



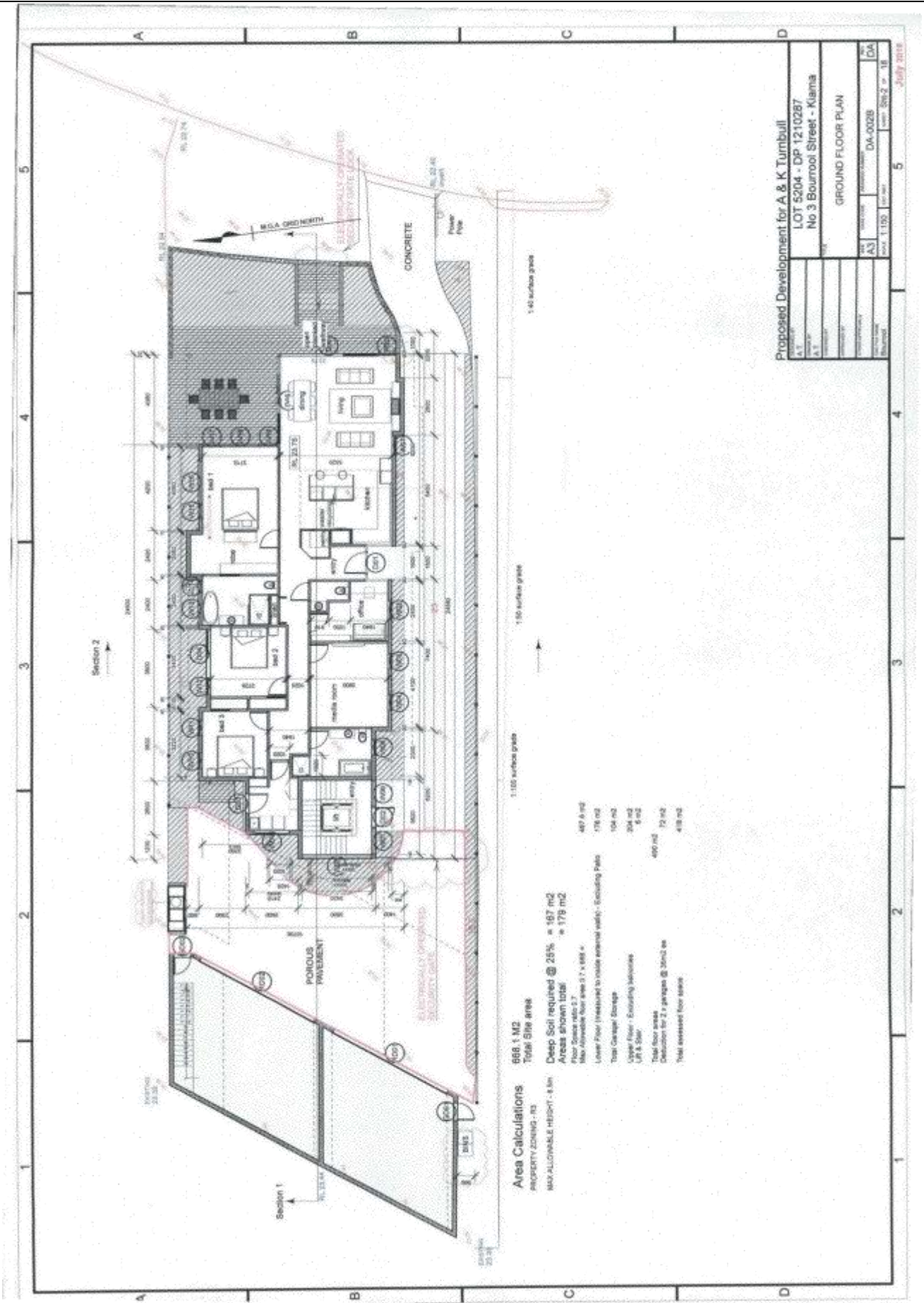
ORDINARY MEETING OF COUNCIL

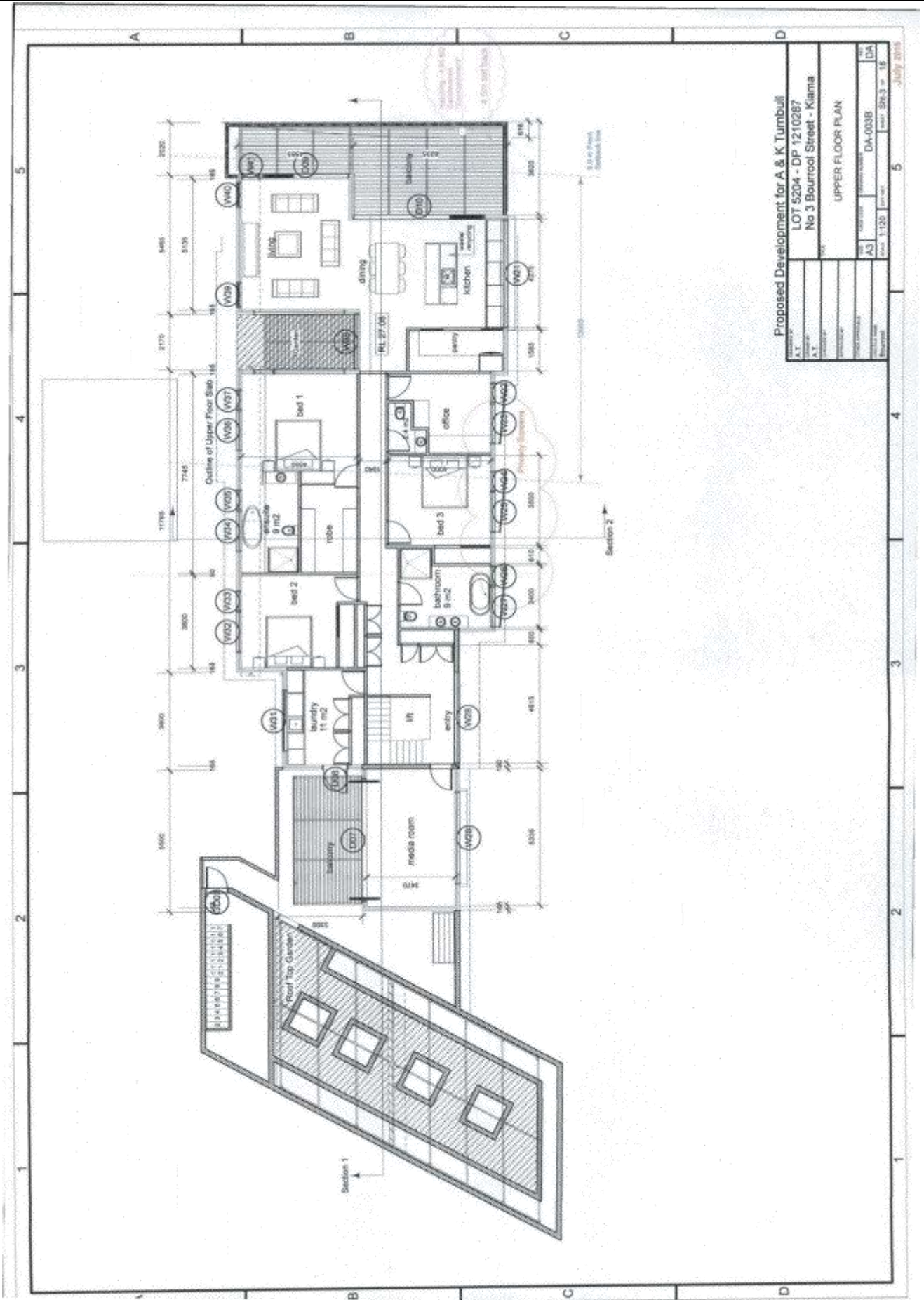
ENCLOSURES

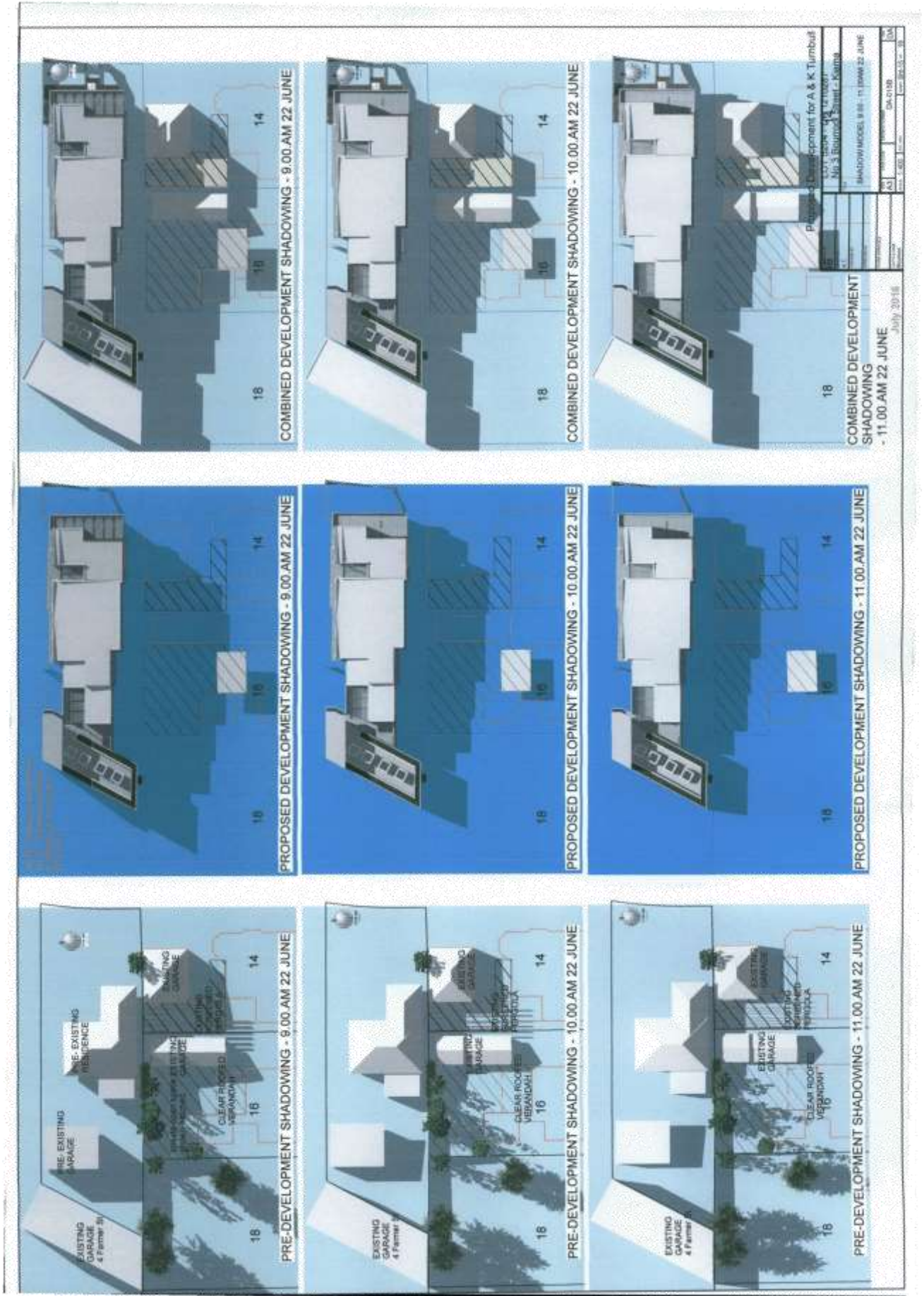
Tuesday 16 August 2016

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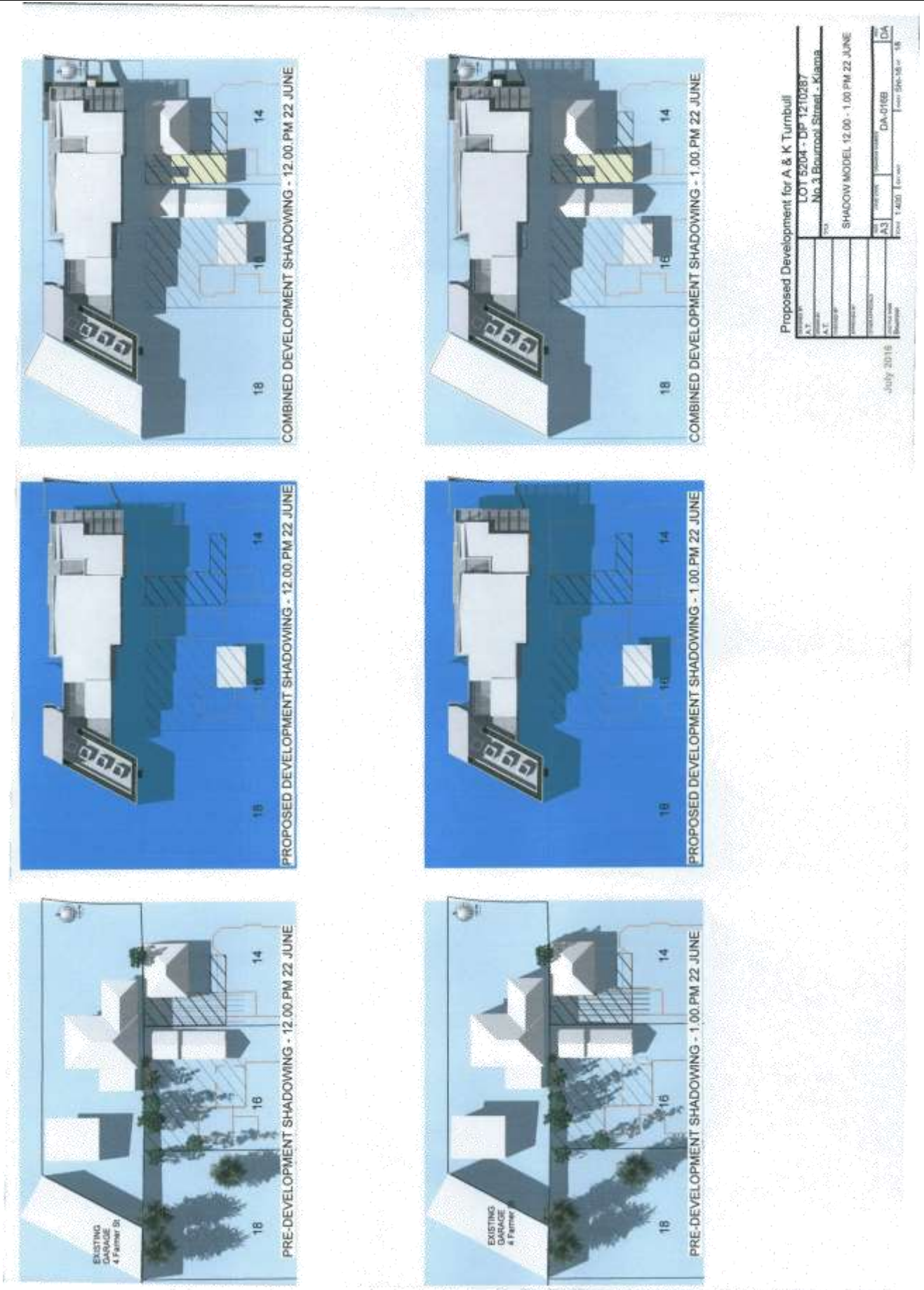






