal</b> <b>1.2</b>	<b>1.2.1</b>	Foster accessible, inclusive and safe community spaces, facilities and services that cater to a range of physical, mental and social needs for different ages and abilities.
	<b>1.2.2</b>	Empower young people with the skills, resources, and opportunities to actively engage and thrive within the community.
	<b>1.2.3</b>	Maintain and enhance our public gardens, parks and green spaces, cultivating a strong sense of pride and ownership and appreciation of beauty.
<b>Goal</b> <b>1.3</b>	<b>1.3.1</b>	Respect and honour First Nations peoples and their connection to Country. Safeguard cultural areas and items of significance and engage with Community and seek knowledge with intent to learn, share, and protect.
	<b>1.3.2</b>	Support the development and implementation of a Reconciliation Action Plan.
	<b>1.3.3</b>	Recognise the importance of our heritage buildings and precincts; Review heritage registers and plans and protect items of local and cultural and/or heritage significance.

<b>1.1</b>	<b>We value a strong sense of belonging, where social and cultural life thrives, and residents, families, friends and visitors feel welcome and included.</b>
<b>1.1.1</b>	<b>Support and deliver the initiatives that encourage community connection and social interaction for all residents.</b>
<b>1.1.2</b>	<b>Support and deliver inclusive events and programs that foster connections and celebrate diverse cultures and backgrounds.</b>
<b>1.1.1.1</b>	Ensure the community continues to have access to quality seniors accommodation and services for current and future residents.
<b>1.1.1.2</b>	Empower and build a connected, resilient, safe and cohesive community through partnerships and community development programs and initiatives.
<b>1.1.1.3</b>	Deliver programs and activities that support lifelong learning, build social inclusion and promote a sense of belonging.
<b>1.1.1.4</b>	Create welcoming, vibrant and accessible library spaces to build a stronger library community.
<b>1.1.2.1</b>	Develop customer-driven dynamic and sustainable collections.
<b>1.1.2.2</b>	Support access, equity and inclusion through current and emerging technology.

<b>Code</b>	<b>Deliverable</b>	<b>Measure</b>	<b>Responsible</b>
1.1.1.1.1	Implement key priority actions from the Blue Haven Retirement Village Asset Condition Report	Number of priority actions implemented and finalised	Operations and Maintenance
1.1.1.1.2	Management of Fire Safety Order and related Building Compliance matters	Implementation of requirements of Fire Safety Order including related building compliance requirements	Operations and Maintenance
1.1.1.2.1	Commence and complete review of existing Disability Inclusion Action Plan (DIAP)	Desktop review Community and stakeholders consultation revised DIAP is drafted	Community Outcomes
1.1.1.2.2	Explore opportunities to include people with disability in roles at Council events and panel discussions. Investigate developing a talent register of local people with disability who could be recruited.	Talent register is developed	Community Outcomes
1.1.1.2.3	Undertake accessibility audit of parks, open space and sporting facilities.	"The audit is completed	Operations and Maintenance

1.1.1.2.4	Review current practices relating to recruitment and retention (including work experience and volunteering), to ensure they are inclusive of people with a disability, include reference to Access and Inclusion Index audit.	Policies and Procedures updated with accessible recruitment practices	People and Culture
1.1.1.2.5	Review disability access and signage at nature or rainforest walks for accessibility and promote accordingly.	The audit is completed Priority accessible upgrades considered for implementation and LTFFP	Environment and Compliance
1.1.1.2.6	Audit and review the quality of public footpaths and parking to ensure accessibility by people with mobility issues.	The audit is completed Priority accessible upgrades considered for implementation and LTFFP	Operations and Maintenance
1.1.1.2.7	Facilitate partnership and collaboration with First Nations community to co-design significant cultural events and activities, aligned with cultural protocols	Deliver three significant cultural events Joint applications for funding Embed Aboriginal Cultural Protocols in operations	Community Outcomes
1.1.1.2.8	Facilitate culturally appropriate and genuine engagement and consultation with First Nations peoples	Co-convene the Aboriginal Advisory Group Facilitate consultation on key Council strategies and plan Participation in Council programs and services Access to facilities and open space	Community Outcomes
1.1.1.2.9	Commence planning and undertake necessary works to host the Illawarra Local Government Regional NAIDOC Awards to be held in Kiama in July 2027	Planning commences Convene NAIDOC Awards Committee Convene community consultation and engagement Implementation Plan developed for delivery in July 2027	Community Outcomes
1.1.1.2.10	Deliver Community Grants, Donations and Sponsorship Program to build capacity within community groups and organisations	Facilitate two rounds of grants annually Facilitate Donations (Small Grants) open year-round Manage documentation, record keeping and accountability reports	Community Outcomes
1.1.1.2.11	Convene and co-convene interagencies and networks to support sector, build partnership, identify and support emerging community needs and groups	Meeting convened or attended Actions implemented New partnerships established Advocacy and support on emerging needs	Community Outcomes
1.1.1.2.12	Deliver and host community events to facilitate participation, celebrate days of significance to community and target groups, promote access, inclusion and community cohesion and safe activation of community facility and open spaces.	Deliver and evaluate up to seven community events Source and secure external grants	Community Outcomes
1.1.1.2.13	Develop a comprehensive Community Safety Plan	Community Safety Plan developed	Community Outcomes

1.1.1.3.1	Lead arts and cultural development through implementation of actions and initiatives from Create Kiama, including creative learning, commissioning of public arts and resource development.	Delivery of creative learning program, workshops and public arts initiatives. Collaborative and resourceful art community,	Community Outcomes
1.1.1.3.2	Deliver practical sessions on grant writing, marketing, portfolio development, and arts entrepreneurship - led by cultural leaders, industry experts and/or established artists.	A minimum of 2 professional development workshops annually Attendee feedback reporting increased skills or confidence Artists and emerging arts feel supported	Community Outcomes
1.1.1.3.3	Coordinate the annual Old Fire Station exhibition program	Number of exhibitions Number of visitations	Community Outcomes
1.1.1.3.4	Support public street art, murals, and outdoor festivals that contribute to Kiama's unique identity.	A minimum of 1 public art project (temp/permanent) annually Support a minimum of 2 festivals/events each year	Community Outcomes
1.1.1.4.1	Prepare a wholistic business case for the Kiama Library to analyse the existing and potential layout to maximise flexibility.	Business Case and strategic recommendations reported to Council and included in future Asset Management Plan/s for the Kiama Library.	Libraries
1.1.2.1.1	Create a visible and public online database of our public art and permanent art collection	Database launched Artworks/catalogued entries are accessible online"	Community Outcomes

