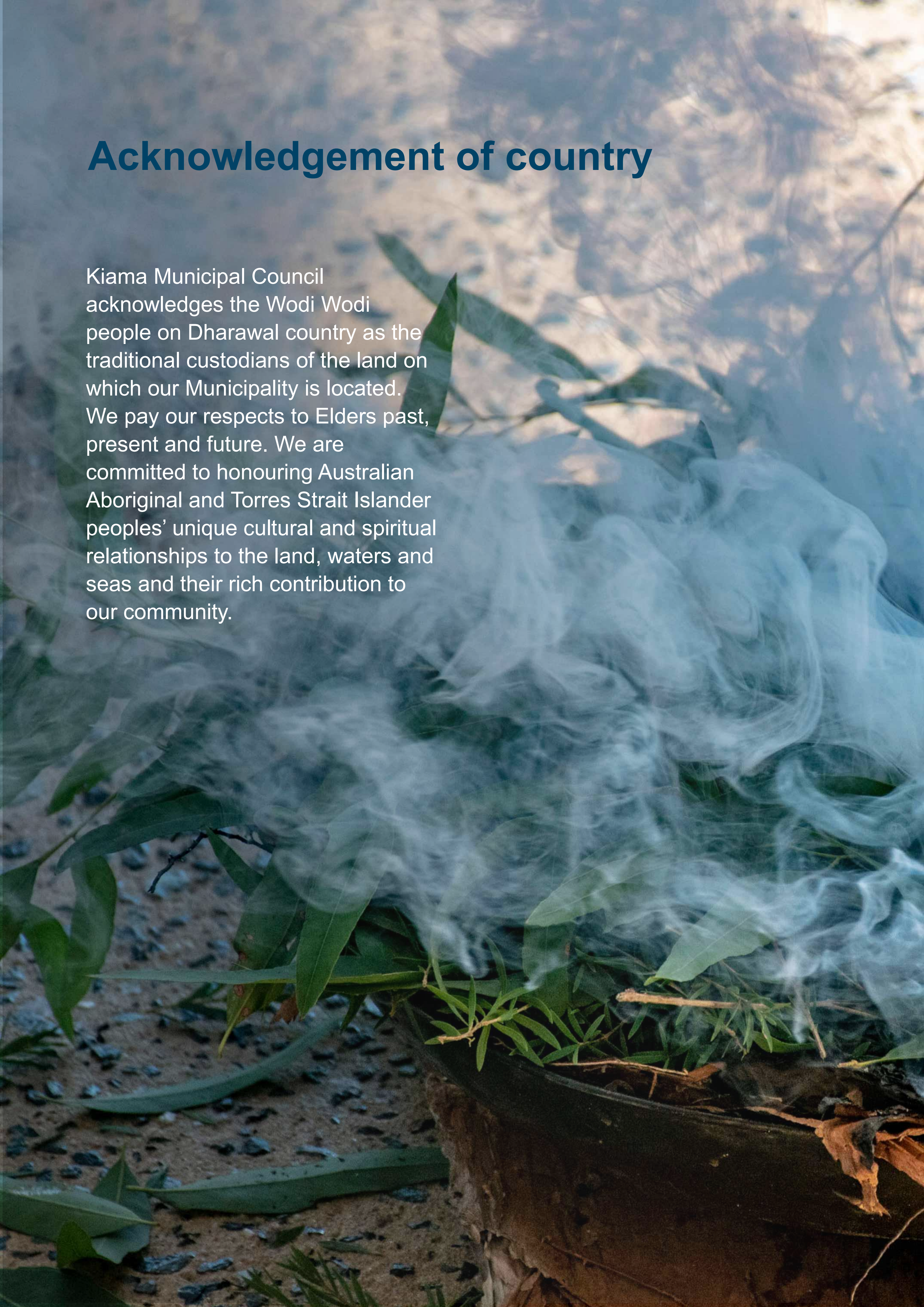
Revenue Improvement Strategy - DRAFT

Roadmap of ideas to commercial creativity, that generates revenue for all of us

KIAMA MUNICIPAL COUNCIL
your council, your community



Acknowledgement of country

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

Contents

Executive summary

Purpose

Kiama Municipal Council (KMC) has been issued a variation to its Performance Improvement Order (PIO), initially issued by the then Minister for Local Government, the Hon. Wendy Tuckerman MP, on 8 November 2022. Amongst other things, this varied PIO required KMC to develop a Revenue Improvement Strategy to identify lawful recurring revenue opportunities.

Traditionally, Council's primary revenue sources focused on rates and levies, and fees and charges. Given the current rate pegging system in NSW, Council's ability to increase rates, as its primary source of revenue, has been limited and has not match CPI or staff award increases.

This Strategy looks to identify additional and alternative revenue sources to ensure that Council can become financially sustainable and continue to provide the necessary services to its community.

This Revenue Improvement Strategy establishes a sustainable framework for growing and diversifying revenue over the next three years. It outlines key revenue streams, growth opportunities, investment priorities, risks, and performance measures required to achieve financial sustainability and support organisational objectives.