Item 9.7

Enclosure 3



Item 9.7

Enclosure 3

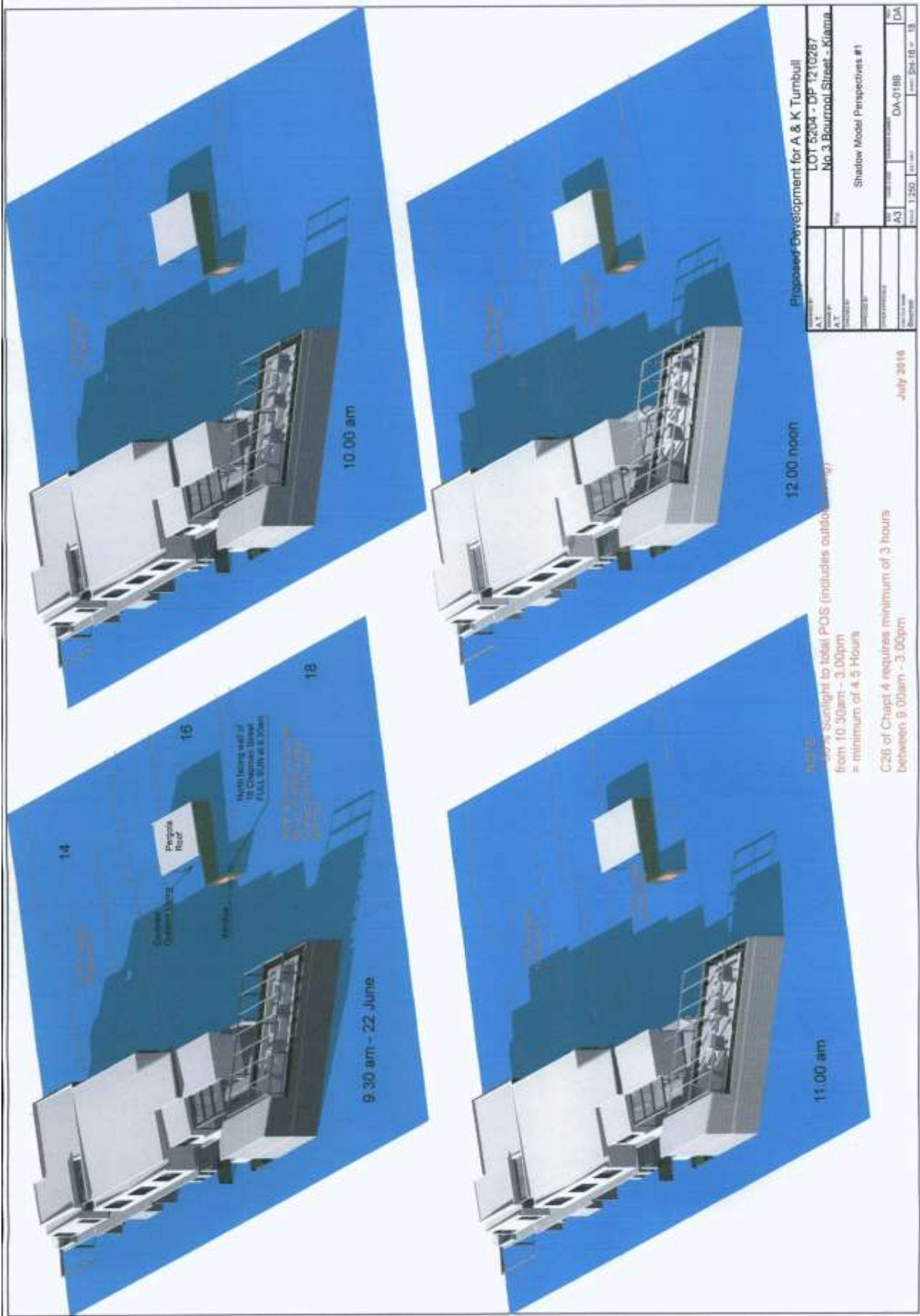
July 2016

Proposed Development for A & K Turnbull

AT	LOT 5204 - DP 1210287
AT	No. 3 Bourrool Street - Kiama
SHADOW MODEL	2.00 - 3.00PM 22 JUNE
Scale	1:400
DA	DA-0178
DA	

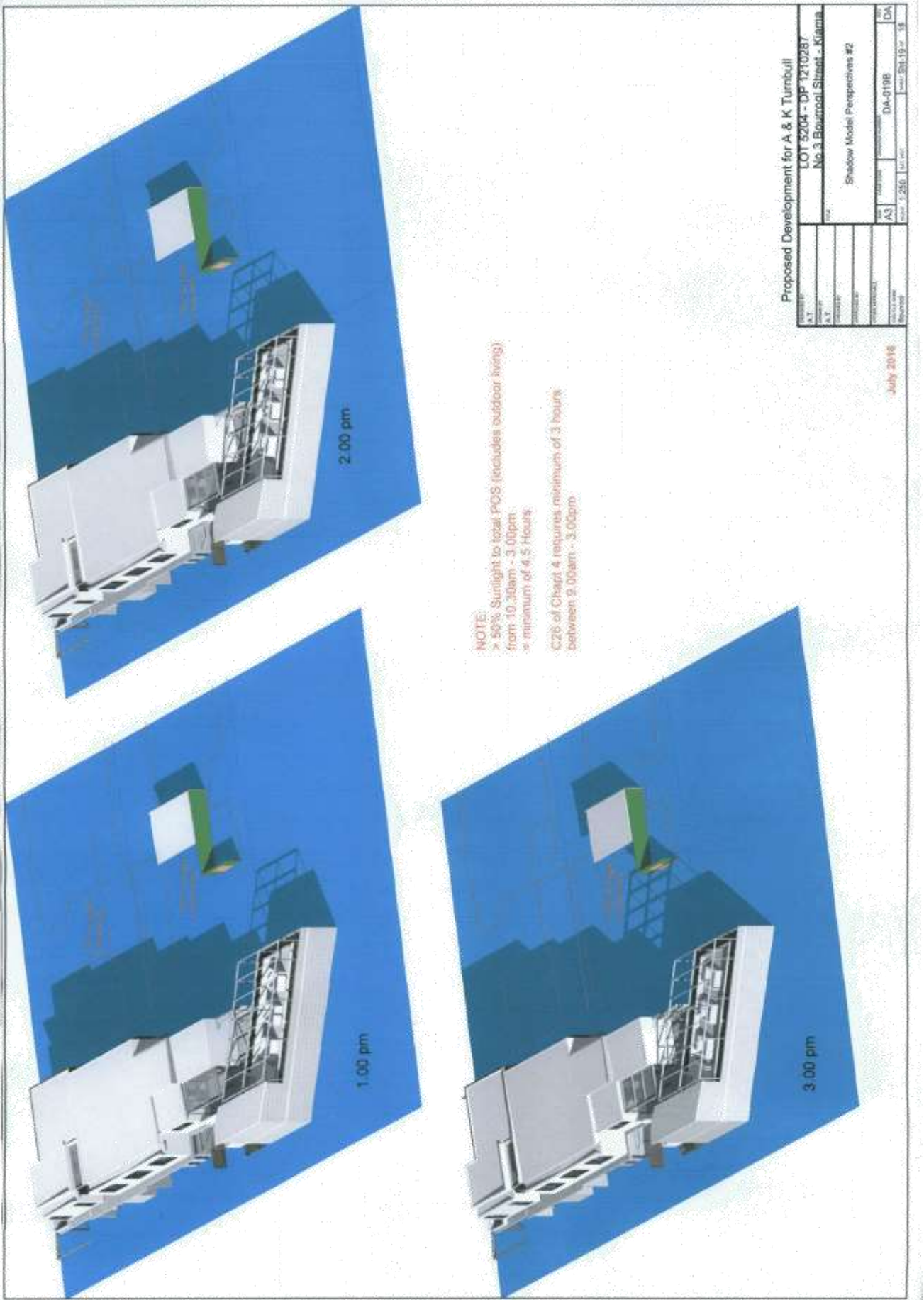
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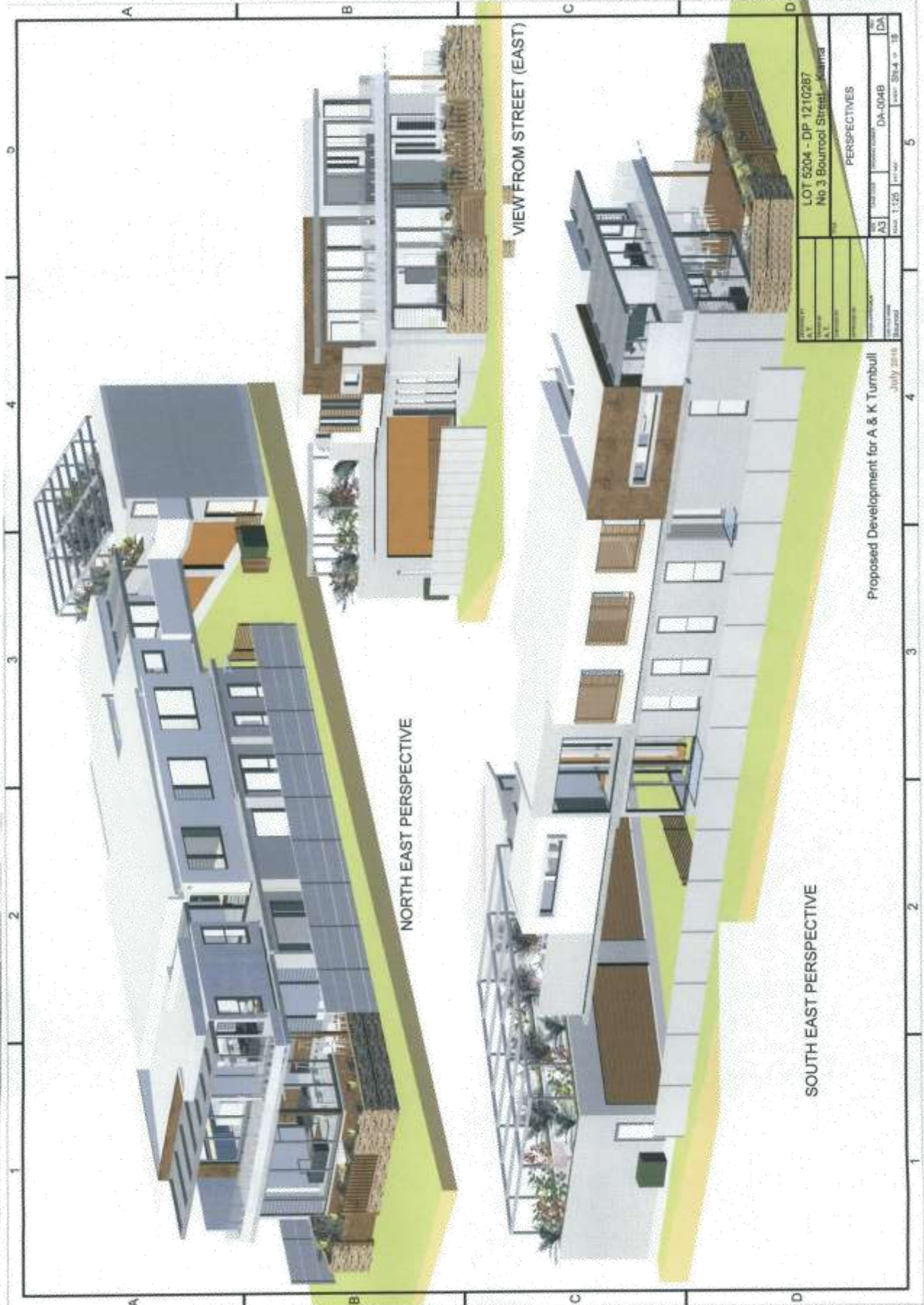
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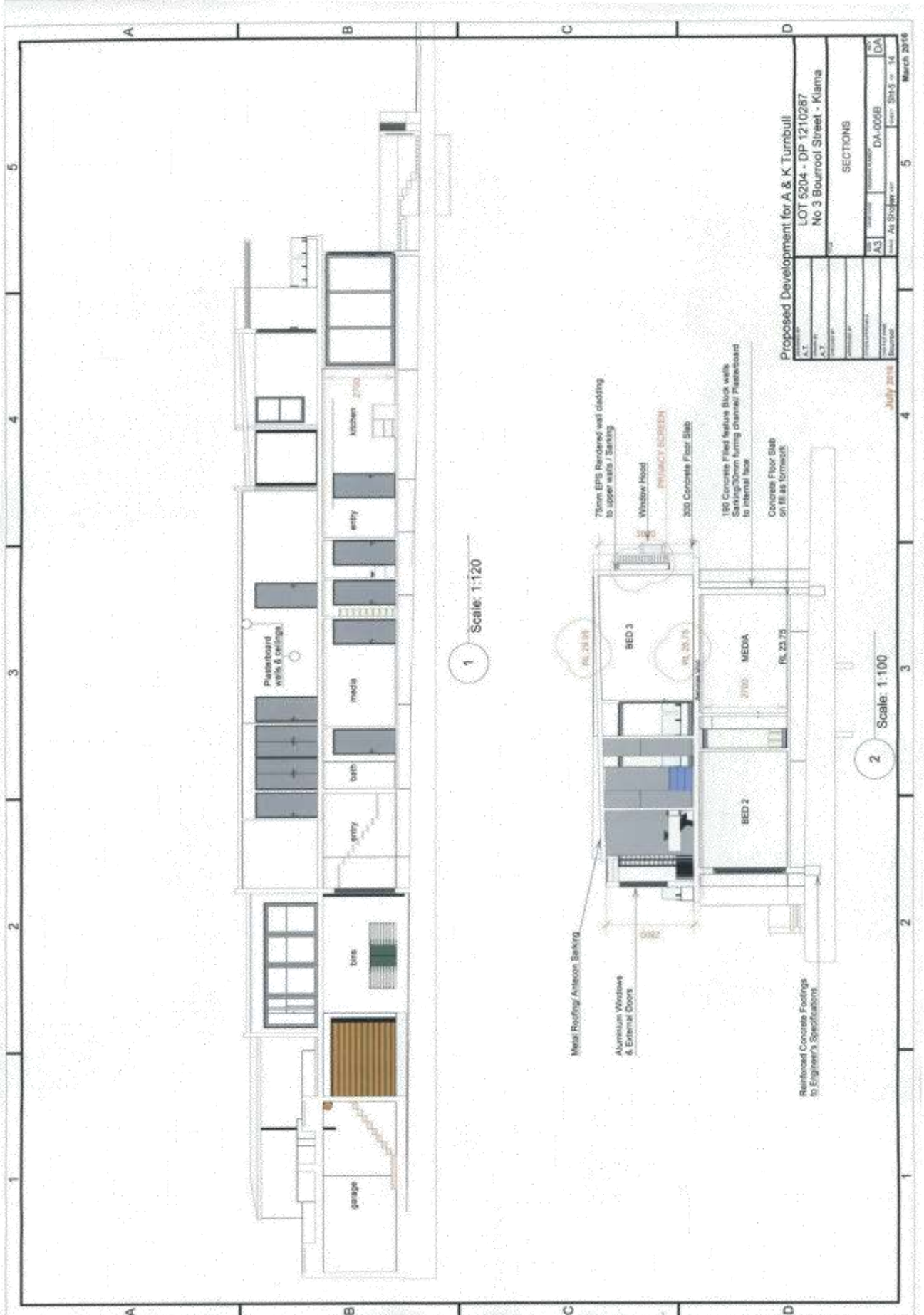