<b>1.2</b>	<b>We embrace the natural beauty of our area which fosters a healthy, active lifestyle and a diverse range of activities to sustain our mental and physical well-being, supported by the services and facilities we rely on.</b>
<b>1.2.1</b>	<b>Foster accessible, inclusive and safe community spaces, facilities and services that cater to a range of physical, mental and social needs for different ages and abilities.</b>
<b>1.2.2</b>	<b>Empower young people with the skills, resources, and opportunities to actively engage and thrive within the community.</b>
<b>1.2.3</b>	<b>Maintain and enhance our public gardens, parks and green spaces, cultivating a strong sense of pride and ownership and appreciation of beauty.</b>
<b>1.2.1.1</b>	Community has access to equitable and affordable facilities that meet their needs.
<b>1.2.1.2</b>	Kiama Leisure Centre is managed efficiently and effectively and remains competitive in the industry and region.
<b>1.2.1.3</b>	Investigate Development of Community Facility Strategy, inclusive of Leisure Centre.
<b>1.2.1.4</b>	Finalise the development of a masterplan to include future plans and design for Kiama Leisure Centre.
<b>1.2.1.5</b>	Ensure and enhance public health and safety and compliance by implementing/enforcing the following: <ul style="list-style-type: none"> <li>- Public Health Act 2010</li> <li>- Public Health Act Regulation 2022</li> <li>- Swimming Pool Act and regulations</li> <li>- Food Act 2003 and associated regulations</li> <li>- Australia New Zealand Food Standards Code</li> </ul>
<b>1.2.1.6</b>	Implement the requirements of the Roads Transport Act, Road Rules and Public Spaces (Unattended property) Act 2021. Investigate and action parking, traffic and abandoned item complaints. Make Legal determination for non-compliance (Caution/Warning/Infringement). Conduct scheduled parking patrols to support effective traffic and parking management.
<b>1.2.3.1</b>	Open Space, Aquatic & Recreation strategy.
<b>1.2.3.2</b>	Deliver educational programs, services and infrastructure that improve the cleanliness of public places and reduce litter.
<b>1.2.3.3</b>	Modernise and standardise the cleaning services provided to all Council facilities.

Code	Deliverable	Measure	Responsible
1.2.1.1.1	Deliver Lifesaving services across seven beaches from October - April annually	Sufficient number of lifeguards recruited Weekend and weekly beach lifeguard serviced delivered as per the seasonal timetable	Community Outcomes
1.2.1.2.1	Manage Council's leisure and fitness facilities to provide safe, high quality recreational programs, promote community health and wellbeing, and deliver water safety programs for residents and visitors	Deliver weekly swim school classes and squads Operate the gym and deliver fitness and aqua programs as per weekly timetable Deliver Gymnastics and Kinder Gym programs as per weekly timetable Manage booking and hiring of court-based programs on weekly basis Manage all hazards and risk relating to customers and staff through BeSafe Quarterly and annual operational and programming reports are completed	Community Outcomes
1.2.1.2.2	Manage and maintain the safe operation of the seasonally used outdoor Jamberoo Pool	Diversity of participation methods, community response rate	Community Outcomes
1.2.1.2.3	Undertake essential maintenance and renewal works at Leisure Centre as per outstanding priority works	Schedule pool closure to change filters and change chemical storage tanks Upgrade gym air conditions Swim school storage upgrade to be fire and access safe Replace the pool vacuum Regrouting of the poolside amenities Investigate balance tank leak and repairs Replace poolside chairs, gym and creche carpet Gym equipment replacement	Community Outcomes
1.2.1.3.1	Implementation of maintenance and operation fee for sports ground usage	Develop process for and implement sports ground usage fee to assist with ongoing maintenance and operation costs (e.g. mowing, lighting)	Property and Commercial
1.2.1.4.1	Conduct Leisure Centre Customer Satisfaction Survey across the Leisure Centre customer base	70% respondent rate Use of diverse participation method	Community Outcomes

Code	Deliverable	Measure	Responsible
1.2.1.5.1	Ensure requirements of the Swimming Pools Act are met	# of complaints received for swimming pool barrier issues # of swimming pool barriers issued with Certificates of Compliance or Non-Compliance	Environment and Compliance
1.2.1.5.2	Manage and implement requirements of the Public Health Act and Regulations, in relation to water quality of public swimming pools, public non-reticulated drinking water, skin penetration and legionella in accordance with legislative requirements.	Inspection program carried out in accordance with the legislative requirements of the Public Health Act # of inspections conducted annually.	Environment and Compliance
1.2.1.5.3	Conduct regular inspections of food businesses, providing food safety education programs, and ensuring adherence to the Australia New Zealand Food Standards Code.	# of inspections conducted in accordance with the NSW Food Regulation Partnership. # reinspections # Temporary Food Stall/Mobile Food Van Permits issued # CRMs relating to food-borne illness/food hygiene	Environment and Compliance
1.2.1.6.1	Conduct scheduled parking patrols to support effective traffic and parking management and investigate and action reports of illegal parking, traffic and abandoned items.	# of fines reported in accordance with the Fines Act 1996 # Abandoned vehicles investigated # of customer service requests reporting offences	Environment and Compliance
1.2.2.1.1	Empower young people to lead and shape their community through ongoing engagement activities	Hold bi-annual youth forums Weekly high school engagement Young people participation in Council events Workshops for young people	Community Outcomes
1.2.2.1.2	Create inclusive and safe spaces and programs for young people to connect and thrive	School holiday programs delivered Weekly Drop-in sessions facilitated Pathfinders Program delivered SENTRAL Sounds music events delivered	Community Outcomes
1.2.2.1.3	Contribute to the libraries/Community Development school holiday programs to increase creative opportunities to children and young people	A minimum of 2 creative learning workshops delivered to children and young people each school holiday	Community Outcomes
1.2.3.1.1	Open space and Recreation Strategy finalised and adopted by Council to ensure that adequate and appropriate open space and recreation facilities are provided and well located.	Strategy completed and endorsed by Council ready for implementation	Planning and Development
1.2.3.1.2	Implement Parks and Gardens service review recommendations	90% of recommendations implemented	Operations and Maintenance
1.2.3.1.3	Implement Tree Management service review recommendations	90% of recommendations implemented	Operations and Maintenance