Background

On 30 June 2026 the Minister for Local Government, the Hon. Ron Hoenig MP, issued a variation to the Performance Improvement Order. This varied Order acknowledged that, while Council has made some progress under the PIO dated 8 November 2022, as varied on 23 May 2024, further action is required to improve and secure Council's long-term financial sustainability and operational performance.

The Order, amongst other things, requires KMC to:

- Regularly and continuously review Council's financial situation with a view to becoming financially sustainable by 2027-28.
- Develop and implement a Strategic Asset Review to identify non-core property holdings and recommend actions and indicative timeframes for redevelopment or disposal.
- Prepare and finalise an independent business case for the future of Blue Haven Terralong Village and prepare a funded works program to address all critical fire safety compliance issues for Blue Haven Terralong Village.
- Prepare and implement a Revenue Improvement Strategy (this Strategy) to identify lawful recurring revenue opportunities.
- Update the Finance and Governance Improvement Plan to:
    - implement a staged budget improvement program that prioritises lower impact efficiency measures and discretionary savings
    - include all the actions KMC will take over the next two (2) years, being 2026-27 and 2027-28 to break the habit of adopting deficit operating budgets without relying on unplanned asset sales.

Council has been working diligently since the first order was issues in 2022 and have delivered a substantial number of cost initiatives reflecting that Council have a proactive and disciplined approach to addressing the concerns of the PIO.

Since 2024, KMC has significantly improved its operating results from a deficit of $26.6M in FY2023-24 but adjusted to $17.5M after excluding an asset write down of $9.1M, to a projected deficit of $4.5M in FY 2025-26. This reflects an improvement of $13M. Council has divested its Blue Haven Bonaira asset and delivered an unmodified audit opinion on its 2024-25 Financial Statement.

In November 2024, the NSW Government's Standing Committee on State Development tabled the 'Inquiry into Ability of local governments to fund infrastructure and services. In May 2025 the NSW Government Response's to this inquiry was published. The Committee commented that a major source of revenue for local councils is rates.

The Federal Government's House of Representatives' Standing Committee on Regional Development, Infrastructure and Transport have also tabled an 'Interim report into local government sustainability'. The Standing Committee commented that the role of local governments in Australia has changed significantly over time and that councils must balance their budgets while maintaining service delivery and investing in infrastructure.

The Report outlines that councils will be sustainable if they can ensure expenditure is matched to both revenue and their community's service delivery expectations. It is clear, given community feedback, that KMC's current operating revenue does not enable it to deliver the services the community expects without reliance on capital grants funding. This situation is consistent across most Councils in New South Wales (NSW).

The Interim Report notes that local governments are being increasingly relied upon to deliver services and infrastructure which were traditionally under the purview of the Commonwealth, state and territory governments. The Report also notes that rate pegging in NSW and Victoria restricts the amount councils can raise rates annually.

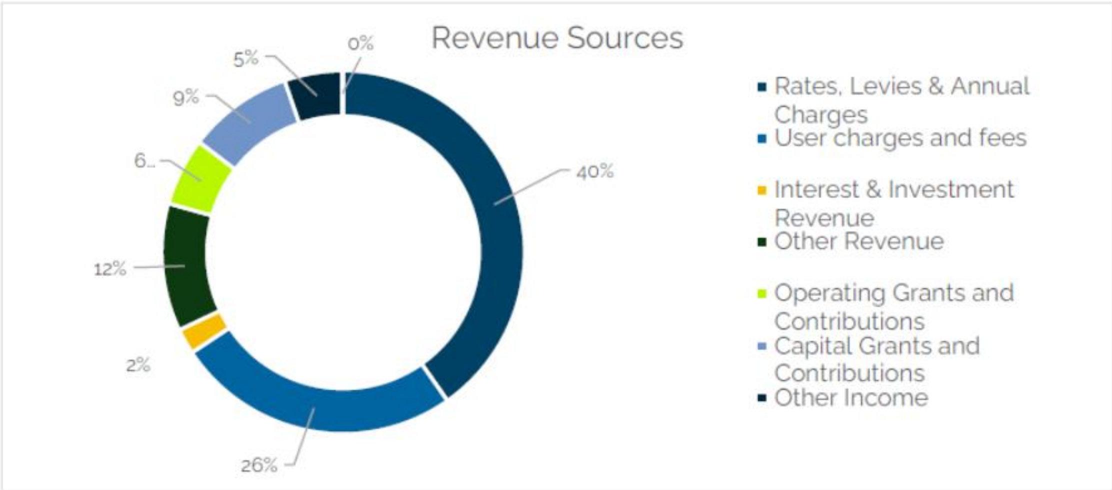
Current rate pegging has seen rates increase by 3.2% in 2026/2027 while for the same time the local government award wages increased by approximately 4% during the same time. This adverse position has applied over recent years and will continue unless major changes to the rate pegging system are made. This position puts pressure on Councils to seek Special Rate Variations and significant rate increases for ratepayers in their communities

These Reports, and their subsequent responses, acknowledges that councils across the state are experiencing financial challenges that impact their ability to provide services that communities rely upon.

While the Response encourages councils to diversify their income sources, any significant initiative either requires upfront investment and/or simply can take considerable time plan, implement and bring to fruition.