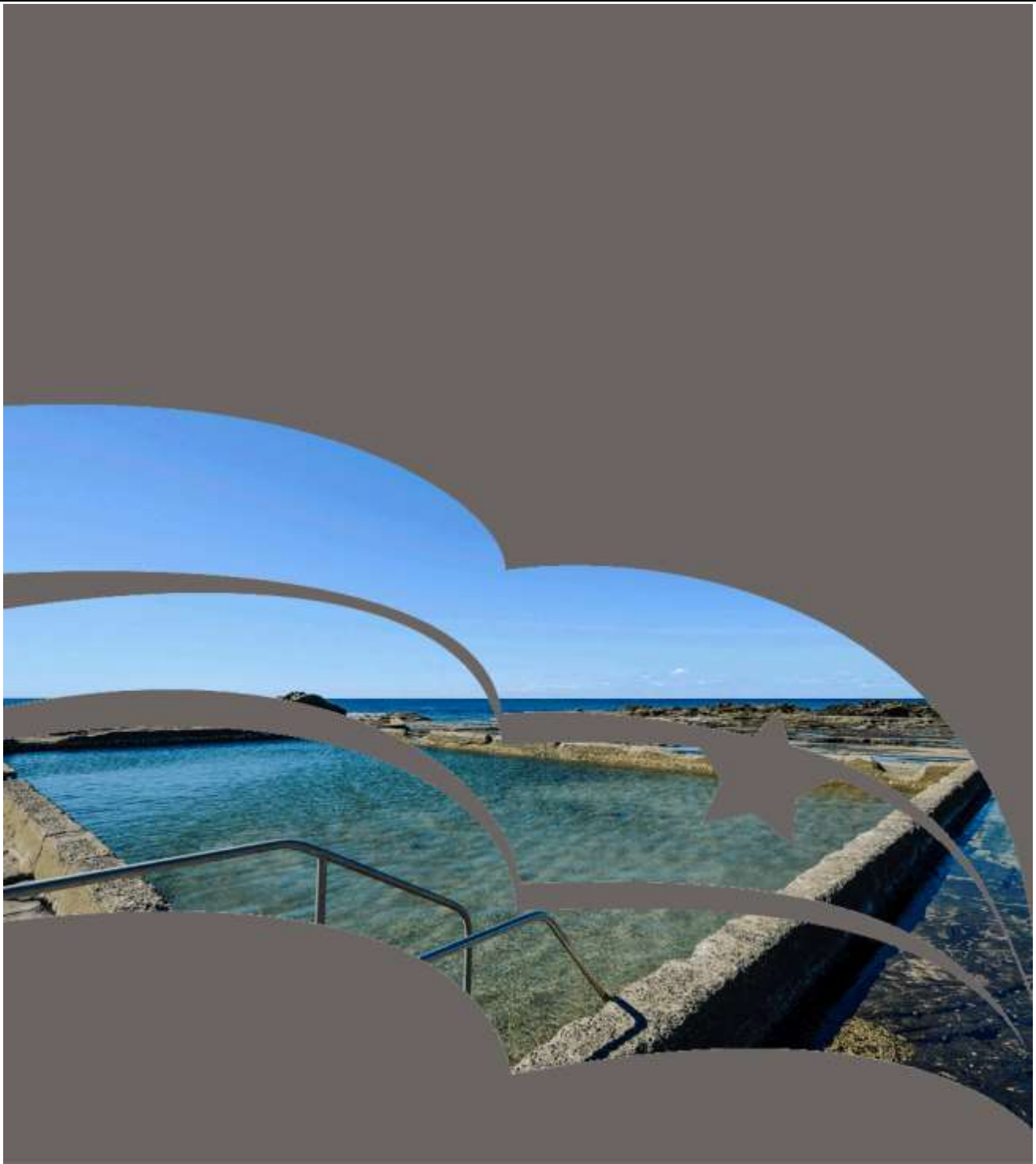
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Enclosure 3









Item 10.1

Enclosure 1

Kiama Council
End of Term Report 2012-16



End of Term Report

The End of Term Report is a function of Council's Annual Reporting obligations under the Local Government Act.

All Councils are required to prepare Annual Reports and for these reports to be submitted to the Office of Local Government by November of each year.

In the year of a Local Government election, the End of Term Report should be submitted to the last meeting of the current Council.

This report is available on our website www.kiama.nsw.gov.au

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OUR COMMUNITY REPORT

Kiama vision

Vision

A municipality working together for a healthy, sustainable, and caring community.

Mission

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

Values | Principles

Kiama Council:

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



Item 10.1

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Integrated Planning & Reporting framework

Councils throughout NSW are required to prepare Integrated Plans which include the 10-year Community Strategic Plan (CSP); the 4-year Delivery Program (DP) and the annual Operational Plan (OP).

The CSP forms the first layer of the Integrated Planning & Reporting (IP&R) framework.

It identifies the community's vision and objectives for a minimum 10 year period and identifies strategies to work towards achieving these long term objectives. The CSP must address social, environmental, economic and civic leadership issues in an integrated manner.

Accompanying the CSP is a 10-year resourcing strategy designed to inform the development of the CSP to ensure that we have adequate resources (financial, human and infrastructure) to realise the long term objectives.

The Resourcing Strategy contains three key components: the Long-term financial plan, the asset management strategy and the workforce management plan (a 4-year plan).

Our Delivery Program focusses on the specific actions the elected Council chose to pursue to work towards achieving the objectives of the CSP.

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

This End of Term report outlines Kiama Municipal Council's performance in meeting the Community Strategic Plan (CSP) strategies for the 2012-16 period. It reports on our achievements and challenges across the four CSP objectives of;

- A Healthy, safe and inclusive community
- Well planned and managed spaces places and environment
- A diverse, thriving economy
- Responsible civic leadership that is transparent, innovative and accessible.

The End of Term can be viewed as a report card of the Council and looks at some of our major or significant achievements over this time.



What the community have said

Every four years Council engages the community in the form of a Community Satisfaction Survey, performed by an independent research company.

The results from the 2016 survey are not yet available. The information however will be made available on Council's website and will be used to inform and guide the new Council in shaping the next Community Strategic Plan, Delivery Program and Resourcing Strategy.

Results from the 2011 survey however were used to inform the development of the CSP and to help guide the current Council in establishing its priorities for the Delivery Program.

The survey results revealed residents had a relatively high level of satisfaction (76%) with Council's overall performance, and only a small proportion of residents (3.2%) were dissatisfied with Council's performance.

While satisfaction levels with Council services and facilities were relatively high, the results highlighted the following priority areas for improvement:

- The maintenance of local roads
- Encouraging local businesses and jobs
- The provision and maintenance of public toilets
- Services and facilities for youth and children
- Consulting the community
- Council responsiveness to community needs
- Provision of public car parking in the town centre
- Overall range and quality of community facilities.

Survey results will allow Council to track its works and services against community satisfaction levels over time.

Future Council Community Strategic Plans, Delivery Plans and Operational Plans will also work to address the priority areas for improvement.

Importantly too, these surveys will be used to help establish service levels to enable Council to focus where attention is most sought and to allocate resources to ensure Council is meeting the needs and expectations of the community.



Kiama Municipal Council Annual Report 2014-15 7

Councillors message

Toward the end of every Council term, the task of creating our End of Term report gives us the opportunity to take stock of the achievements Council, with the enormous help of our community, has made for the past four years.

Every year we are presented with new opportunities and challenges, and ways in which to approach them.

This term of Council (and for many Councils in NSW) has undoubtedly been the most turbulent. The NSW Government's Local Government reform agenda has created major disruption and upheaval. Whilst avoiding the forced merger, Council's focus for much of 2015 and the first half of 2016 was on interpreting and responding to the State Government's program.

Whilst a huge amount of time and resources were spent on this project, there are opportunities and benefits to emerge. Council now has a very clear and defined scope to make fundamental structural changes and improvements to the organisation as we attempt to secure our long term financial sustainability and to continue to provide high quality services to the community.

This report captures the highlights and significant issues of the 2012-16 period, being the term of this current Council, and we hope you enjoy reading it.

Governance – Responsible civic leadership

In early 2013 the Kiama Local Government Area was severely damaged by a number of tornadoes. In conjunction with the NSW emergency agencies Council proactively and effectively responded to the disaster to enable successful recovery.

During the period Council faced the threat of forced amalgamation. The NSW Government's reform agenda of the local government sector and the 'Fit for the Future' agenda represented (and still represents) significant opportunities for our Council to revisit our strategies and methods of what we do and how we do it.

The NSW Government's reforms of the sector meant changes to our local government partnerships. In 2015 we saw the end to our 11 year partnership in the Southern Council's Group and a new venture created between Wollongong, Shellharbour, Kiama and Shoalhaven Councils through the Illawarra Pilot Joint Organisation.

Encouraging a connected and resilient community

Throughout the period, we continued to provide a range of community services that offered programs for children, youth, older people, and people with a disability.



We hosted the 2014 Local Government Regional NAIDOC Awards at The Pavilion Kiama in partnership with Wollongong, Shellharbour and Shoalhaven councils.

In 2013-14 alone Council provided over \$165,000 in cultural grants, community donations and regional contributions to encourage community participation in our municipality.

Our Youth Centre engages with over 1700 young people through educational, recreational and community development programs and events, as well as employment related activities—helping our youth develop workplace skills.

Community safety is a recognised issue for our community and an important strategy within the Community Strategic Plan. Council, through the Kiama Crime Prevention Plan secured funding assistance from federal and state governments and installed CCTV cameras in the Kiama and Gerringong CBDs.

Helping to create a digital Kiama

Kiama Council proactively supported the community's rapid uptake of the National Broadband Network (NBN) by offering training and information sessions to residents.

Federal funding from the Digital Local Government Program gave Council the opportunity to combine the NBN with state-of-the-art video conference software to bring some services to the community online. We successfully completed our Digital Hub, Digital Enterprise and Digital Local Government Programs.

One of the significant outcomes of the NBN project is the introduction of online webcasting of Ordinary Council Meetings and the ability to video conference Public Access Meetings. Both represent significant improvements in Council's community engagement strategy.

During the period Council also released a new website making access to information more user friendly;



internally Council also over hauled it's intranet and now has a more sophisticated and user friendly site that enables easy access to resources, social collaboration and information sharing.

From an economic development perspective Council has been working with government agencies, other Councils, networks and consortiums to generate an environment that is conducive to fostering and growing economic development opportunities. Through collaboration and engagement we have worked hard to make Kiama a tourist destination; we launched the Kiama Economic Development Strategy and provided support for the Economic Gardening program.

Planning for our ageing population

With an ageing population higher than the NSW average, Council's dedication to provide aged care services remained a priority.

The Australian Government's Aged Care (*Living Longer Living Better*) Bill 2013 introduced reforms that affected the way aged care services are funded and delivered.

The reforms kick-started a Council integration and rebranding project that resulted in 'Blue Haven Care' being established in 2015. Illawarra In Home Support (IHS) and Blue Haven Aged Care facility combined to form the new entity which brings all our aged care services together and highlights the true scale of care that Council provides.

Council with funding assistance from the NSW Government's Restart Illawarra Funding resolved to purchase and redevelop the Kiama Hospital site. Council will redevelop the site into a 134 bed Centre of Excellence in Aged Care.

The site will also include assisted living units, independent living units, community care administration offices, and the Illawarra Shoalhaven Local Health District will build a new community allied health facility.



Councillors message continued

Council attracted a National Local Government Award for being a principal participant in the Kiama Dementia Friendly Project.

Effectively managing our public spaces and environment

Council continued its strong focus on its Strategic Asset Renewal Program.

A number of renewal projects, assisted by the NSW Government's Local Infrastructure Renewal Scheme loan interest subsidy, resulted in an improvement to our infrastructure backlog.

Projects Council completed ranged from road resurfacing, new footpaths and cycleways, to new and refurbished amenities buildings and playground upgrades.

We reviewed and updated various plans of management for community land, and conducted a major review which led to the decision to decommission Jerrarra Dam.

Identified in the 2011 Community Satisfaction Survey was the matter of improved public amenities. In response, Council has been proactive in funding the construction of facilities at Black Beach, Blowhole Point and public toilets adjacent to the Kiama Scout Hall.

Residents continued their support for our waste and recycling events including Second Hand Saturday, electronic waste collection, and World Environment Day activities.

Council secured over \$0.5million of NSW Environment Protection Authority (EPA) *Waste Less, Recycle More* grants, part of which was used to build a Community Recycling Centre at our Minnamurra waste facility in 2016.

During the term Council successfully implemented an organics collection program, OK Organics Kiama, to all residential households.



Civic leadership to achieve financial sustainability

Council strives to excel in its civic leadership.

We developed our *Long Term Financial Plan 2013-23*, internal audit plan and business continuity plan as steps to help us achieve good governance, and to ensure we have adequate funding to satisfactorily maintain and renew our municipality's assets.

Financial sustainability remains an issue for local government. The under-funding and rate pegging of grassroots government still places increased pressure on asset maintenance and the delivery of our services.

With Council's rates and annual charges representing just 33% of Council's total revenue, we are relying on these less and more on sources Council can control to gain more flexibility to fund our operations.

Our commercial activities continue to provide an important source of income to offset these financial constraints.

Thank you for choosing to read our End of term Report for 2012-16. Should you have any questions about it, we welcome and encourage you to contact our General Manager's Office. Council staff will be happy to assist you.

From your Kiama Councillors





Item 10.1

Enclosure 1

Our objectives & strategies





Community

1. A healthy, safe and inclusive community

Council is committed to enhancing the lifestyle of all residents through improved opportunity for social interaction, physical activity and cultural development. It is recognised that the sense of community is highly valued and needs to be maintained and enhanced which includes supporting and being inclusive of all.

The latest community satisfaction survey identified the following issues as being of great importance to the community:

- members of the community enjoy health, safety and wellbeing
- our community is caring and inclusive
- the needs of our ageing population are met
- population growth is managed in a sustainable manner to maintain our distinct village atmosphere.

The Community Strategic Plan identifies seven key strategies aimed at helping to deliver this objective and the issues identified above.