Code	Deliverable	Measure	Responsible
1.2.3.1.4	Undertake works required to apply any grants awarded for sports clubs. Current applications related to lighting for Gerry Emery and Bonaira ovals; Kiama Netball courts re-surfacing; Gerry Emery clubhouse	Works completed as per details in grant applications	Engineering and Technical Services
1.2.3.1.5	Implement Bookable reserve module for Open Spaces	Bookable reserve module implemented and in use	Customer Experience
1.2.3.1.6	Open Space Lighting and Playground Strategy	Strategy completed, endorsed by ELT and implementation commenced	Property and Commercial
1.2.3.2.1	Deliver educational programs, services and infrastructure that improve the cleanliness of public places and reduce litter	Install new lids on 50% of the public place litter bins to reduce illegal dumping/improve capacity. Continue litter patrols as resources allow, including weekends in peak tourist periods.	Waste Services
1.2.3.3.1	Continue modernising and standardising the delivery of Council Property Cleaning	Standardised list of tools, equipment and plant reported to ELT	Waste Services

<b>1.3</b>	<b>We are committed to learning about, honouring, preserving, and sharing both our Aboriginal heritage and the history of first settlement.</b>
<b>1.3.1</b>	<b>Respect and honour First Nations peoples and their connection to Country. Safeguard cultural areas and items of significance and engage with Community and seek knowledge with intent to learn, share, and protect.</b>
<b>1.3.2</b>	<b>Support the development and implementation of a Reconciliation Action Plan.</b>
<b>1.3.3</b>	<b>Recognise the importance of our heritage buildings and precincts; safeguard areas and items of local cultural and/or heritage significance.</b>
<b>1.3.1.1</b>	Recognise and respect our First Nations people and their connections to the land and water and cultural practices.
<b>1.3.2.1</b>	Develop Reconciliation Action Plan (RAP) implementation plan.
<b>1.3.3.1</b>	Safeguard areas and items of local cultural and/or heritage significance.

Code	Deliverable	Measure	Responsible
1.3.1.1.1	Consult with Aboriginal cultural knowledge holders and support the Local Aboriginal Land Councils in undertaking a Kiama coastline Aboriginal cultural values, threats and resilience study to inform and guide review of the Development Control Plan/Local Environmental Plan.	Aboriginal cultural knowledge holders consulted with, and Aboriginal culture and heritage initiatives agreed upon for implementation to occur in future financial years	Environment and Compliance
1.3.2.1.1	Deliver the annual NAIDOC Week Art Exhibition by First Nations artists	Number of exhibiting First Nations artists Total visitor attendance	Community Outcomes
1.3.3.1.1	Local Heritage Strategy developed and presented to Council	Local Heritage Strategy adopted by Council	Planning and Development

# Sustainable



# We thrive in a sustainable environment.

	Code	CSP Strategy
<b>Goal</b> 2.1	2.1.1	Review, plan and deliver strategies that conserve our natural environment, including coastlines, waterways, biodiversity, and areas of environmental significance.
	2.1.2	Celebrate and protect our natural environment by promoting its value and preserving scenic landscapes, while developing strategies for current and future generations.
<b>Goal</b> 2.2	2.2.1	Address climate risks by taking proactive actions to mitigate and adapt to climate change, while protecting our environment.
<b>Goal</b> 2.3	2.3.1	Responsibly manage resources and waste. Promote recycling and FOGO to reduce the amount of waste we send to landfill.
	2.3.2	Limit our reliance on non-renewable natural resources.

<b>2.1</b>	<b>We protect our people, place, and biodiversity through thoughtful planning and actions, preserving the natural environment that defines our spectacular landscapes.</b>		
<b>2.1.1</b>	<b>Review, plan and deliver strategies that conserve our natural environment, including coastlines, waterways, biodiversity, and areas of environmental significance.</b>		
<b>2.1.2</b>	<b>Celebrate and protect our natural environment by promoting its value and preserving scenic landscapes, while developing strategies for current and future generations.</b>		
<b>2.1.1.1</b>	<p>Ensure compliance with and effectively manage and respond to complaints/incidents in accordance with the following:</p> <ul style="list-style-type: none"> <li>- Local Government Act 1993</li> <li>- Relevant environmental and planning regulations</li> <li>- Companion Animals Act 1998 and associated regulations</li> <li>- Protection of the Environment Operations Act 1997</li> <li>- Environmental Planning and Assessment Act 1979</li> <li>- Relevant Council policies</li> </ul> <p>As well as delivering associated education and preventions initiatives where relevant.</p>		
<b>2.1.1.2</b>	Implement actions of the Kiama Open Coastline Coastal Management Program.		
<b>2.1.1.3</b>	Development and Implementation of Coastal Management Programs (CMPs) for Minnamurra River, Crooked River, and Werri Lagoon in accordance with the NSW Coastal Management Act 2016 and the Coastal Management Manual. This includes identifying key estuarine risks, ecological values, and management priorities to support sustainable coastal and estuarine health.		
<b>2.1.2.1</b>	Collaborate with Wollongong and Shellharbour Councils to review and update the Illawarra Biodiversity Strategy, ensuring improved coordination and management of biodiversity conservation across the region. This includes identifying priority areas, aligning conservation efforts, and enhancing ecological connectivity.		
<b>2.1.2.2</b>	Protect natural areas through restoration and protection projects at priority sites on Council owned/managed land where grant funding is available for non-operational activities.		
<b>2.1.2.3</b>	Investigate incidents of littering and illegal dumping and partner regionally to implement programs.		
<b>2.1.2.4</b>	Effectively manage impacts from natural disaster.		

<b>Code</b>	<b>Deliverable</b>	<b>Measure</b>	<b>Responsible</b>
2.1.1.1.1	Built Assets evaluated where identified as being at risk of coastal hazards. Modify existing asset management plans and/or develop new plans, where required, to address coastal hazards and risks.	Recommendations implemented from the Coastal Risk Built Assets Evaluation.	Engineering and Technical Services