Current revenue sources

Council's current revenue sources include rates, fees and charges allocated to specific services, as well as grants and subsidies from higher levels of government. In addition, loans and investment interest play a role in maintaining financial stability, alongside occasional asset sales or business activities.



Rating

Revenue from rates constitutes the largest portion of Council's overall income. The Independent Pricing and Regulatory Tribunal (IPART) regulates the income derived from ordinary rates, special rates and drainage services through the rate pegging mechanism. Council rating strategies vary, with some councils relying more heavily on ordinary rates, while others utilise a combination of ordinary and special rates. While councils can adjust their mix of rates annually, the total rate income increase across all rates must not exceed the percentage specified by IPART each year.

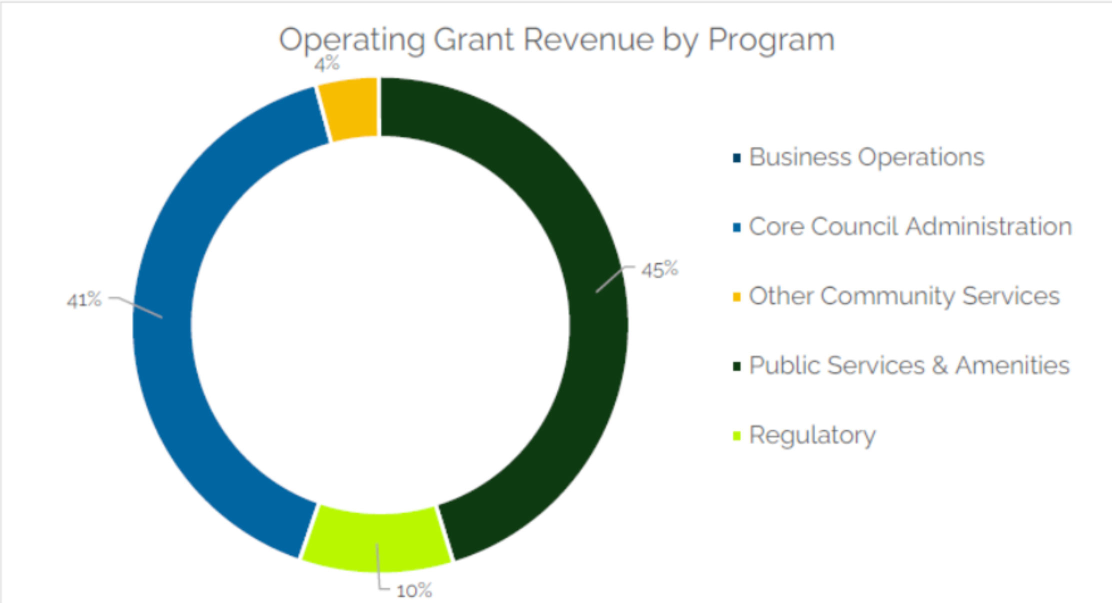
For 2026-27, Council's rate peg increase is set at 3.2%. However, the rapid escalation in current expenses and projected future costs has created a disparity between the IPART-approved rate increase and Council's actual financial needs.

Fees and charges

Fees and charges are established based on a user-pays approach, facilitating partial rather than full cost recovery in service delivery. While some fees (i.e. Development Application fees) are regulated, other fees and charges are structured to seek to recoup costs, remain competitive and avoid imposing excessive financial burdens on the broader community. Any surplus revenue generated through this approach is reinvested to enhance service delivery for the benefit of the entire community.

Grants and subsidies

The Council receives both steady annual grants and discretionary grants, actively seeking the latter to fund specific projects. These grants, provided by Federal and State governments, play a critical role in financing a wide range of services and major capital projects. These include environmental programs, community services, road safety initiatives, public library operations, road construction and other infrastructure developments. While the allocation of grants is determined by higher levels of government, they remain a vital revenue source. Council proactively pursues funding opportunities to ensure the successful delivery of projects. The 2026-27 Budget includes $7.3M of capital grants and $4.7M of operating grants.



Investments

At any given time, Council may hold a significant amount of cash derived from sources such as grant funding, developer contributions for works, and general revenue from rates, fees and charges. These funds are allocated to specific projects and services as outlined in the annual budget and development contribution plans, though there may be a delay between their receipt and expenditure. To optimise returns during this interim period, any surplus cash is invested in accordance with Council's Investment Policy. However, the income generated from these investments may fluctuate due to factors such as economic conditions, interest rate changes and existing financial commitments.