- 1.1 Encourage and support residents from socially and culturally diverse backgrounds to participate in all aspects of community life
- 2.2 Promote and support a range of social, cultural and artistic activities, practices and programs for creating sustainable health and wellbeing
- 3.3 Develop and implement services and programs that promote health and active lifestyle for residents of all ages, abilities and interests
- 4.4 Plan for and support our Ageing Population
- 5.5 Plan for and support Young People
- 6.6 Recognise and promote community safety throughout the Municipality
- 7.7 Encourage and support volunteering opportunities to support the community



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Term highlights

The Digital Hub project (as part of the broader NBN project) at the Kiama Library delivered 40 one to one and 10 group sessions over a 12 month period with sessions also delivered at Blue Haven Care and the North Kiama Neighbourhood Centre to help older people learn about and access broadband Internet and to help engage older people with the new digital age of information sharing.

Kiama Library launched an e-book collection—libraries along the South Coast formed a consortium which obtained \$190,000 from the State Library of NSW to purchase a digital platform that provides over 10,000 e-book and audio titles for electronic access for library members.

Council hosted the NAIDOC Awards in July 2014 with overwhelming support from attendees, and the Kiama Aboriginal Reference group was re-established.

Illawarra Restart funding of \$8m was awarded to Council to assist with the purchase and development of the Kiama Hospital site that will ultimately become the Kiama Aged Care Centre of Excellence.

The number of programs offered by our Youth Services team increased as a result of proactive engagement with local schools. The level of involvement and satisfaction with youth services being provided increased.

Council was a principal participant in the Kiama Dementia Friendly Pilot Project, an internationally recognised partnership between Alzheimer's Australia, The University of Wollongong, Council and the community including services, organisations, businesses and individuals. Council has been awarded a National Local Government Award for this project.

In addition to the awarding of arts based cultural grants, Council purchased the Bert Flugelman sculpture 'Making Waves' which has been installed at Storm Bay in Kiama.

1.1 Encourage and support residents from socially and culturally diverse backgrounds to participate in all aspects of community life

Council plays an extremely important and valued role in the local community, working to promote cultural diversity and inclusion. Council understands too, how important it is for older Australians living at home or in our aged facilities need to be engaged with the broader community.

Blue Haven Care held numerous events over the term such as "Live Life" Photographic Exhibition in 2012, Volunteer Expo in 2013, "Under the Bonnet" Men's Health Event in 2014 and National Disability Insurance Scheme (NDIS) information session. All these events were well-advertised and promoted in local media to encourage participation by a wide range of community members.

Council has endeavoured to work closely with the local indigenous community and has done this in part, through the Kiama Aboriginal Reference Group. During the period Council hosted the regional Local Government NAIDOC Awards in July 2014 at The Pavilion Kiama. The event was considered by the local indigenous community and those in attendance to be a great success.

During 2014-15-16 Council was also active in promoting Harmony Day activities including the screening of the Colourfest Short Film Festival. Council in 2015 held an exhibition at the Old Fire Station Art Centre as an outreach of the Spanish and Latin American Community Organisation (SALCO) annual festival.

1.2 Promote and support a range of social, cultural and artistic activities, practices and programs for creating sustainable health and wellbeing

Whilst the Kiama Municipality rates highly on the community profile SEIFA (Relative Disadvantage) index, demonstrating that Kiama residents are amongst the least disadvantaged people in Australia, Council still works hard to provide services and programs aimed to ensure all residents have a strong sense of wellbeing. Wellbeing is in part, a function of belonging and sense that you are engaged with what's happening in the local community.

There are a number of ways Council engages with the community to promote a culturally rich and diverse local area. One important cultural hub in the local area is the Library. Council offers an extremely popular and engaged Library services.

The Library's popularity and offerings continue to grow to satisfy the high demand in the community for programs and access to this important community facility. Programs offered by the Library have increased year on year over the past four years. From 2011-12 to 2014/15 the number of programs has increased from 107 to 135 and attendance numbers have increased from 4186 to 4660.

Even more impressive has been the growth in membership. In 2011-12 there were 13, 329 registered



members, which has grown by nearly three thousand to 16, 181 in 2014/15. The Library has also doubled the number of children's programs due to demand, and the help we have received from volunteers has allowed us to increase the number of participants as well as programs. The Library has also introduced author events and the showing of movies (that are recently released to DVD) with a target audience of mainly older people.

With respect to the arts, Council continues to invest in local artists and arts events. Council distributes over \$20,000 annually to develop and implement arts-based projects throughout the LGA. In 2015 Council allocated \$20,000 for the purchase of a Bert Flugelman sculpture - 'the wave.'

Council continues to provide a huge range of fitness and wellbeing programs run out of the Kiama Leisure Centre. The Leisure Centre continues to operate Learn to swim classes targeting children. In addition to learn to swim classes, the Leisure Centre offers swim school programs for the entire community. The offering extends from 6-15 month old classes to Adult squad classes for moderate to advanced swimmers. Everything in between is offered!

Within the Leisure Centre are additional health related programs which extend from gym and aerobics classes to the indoor sports hall and aqua aerobics.

One of the standout community events over the term of the Council was Anzac Day 2015. Commemorating the centenary of the Gallipoli landing, many thousands of people turned out for the Dawn Services at Blowhole Point and then the Commemorative Ceremony at the Memorial Arch. A spectacular dawn, the emotion and significance of the day and the huge turnout made it a memorable and solemn community event. Council was pleased to assist the Kiama/Jamberoo RSL with this significant event.

1.3 Develop and implement services and programs that promote health and active lifestyle for residents of all ages, abilities and interests

Council has a wide scope of operations, activities and programs that are designed to help improve the overall health and well-being of our community. Whilst some of these programs tangentially impact on health and wellbeing others may have more direct benefits.

An observation of trends associated with some significant health indicators for the Kiama LGA shows that:

- Potentially preventable hospitalisations has followed a downward trend from 2011-13 to it's lowest point in 15 years, and is considerably lower than the state wide average (which is actually increasing).
- Coronary heart disease hospitalisations (all ages) have continued to decline over time (15 years) including the last four years. The decline follows a similar state wide trend and is well below the state average.
- Influenza and pneumonia hospitalisations have risen slightly from 2001, however they have decreased sharply from 2010-12. The rate is well below the state average.

- Asthma hospitalisations have dropped dramatically from a peak in 2008-09, and are at their lowest point in 15 years, well below the state wide average.
- Obesity (high body mass attributable hospitalisations) has seen a sharp reduction from a peak in 2008-09 and a further slight reduction from 2011-13 to it's lowest point since 2001.
- Smoking attributable hospitalisations (whilst still high ~450 people/100,000 population) has fallen to it's lowest point since 2011-03.

(source: HealthStats NSW 2016)

The Leisure Centre has increased it's patronage over the last 4 years by including new programs and initiatives to allow more of the community to access programs and memberships at reasonable prices. Importantly too, since the restoration and refurbishment resulting from the storm event in 2013, the facility has been extremely popular with users.

Patronage has increased as follows:

- 2012/Feb 2013 (8 months) - 145,811 visits,
- Sept 2013/2014 (9 months) - 157,458
- 2014/2015 - 215,257
- 2015/2016 - 218,835.

The Leisure Centre hosted an Open day in Sept 2013, to re-open the facility after the storm damage. The Open Day included a successful marketing campaign to draw patrons back to the facility centre. There have been a number of upgrades and improvements to the Leisure



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Centre during the term which have helped to bring the facility up to an even higher standard for the community. Some of these improvements include upgrades to the kiosk, clothing security and change rooms; the installation of a new pool lift; the installation of a UV system that enables the baby pool to comply with new public health regulations; an extension of the existing aerobics room to include a new 'spin' room; modifications to existing offices and additional family accessible change rooms.

The Leisure Centre has also increased the number of programs over the last 4 years to provide a larger range of activities and initiatives for all community groups. In 2012/2013 the centre's fitness schedule included 61 classes, 2013/2014- 74 classes, 2014/2015 - 74 classes and 2015/2016- 80 classes per week. Yoga classes were included in our fitness schedule in 2014 to provide a range of sessions for health and well-being of our patrons. Lunch time fitness circuits were also introduced in 2014 for patrons with limited time to exercise. These classes average 6- 8 patrons per session and have been a popular addition to our fitness schedule. Council approved a new student membership in Oct 2015 to encourage Kiama's youth to join and exercise at the Leisure Centre. Currently we have 71 student memberships.

1.4 Plan for and support our ageing population

Over the past two years Council has had to give strong consideration to the long term future and sustainability of our aged care business. A strategic restructure of our programs and services to accommodate the fundamental and significant changes within the aged care industry was made.

Council launched Blue Haven Care to bring together our aged care services and facilities and Illawarra In-Home support. This is an important strategic initiative aimed at providing continuity and integration of care.

During the term Council also made the significant decision to invest in the redevelopment of the Kiama Hospital site and to move ahead with plans to develop a 134 bed Centre of Excellence in Aged Care. The site will also include construction of assisted living units, community care office accommodation, independent living units and the Illawarra Shoalhaven Local Health District will build an allied health facility on an adjoining site to provide community services including dental, adult counselling, occupational and physio therapy services as well as diabetes, audiology, early childhood, podiatry and speech pathology clinics.

The Blue Haven Aged Care Facility was re-accredited in 2015 by meeting all of the 44 performance standards.

The Blue Haven Care In Home Support has significantly



increased its service hours and the range of social groups over the last 4 years due to a number of factors which include the promotion associated with the rebranding and launch of Blue Haven Care in April 2015 and the implementation of the My Aged Care website.

The hours of Domestic and Home Maintenance services has almost doubled over the last 12-18 months and the introduction of more diverse social groups such as the men's social group 'Blokes Talk' in 2013 and increased social bus trips and market trips in 2014 has significantly increased social engagement. Promotion of our services through events such as "Live Life" Photographic Exhibition for Seniors Week in 2012 and "Under the Bonnet" Men's Health Event in 2014 has increased awareness and access to our services.

Blue Haven Care has also increased its Carer's Groups/ Support over the last 4 years and the program has been awarded the New South Wales Carer's Awards for the last 4 years

During 2014-15 Council participated in Kiama's Dementia Friendly Pilot Project which is part of an internationally recognised partnership between Alzheimer's Australia, the University of Wollongong, Council and the community including a range of services, organisations, businesses and individuals. The subsequent project (the Kiama Dementia Friendly Project) focusses on two main groups:

- a) **The Dementia Friendly Alliance** is a coalition of representatives from local community organisations, people with dementia, representatives from the University of Wollongong, Alzheimer's Australia, Kiama Municipal Council, plus other individual residents with an interest in dementia, and some local businesses; the Alliance ensures a whole of community approach to the project is achieved.
- b) **The Dementia Advisory Group** comprises people with dementia and their carers and supporters. The group's role is to ensure all project work is seen as a priority for people living with dementia, and that they are at the project's heart. Their catch phrase is "Nothing for us without us". The project has since won a prestigious

National Award for Local Government in the Disability Access and Inclusion category.

1.5 Plan for and support young people

The original aims of the Kiama Youth Centre were to provide a safe, supervised drop in space where young people could spend time, playing pool, basketball and just generally 'chilling out'. As the needs of young people changed, especially with the introduction of technology, including social media, it became obvious that the drop in model was old, tired and less effective.

In 2010 Council's Youth Services made the conscious decision to overhaul our model of service delivery to reflect growing changes and needs of our young people. Through ongoing consultation with young people and community partners including Kiama High School the need was identified that young people wanted more training and education opportunities, skills development workshops, information on a range of youth specific issues including mental and physical health, employment and general positive mentoring and role modelling.

The key priorities for a new service model were to help young people seek, educate, network, train, be resilient, advocate and develop life skills-the building blocks for our SENTRAL model of service.

Along with the change to SENTRAL, building works were undertaken to the current Youth Centre to create a space that complimented the model. This included the installation of a commercial kitchen with the aims of opening up a Cafe and restaurant with the purpose of training young people in hospitality and coffee making and creating multi-functional youth spaces which can be used for anything from personal fitness training to educational workshops. These changes ensured that when young people attended SENTRAL, they were here

for a specific purpose and would leave with a greater skills base and knowledge.

Since the move to the SENTRAL model of service, young people attending programs have increased due to the introduction of:

- health and fitness initiatives including SENTRAL Fitness and Munch Out
- employment and training programs including barista training and Young Entrepreneurs Program
- cultural events such as Youth Week and Youth Jazz festival concerts and programs designed in partnership with Kiama High including Young Mens & Young Womens programs
- Youth Belonging and Youth Forum, Youth Worker mentoring program
- Year 6 transition program and Youth Advisory Committee meetings.

Attendance at all SENTRAL programs has increased significantly. An example of this is our Youth Advisory Committee, which for years struggled to attract more than 2-4 young people, where as now we have 15-25 young people at each meeting and have added a full Council meeting held at Kiama High each year.

The change of service has also attracted effective working partnerships designed to further increase opportunities for young people, including partnerships with Kiama Business Chamber, Kiama Rotary, Kiama Leisure Centre, all public and primary schools in the LGA, Local Businesses, Kiama Farmers and Produce markets and Kiama Tourism.





1.6 Recognise and promote community safety throughout the Municipality

of their investigations of crime within these areas since the systems were installed (Kiama in late 2015) and Gerringong (mid 2016).

Safety within our Community is paramount. Council activities over the past for years have extended across a broad spectrum of the community.

The importance of community safety in our community extends to dog ownership and working to ensure all companion animals are properly under control and minimising any potential risks of harm to the local community. Our Ranger Services are proactive in compliance and enforcement of the Companion Animals Act.

Council continues to provide one of the most proactive and professional lifeguard services in the region. With over approximately 490,000 people entering the water off patrolled beaches our lifeguards rescued 329 people during the term.

Council Rangers investigated 116 reported dog attacks and 2238 animal complaints. The number of reportable instances (to the Office of Local Government) was 58. Over the past four years 330 animals were impounded and of these 260 were returned to their owners. This represents a return to owner rate of 81.5%. Twenty six animals were re homed and a total of 26 animals (or 9.25%) were euthanized.

This very low figure demonstrates the benefits of the high level of community surf awareness; education of school children and proactive patrolling of our beaches. Our lifeguards have also been involved in comprehensive Surf Education Awareness programs locally and internationally, including a 2 month period spent in the Maldives training local lifeguards.

Council has developed an endorsed Crime Prevention Plan with the principal aim of reducing the incidence of crime and creating a safer place to live.



Crime statistics for the Kiama LGA over the past 60 months reveals significant reductions in 'break and enter theft' and 'motor vehicle theft'. Unfortunately transport regulatory offences have increased significantly over the past 24 months.

Part of the strategy to manage and reduce the incidence of crime through the Crime Prevention Plan has resulted in the introduction of CCTV cameras in the Kiama and Gerringong CBDs. NSW Police have used CCTV as part

Public health matters are also an important aspect of community health and safety. Council maintains a proactive approach to monitoring food preparation premises within the Municipality to ensure food shop owners are aware of best practice techniques in food preparation and handling. Throughout the period there has been only 77 reportable food complaints.

1.7 Encourage and support volunteering opportunities to support the community

Over the last 4 years Blue Haven Care's volunteer numbers have remained steady (averaging 65) which has included a period of high turnover due to retirement and changes to regulations with the introduction by Transport For NSW of the Driver Framework in 2014.