2.1.1.1.2	Preparation and Response to Coastal Hazards - Review of Environmental Factors, Assessments and Concept Designs prepared and relevant Approvals obtained for Interim Coastal Protection Works and activities.	Interim Design Works consulted and Approvals obtained.	Environment and Compliance
2.1.1.1.3	Undertake routine inspections of on-site sewage management systems in accordance with the risk based frequency schedule. Issue approvals to operate and take regulatory action to ensure compliance where required.	Inspection of OSSMs in accordance with the OSSM Strategy	Environment and Compliance
2.1.1.1.4	Investigate reports of unlawful development and landuse matters	# of customer service requests relating to building and non-complying development investigated	Environment and Compliance
2.1.1.1.5	Investigate reports of air, water, noise, and land pollution, ensuring compliance with regulatory requirements, and implementing mitigation measures where necessary.	# of investigations	Environment and Compliance
2.1.1.1.6	Manage Companion Animals and administrative requirements of the Companion Animals Act. Respond to companion animal issues, undertake scheduled patrols, investigate reports of dog attacks and undertake assessment of declared dangerous dogs. Implement actions from the Dog Friendly Spaces Strategy.	# of CRMs relating to companion animals # of proactive patrols # of fines issued # of animals impounded # of animals released to owner # of animals rehomed # of animals euthanised # actions completed from the Dog Friendly Spaces Strategy	Environment and Compliance
2.1.1.1.7	Assess the condition of all existing access tracks and other community facilities and amenities on coastal lands to inform operational budget for improving coastal access tracks, amenities and facilities.	Condition assessments conducted in 2026-27 financial year.	Engineering and Technical Services
2.1.1.2.1	Investigate opportunities to establish Coastal Vulnerability Areas (CVA), as identified by the Kiama Coastal Management Program, within State and Local Planning Instruments.	CVA endorsed by state government.	Planning and Development
2.1.1.2.2	Prepare and have Gazetted a Planning Proposal to amend the Resilience and Hazards SEPP to include the Coastal Management Plan Vulnerability Mapping.	Planning Proposal to amend the Resilience and Hazards SEPP to include the Coastal Management Plan Vulnerability Mapping prepared, exhibited and Gazetted.	Planning and Development
2.1.1.3.1	Consider options of the Estuaries CMP Stage 1 Scoping Study to proceed to Stage 2 technical investigations.	Council Report prepared and options considered to budget and proceed with a Stage 2 technical investigation.	Environment and Compliance

2.1.2.1.1	Provide support to Wollongong Council to update the Illawarra Biodiversity Strategy, identifying Actions for the Kiama LGA that align with the strategy objectives and recommendations.	Participation in workshops and engage with the community.	Environment and Compliance
2.1.2.2.1	Prepare a coastal habitat restoration and revegetation work plan that identifies, maps and prioritises specific works locations, along with works details suitable for implementation, such as weeds to be controlled and plants to be used, including species and habitats and locations that have cultural significance to the local community.	Preparation of Works Plan with actions integrated into the Operational Budget.	Environment and Compliance
2.1.2.2.2	Undertake strategic weed management of Bangalay Sand Forest Endangered Ecological Community at Seven Mile Beach Reserve through Weed Control Programs.	Record keeping of identified incidents of illegal dune vegetation damage/removal to help ascertain effectiveness of awareness campaign.	Environment and Compliance
2.1.2.3.1	Investigate complaints received of littering and illegal dumping and proactively monitor hotspot areas. Work with regional stakeholders including ISJO to identify grant funded programs and preventative initiatives to reduce incidents of illegal dumping and support delivery of education campaigns.	# of investigations relating to illegal dumping # of fines issued	Environment and Compliance
2.1.2.4.1	Utilising NSW Infrastructure Betterment Fund design and deliver Jamberoo Mountain Road, Foxground Road and Wallaby Hill Road betterment projects	Betterment projects for Jamberoo, Foxground and Wallaby Hill roads designed and delivered	Engineering and Technical Services

<b>2.2</b>	<b>We work together to understand and respond to the need for growth and change.</b>
<b>2.2.1</b>	<b>Address climate risks by taking proactive actions to mitigate and adapt to climate change, while protecting our environment.</b>
<b>2.2.1.1</b>	Partner and collaborate with local organisations, stakeholders, and community groups to deliver education and engagement programs that promote environmental sustainability initiatives. This includes raising awareness of sustainable practices, encouraging community participation, and fostering environmental stewardship.

<b>Code</b>	<b>Deliverable</b>	<b>Measure</b>	<b>Responsible</b>
2.2.1.1.1	Coordination of National Tree Day by working with local schools and land care groups for planting priority areas on Council Managed Land.	National Tree Day delivered July 2025	Environment and Compliance

<b>2.3</b>	<b>We use natural resources sustainably, focusing on protection, restoration, maintenance and enhancement.</b>
<b>2.3.1</b>	<b>Responsibly manage resources and waste. Promote recycling and FOGO to reduce the amount of waste we send to landfill.</b>
<b>2.3.2</b>	<b>Limit our reliance on non-renewable natural resources.</b>
<b>2.3.1.1</b>	Review Council's Contaminated Land Policy to ensure contaminated lands are effectively identified and managed.
<b>2.3.1.2</b>	Meet our future waste infrastructure needs through promotional, service delivery and infrastructure programs.
<b>2.3.1.3</b>	Provide high quality waste and resource recovery services.
<b>2.3.2.1</b>	Develop and implement a Community Emissions Reduction Strategy in alignment with Council's Corporate Emissions Reduction Plan (Net Zero Strategy.)
<b>2.3.2.2</b>	Implement Council's adopted Corporate Emissions Reduction Plan and climate change adaptation and mitigation initiatives in alignment with Council's Net Zero Strategy. This includes reducing corporate greenhouse gas emissions, enhancing climate resilience, and integrating sustainability into Council operations.
<b>2.3.2.3</b>	Investigate feasibility of transition of Minnamurra Waste and Recycling Facility to renewable energy.
<b>2.3.2.4</b>	Discontinue the Hire Services Business Unit as per Waste Services Service Review recommendation.

<b>Code</b>	<b>Deliverable</b>	<b>Measure</b>	<b>Responsible</b>
2.3.1.2.1	Continue development of Domestic Waste Long-term Financial Plan (LTFP)	LTFP reported to Council	Waste Services
2.3.1.2.2	Install GPS tracking systems on operational plant to gather data for decision making	Plant vehicle GPS tracking system scoped and installed	Operations and Maintenance
2.3.1.2.3	Implement Fatigue Management Procedure for all Waste Services vehicles >4.5T in line with Heavy Vehicle National Law (HVNL)	No heavy vehicle operators to work more than 6 out of 7 days or exceed prescribed daily work hours	Waste Services