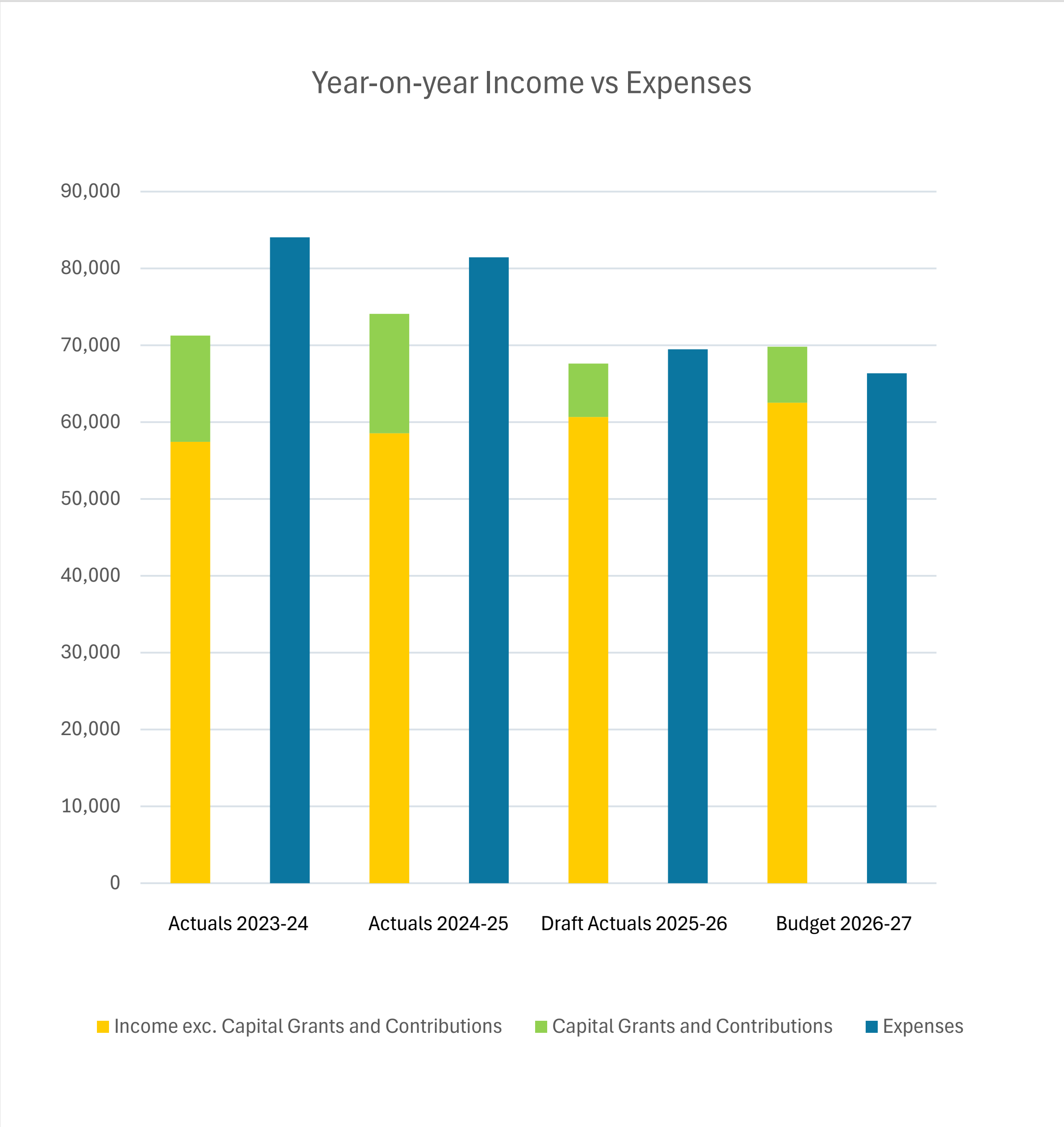
Property

Council owns approximately 300 individual property parcels throughout the Local Government Areas. Some of these parcels are core to Council’s operations (administration centre and depots), others are core to Council’s functions (community halls, public open space, sports fields etc.) and others are non-core and should be used to realise a commercial benefit to Council.

Key challenges

Kiama Municipal Council (KMC) has achieved significant improvement in operating results over the last three (3) financial years, with operating results (excluding capital grants) improving by 83% in that time.

KMC's current operating position is not financially sustainable in the near term, as costs are increasing faster than revenue. For example, regulated rates revenue is pegged at 3.2% in FY2026-27, while employee costs have increased by 4%. Other costs, including insurance and utilities, are rising above CPI, with some increasing by more than 5%. Water costs alone have increased by 18%, and electricity costs have also risen. Each year, the cost of delivering Council's essential services grows. Unlike many other local government areas, KMC has experienced low population growth, limiting growth in its rate base.



The key challenges for KMC affecting the organisation's financial sustainability, is the gap between operating costs and revenue generation.

Council has identified a critical issue at its Blue Haven Terralong Village that requires substantial investment over the next 3 years, this works includes a critical fire safety compliance issue at the Village.

The Fire Safety Order has resulted in unit refurbishment delays, which are in turn delaying unit sales. The overall impact of the building compliance and fire safety matters is that the current number of vacant units has required refund of previous resident loan balances, which normally depend on the new incoming resident entry contribution as part of the retirement village business model. In short Council cash reserves have been used to repay residents and have not been replenished by incoming sales until compliance work can be undertaken.

Immediate revenue growth opportunities

Council has explored new potential revenue opportunities for the next 12 months that could strengthen the organisation's financial sustainability as operating costs continue to increase and place pressure on current budgets, identifying and pursuing alternative income streams will be critical to maintaining service delivery and supporting future growth.