Blue Haven Care's Volunteers have won the Regional Volunteer Team of the Year in 2012 and 2014. Council hosted a Volunteer Expo in 2013 at The Pavilion Kiama and have a stall at Volunteering Illawarra's Expo annually.

We celebrate National Volunteer Week annually in May with an event for volunteers and hold a Volunteer Christmas party in December to recognise the contribution volunteers make to our service and the community.

In 2015 set up Blue Haven Care's new website which includes our volunteer programs and Blue Haven Care flyers and brochures promoting volunteer opportunities. Blue Haven Care has held stalls at the local markets and shopping centres over the last 4 years to promote volunteering and put stories in the local paper and Kimunico. Blue Haven Care has also held a number of "Snag a Volunteer" days at the Community Centre to promote our volunteer programs.

Council is also pleased to support the Friends of Blue Haven who carry out tremendous work fundraising and supporting the residents of the Blue Haven Aged Care Facility.





Environment

2. Well planned and managed spaces, places and environment

One of the main features of the municipality is the convergence of coastal, rural and bushland environments. These local and regional landscapes are significant to residents and visitors as they represent the tourism, agricultural and lifestyle opportunities that make the Kiama area unique. Maintaining the rural and agricultural land whilst keeping the coastal environments as pristine as possible, in addition to facilitating and managing lifestyle and urban growth are important aspirations of the community.

The most recent community survey identified the following as significant issues for Council to monitor and address:

- Maintaining the unique village atmosphere of our area
- Maintaining a balance between conservation and economic growth
- Protection of the surrounding natural beauty – beaches, harbour, coastline and rural landscape
- Renewing and maintaining our infrastructure
- Traffic management and parking
- Protection of our heritage – buildings and culture.

The Community Strategic Plan identifies sixteen key strategies aimed at helping to deliver this objective and the issues identified above.

- 2.1 Maintain the separation and distinct nature of the towns and villages of our local area
- 2.2 Encourage our community to adopt sustainable lifestyle practices that support the environment
- 2.3 Ensure our natural and built environments are adaptive to climate change impacts
- 2.4 Protect and maintain environmentally significant natural areas on public and private land in a sustainable manner
- 2.5 Maintain and enhance biodiversity on public and private land
- 2.6 Promote sustainable land use and diversification of agricultural activity
- 2.7 Recognise and protect our heritage
- 2.8 Provide supportive environments that encourage a healthy and sustainable lifestyle
- 2.9 Ensure the principles of sustainable development and legislative compliance underpin our land uses and the design of our buildings and subdivisions
- 2.10 Effectively manage the transport network of roads, footpaths and cycleways to cater for current and future generations

- 2.11 Effectively manage the drainage network to cater for current and future generations
- 2.12 Effectively manage recreation and open space infrastructure to cater for current and future generations
- 2.13 Effectively manage other assets to cater for current and future generations (including car parks, community buildings, cemeteries and dams)
- 2.14 Minimise waste and manage it in an efficient and environmentally sensitive manner
- 2.15 Ensure the maximum multi-purpose use of our community's buildings and facilities
- 2.16 Ensure public spaces reflect the cultural and artistic diversity of the local community

Term highlights

Results of our waste management programs continue to reveal that our better practice approach to minimising waste to landfill is working. We introduced our OK Organics Kiama to all waste zones across the LGA and with the total waste recycling that we're able to do, we are achieving a diversion rate of 66.29% of the total waste generated in the municipality.

Council has also been successful in attracting NSW EPA Waste Less Recycle More grant funding for the organics collection system (OK Organics Kiama), Kiama Community Recycling Centre and Kiama Litter Hotspots.

The Kiama Harbour Masterplan was prepared and helps to identify the redevelopment and best use of this important part of the landscape as a tourism destination and public use/amenity.

The Blowhole Point rock pool amenities and car park, a new amenities next to the Scout Hall, a new harbour link road and the harbourside pedestrian path were all constructed during the period and as a result of the Masterplan.

We have continued to invest in our infrastructure and in the creation of new assets and the maintenance of existing assets. New footpaths have continued to be constructed (for example at Riverleigh Dr, Railway Ave, Peace Park, Belinda and Bland St, Meehan Drive and Shoalhaven Street); road resurfacing (Attunga Ave, South Kiama Dr, Gipps St, Kalang Rd, Minnamurra Falls Rd); the replacement of the roof on the Old Council Chambers, refurbishment of the Gerringong Town Hall foyer; construction of the Jamberoo Valley cycleway & the decommissioning of Jerrara Dam.

The environment continues to be an important central pillar of Council's policy and operational activities and in addition to our resource (waste) management achievements we secured grant funding for solar hot water heaters at the works depot; we installed a voltage

power optimisation unit on the Administration; we completed a number of flood studies that will assist better coastal zone planning outcomes; we have supported National Tree planting and World Environment days; Estuary Management Plans were completed for Crooked River and Minnamurra River & the Seven Mile beach Reserve Biodiversity rehabilitation project has continued.

Council continues to work with state agencies and the community to ensure the development and review of our planning instruments (LEP and DCP); the Kiama Urban Strategy & rural land diversification; and Council continues to meet the 40-day industry benchmark target for the processing of Development Applications.

2.1 Maintain the separation and distinct nature of the towns and villages of our local area

Council recognised the need for current planning policies and frameworks to be continuously reviewed and updated and as a result established the Development Industry Committee and LEP Review committee. The strong lobbying of Council to maintain the very important separation of towns in the southern parts of the municipality (Gerringong and Gerroa) was recognised in the adopted Regional Growth Plan established by the NSW Government.

The potential for urban renewal (part of the urban strategy) has and continues to be reviewed in consultation with the Department of Planning and Environment. Development and renewal continue to be important issues for the Kiama community and Council continues to be front and centre in ensuring optimal outcomes for the community.

This is achieved largely through monitoring, reviewing and modifying our planning instruments such as the Local Environment Plan (LEP) and the Development Control Plan (DCP), as well as working with other agencies and stakeholders on important initiatives such as the Kiama Urban Strategy, the Rural Lands Diversification Strategy and Peri Urban taskforce.

Council recently completed a review of the Development Control Plan relating to multi-unit residential development to ensure better design outcomes.

2.2 Encourage our community to adopt sustainable lifestyle practices that support the environment

Council has been partnering with Conservation Volunteers Australia on two projects in the Minnamurra Wetlands. The Trevethan Reserve site has been upgraded on a monthly basis since 2013. The Charles Avenue wetlands site has been worked on twice a month throughout 2015-16 and the work will continue until July 2017. Council also works collaboratively with local Landcare groups which are operational at various sites throughout the Municipality. These important community groups and projects continue to ensure our natural areas are well managed and preserved.

Council offers a range of community engagement activities and programs that aim to increase awareness and engender sustainable outcomes for current and future generations. Examples include bee keeping workshops; guided tours and 'birds in backyard' workshops; celebrating World Environment Day with six sustainable living workshops in June 2015; solar power and LED lighting workshop in March 2015.

In addition the Illawarra Future Festival – Smart Living Expo was held in 2013 with an estimated 500 people attending the event.

In 2014 an estimated 200 people attended the environmental awareness film 'Trashed' where producer/director Tim Sliverwood addressed the audience on the issues of non-putrescible waste in coastal environments and the impacts this is having on sea life/oceans.

2.3 Ensure our natural and built environments are adaptive to climate change impacts

In 2014 there were 1,219 small scale solar panel installations and 1,426 solar water heater installations in the Kiama LGA (ABS census data 2014).

The 2011 Kiama Council Community Survey reported that the most prevalent environmental behaviour amongst residents in the Kiama LGA is the use of water savings devices, where 70.7% of households reported their use.

As part of Council's ongoing commitment to reduce its environmental footprint and to embrace energy savings technology, Council considers it important to 'model' the behaviour we encourage of others. Council purchased and installed a Voltage Power Optimisation (VPO) Unit at the Council Chambers to complement the 10kW photovoltaic system installed in 2010/11.

Analysis of the VPO unit showed an energy reduction of 13% in the first 3 months following installation. The Unit was funded through the Waste and Sustainability Improvement Payment (WASIP)—a state government waste levy that directs funds to Council for sustainability initiatives.

An energy audit of Council's Leisure Centre was undertaken with recommendations to be put to Council for endorsement and allocation of budget to complete identified works.

Ongoing data logging of Council holiday parks and leisure centre water meters helps Council identify and fix major leaks as they occur.

2.4 Protect and maintain environmentally significant natural areas on public and private land in a sustainable manner

Both the Crooked River Estuary Management Plan 2003 and the Minnamurra River Estuary Management Plan 2003 have been reviewed to include the potential impacts of climate change and sea level rise.

The updated Coastal Zone Management Plans were completed with the assistance of the Office of Environment and Heritage Estuary Grants Program. Grant funding to control coral trees (an environmental weed) in wetlands at Gainsborough Reserve has been obtained in March 2016 with the works to be completed in 2016/17.

2.5 Maintain and enhance biodiversity on public and private land

In 2014 there were 5,368 ha of natural landscapes protected under formal reserves (National Parks and Nature Reserves) within our LGA (ABS 2014). This represents approximately 20% of all land within the municipality.

Council with our regional partners, plays an important role in managing and preserving local and regional biodiversity as well as protecting important rural landscapes. Through the Joint Organisation, the Illawarra District Noxious Weeds Authority (IDNWA) has continued to develop and implement a noxious weed control program throughout the Municipality.

Some notable examples include the Southern Rivers CMA (SRCMA) Regional Weeds Strategy being finalised and endorsed, local weed control programs with 459 property inspections and over \$232,000 invested in noxious weed control within the Municipality and an additional \$132,494 for five noxious weed control grant programs for the area and active control against aquatic and terrestrial weed species (including but not limited to water hyacinth, bitou bush, groundsel bush, St Johns Wort, Serrated Tussock and Giant Parramatta Grass). The IDNWA website was established during the period.

Council actively supports National Tree Day and with help over the term of an estimated 880 students from Kiama High School, Council has worked on 24 sites and planted approximately 4,000 trees.

2.6 Promote sustainable land use and diversification of agricultural activity

Council successfully advocated for rural lands recognition in the Illawarra Growth Plan. Council is a founding member of the Sydney Perri-Urban Network which is established to focus on preserving high quality food production/agricultural lands.



2.7 Recognise and protect our heritage

Heritage buildings and places within the Municipality are listed in our LEP as items of either local or state significance. This means that any Development Application that potentially impacts on a heritage item or site is referred to Council's Heritage Officer who reviews the application and provides comment which may include draft conditions of consent in order to ensure the integrity of the place or site is preserved. The Heritage Officer also provides advice to property owners on how to protect, restore and develop heritage properties.

2.8 Provide supportive environments that encourage a healthy and sustainable lifestyle

The comprehensive Kiama Health Plan includes a range of initiatives across a large number of operational areas aimed at facilitating and improving healthy lifestyles.

Council continues to provide smoke free areas to protect our community as much as possible from the harmful effects of cigarette smoke.

We loan a sun shade shelter for community groups to provide shade for children from direct sun on hot days and Council has playground shade structures at Surf Beach and Jones Beach.

Council extended the Municipality's cycleways/shared pathway network, with the 5km Swamp Rd/Jamberoo cycleway a notable example.

A well utilised Kiama Community Garden is a further highlight of Council's engagement with the community to encourage sustainable/organic edible food production, 'garden to plate' practises and home composting.

Over the past two years Council has facilitated, on behalf of the Southern Phone Company, two rounds of the Southern Phone Co Community Grants.

A total of \$40,000 has been distributed to a range of community groups for various projects including; Men's



Sheds; sustainable gardening initiatives such as the Kiama Community Garden; Landcare projects; and the upgrading of a number of facilities and amenities.

2.9 Ensure the principles of sustainable development and legislative compliance underpin our land uses and the design of our buildings and subdivisions

Council has undertaken a proactive approach to planning to ensure we have improved policies and processes in place that achieve optimal planning outcomes for the community and a more efficient and effective development assessment process.

The Kiama Development Industry Committee and the LEP Review Committee were both established throughout the term of the current Council to oversee some of the policy and process improvements.

The Kiama Development Control Plan (DCP) was adopted in 2012 and this comprehensive project condensed the large number of disparate DCP's into a standard format. Other significant achievements include the completion of the eHousing Code Project, the installation of Masterview DA tracking software on Council's website, the eplanning portal connection that was established with the Department of Planning and Environment, the ability to lodge DA's electronically and the introduction of (DA) customer satisfaction surveys. Council's average DA processing time for the determination of a DA has been 40 days, with a median timeframe of 35 days.

2.10 Effectively manage the transport network of roads, footpaths and cycleways to cater for current and future generations

Over the four years we have invested over \$2.9M on new capital projects relating to roads, footpaths and cycleways



and a further \$6.4M on renewing and maintaining road assets. Capital new projects include construction of roundabouts and a suite of other traffic calming devices. Examples include Manning Street/Bonaira Avenue Roundabout, Bland Street/Old Saddleback Mountain Road Roundabout, Blowhole Point/Kiama Harbour one way access road, Jamberoo CBD traffic calming and pedestrian crossing.

In addition Council renews and maintains assets, with a strong focus on road resurfacing and roadside works - including the resurfacing of Attunga Ave, South Kiama Drive, Jamberoo Rd, Boanyo Ave, Clover Hill Rd, and Minnamurra Falls Rd. There has also been the renewal of Factory Lane Bridge. Over the four years, Council has resurfaced 70km of road and constructed over 8.5km of footpaths.

2.11 Effectively manage the drainage network to cater for current and future generations

During this period Council wasn't required to invest significant capital renewal funds into it's drainage network. A total of \$24,630 was allocated to renewal activities.

In relation to stormwater management activities, Council (and developers) have over many years installed enviropod pollution control pits to capture and prevent litter and silt from entering the stormwater drainage network. A comprehensive mapping and condition evaluation program was initiated to ensure the integrity of these systems. There are approximately 270 enviro pods in the Municipality.

2.12 Effectively manage recreation and open space infrastructure to cater for current and future generations

Over the 4 year term of the Council in excess of \$840,000 has been spent on new capital open space projects. In



addition Council has spent over \$714,000 on recreation and open space infrastructure renewal projects. The projects have included the Black Beach amenities building; three phase power supply to Coronation Park, new toilet facility at James Oates Reserve, extensions to the Kiama Wharf, outdoor fitness equipment at Warri Beach and Kiama, shade structures in Coronation Park and Jones Beach playground and construction (replacement) of the pedestrian bridge over Crooked River in Gerroa.

2.13 Effectively manage other assets to cater for current and future generations (including car parks, community buildings, cemeteries and dams)

A number of renewal projects have also been carried out including the refurbishment of the Gerringong Town Hall including replacement of the roof and refurbishment of the foyer; replacement of playground equipment at various locations throughout the LGA and upgrades to the Foxground Rural Fire Service Station and the decommissioning of Jerrara Dam.