2.3.1.3.1	Prepare and deliver implementation of updated waste collection zones and domestic collection service provision	Review of collection zones completed and recommendations reported to ELT. Approved updated zones implemented.	Waste Services
2.3.2.1.1	Exhibit for Public Consultation the Draft Community Emissions Reduction Plan.	Develop and Endorse a Community Emissions Reduction Plan and then integrate plan into the Net Zero Strategy	Environment and Compliance
2.3.2.2.1	Investigate funding for Energy & Emission Reduction Projects including further efficiency upgrades; battery storage to be incorporated with Solar PV installations; installation of EV charging stations on Public Land and/or within Council facilities.	Reduction in energy consumption and carbon footprint (tCO <sub>2</sub> -e) at key sites.	Environment and Compliance
2.3.2.2.3	Prepare a Sustainability Policy to incorporate into the procurement framework and embed best practice environmentally sustainable design specifications, product and material selection for capital works and maintenance programs.	Opportunities identified in the 'Regional Framework to Benchmark Social & Sustainable Procurement' are incorporated into the Procurement Policy and Procedures.	Operations and Maintenance
2.3.2.4.1	Undertake planning work and design for merged depot at Minnamurra	Project planning commenced	Waste Services
2.3.2.4.2	Prepare for regional/testing market for waste collection services	Undertake testing and document results	Waste Services

# Resourceful



# We create a strong and diverse economy.

	Code	CSP Strategies
<b>Goal 3.1</b>	3.1.1	Foster local economic growth by supporting businesses, start-ups, entrepreneurs, and new partnerships and promoting Kiama LGA as a place for new business.
	3.1.2	Maintain and expand a wide range of industry and business; including tourism, agriculture, light industry, professional and care services.
	3.1.3	Support skill development and job creation for all residents by fostering mentorship, expanding apprenticeships and traineeships, and strengthening partnerships to enhance local education, training, and business opportunities.
<b>Goal 3.2</b>	3.2.1	Thoughtfully manage tourism development and the visitor economy.
	3.2.2	Support sustainable local business development, visitations and events including showcasing iconic attractions and hosting events that attract additional visitors to the region.
<b>Goal 3.3</b>	3.3.1	Collaborate and partner through Illawarra Shoalhaven Joint Organisation (ISJO) to develop a regional response to supply of affordable housing.
	3.3.2	Manage development and growth sustainably and thoughtfully.
	3.3.3	Manage and promote land use planning to retain distinct town and villages.
<b>Goal 3.4</b>	3.4.1	Advocate for better planned transport infrastructure to create safe travel routes whether we are walking, cycling, driving or using public transport to key destinations and facilities.

<b>3.1</b>	<b>A strong economy, vibrant local businesses and local economic growth.</b>
<b>3.1.1</b>	<b>Foster local economic growth by supporting businesses, start-ups, entrepreneurs, and new partnerships and promoting Kiama LGA as a place for new business.</b>
<b>3.1.2</b>	<b>Maintain and expand a wide range of industry and business; including tourism, agriculture, light industry, professional and care services.</b>
<b>3.1.3</b>	<b>Support skill development and job creation for all residents by fostering mentorship, expanding apprenticeships and traineeships, and strengthening partnerships to enhance local education, training, and business opportunities.</b>
<b>3.1.1.1</b>	Support a wide range of business opportunities through land use planning.
<b>3.1.2.1</b>	In collaboration with regional partners implement the Regional Economic Development Strategy.

<b>Code</b>	<b>Deliverable</b>	<b>Measure</b>	<b>Responsible</b>
3.1.1.1.1	Build industry capability and workforce resilience by delivering targeted workshops, networking opportunities and shared data insights that support local business sustainability and growth	Minimum four workshops delivered (or in partnership with Destination Sydney Surrounds South or Kiama Business Network). Minimum 75% satisfaction achieved from workshop participants.	Tourism, Events and Economic Development
3.1.2.1.1	Participate in Regional collaboration for Economic Development	Participate in meetings with Regional Development Australia, Department of Primary Industries and Regional Development, Business Illawarra and other stakeholder groups as required.	Tourism, Events and Economic Development

<b>3.2</b>	<b>We have an economy that balances tourism opportunities with resident needs and ensuring we don't lose our community feel.</b>
<b>3.2.1</b>	<b>Thoughtfully manage tourism development and the visitor economy.</b>
<b>3.2.2</b>	<b>Support sustainable local business development, visitations and events including showcasing iconic attractions and hosting events that attract visitors to the region.</b>
<b>3.2.3</b>	<b>Support a safe, inclusive and vibrant nighttime economy that helps foster youth employment, social engagement and cultural expression.</b>
<b>3.2.1.1</b>	Provide strategic leadership and advocacy to support a sustainable visitor economy.
<b>3.2.1.2</b>	Support provided for the event industry ensuring a diverse, year-round calendar that strengthens Kiama area's visitor appeal and delivers social and economic benefits to the Kiama Local Government Area.
<b>3.2.1.3</b>	Destination Kiama will deliver strategic marketing that showcase the area's unique experiences, foster visitor dispersal, address seasonality, and drive sustainable economic growth for a resilient tourism industry.
<b>3.2.1.4</b>	The Pavilion, Kiama will support community usage needs while prioritising commercial profitability to ensure its long-term sustainability.
<b>3.2.1.5</b>	Holiday Park Strategy & Masterplans, implement Service Review decisions for maximising revenue for Holiday Parks.
<b>3.2.2.1</b>	Major Events delivery, including implementing the key actions of the Major Events Strategy.
<b>3.2.2.2</b>	Research and adopt contemporary, consumer-focused methods of information delivery, guided by benchmarking and data insights to enhance visitor engagement and satisfaction while reducing operating costs.

Code	Deliverable	Measure	Responsible
3.2.1.1.1	As per Focus Area 4.2 of the Visitor Economy Strategy plan and deliver Kiama Winter Festival	Successful planning and delivery of Kiama Winter Festival, meeting economic, social and funding program goals., anchoring off-peak visitation.	Tourism, Events and Economic Development