The opportunities outlined in this section have been considered in the context of the organisation's capabilities, strategic objectives, market demand, and risk profile. Together, they provide a foundation for diversifying revenue, improving financial resilience, and creating capacity for continued investment in organisational priorities.

The new potential revenue opportunities include:

1. Paid Parking for non-residents
2. Property Optimisation (Strategic Asset Review)
    (a) Identification of surplus core property (i.e. rezone/reclassify excessive open space/parks etc
    (b) Commercialisation of non-core property (i.e. stop giving out peppercorn leases)
    (c) PPP for Catalyst sites
3. Fees & Charges
4. SRV – 20% Financial Sustainability.

Risk identification

Opportunity	Risk	Impact of risk
Paid Parking for non-residents	Resources low Infrastructure expenses Benefit not realised	Low impact
Property Optimisation (Strategic Asset Review)	Resources low Timing risk Schedule constraints	Medium impact
Fees & Charges	Negative community perception	Medium impact
SRV – 20% Financial Sustainability	Implementation delays or complexity Community opposition	High impact

Paid Parking for non-residents

As a popular tourist destination, opportunities to derive revenue from tourists as opposed to residents were discussed. This included opportunities to commercialise tourist destinations and non-resident paid parking.

It has long been acknowledged that, as NSW's top tourism town three years running, that visitors to the LGA result in additional demands on KMC services, generally funded from rate payers.

Other popular tourist destinations, such as Byron Bay, have implemented paid parking schemes to manage the influx and seasonal demand on its vehicle parking facilities.

There are approximately 1,350 existing parking spaces within the Kiama and Gerringong CBDs.

Initial, conservative, modelling indicates that a parking scheme like Byron Bay in Kiama would generate over $1M of profit annually. This modelling is based on approximately 380,000 visitors annually at a minimal $4/hr rate. If this is to be implemented, traffic demand studies and another preparatory work would need to be done in 2026/27, followed by capital expenditure in 2027/28.

Paid Parking ($'000)	2026-27	2027-28	2028-29	2029-30	2030-31
Revenue			1,731	1,774	1,818
Opex	(250)		(608)	(623)	(639)
Net P&L	**(250)**		**1,122**	**1,151**	**1,179**
Capex		**(2,173)**			

Transport for NSW (TfNSW) have developed 'Pay Parking Guidelines' which provide legislative framework for pay parking schemes within NSW. The guidelines outline objectives and principles of pay parking schemes and responsibilities of both TfNSW and local councils for establishing and operating pay parking schemes. Any proposed pay parking scheme at Kiama CBD, Gerringong CBD and major tourist points would fall within the intent of these Guidelines.

TfNSW does not approve paid parking for the purpose of revenue raising and will generally not support schemes where parking demand is adequately met by the available parking spaces. Under the Guidelines, TfNSW approval is required for:

- all pay parking devices or systems that are used in NSW.
- pay parking schemes proposed on classified roads.
- cashless metered or ticket pay parking schemes.

To implement a paid parking scheme at Kiama and Gerringong, the following would be required:

- Revise the parking elements of the Draft Kiama Traffic and Parking Study 2021-2031 to consider the recent sale of Council's Akuna Street landholdings (including public car parking spaces), to extend the study area to include the Blowhole Point precinct.

- Undertake a Traffic and Parking Study of Gerringong CBD and other high visitation tourist areas.
- Undertake a paid parking feasibility study to see if a paid parking scheme is warranted and would meet the guidelines of TfNSW for its implementation.

To implement the initiative of Paid Parking for non-residents, Council will need to under the following next steps to generate the revenue within the next 12 months.

Priority Actions – Paid Parking (for non-residents)

Strategic Direction	Next Steps
Investigate a paid parking mechanism to managing parking demand, improve turnover in key tourism destinations and generate revenue to support infrastructure and service delivery.	1. Undertake a parking demand study 2. Benchmark parking policies and pricing models from other councils 3. Identify potential paid parking locations and impacts on local businesses and visitors 4. Develop a business case, including revenue projections costs and community impacts 5. Undertake community consultation (minimum 28 period) 6. Consider implementation options, technology and enforcement options. 7. Present to Council for decision

Property Optimisation

Given Council's significant property holdings, many alternative/additional revenue sources focused on better optimisation of these holdings to ensure a greater commercial return on these investments.

As required by the varied PIO, a Strategic Asset Review is being prepared in parallel to this Strategy. This review includes the following distinctions which are relevant to this discussion:

Core Property Holdings are land and property assets that are essential to Council's current or future operations, service delivery, community infrastructure, environmental responsibilities, or strategic objectives. These assets provide an ongoing public benefit and are generally retained to support the needs of the community and the long-term goals of Council. These facilities include libraries, administration centre, works and waste depots.

Non-Core Property Holdings are land and property assets that are not required for Council's current or foreseeable operational, service delivery, community, environmental, or strategic needs. These assets may be suitable for redevelopment, repurposing, leasing optimisation, or divestment where it can be demonstrated that their retention does not provide a significant ongoing benefit to Council or the community.

Given the urgency the varied PIO places on producing the Strategic Asset Review, priority has been given to already identified surplus non-core property, being operational land and road closures, which can be readily divested.