2.14 Minimise waste and manage it in an efficient and environmentally sensitive manner

Effective waste management continues to be a major focus of Kiama Council's operations. The Regional Waste Strategy was developed and adopted in partnership with the (then) Southern Council's Group. This strategy formed the blue print for local and regional waste management strategies for a four year period.

During the term the OK Organics Program was awarded a Local Government NSW Excellence in the Environment Award and highly commended in the Australian Organics Recycling Association's Leadership in Recycled Organics Community Education Programs Award. This is important recognition for the exceptional work Council has undertaken over the past four years.



These awards have helped to attract additional grant funding to be directed to even greater waste/resource management outcomes. In 2013-14 Council was able to secure three NSW EPA Waste Less Recycle More grants: Organics collection system (OK Organics Kiama) - \$211, 230; Kiama Community Recycling Centre - \$198, 460; Kiama Litter Hotspots - \$124,430.

2.15 Ensure the maximum multi-purpose use of our community's buildings and facilities

Council provides a range of buildings and facilities for community use and hire. The buildings and facilities continued to be used for multiple purposes ranging from musical events to personal health and development classes.

Council annually reviewed the fees and charges to ensure the buildings and facilities are available at a reasonable cost while also considering ongoing maintenance and administration costs.

2.16 Ensure public spaces reflect the cultural and artistic diversity of the local community

Public art is recognised by Council as important addition to the cultural landscape of the local area. The purchase of the Bert Flugelman sculpture 'making waves' in 2015 is arguably the most important example of Council's commitment to public art during the past four years.

Other examples include ephemeral chalk artwork, Terralong St, Kiama by Ulla Taylor in January 2015; Sculpture, Daisy the Cow, Old Fire Station, Kiama repaired and relaunched, October 2015; and urban artwork at the Kiama Scout Hall by Mikey Freedom, May 2016.





Item 10.1

Enclosure 1



Item 10.1

Enclosure 1



Economy

3. A diverse, thriving economy

A snapshot of the Kiama LGA using data obtained through the Regional Economic Modelling Plan (REMPAN) indicates an estimate of 4,726 people working in Kiama, with the vast majority working in the accommodation and food services sectors followed by retail trade, health care and social assistance and then education and training.

Kiama's Gross Regional Product is \$732M. The total value added (the marginal economic value that is added by each industry sector) across all industry types by the Kiama economy is estimated at \$643M, which represents 3.65% of the \$17.7B value added in the Illawarra region.

A healthy economy is vital to the liveability and prosperity of the Municipality. The availability of local full time employment enhances the opportunity for working aged adults to remain living in the area, while the opportunity of part time work is increasingly important for working parents, older people transitioning to retirement, and for young people entering the work force for the first time or whom maybe undertaking additional studies.

Employment opportunities can be enhanced by a vibrant commercial centre with a diverse economic base.

Our most recent community satisfaction survey identified the following issues as being of significance and importance:

- the productive use of rural land is maintained acknowledging the land's contribution to the economy and lifestyle of the area
- continued support for local businesses
- attraction of additional services and facilities to the local area, in particular an additional supermarket and petrol station
- the need for increased opportunities to retain people in the local area through more training, employment and a mix of housing options – especially for our young people.

The Community Strategic Plan identifies six key strategies aimed at helping to deliver this objective and the issues identified above.

- 3.1 Promote and encourage business development and employment based on the local area's unique and distinctive characteristics.
- 3.2 Develop opportunities to increase the economic output of rural lands.
- 3.3 Investigate and facilitate employment land and infrastructure to support business.

- 3.4 Recognise and support Council's role as a significant employer and purchaser of goods and services within the local area.
- 3.5 Actively engage Federal, State, local government and business organisations, to develop and promote Kiama's economic and employment opportunities.
- 3.6 Encourage and support tourism in the Kiama Municipality.

Term highlights

All lots within the Elambra Estate subdivision in Gerringong were sold.

Council organised and hosted the Kiama Lifestyle Business and Wedding Expo.

We partnered with the NextGen Digital Business Program—a joint collaboration between Council, Kiama Community College, Enterprise Connect, The Smith Family, Access Business and Recruitment and the Department of Education, Employment and Workplace Relations. The program provided paid work for high school students to partner with and assist small and home based businesses to promote their business using digital technology.

Council partnered with Shellharbour Council to deliver an economic gardening program that helped local businesses increase profits and achieve sustainable growth through mentoring, targeted advice and guidance.

We continue to host, sponsor and support a number of major sporting and cultural events including the Kiama 7s, the Kiama Jazz and Blues Festival, Kiama Folk Festival Seaside, surfing events and the Kiama Show.

3.1 Promote and encourage business development and employment based on the local area's unique and distinctive characteristics.

According to the Australian Business Register from June 2012 to June 2015 there has been an increase in the number of businesses in the Kiama LGA of 30 businesses to 1668. We have 910 non employing businesses, and the largest increase in business by size has been in the 5-19 employee category with an increase of 18 businesses.

The types of industries experiencing an increase in the numbers of business have been finance, insurance,

professional, scientific and technical services. This is further reinforced by the data which shows the largest occupation sector is 'professionals' followed by 'technicians and trades workers'.

Available Remplan data based on 2011 census data indicates 55.72% of the population over 15 years of age are in some form of employment. Due to the time committed to youth services and economic development programs that focus on youth employment within the Municipality, it's expected that with the release of more current data, this figure will have improved further.

Initiatives to promote and encourage business development include Council adopting the Kiama Economic Development Strategy and Council Providing support for small and medium local businesses through the Economic Gardening program. Council has also held a number of professional development workshops through the Kiama Small Business Forum.

In conjunction with the Illawarra Pilot Joint Organisation and Department of Premier & Cabinet, Council supported the development of the Illawarra Youth Employment Strategy.

3.2 Develop opportunities to increase the economic output of rural lands

Council has sponsored the Local Food industry dinner and has been supportive of the growth in Agribusiness opportunities. Council continued to jointly sponsor a farm gate trail involving 23 businesses in the Kiama and Shoalhaven Council areas.

In February 2014 the Kiama Farmers Markets Inc established a monthly farmers markets which has been strongly supported by residents and visitors alike, and provides opportunities for local producers to sell fresh (& some organic), locally grown produce. A further positive outcome of the farmers markets is the fact that there are more regional agribusinesses producing goods for sale at the markets.

Since the inception of the markets there has been an increase in the amount of local produce available at the markets with at least 71% of the stallholders located within a 50km radius.

In 2013 Council also established an AgriProject Information team consisting of key internal staff for the purpose of providing potential agribusiness developers with a sounding board and to assist with their project proposal. To date this team has met with a number of applicants and provided relevant information to assist with their proposals.

Council participated in the Southern Councils Small Farms Network until its' recent wind-up. Council is a founding member of the Sydney Peri Urban Councils network.

3.3 Investigate and facilitate employment land and infrastructure to support business

The Kiama Local Environmental Plan 2011 was reviewed and amended during the period to increase the permitted uses in the B7 Industrial Zones. Council has also held discussions with Sydney Trains regarding the future rehabilitation and development of the Bombo Quarry area which provides significant opportunity for employment generating lands.

3.4 Recognise and support Council's role as a significant employer and purchaser of goods and services within the local area

Council makes a significant contribution to local employment and the local economy. We currently employ 257 full time equivalent employees. The majority of employees (61%) are permanent and we offer casual, part time and temporary employment opportunities. Council also engages with students and over the four years has offered traineeships, cadetships and apprenticeships.

Council has continued to host Kiama High School students through a range of work placement opportunities. We access the services of the Australian Training Company to source quality apprentices and partner with the University Of Wollongong Faculty Of Commerce to host students through the Commerce Internship Program.

Through our purchasing and procurement policies Council tries hard to use local companies and contractors as much as possible taking into account local competitiveness, costs, availability and capacity to complete jobs/projects within specific timeframes.

As a member of the Illawarra Joint Organisation, Council also assisted in the development of the Regional Procurement Strategy. This strategy seeks to create greater regional collaboration amongst member councils to create efficiencies through the procurement supply chain; to create cost savings through stronger 'buying power'; to look for ways to 'standardise' asset management and maintenance by procuring bulk materials and to look at opportunities for resource sharing amongst the member Councils.

Council has joined the ranks of 22 other NSW councils in asking all contractors and service providers to register and become accredited with a national organisation—BNG Contractor Services Pty. Ltd. (BNG) through their online contractor risk management system BNG Conserve. The BNG Conserve contractor management system currently has over 3000 contractors registered across 22 councils and Kiama Council has approximately 200 contractors registered with 130 operating from the local area.

What this means is that whether a contractor is a small, medium or large operator, all will be accredited on the same validation criteria – so creating a level footing for the awarding of contracts with Kiama Council.

Council works hard with Kiama High School students in facilitating out of school extra-curricular education and learning programs. Through our Youth Services team, Council has been able to provide barista training courses for young people with over 60 young people training and 12 gaining employment as a result of the program (with a further 12 having gained work experience).

The youth engagement policies and practises of Council have resulted in 32 young men learning the basics of personal training (to assist with further education in this field) and six young males completing Certificate 4 in outdoor education, and a further four young people have completed an Event Management course.

As part of Council’s commitment to local businesses a number of workshops and seminars on “How to do business with Council” were held.

Information sessions to educate and inform local

businesses on local procurement and Tenderlink were also well supported.

3.5 Actively engage Federal, State, local government and business organisations to develop and promote Kiama’s economic and employment opportunities

In response to the Retail Study completed in 2007, which identified three key sites for a second supermarket, Council has liaised closely with a major Supermarket Chain, and signed lease agreement with Aldi as an anchor tenant for the yet to be constructed mixed use development on the Corner of Akuna and Shoalhaven Streets.

Council meets regularly with Department of Premier and Cabinet, RDA Illawarra, Department of Planning and Environment, Department of Investment and the Illawarra Joint Organisation of Councils. Together we have collaborated on a number of projects such as the Illawarra Regional Plan, the Youth Employment Strategy, and the Illawarra Regional Digital Strategy.

3.6 Encourage and support tourism in the Kiama Municipality

Council owns and operates five Holiday Parks within the Municipality. Park operations are tendered out to private



contractors with Council maintaining responsibility for capital improvement and maintenance, budgets and marketing and promotion. These sites play a critical role in Kiama tourism and the local economy. Over the past four years the Holiday Parks operated at full capacity during peak holiday periods.

Annual visitation has remained consistent. In 2013-14 the 56,969 visitor nights was an increase from the 54,151 visitor nights recorded in 2012-13. The year 2014-15 saw a reduction in visitor nights due to the demolition and reconstruction of the amenity block at Kendall's on the Beach Holiday Park.

As at 14 June 2016 visitor nights are again steadily increasing with a total of 55,670 nights (these figures relate purely to tourist accommodation and do not include holiday vans). Income associated with parks follows the same trend as visitor numbers. Income over the four years has varied between \$7.7M and \$8.1M.

The Holiday Parks also received a number of awards during this period - Surf Beach Holiday Park won Best South Coast Park (less than 100 sites) at the 2012 CCIA Awards of Excellence; Kiama Harbour Cabins won Best South Coast Park (less than 100 sites) at the 2013 CCIA Awards of Excellence; Seven Mile Beach Holiday Park won the Best South Coast Park (100 sites or more) at the 2014 & 2015 CCIA Awards of Excellence.

Council has also sponsored a number of major events that attract tourists to the area including; the Kiama Jazz & Blues Festival, Kiama Folk Festival and Rugby 7s.

In 2014 Council employed a Strategic Tourism and Marketing Manager to help drive the marketing and promotion of Kiama as a destination point for regional, national and inter-national travellers. Council continues to invest in tourism through an annual budget allocation that has varied over the term up to \$300,000 p.a.





Civic leadership

4. Responsible civic leadership that is transparent, innovative and accessible

Kiama Council is committed to demonstrating leadership through open and transparent decision making, active and ongoing engagement with the community and responsible financial management. Council endeavours to serve the community in an honest and ethical manner, recognising its role in managing the community's many assets, facilities and finances in a financially sustainable manner.

The 2011 Community Satisfaction Survey identified the following issues as being of importance and significance.

- Council's finances and resources are soundly managed
- Council acts ethically and fulfils all legal and statutory responsibilities
- No amalgamation of Kiama Council – to remain an independent local authority
- Council makes open and transparent decisions

Over the term of this Council, these issues more than ever were tested and challenged. Going forward, the strategy of 'responsible civic leadership' will remain the most important aspect of Council's strategy, management and operations.

The Community Strategic Plan identifies fifteen key strategies aimed at helping to deliver this objective and the issues identified above. These are:

- 4.1 Ensure we remain a strong, independent and sustainable Local Government Authority to plan, deliver and advocate for the needs of our community
- 4.2 Ensure finances are managed responsibly to meet the goals of the Community Strategic Plan and to protect financial investments and assets
- 4.3 Identify opportunities to diversify and expand new and existing funding sources to meet community needs
- 4.4 Ensure a policy framework exists which meets all legislative requirements and community expectations
- 4.5 Foster positive relationships with our community through open communications, opportunities for participation in decision making and sharing of information
- 4.6 Minimise risk to ensure continuity of critical business functions

- 4.7 Promote an organisational culture that uses resources efficiently and seeks continual improvement
- 4.8 Identify and engage in collaborative partnerships and alliances with other entities and organisations to promote joint policy development, efficient sharing of resources and to build capacity within Council and the local community
- 4.9 Manage Council staff in a fair, equitable and sustainable manner to ensure the most efficient outcomes for the Community Strategic Plan
- 4.10 Provide training and professional development for Councillors and staff to promote a culture of strong leadership, good governance and ethical practice
- 4.11 Ensure Council owned buildings and infrastructure are planned and maintained with consideration to both current and future generations
- 4.12 Effectively manage plant assets to meet Community Strategic Plan requirements
- 4.13 Advocate for integrated, sustainable and innovative transport systems within and outside of the Municipality
- 4.14 Ensure continual improvement of Council's Integrated Planning and Reporting framework to meet the Community's long-term vision for the Kiama Municipality
- 4.15 Utilise effective technology and telecommunications services to assist in the efficient delivery of Council services

Term highlights

Council maintained its autonomy after a comprehensive community campaign to resist the NSW Government's proposal to force an amalgamation of Kiama and Shoalhaven Councils.

In the early part of 2016 Council produced a balanced budget for the 2016-17 financial year and was able to demonstrate that it met the relevant benchmarks. With the assistance of Morrison Low, Council reviewed its Fit for the Future Action Plan and showed that the relevant financial and sustainability ratios can be met by 2019-20.

From a governance perspective, Council continues to excel. Our Council continues to be a shining example of excellence where our elected leaders, executive and all employees and officials all contribute to positive outcomes for the community and a positive public image. We have no documented cases of complaints referred to the Office of Local Government or the NSW Ombudsman; any complaints relating to the Code of Conduct are managed quickly and effectively, and our

Councillors continue to work collaboratively amongst each other and with staff.

We have continued to explore new ways of engaging with the community. Council endorsed a new Community Engagement Strategy, we offer webcasting of Council and Public Access Meetings, our website and social media channels are increasingly popular and we offer e-alerts to enable rapid updates and information sharing of Council news and important time sensitive information.