3.2.1.1.2	Work with stakeholders to explore a future vision for the VIC-Pilot's Cottage-Café precinct, identifying the most appropriate and sustainable uses of Council-managed buildings to enhance the visitor experience	Range of future use options identified for Council-managed buildings, including implications for visitor experience, operations and financial stability.	Tourism, Events and Economic Development
3.2.1.1.3	As per Focus Area 4.3 of the Visitor Economy Strategy undertake accommodation demand and feasibility assessments to guide landuse planning and support private sector investment dependent on external funding being secured	External funding secured. Accommodation demand and feasibility study undertaken	Tourism, Events and Economic Development
3.2.1.2.1	As per Focus Area 4.2 of the Visitor Economy Strategy plan and deliver Kiama Winter Festival implement recommendations from the 2024 Major Events Report	Implement the recommendations from the Kiama Major Events Report (2024), continue to administer the Destination Event Funding Program to support a diverse program of destination and major events across the year, strengthening Kiama's visitor economy and addressing seasonal fluctuations.	Tourism, Events and Economic Development
3.2.1.3.1	As per Focus Area 4.2 of the Visitor Economy Strategy redevelop Destination Kiama website	Redevelop Destination website to address cyber security risk, improve efficiency and functionality, and leverage modern technology to support delivery of the Visitor Economy Strategy.	Tourism, Events and Economic Development
3.2.1.4.1	Conduct a formal review of The Pavilion's wedding catering contract and preferred operating model in preparation for the 2027 contract expiry	Strategic options analysis to inform future catering and operating arrangements for The Pavilion ahead of the 2027 contract expiry.	Tourism, Events and Economic Development
3.2.1.5.1	Define Holiday Parks Management Model and implement new management contracts	New management contracts developed for upcoming year and Management Model review as per the Service Review to be progressed.	Property and Commercial
3.2.2.1.1	Business Case Planning (and funding dependent delivery) of New Years Eve	A safe major event that supports the community.	Tourism, Events and Economic Development
3.2.2.1.2	As per Focus Area 4.2 of the Visitor Economy Strategy plan and deliver Kiama Winter Festival	Successful planning and delivery of Kiama Winter Festival, meeting economic, social and funding program goals., anchoring off-peak visitation.	Tourism, Events and Economic Development
3.2.2.2.1	As per Focus Area 4.4 of the Visitor Economy Strategy support DSSS capability programs and local workshops to improve online bookability, trade readiness and digital capability across the visitor economy.	Support DSSS capability programs and local workshops to improve online bookability, trade readiness and digital capability across the visitor economy. Record and share data supporting benchmarking and performance tracking.	Tourism, Events and Economic Development

3.2.3.1.1	As per Focus Area 4.2 of the Visitor Economy Strategy finalise Night-time Economy Strategy for adoption	Finalise and adopt a Night-time Economy Strategy for the Kiama LGA.	Tourism, Events and Economic Development
3.2.3.1.2	As per Focus Area 4.5 of the Visitor Economy Strategy trial Special Entertainment Precinct by implementing Night-time Economy Strategy	Use the Night-time Economy Strategy to commence a trial SEP to support a growth in vibrancy after dark.	Tourism, Events and Economic Development

<b>3.3</b>	<b>We love where we live and are strongly connected within our region. Growth and development will be managed sustainably, thoughtfully and equitably, while preserving our built and natural heritage.</b>
<b>3.3.1</b>	<b>Collaborate and partner through Illawarra Shoalhaven Joint Organisation to develop a regional response to supply of affordable housing.</b>
<b>3.3.2</b>	<b>Manage development and growth sustainably and thoughtfully.</b>
<b>3.3.3</b>	<b>Manage and promote land use planning to retain distinct town and villages.</b>
<b>3.3.1.1</b>	Local Housing Strategy facilitates the provision of adequate housing supply within the Municipality.
<b>3.3.1.2</b>	Remain engaged with Federal, State and Regional Planning.
<b>3.3.2.1</b>	Council meets the legislative requirements for Planning and Assessment.
<b>3.3.3.1</b>	Support and strengthen our diverse communities through regional collaborations and local connections.
<b>3.3.3.2</b>	Develop Flood Studies and Risk Management Plans to inform land use planning.

<b>Code</b>	<b>Deliverable</b>	<b>Measure</b>	<b>Responsible</b>
3.3.1.1.1	Undertake LEP Review to investigate options to improve feasibility of development within existing strategic centres of Kiama & Gerringong for medium density development within the R3 zone and to consider the appropriate application of the NSW Government's Mid-Rise reforms. Explore innovative methods for achieving infill development within our existing towns and villages.	LEP Review and investigations commenced	Planning and Development
3.3.2.1.1	Planning Proposals are assessed in accordance with legislative requirements and within legislative timeframes.	Applications are processed in accordance with the NSW Governments LEP making Guideline	Planning and Development
3.3.3.1.1	Rural Lands Strategy developed and adopted by Council to ensure that identified rural lands are managed appropriately including any periurban interfaces.	Rural Lands Strategy developed and adopted by Council	Planning and Development

3.3.3.1.2	Development Applications are assessed and determined in accordance with legislative requirements and within legislative timeframes.	Application assessment timeframes meet the NSW Planning Ministers Expectations (i.e. an average of 95 days)	Planning and Development
3.3.3.1.3	<p>Undertake DCP Review, of Chapters 2, 3, 5, 6 and 12 of the Kiama DCP 2020, to:</p> <ul style="list-style-type: none"> <li>• investigate opportunities to increase feasibility of infill development</li> <li>• better respond to urban heat, sustainable waste and water sensitive urban design, and</li> <li>• incorporate the principles of Liveable Housing Design in a proportion of new housing.</li> <li>• Explore innovative methods for achieving infill development within our existing towns and villages.</li> </ul>	DCP Review is commenced	Planning and Development
3.3.3.1.4	Develop a structure plan for the Kiama urban expansion area, as identified by this Strategy, to identify appropriate road networks, servicing networks, zonings, staging and timing, consistent with the non-negotiables outlined in this Strategy, in collaboration with DPHI, Sydney Water, Endeavour Energy, Schools Infrastructure and TfNSW, and relevant landowners.	Kiama Urban Expansion Area Structure Plan is commenced.	Planning and Development
3.3.3.2.1	Following the Department of Planning's flood risk management manual complete Spring Creek flood study and associated Risk Management Plan/s - dependent on applicable grant extension of time approval.	Flood Study completion following Department of Planning's flood risk management manual	Engineering and Technical Services
3.3.3.2.2.	Following the Department of Planning's flood risk management manual complete Jamberoo flood study and associated Risk Management Plan/s - dependent on applicable grant extension of time approval.	Flood Study completion following Department of Planning's flood risk management manual	Engineering and Technical Services

<b>3.4</b>	<b>Our infrastructure is well planned, well managed, safe and inclusive.</b>
<b>3.4.1</b>	<b>Advocate for better planned transport infrastructure to create safe travel routes whether we are walking, cycling, driving or using public transport to key destinations and facilities.</b>
<b>3.4.1.1</b>	Work to improve Council's ability to meet increased in demand for its public infrastructure and assets.
<b>3.4.1.2</b>	Deliver roads program of works as per approved budget.

<b>Code</b>	<b>Deliverable</b>	<b>Measure</b>	<b>Responsible</b>
3.4.1.1.1	Implement a robust peak and off-peak cleaning schedule and service standards for public infrastructure and assets	Off-peak cleaning schedule and service standards for public infrastructure and assets developed to meet community/ tourist expectations and supported by ELT.	Waste Services
3.4.1.1.2	Public place new bin lid installation to reduce illegal dumping, improving public litter capacity	Lids installed on 50% of public place litter bins reducing illegal dumping	Waste Services
3.4.1.2.1	Deliver externally funded road network rehabilitation	Program delivered within the requirements of the funding body	Operations and Maintenance

# Responsible



Our primary obligation remains achieving long-term financial sustainability. This responsibility involves making prudent use of public funds, ensuring the responsible management of community assets and preventing unnecessary financial burdens on future ratepayers.