These planned asset sales could conservatively generate $5M in cashflow for the 2026-27 period. This unrestricted cash can be utilised to fund revenue growth opportunities.

Future reviews of the Strategic Asset Review will occur in conjunction with the upcoming Social Infrastructure Strategy. This will enable surplus core property holdings to be identified for possible divestment/redevelopment in future years.

Future reviews of the Strategic Asset Review will also identify strategic leasing options/arrangements. KMC currently lease several of its strategic located buildings to community tenants who pay heavily discounted rent. The Strategic Asset Review will recommend that tenants be relocated to non-strategic buildings allowing additional revenue to be generated in strategic locations.

Work is also occurring via Council Employment Lands Strategy and Visitor Economy Strategy to permit a greater range of commercial opportunities in key visitor and public open spaces. In addition to aligning with the strategic direction of the draft Illawarra Shoalhaven Plan, this increased permissibility will enable KMC to generate additional commercial revenue in these areas.

Council operates two Non-Core Property holdings:

1. Blue Haven Terralong, it is noted that the varied PIO requires the preparation and implementation on the future of Blue Haven Terralong. As such any additional/alternative revenue to be derived from this property will be informed by this business case.
2. Kiama Coast Holiday Parks, in May 2026, Council received three unsolicited proposals to acquire Council's Holiday Park operations. As four of the five Holiday Parks are operated on Crown Lands, Council is continuing dialogue with the NSW Minister for Crown Lands. Any additional/alternative revenue to be derived from these properties will be informed by this dialogue. This is subject to a Council report at the September meeting.

Priority Actions - Property Optimisation

Strategic Direction	Next Steps
Optimise Council's Property portfolio to maximise operational efficiency and commercial returns	1. Align the timing and delivery of the Revenue Strategy and Strategic Asset Review to ensure a coordinated approach to revenue generation and asset optimisation. 2. Assess opportunities for increase lease revenue and improved asset utilisation 3. Explore partnerships 4. Develop a business case, for priority

Strategic Direction	Next Steps
	5. Establish a pipeline of property initiatives with staged implementation timeframes

Catalyst Sites

Council has identified key sites as potential long term revenue opportunities. The sites are:

- 11 Manning Street (Council Administration Building)
- Havilah Place, (and Blue Haven Terralong)
- Shoalhaven Street Precinct (Council Works Depot)
- Spring Creek
- Waste Depot at Minnamurra.

At the extraordinary April 2026 meeting, Council delegated authority to the CEO to progress requirements in line with the PIO:

- Proceed to a market sounding process in line with the *Local Government Act 1993* to understand potential options and opportunities for catalyst sites inclusive of 11 Manning Street, the Shoalhaven Street site, Havilah Place inclusive of Blue Haven Terralong, merging the works depot to Minnamurra, consideration of future Council administration office location, and provide a further report to council on process and outcomes.

Council's Works Depot has operated from the current Shoalhaven/Belvedere Street site for over 40 years and is in desperate need of replacement capital. Council has made the strategic decision to consolidate its Works Depot operations with its Waste Depot at Minnamurra. This consolidation rationalises Council's depot functions and operations and removes industrial uses from the heart of a residential area. Council partnered with the State Government to rezone the Shoalhaven Street Precinct from Industrial to Residential. Council's adopted Local Housing Strategy recognises the benefit of increased residential densities within our existing towns.

Initial modelling suggests that divestment and or/ redevelopment, via Public Private Partnership, of Havilah Place and Shoalhaven Street could result in both significant positive P&L and unrestricted cash positions after an initial two year divest/redevelopment process.

Given that collectively these sites could deliver close to 600 additional dwellings, this would result in $1.5M in rates revenue.

Catalyst sites* ($'000)	2026-27	2027-28	2028-29	2029-30	2030-31
Revenue (rates)		-	-	137.5	512.5
Opex (assume absorbed)		-	-	-	-
Net P&L		**0**	**0**	**137.5**	**512.5**

*Note: no assumption on revenue from proceeds of asset sale

The market testing, approved by Council is April 2026, for Shoalhaven Street and Terralong Street (including Havilah Place) will be finalised in late 2026. Council's adopted

Operational Plan also commits funds to prepare the necessary environmental assessments required to relocate and merge Council's operational depot with its waste depot at Minnamurra. This merge needs to occur for the additional revenue opportunities at Shoalhaven Street to be realised. As such this Strategy recommends that organisational attention be prioritised to this project.

Following the receipt of the market testing for Manning Street and Terralong Street, Council will need to determine the future direction of these sites, noting the additional need to produce a business case for the future of Blue Haven Terralong.

Council's Spring Creek holdings remain affected by the restrictive covenant imposed by the NSW Government relating to noise and dust issues with Bombo Quarry. It is expected that quarrying activities will cease shortly. It is hoped that this will enable this covenant to be removed. Council's Local Housing Strategy looks to develop a wholistic Structure Plan for the Kiama Growth Area. It is anticipated that this Structure Plan will be delivered in early 2027 enabling the future of this holding to be confirmed and realised.