4.1 Ensure we remain a strong, independent and sustainable Local Government Authority to plan, deliver and advocate for the needs of our community

During 2014/15 the NSW Government Local Government reform program intensified. In June 2015, all Councils were required to prepare and submit their proposals on how they will be 'Fit for the Future'. Council submitted a proposal and Improvement Plan that was considered to be responsible and optimal in terms of minimising the impact/impost on the community.

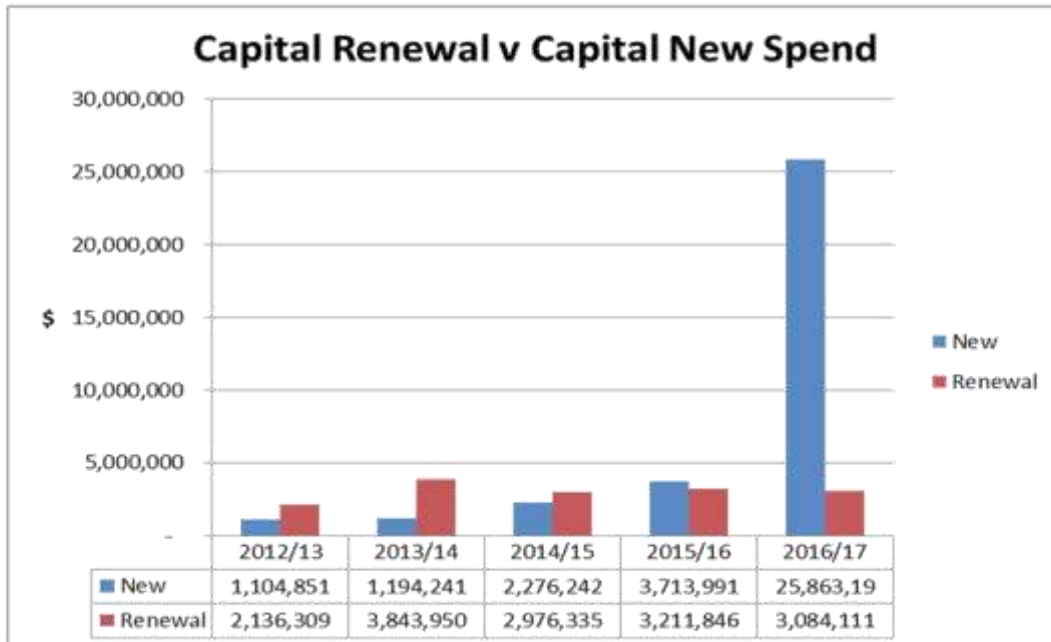
The initial modelling we undertook showed that we met the benchmarks slightly beyond the identified timeframe. Importantly we were able to meet the majority of the benchmarks with a very modest rate increase. Despite this approach, which was considered to be reasonable and responsible, Council was deemed 'unfit'.

As a result of this, the State Government in late 2015 declared that Kiama Council would be merged with Shoalhaven Council. A formal process followed including a public inquiry that included an opportunity for Council and the community to present their views on why Council should not be merged. Following the formal public inquiry (which included a report from the Delegate to the Boundaries Commission) and a comprehensive and sustained community campaign opposing the merger, the NSW Government decided against the merger.

4.2 Ensure finances are managed responsibly to meet the goals of the Community Strategic Plan and to protect financial investments and assets

Financial sustainability is arguably the main issue facing local government. With the flow on effects of the NSW Government reform of the sector from 2014 and culminating in the Fit for the Future process throughout 2015 and 2016, Council has made some fundamental changes to its financial management strategy.

Over the last 12 months in particular Council has re-shaped it's focus with respect to our financial sustainability. In 2015 IPART determined Kiama Municipal Council, from a financial perspective, to be deemed not Fit for the Future. The organisation, over the past 12 months has invested significant effort in addressing this issue.





Council's 2016/17 budget actually meets all required financial indicators as does Council's revised Long Term Financial Plan. To further enhance council's financial sustainability, Council has committed to a process and culture of continual business improvement and this will be one of the principle organisational imperatives from this point on.

There are a number of external factors that impact on Council's financial performance, including the current low interest rate environment, cost shifting and the ongoing impact of rate pegging and the freezing of Council's largest form of grant funding for a period of 4 years.

However, the expenses the council can directly influence and control are being reviewed including cost drivers and revenue streams across the organisation. This review in its entirety is likely to take 12 to 18 months.

Another factor that will be reviewed as part of this process is the determination of current service standards and costs associated in providing those standards.

Council has invested significant time over the reporting period improving our understanding of asset conditions, useful lives and asset accounting. This work has enabled Council to review accounting practices in relation to assets and increase its understanding around whole of life costing.

Council has invested a significant amount of money over

the term of this Council in both New Capital works and Asset Renewal work. The graph on the page left shows the funds expended in these areas over the term of the Council.

4.3 Identify opportunities to diversify and expand new and existing funding sources to meet community needs

During the term Council completed the sale of all lots within the Elambra Estate subdivision.

The sale of 29 Lots within Stage 7 of the Elambra subdivision during 2012-14 generated approximately \$6M dollars in income for Council over the period. The proceeds from the sale of the land were used to fund a range of capital and renewal works.

Council continues to be proactive in the potential sale of its Kiama town centre holding with a supermarket use attached to a sale of the land. The sale of these holdings will provide opportunities to consider funding for capital new and renewal projects.

Investigations and marketing/negotiations with respect to these properties are ongoing. Council's Spring Creek landholding at Bombo is identified for future residential subdivision development. The sale of lots within that subdivision will eventually provide a new revenue source

for Council for the life of that project. The project is in the early planning stages.

Council's Revenue and Long Term Financial Planning Revenue Sub-committee recommended that Council pursue the rezoning and reclassification of identified community land. These are currently undergoing gateway assessment.

4.4 Ensure a policy framework exists which meets all legislative requirements and community expectations

Over the period Council has developed and adopted a number of key corporate policies. These policies (& guidelines, procedures or plans) are required to ensure Council, as a public authority, meets its legislative responsibilities under various Acts including the Privacy and Personal Information Protection Act, the Public Interest Disclosure Act and the Government Information Public Access Act.

We developed a Privacy Policy and Privacy Management Plan, updated the Public Interest Disclosure Policy, reviewed our Open Access strategy (per the GIPA Act), reviewed and updated Council's Code of Conduct and Procedures, undertook a review of the Development Control Plans (DCP's) and produced a revised DCP document (consistent with NSW Government guidelines). A review of the Councillor expenses policy was also undertaken. During the period, Council developed a policy register and introduced new policy templates specific for each Directorate.

The policies themselves provide employees and Council officials with a framework to manage important issues such as community access to Council information, privacy and disclosure of any perceived wrongdoing. By having these policies, the community should have a degree of confidence in the transparent and ethical decision making of Council.

4.5 Foster positive relationships with our community through open communications, opportunities for participation in decision making and sharing of information

Over the past four years Council has made significant advances in our digital and electronic engagement with the community. During 2012 and 2013 Council was a pilot local government area for the roll out of the National Broadband Network (NBN).

The NBN program and roll out brought nationwide attention to the Kiama Municipality. A number of initiatives including the Kiama Library Digital Hub have enabled Council and a number of its sites (incl. The Pavilion Kiama) to broaden our online engagement capability.

Funding enabled vital upgrades of old infrastructure at the Kiama Library and rejuvenated the building as a site for digital initiatives and free NBN access.

Part of our improved community access to and engagement with Council and the community included the introduction of webcasting of Council Meetings and Public Access Meetings, the introduction of state of the art video conferencing as well as the complete overhaul and construction of a new website. In addition we offer free WiFi in the Kiama CBD which has proven to be extremely popular with locals and visitors and it also provides the opportunity for cross promotion with Kiama Tourism (via the WiFi landing page).

In 2013 Council updated its website to provide an easier, clearer platform to enable users to learn more about what Council is doing and to easily find information.

Recognising the strong need to engage with all external stakeholders using a broad range of methods Council entered the new media age and now actively uses Facebook to share information in addition to traditional media forms.

In 2016 Council endorsed a revised Community Engagement Strategy. The document was prepared to satisfy our obligations under the LG Act and the GIPA Act and identifies through a matrix, the nature and form of engagement for the majority of Council's projects, initiatives, plans and functions.

Other forms of information sharing are the development of e-alerts whereby registered users can receive email alerts and updates across a number of areas including Leisure Centre updates; road closures; public interest matters and emergency management. One of the benefits of the NBN project and the associated funding has been the introduction of webcasting Council and Public Access meetings.

4.6 Minimise risk to ensure continuity of critical business functions

Council recognises risk as an important strategic and ongoing issue that needs to be incorporated into the day to day operations of the organisation.

Over the period Council has established a new Enterprise Risk Management framework. Council also endorsed of

an over-arching risk policy; re-evaluated the risk profile across all functional/operational areas of Council. Council has also undertaken risk audits and developed and implemented a Continuous Risk Improvement Plan.

There is still more risk strategy work to be done across Council however the focus to date has resulted in a 50% reduction in the premium paid by Council between 2012 and 2015.

The reduction in severity and duration of injuries and the correlation with significant savings on premiums is however, a very welcome and positive outcome.

4.7 Promote an organisational culture that uses resources efficiently and seeks continual improvement

In conjunction with the Illawarra Pilot Joint Organisation (IPJO) Council has been proactive in undertaking joint procurement to increase efficiencies and savings. During the recent years the IPJO has carried out joint procurement for trades, legal services and tree services.

Council has also participated in joint tenders with other councils for electricity supply. Council has continued to monitor principal facilities for energy and water use to identify measures to reduce consumption and create savings.

As part of Council's Fit for the Future Improvement Action Plan, Council identified the need for ongoing service reviews and the development of cost-based accounting to increase efficiencies. Processes are to be mapped and organisational awareness of the benefits of business improvements is to be increased.

4.8 Identify and engage in collaborative partnerships and alliances with other entities and organisations to promote joint policy development, efficient sharing of resources and to build capacity within Council and the local community

Council has continued to work collaboratively with neighbouring Councils, local business and industry groups as well as State agencies to ensure local and cross boundary issues are identified and managed in ways

that ensure optimal outcomes for our residents and the Council.

We formed part of and hosted the Southern Councils Group (SCG) until 2015. In 2015 the Illawarra Pilot Joint Organisation (IPJO) was established to replace the SCG. Through the SCG/IPJO Council worked on a number of regional strategies, including the Illawarra Noxious Weeds Authority, the Regional Illegal Dumping (RID) Squad, local employment taskforce, the development of the Regional Procurement Roadmap and joint procurement initiatives, the Legal Services Panel and a range of other important regional strategic initiatives.

4.9 Manage Council staff in a fair, equitable and sustainable manner to ensure the most efficient outcomes for the Community Strategic Plan

We continue to review and update our workplace policies and procedures and continue to review the strategies we have in place to help us attract and retain high quality staff.

Recruitment and retention programs remain in place to ensure Council has an appropriate workforce to deliver planned objectives of the CSP.

The current Workforce Strategy which forms part of Council's Resourcing Strategy (an adjunct to the CSP) was adopted in June 2013. The strategy is scheduled to be reviewed in early 2017.

4.10 Provide training and professional development for Councillors and staff to promote a culture of strong leadership, good governance and ethical practice

Councillors were provided the opportunity to attend externally supplied media training targeting awareness and risk management associated with seeking and courting media interest and making public comments. A Code of Conduct online refresher course was developed. Council employees continue to demonstrate leadership and professionalism with some of our employee's across a number of areas of the business being awarded peer recognised awards.

In 2013 John Holland from the IT Department was awarded the Public Sector IT Professional of the Year Award for his work on the NBN Project; Communications



Officer Pip Spence was awarded the RH Doherty Award for Outstanding Individual Contribution 2014. Council staff have participated in the Regional Leadership Program supported by Regional Development Australia (Illawarra).

4.11 Ensure Council owned buildings and infrastructure are planned and maintained with consideration to both current and future generations

Council maintains a range of facilities available for hire in our municipality and these include community halls, reserves, sports fields and our premier venue, The Pavilion Kiama. We hire out to the public the Old Fire Station Community Arts Centre, Gerringong School of Arts, Gerringong Town Hall, Jamberoo School of Arts, the Kiama Community Centre, Werri beach progress Hall and the Youth Centre. The Pavilion Kiama continues to be a popular wedding, expo and conference venue with bookings increasing year on year over the four years.

As part of our Integrated Planning and Reporting documentation, the Buildings Asset Management Plan which will form part of the broader Asset Management Strategy (an important component of the Resourcing Strategy) is scheduled for completion in October 2016.

4.12 Effectively manage plant assets to meet Community Strategic Plan requirements

Over the past four years we have achieved a reduction in the Motor Vehicle fleet of 4 vehicles. Whilst this doesn't appear to be a large number, the capital and running costs of managing Council's fleet can be significant, and as we look to make efficiencies and savings, any reductions in the fleet can have a material impact.

Other ways we've managed to reduce operating costs associated with the fleet include successfully encouraging staff into 4 cylinder vehicles by restructuring the lease back payment system and by introducing a procurement strategy aimed at more use of LGP to achieve best value with capital purchases. Council also actively specifies industry best emissions controls when purchasing new vehicles and plant to reduce our environmental foot print.

4.13 Advocate for integrated, sustainable and innovative transport systems within and outside of the Municipality

Council in conjunction with the Southern Councils Group and IPJO continued to lobby the NSW Government to improve major roads and the rail system. Submissions seeking upgrades of the Princes Highway, Illawarra to Sydney rail line and the construction of the Maldon to Dombarton rail link have been supported. The extension of the F6 to Sydney and the Albion Park Bypass have also been strongly supported.

the Kiama CBD fibre stage 1 installation, Gerringong Town Hall audio/visual upgrade, NBN Local Government Program, Surf and Kendall's Beach Holiday Park and Kiama CBD WiFi, PC EFTPOS for cashiing and CCTV installation in Kiama and Gerringong.

The Masterview DA tracking software has been installed to enable people to track and monitor the status of their development applications. Other hardware upgrades include installing the Pavilion Kiama PA system, Seven Mile beach Holiday Park WiFi and online BPay debtor payments.

4.14 Ensure continual improvement of Council's Integrated Planning and Reporting framework to meet the Community's long-term vision for the Kiama Municipality

The Integrated Planning and Reporting (IP&R) process is recognised as the nucleus of Council operations and activities, and all indications from the NSW Government are that IP&R will be strengthened further, once the Local Government Act amendments are in force. Council over the past 12 months (and 6 months in particular) has focused on the Long Term Financial Plan which is a key pillar of the IP&R Resourcing Strategy to ensure we have strategic and sustainable financial management strategies. The aim is to ensure that we can generate ongoing surpluses and strong balance sheets so that Council can continue to service the needs of the community and remain independently sustainable.