	Code	CSP Strategy
<b>Goal 4.1</b>	4.1.1	Public funds are managed in accordance with Financial Management Standards and Local Government Act, with accurate and timely reporting.
	4.1.2	Effectively manage assets and commercial investments, ensuring their relevance, lifecycle needs, and value are optimised in accordance with legislative requirements.
	4.1.3	Council delivers local government functions and sustainable services that meet community expectations, with regular service reviews per IP&R requirements.
<b>Goal 4.2</b>	4.2.1	Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.
	4.2.2	Engage with community in timely and meaningful way to help inform decision making. Communicate transparently to inform, build trust and respect.
	4.2.3	Council will build organisational capability, capacity and efficiency.

<b>4.1</b>	<b>Public funds and assets are managed strategically, transparently and efficiently.</b>
4.1.1	Public funds are managed in accordance with Financial Management Standards and Local Government Act, with accurate and timely reporting.
4.1.2	Effectively manage assets and commercial investments, ensuring their relevance, lifecycle needs, and value are optimised in accordance with legislative requirements.
4.1.3	Council delivers local government functions and sustainable services that meet community expectations, with regular service reviews per IP&R requirements.
4.1.1.1	Strengthen financial reporting, ensure legislative compliance, and promote long-term sustainability by enhancing scrutiny and oversight processes while optimising funding opportunities, and improving procurement practices.
4.1.2.1	Council will take a risk-based approach in pursuit of its objectives. Safety and minimising exposures are actively considered as we maintain assets and delivering services for the community.
4.1.2.2	Develop a strategic plan for the future sustainability and direction for Blue Haven Terralong - this will include development of an asset condition and capital works requirements over coming years.
4.1.2.3	Asset Recycling Strategy finalised and implemented.
4.1.2.4	Development of Lease and Licence Policy for lessee and licencing in property.
4.1.2.5	Implement maintenance and capital renewal and improvement programs for Council's built assets and infrastructure.
4.1.2.6	Deliver major capital works and projects utilising external funding opportunities.
4.1.2.7	Asset revaluations on all classification of assets undertaken, responding to management letters from external auditors.
4.1.2.8	Review and Update Asset Management Plan for Kiama Council, including policy, plans & procedures.
4.1.3.1	Maintain compliance with all relevant legislation and requirements , including the Office of Local Government risk management and framework, including Audit, Risk and Improvement Committee (ARIC) and internal audit operation.
4.1.3.2	Develop a program for telematics system for operational fleet.

Code	Deliverable	Measure	Responsible
4.1.1.1.1	Continue review of potential revenue sources and cost reductions to improve operating performance and financial sustainability	Opportunities presented to ELT (and Council as required) and then introduced through QBR processes	Finance
4.1.1.1.2	Continue the recent years' improvement in internal systems, processes, and controls to maintain and align with contemporary fraud and corruption business and regulatory environment.	Review existing internal controls and identify and implement opportunities to strengthen these controls along with proactive monitoring activities	Finance
4.1.1.1.3	Strengthen internal risk and fraud prevention controls and implement proactive monitoring	Review existing internal controls and identify and implement opportunities to strengthen these controls along with proactive monitoring activities	Finance
4.1.2.1.1	Management of Council property divestment	Continue review of non-strategic asset holdings for potential divestment. Manage planned divestments including planning proposals, reclassification/rezoning works required.	Property and Commercial
4.1.2.2.1	Work with Infrastructure and Operations directorate to ensure implementation of key actions from the Strategic Review and Asset Condition Report.	Review and implement key findings and opportunities from the Strategic Review in terms of operational improvements and the Asset Condition Report in terms of asset management and facilities maintenance.	Retirement Village Operations
4.1.2.3.1	Identify non-strategic land holdings for potential divestment to support and enable other strategic initiatives.	Manage planned divestments including commencement of planning proposals for planned divestments requiring reclassification/rezoning and strategic investigation of further divestment opportunities.	Property and Commercial
4.1.2.5.1	Kendall's Cemetery Conservation Management Plan	Completion of Conservation Management Plan for Kendall's Cemetery and associated approval followed by implementation	Property and Commercial
4.1.2.6.1	In line with grant allocation, funding and resources available, undertake capital work that may include the following: <ul style="list-style-type: none"> <li>- Gerry Emery lighting and clubhouse</li> <li>- Bonaira Oval lighting</li> <li>- Kiama Netball courts resurfacing</li> <li>- Detailed design rectification for Flood study designs</li> <li>- Kiama SLSC upgrade</li> <li>- Road restoration block grants</li> </ul>	Capital works undertaken in line with successful grant funding applications	Engineering and Technical Services

4.1.2.7.1	Asset revaluations on all classification of assets undertaken, responding to management letters from external auditors.	Undertake assets re-evaluation in line with yearly focus area plans	Engineering and Technical Services
4.1.2.8.1	Annual review of Asset management plans undertaken	Asset Management Plans reviewed and updated as necessary in line with Operational Plan development	Engineering and Technical Services
4.1.3.1.1	Yearly review of Delivery Program and development of Operational Plan including public exhibition and incorporation of community feedback	DPOP is reviewed for 2027-28 period by 30 June 2027, including period of public exhibition and further review based on submissions.	Implementation
4.1.3.1.2	Annual Report development and publication	2025-26 Annual report developed and published by 30 November 2026	Implementation
4.1.3.1.3	Corporate Planning migration from Pulse to Tech One	Corporate Planning module in Tech One operational and in use	Implementation
4.1.3.2.1	Develop a program for telematics system for operational fleet	Specifications for waste collection trucks reviewed and ready for tender, including improved telematics and data capture technology.	Waste Services