Priority Actions - Catalyst Sites

Following the meeting held on 7 April 2026, Council had commenced a EOI process to under a market testing of Council's catalyst sites. This preferred company has been appointed, and the process is halfway through the process. As Council is awaiting the final report, the next steps will be updated in the updated versions of the revenue improvement strategy.

Fees and charges

Fees and charges are established based on a user-pays approach, facilitating partial rather than full cost recovery in service delivery. While some fees (i.e. Development Application fees) are regulated, other fees and charges are structured to seek to recoup costs, remain competitive and avoid imposing excessive financial burdens on the broader community. Any surplus revenue generated through this approach is reinvested to enhance service delivery for the benefit of the entire community.

Fees and charges currently contribute over a quarter of Council's revenue.

The current process includes:

- Apply CPI (if not regulated)
- Benchmark against industry (for example, with Holiday Parks and Retirement Villages)
- Compare to other Councils locally
- Confirm that the increase is reasonable.

Council has many community and some commercial facilities. Fees and charges at commercial facilities have received attention in recent years and this needs to continue. Council's community facilities and activities also need to be reviewed, and fees better matched against the cost of the facility or service. Clearer categorisation and improved utilisation of facilities will assist.

Ensuring these fees and charges continue to cover the cost of providing services and reviewed annually to match pace with CPI is the aim for Council.

Priority Actions – Fees and Charges

- Current guidelines for the Fees and Charges are contained in the Statement of revenue Policy and the Delivery Plan and Operating Plan (DPOP).
- Both documents require updating to including to ensure that the revenue growth opportunities can be achieved within the 2026-27 period.

Special Rates Variation (SRV) – financial sustainability

As outlined in the Background section of this Strategy, the ability of the local government sector in NSW to increase revenue via rates is restricted by rate-pegging.

Understandably, many councils are now investigating opportunities to apply to IPART for a Special Rate Variation (SRV). The IPART approved 13 applications for SRVs in 2024-25 and 2025-26. Twelve of these applications were explicitly to assist these councils in becoming financially sustainable.

Internal modelling exercises indicate that an SRV of 20% would achieve a balanced P&L, excluding capital grants, in the five years but would then require additional revenue opportunities to be realised by 2032-33 to ensure ongoing sustainability. This is due to the adverse position of future rate peg increases being more then absorbed by costs increasing at a higher rate.

Notwithstanding a 20% SRV would continue to positively contribute to KMC's unrestricted cash position over the next three years. The current Long Term Financial Plan includes rate revenue increase of 3%, the additional 17% is shown in the table below

SRV 20% ($'000)	2026-27	2027-28	2028-29	2029-30	2030-31
Revenue		3,950	3,950	3,950	3,950
Opex	(300)	-	-	-	-
Net P&L	**(300)**	**3,950**	**3,950**	**3,950**	**3,950**

The SRV 20% is the opportunity that if it can be implemented by July 2027 to meet the PIO requirements for a balance budget. This requires initial Council resolution in September 2026 to commence the consultation process with the community. However, NSW Independent Pricing and Regulatory Tribunal (IPART) need to approve the SRV being satisfied that the application has satisfied all the necessary criteria

Priority Action – Special Rates Variation (SRV)

Strategic Direction	Next Steps
Improve Council's long-term financial sustainability through consideration of a Special Rates Variation (SRV)	1. Engage with the community on service expectations and affordability. 2. Seek Council resolution on SRV for 20% for financial sustainability including modelling of future revenue and expenditure scenarios (Council resolution)

Strategic Direction	Next Steps
	3. Develop an implementation plan for any approved rating changes. 4. Commence application with IPART 5. Report on financial sustainability outcomes annually.

Diversification of revenue

This section of the strategy examines opportunities to generate future commercial returns for the benefit of ratepayers and the wider community, beyond Council's current boundaries. While the immediate focus remains on addressing the priorities of the 12-month PIO period, Council must also develop a strategic roadmap for revenue diversification and sustainable growth.

Council's future revenue sustainability will depend on its ability to move beyond traditional funding sources. While rates and grants will continue to be the primary sources of revenue over the next 12 to 36 months, there is a need to explore opportunities to expand and diversify Council's existing markets and revenue streams

Council has recently taken an alternative approach and worked with the management team to look at every opportunity, thinking outside the traditional local government lens. This thinking requires time to build into a revenue strategy.

The ideas generated to be explored include:

- Commercialisation of Council assets:
  - Look for opportunities for land/ assets around the harbour
  - Assist in the redevelopment of activation of the harbour and take on commercial leases.
  - Hiring out Council carparks
  - Partner with other business - Kiama events experience
- Optimising Council's asset portfolio
  - Commercial operations
  - Hire out Council space
  - Facilities/ halls / outdoor sporting venues/ dry hire equipment
  - Use of Library space
  - Pavilion / conference/ hens/ small parties/ increase/ downsize events
- Activate open space
  - Destination wedding
  - Outdoor Fitness operators
  - Outdoor area - opportunities
- Circular economy for Waste streams
- Commercial activities into the crown estate that Council manages.
- Housing investment
- Property acquisition
- Public private partnership

- Partnerships with universities for education/ school investment
- Profit sharing investment decisions.