<b>4.2</b>	<b>Our governance is transparent and trusted, supported by the right structures, technology, and processes to effectively serve the community.</b>
<b>4.2.1</b>	<b>Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.</b>
<b>4.2.2</b>	<b>Communicate transparently to inform, build trust and respect.</b>
<b>4.2.3</b>	<b>Engage with community in timely and meaningful way to help inform decision making and clearly demonstrate how community input shapes outcomes.</b>
<b>4.2.4</b>	<b>Council will build organisational capability, capacity and efficiency to deliver and measure the goals and strategies of the CSP.</b>
<b>4.2.1.1</b>	Focus on customer experience, including monitoring analytics, through the Customer Service Charter.
<b>4.2.1.2</b>	Enhancing AI and virtual customer service offerings.
<b>4.2.2.1</b>	Develop and implement Communications Strategy including Media and Social Media. Continue to implement and update Council's Social Media Policy, Media Policy and Website Content Strategy.
<b>4.2.2.2</b>	Information management is transparent and builds trust. Council's records are managed as per legislative requirements.
<b>4.2.2.3</b>	Focus on strong and transparent governance supported by robust systems and processes
<b>4.2.2.4</b>	Effectively communicate the projects, plans, actions and outcomes of Council (and relevant government departments) to inform our community in a timely and accessible way.
<b>4.2.3.1</b>	Continue to implement Council's Community Engagement Strategy incorporating Community Participation Plan, in accordance with Local Government Act and NSW Department of Planning (DPE) requirements. Continue to develop and implement community engagement program, including staff training and schedule of activities.
<b>4.2.3.2</b>	Communicate and engage staff and the community on the implementation, outcomes and change-management required around the Safety Strategy.
<b>4.2.4.1</b>	Council organisational structure and capability is appropriate and evolving. The workforce is supported with the right policies, resources and opportunities for development while delivering services for our community.
<b>4.2.4.2</b>	Enhance operational efficiency by leveraging innovative technology solutions, ensuring robust cybersecurity, and fostering digital inclusivity to support sustainable growth and resilience within the local government.
<b>4.2.4.3</b>	Continue implementation of Service Reviews and resulting recommendations to improve organisational efficiency.

Code	Deliverable	Measure	Responsible
4.2.1.1.1	Develop a Customer Experience Strategy incorporating Council's face to face, telephone and digital channels including the website, social media and potential Live Chat channels.	Customer Experience Strategy drafted and placed on exhibition for community feedback and adoption.	Customer Experience
4.2.2.1.1	Revise and update the Website Content Strategy based on current and projected future use, incorporating the TechOne implementation. Update policies as required due to organisational restructure.	Website content strategy reviewed and updated to incorporate alignment with Tech One 'One Council' platform.	Customer Experience
4.2.2.2.1	Complete phase 1 (due 2028) records transfer plan to Museums of History	Identified priority records relocation commenced - register prepared.	IT Service Delivery
4.2.2.2.2	Configure and implement OneCouncil Electronic Content Management module	Council document management system is operational within OneCouncil ECM module.	IT Service Delivery
4.2.2.2.3	Archiving digitisation project phase 2 - depot archive space to be cleared	Records stored in mezzanine level of works depot completely removed by way of archiving or destruction.	IT Service Delivery
4.2.2.3.1	Continue community engagement and communication improvements across social media and website including 'I AM Kiama' campaign and 'your say' platform.	Provide an ongoing stream of community-focused news stories highlighting the work of Council and designed to celebrate community connections, Council staff and improve engagement.	Customer Experience
4.2.3.1.1	Evaluation of Project Management framework and amendments made if necessary	Evaluation of current Project Management framework undertaken and completed. If necessary, implementation for identified changes developed and approved by ELT	Implementation
4.2.3.1.2	Commence implementation of key actions of Community Engagement Strategy reviewed and adopted in 2025-26 financial year	Key actions identified and implementation commenced	Customer Experience
4.2.3.1.3	Engagement survey action plans progressed and initiatives and wins reported to ELT, MLT and all employees	Documented messaging of action plans and minuted to ELT, MLT and all staff meetings.	People and Culture
4.2.3.1.4	Implementation of new electronic, purpose built Learning Management System	LMS implemented and training modules have been configured and available for staff.	People and Culture
4.2.3.1.5	Workforce strategy reviewed to optimise workforce capability and contribute to industry skills shortage mitigation	Review opportunities training and development opportunities to support workforce strategy.	People and Culture

4.2.3.2.1	Review all current software solutions used across Council with view to aligning with Enterprise Tech One solution, as per Council's Information Technology Strategy.	Analysis undertaken and findings documented and reported to the Executive Leadership Team	IT Service Delivery
4.2.3.2.2	Progress implementation plan of Essential 8 Level 1 Cybersecurity maturity in conjunction with ISJO cyber security lead.	Implementation plan developed and progress reporting to ARIC.	IT Service Delivery
4.2.3.2.3	Refine and review Grants register with view to bringing into alignment with Tech One grants module.	Grants register developed, endorsed by ELT and implemented	Finance
4.2.4.1.1	Policy Framework review and update to ensure all policies are current and relevant to needs of Council	Review and update completed for all existing Council policies. Process for ongoing review and updates documented and rolled out across Council	Implementation
4.2.4.1.2	Investigate funding opportunities for disaster risk mitigation to help support business continuity plan and continuation of service for community.	Investigate funding opportunities and apply for funding where relevant	Finance
4.2.4.1.3	Investigate and engage in partnership opportunities for disaster risk mitigation, and where capacity exists review Council's disaster management capacity	Partnership participation	Engineering and Technical Services
4.2.4.2.1	Tech One project phase 3 go-live and phase 4 commencement	Phase 3 of Tech One project is live and activity on Phase 4 is underway	Implementation
4.2.4.2.2	Development of online business planning solution that can be integrated into existing Council systems	Online business planning solution researched, developed and rolled out for 2027-28 planning	Implementation
4.2.4.2.3	Development of online service review solution that can be integrated into existing Council systems (focus on recommendation implementation)	Online service review solution researched, developed and rolled out	Implementation
4.2.4.3.1	Deliver the rolling program of service reviews. Undertake reviews in 2026/27 and ensure oversight of actions from Service Reviews.	Undertake planned services reviews over the 12-month period for records and data, procurement, human resources and communications as time and resources allow.	Implementation
4.2.4.3.2	Service Review recommendation delivery framework developed and introduced	Framework developed, approved by ELT and rolled out	Implementation

# Authorisation and version control

<b>Owner/Responsible Officer</b>	Head of Implementation
<b>Department</b>	CEO Office
<b>Date adopted/endorsed</b>	
<b>Resolution number (if applicable)</b>	N/A
<b>Next review date</b>	N/A
<b>TRIM reference</b>	

<b>Date reviewed</b>	<b>Date adopted/endorsed</b>	<b>Brief detail of amendments</b>

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### In person

Our Administration Building located  
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(excluding public holidays)



**KIAMA MUNICIPAL COUNCIL**  
your council, your community

Respect

Innovation

Integrity

Teamwork

Excellence