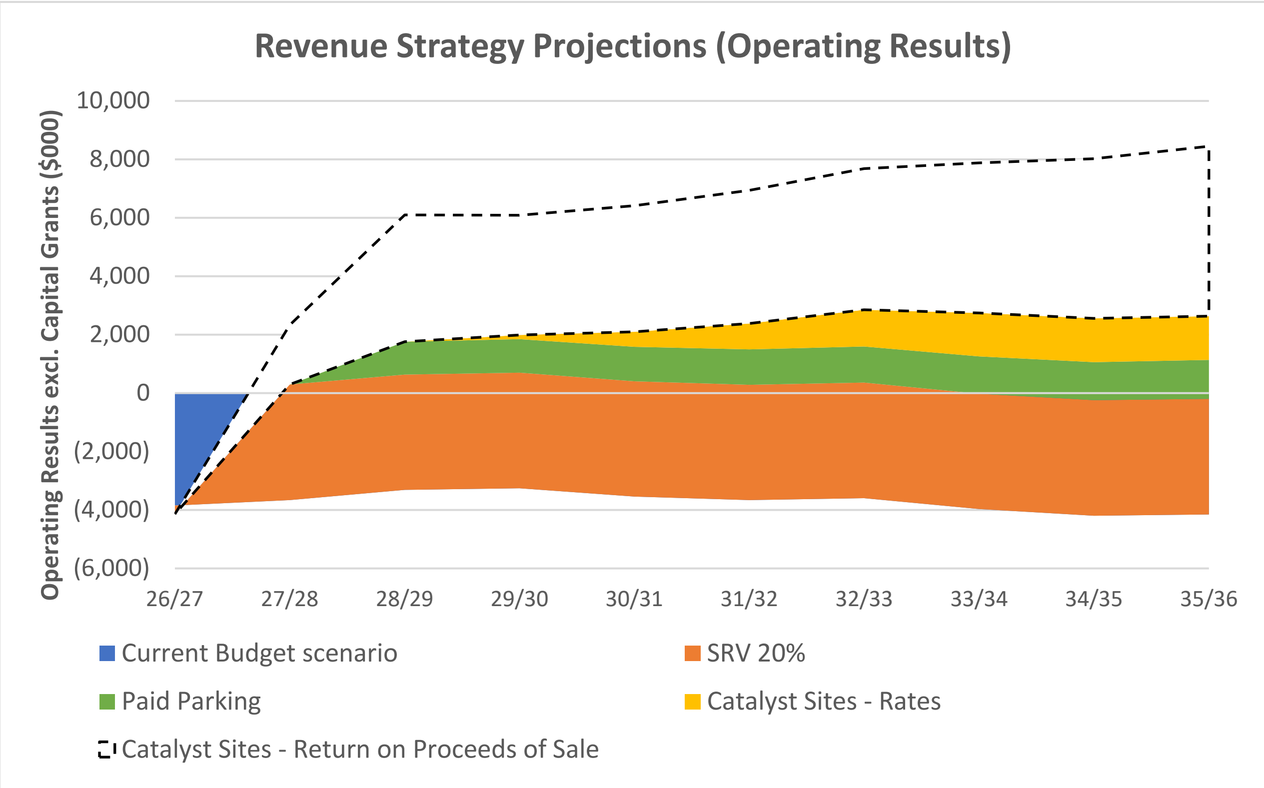
The Management team recently came together for a strategic planning session that focused on identifying opportunities to strengthen future revenue growth. The meeting provided a collaborative forum to revenue improvement ideas.

The next stage is to explore the ideas, and this will be done via working groups formed by the management leads to translate the ideas into concepts.

This section will continue to be updated as the Revenue Improvement Strategy is reviewed periodically.

Conclusion

KMC's adopted budget position for FY 2026-27 is a $3.8M deficit. The target FY2027-28 is therefore a minimum increased revenue of $3.8M by end of FY2027-28. The graphic below outlines the projected operating results from the implementation of the revenue strategy.



This is the first step to the goal of financial sustainability. As outlined above, no one opportunity will address KMC's current financial position. Each individual revenue opportunity listed in the strategy has its own action plan. Council has identified the priorities as:

1. Paid Parking for non-residents
2. Property Optimisation (Strategic Asset Review)
    a. Identification of surplus core property (i.e. rezone/reclassify excessive open space/parks etc
    b. Commercialisation of non-core property (i.e. stop giving out peppercorn leases)
    c. PPP for Catalyst sites
3. Fees & Charges
4. SRV – 20% Financial Sustainability.

Authorisation and version control

Owner/Responsible Officer	Chief Executive Officer
Department	Office of the CEO
Date adopted/endorsed	
Resolution number (if applicable)	[number]
Next review date	29 October 2026
TRIM reference	[trim ref]

Variation and review

The Strategy should be reviewed within 3 months of the local government elections as part of the broader review of the Community Strategic Plan.

Date reviewed	Date adopted/endorsed	Brief detail of amendments
[date]	[date]	[insert detail here]
[date]	[date]	[insert detail here]
[date]	[date]	[insert detail here]

Council reserves the right to review, vary or revoke this Strategy.

How to contact council

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Respect
Innovation
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KIAMA MUNICIPAL COUNCIL
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