4.15 Utilise effective technology and telecommunications services to assist in the efficient delivery of Council services

Council developed and reviewed the IT Strategic Plan to incorporate new projects and changing priorities that were identified, prioritised and costed. Information technology is an extremely important part of the organisation and as we strive to be more efficient and effective, IT will play a critical role in ensuring processes and systems are in place to help achieve these efficiencies and business improvements.

Some examples of the major projects completed include

Enquiries may be made to:

The General Manager
Kiama Municipal Council
PO Box 75
Kiama NSW 2533

Telephone: (02) 4232 0444

Facsimile: (02) 4232 0555

Email: council@kiama.nsw.gov.au

www.kiama.nsw.gov.au



KIAMA
MUNICIPAL
COUNCIL



Local Government NSW - Policy Review

April 2016

Item 10.2

Enclosure 2



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Item 10.2

Enclosure 2



Purpose

Local Government NSW (LGNSW) proposes to update its policy framework to better reflect the issues that matter most to members. We are seeking member feedback on the framework proposed.

Over time, LGNSW's Policy Statements have become outdated and grown to a set of 95 statements which cover a very broad range of issues. In short, they have become unwieldy for targeted, effective advocacy.

A refresh of the organisation's policy framework is needed to give LGNSW a clearer 'policy compass' for the core principles that are important to our members. These would be complemented by a set of policy statements on contemporary issues that would be regularly updated and endorsed by the LGNSW Board.

This document has been prepared to seek member feedback on:

- the proposed framework of policy principles and position statements
- the content and wording of the policy principles
- the suggested issues / topics for position statements

Following this consultation, LGNSW intends to submit the proposed framework and draft policy principles for resolution to the 2016 LGNSW Conference.

A set of Draft Policy Principles are presented here for members' feedback. A set of discussion questions are listed at the end of the document, and reproduced in a feedback form circulated with this paper.

Background

A key role of Local Government NSW is to advocate and make representations to politicians, decision makers and influencers about the issues that matter most to its members.

The methods LGNSW uses to understand the issues of concern to members are conference resolutions, Board-endorsed submissions and letters from members. These issues, and our position on them, are then developed into Policy Statements.

LGNSW's Policy Statements have become outdated and grown over time to a set of 95 statements which cover a wide range of issues. This large number of statements is also a legacy issue arising from the merger of the Local Government Association and Shires Association. When the two organisations merged and became LGNSW, the policy statements were combined and became LGNSW's "interim" policy statements. These "interim" statements now need review, and organisation's policy framework updated to give LGNSW clearer guidance on the principles and issues which our members want us to advocate for, on their behalf.



In February 2016, the LGNSW Board formed a Working Committee to review and revise the LGNSW Policy Statements, with the revised policy statement framework/content to be endorsed and referred from the August Board meeting to the 2016 LGNSW Conference.

The Policy Review Working Committee recommended the following approach (framework):

- **Overarching Policy Principles** - The Committee agreed that LGNSW's 95 Interim Policy Statements should be replaced by a smaller, more focused set of overarching Policy Principles to direct our response to key issues. The intent was that these Principles could be referred to in our submissions and interactions with other spheres of government and would be timeless. The Committee's recommendation was that these Policy Principles be put to members for endorsement at the 2016 conference.
- **Position Statements, sitting under the principles** – LGNSW would develop a range of Position Statements on particular issues as they arise or develop. The Position Statements might reflect more than one principle. So while the Policy Principle(s) endorsed by members would remain the same, new Position Statement(s) would be drafted and existing ones updated to reflect current issues. These Position Statements would go to the LGNSW Board for endorsement.

To summarise the process, it is envisaged that:

1. Draft Policy Principles will go to the LGNSW Conference for endorsement by members, and
2. Draft Position Statements will be submitted to the LGNSW Board for approval so they remain current.

Following the Federal Court decision in late March, a fresh vote for some of the LGNSW board director positions needs to be conducted. As a result Board Working Committees are not currently operating. To continue the important work of the Committee, this Discussion paper has been developed to gauge member feedback prior to taking the policy framework and draft policy principles to the 2016 LGNSW Conference.

Current LGNSW Policy Statements

The Local Government Association and the Shires Association had separate policy statements. The formation of LGNSW saw "interim" policy statements adopted, which are a combination of the Associations' policies. The 'interim' policy statements are available on the LGNSW website at: <http://www.lgnsw.org.au/files/imce-uploads/127/interim-policy-statements.pdf>. These statements are pitched at various levels (from high-level principles to specific technical details) and some are out dated. Motions put to conference in the last three years have also tended not to refer to or acknowledge these existing positions and the position statements do not reflect decisions from those conferences.

In 2013 the LGNSW Board endorsed a new approach to developing policy statements which recommended establishing underlying principles and position statements on key issues as they arise.



Policy Statements from other jurisdictions

A summary of the approaches taken by other State and Territory Local Government Associations in Australia, and internationally, is at Appendix 1. The general consensus is that, due to the breadth and complexity of issues for which policy positions could be articulated, a core set of fundamental principles that underpin the more issue-specific policies is favoured. This provides a 'policy compass' without being overly prescriptive, and enables our more detailed positions to evolve in step with issues.

LGNSW Draft Policy Principles

The Working Committee developed a set of 12 Draft Policy Principles which are presented here for members' feedback. A set of discussion questions are listed at the end of the document, and reproduced in a feedback form circulated with this paper.

Economic

1. Local government must have control of its revenue raising.
2. Local government demands fair funding for its infrastructure and service responsibilities (ie no 'cost shifting').

Infrastructure

3. Local government is best placed to plan for essential local infrastructure.

Planning

4. Local Government is best placed to lead and influence local and regional planning processes according to the needs and expectations of local communities.
5. Local government planning prioritises community quality of life.

Environment

6. Local government actions reflect Ecologically Sustainable Development principles:
 - a. Intergenerational equity – today's actions maintain or enhance the environment for future generations
 - b. Precautionary principle – prevent environmental degradation
 - c. Conservation of biological diversity
 - d. Improved valuation and pricing of environmental resources – recognising the value of the environment to the community.

Social and community

7. Local government services embody the principles of Social Justice:
 - a. Equity – fair distribution of resources
 - b. Rights - equality for all people
 - c. Access – to services essential to quality of life
 - d. Participation – of all people in their community.



Governance

8. Local government must be constitutionally recognised and respected as an equal sphere of government.
9. Local government is democratically elected to shape, serve and support communities.
10. Local government is committed to the principles of good governance.

Commitment

11. Local government is responsible and accountable to the citizens and the communities they represent through consultative processes, legislative accountabilities, efficient delivery of services and effective customer service.
12. Local government is a responsible and ethical employer.

Suggested Topics for Position Statements

Under the broad Policy Principles, the following are some examples of other areas where specific position statements could be developed:

- Constitutional recognition of Aboriginal people
- Strong and inclusive communities
- Sustainable library services and programs
- Natural resources
- Climate change
- Extended producer responsibility
- Sustainability
- Revenue and funding
- Planning
- Infrastructure
- Constitutional recognition of local government
- Democracy and governance

Examples of Position Statements

The following are draft Position Statements which are provided as examples of what may be covered in a statement where LGNSW may wish to adopt a more detailed position on an issue.

The three examples provided in this paper are:

- Strong and Inclusive Communities
- Infrastructure
- Climate Change



Example 1

Strong and Inclusive Communities – Position Statement

Policy Principles

This Position Statement relates to the following Policy Principles of LGNSW:

2. Local government demands fair funding for its infrastructure and service responsibilities.
7. Local government services embody the principles of Social Justice:
 - a. Equity – fair distribution of resources
 - b. Rights - equality for all people
 - c. Access – to services essential to quality of life
 - d. Participation – of all people in their community.

Current Position

Local government in NSW is central to planning for inclusive communities and building social capital and community cohesion. Local government recognises that there are particular needs arising from communities of geography and identity that require local responses. Local government respects the right to self-determination and supports reconciliation with Aboriginal people.

Local government is well positioned to continue its lead role in building the inclusiveness of the local community, by coordinating and supporting local area activities. As a regulator, Local Government makes a positive impact on the inclusiveness of the community through development controls, public domain management policies and strategic planning.

As a service provider, local government meets the gaps in service provision when there are no other providers, particularly in rural and remote areas. It also supports other providers by accommodating services in council buildings and providing local facilities for services and support activities. Local government is a significant provider of services to all members of the community including older people, people with disability, families, children, young people, aboriginal people and people from all cultures and backgrounds. These services are most effective when they are appropriately resourced, intervene early and take a harm minimisation approach to create safe and liveable communities.

Effective linkages between local, other spheres of government and the private sector are essential to creating inclusive communities. Funding for community development positions in Local Government is augmented by Local Government by around 60% on average, representing a significant value add to the investment by NSW and Commonwealth governments.

Future Direction

Local government must be funded for the role it plays in community capacity building and supporting inclusion. In particular, local government must be funded to develop Disability Inclusion Action Plans.

Date Created: 8 March 2016

Date reviewed:

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 L8, 28 MARGARET ST SYDNEY NSW 2000
 T 02 9242 4000 F 02 9242 4111
LGNSW.ORG.AU LGNSW@LGNSW.ORG.AU
 ABN 49 853 913 882



Example 2

Infrastructure – Position Statement

Policy Principles

This Position Statement relates to the following Policy Principles of LGNSW:

1. Local government must have control of its revenue raising.
2. Local government demands fair funding for its infrastructure and service responsibilities.
3. Local government is best placed to plan for essential local infrastructure.

Current Position

Local government is an effective and efficient infrastructure planner and deliverer, and is very good at identifying local needs based on their strategic integrated planning processes. Our infrastructure responsibilities include local road and bridge networks, local water and sewerage utilities, stormwater and water cycle management, buildings and facilities, regional airports and aerodromes, parks, recreation, cultural, family and community services facilities, and a range of other infrastructure vital to local communities.

Infrastructure comprises the assets needed to provide people with access to economic and social facilities and services. In general, infrastructure facilities are fixed in place, are expensive and time consuming to plan and build, are durable and have on-going operating costs. Infrastructure requires increasing maintenance as the asset ages and periodic replacement of components is required to compensate for wear and tear to prolong the asset's life. Infrastructure often has environmental and social benefits that cannot be fully recovered by user charges.

NSW local government strongly advocates increased infrastructure investment by all spheres of government and recognises the need for strategic planning and investment across Australia and within NSW for these shared infrastructure responsibilities. Councils are at the coalface when it comes to infrastructure. They are acutely aware of their own infrastructure backlogs and they are equally aware of the national and state infrastructure deficiencies in their communities.

It is also necessary to understand the financial impacts on councils often associated with large scale national or state infrastructure projects and population growth generally. Growth generated by such projects often creates additional demand for local infrastructure and facilities (e.g. parks, roads, sporting facilities, community facilities). Programs need to recognise this and ensure financial assistance is provided to councils where required.

Future Direction

LGNSW supports fairer funding of infrastructure provided through long established partnerships between Australian, NSW and local governments for shared infrastructure and service responsibilities.

Date Created: 8 March 2016

Date reviewed:



Example 3

Climate Change – Position Statement

Policy Principles

This Position Statement relates to the following Policy Principles of LGNSW:

- 6..Local government actions reflect Ecologically Sustainable Development principles:
- Principle of integration – consideration of environmental, economic and social impacts in decision making.
 - Intergenerational equity – today’s actions maintain or enhance the environment for future generations
 - Precautionary principle – lack of full scientific certainty should not delay action to protect the environment; avoid serious or irreversible damage to the environment wherever practicable, and an assessment of the risk-weighted consequences of various options.
 - Conservation of biological diversity
 - Improved valuation, pricing and incentive mechanisms – including polluter pays; prices include the full life cycle of the costs of providing goods and services; and environmental goals should be pursued in the most cost effective way to enable those best placed to maximise benefits or minimise costs to develop their own solutions and responses to environmental problems.

Current Position

Local government recognises four priority areas for action to address climate change:

- reduction of Australia’s carbon emissions through effective mitigation strategies;
- planning for and adapting to a changing climate;
- significant structural adjustment in businesses and communities which may arise from transitioning to a low carbon economy and adapting to the impacts of climate change; and
- the provision of leadership and support for both councils and their communities.

NSW local government supports an integrated approach to the development and implementation of climate change mitigation and adaptation strategies, including shared responsibility and collaboration across all levels of government, industry and the community.

Local government supports long term and strategic consideration of climate change issues across the range of local government functions and services.

NSW local government supports reducing carbon emissions through a polluter pays market mechanism rather than financed through limited public funds. Measures to reduce emissions should come from all sectors of the economy including energy generation, mining, transport, waste, buildings and agriculture.

NSW local government also supports policies that promote the use and further development of renewable energy; and practices that conserve energy and/or increase energy efficiency. Complementary policies also need to focus on adapting to the impacts of climate change.

Local government supports global agreements to reduce carbon emissions and believes that Australia should be a signatory to a binding global response and strategy.

Future Direction

Local government calls on other spheres of government to continue to work with and support councils to reduce the risk of climate change impacts on the community.

Date Created: 8 March 2016

Date reviewed:

LGNSW Policy Review Discussion paper
April 2016

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Questions for response

Please consider the following questions and provide your feedback via the enclosed form.

1. What do you see as the purpose of the LGNSW policies?
2. Do you agree with the approach of having high-level principles with more detailed position statements on issues? If not, please specify preferred approach.
3. What do you think should be the process for determining policy principles and position statements – Conference, Board or LGNSW staff initiated? Other? Please specify.
4. What should our policy principles cover, and should the principles be aligned to the LGNSW Strategic Plan?
5. What key areas should we develop position statements for?
6. What form/format should the position statements take?



Appendix 1 – Approaches in Other Jurisdictions

Victoria (Municipal Association of Victoria - MAV)

MAV sets out its policy directions for each year (financial) in the form of a strategic plan, rather than a standalone set of policy statements.

"The broad work plan addresses core issues impacting local government in Victoria. Actions are based on their capacity to assist councils effectively and efficiently carry out their operations in the context of persistent economic uncertainty and fiscal constraint.

A smaller number of issues are identified as high priority. These are based on issues consistently identified by members through consultation sessions and assessed as rating highly against the following criteria:

- *the magnitude of impact the issue is likely to have on councils and their communities;*
- *the number of councils affected by the issue;*
- *the political ramifications of the issue for effective intergovernmental cooperation;*
- *the immediacy of the issue; and*
- *the likelihood of influencing an outcome in local government's favour."*

Local Government Association of South Australia (LGASA)

http://www.lga.sa.gov.au/webdata/resources/files/LGA_Policy_Manual_-_2012.pdf

The LGASA takes its direction from three documents; its Constitution, Policy Manual and Strategic Plan. The Policy Manual contains firm policy statements and seems to be more of a roadmap for member councils to adhere to than a set of statements describing the policy positions of the Association for the interest of others. The overarching principles of the LGASA are:

1. People have a right to involvement in a local democratically elected system of Local Government to shape, serve and support communities.
2. Councils are responsible and accountable to the citizens and the communities they serve through elections, consultative processes, legislative accountabilities, efficient delivery of services and effective customer service.
3. Councils will better serve their communities if Councils work together to achieve organisational efficiencies.
4. Councils make better decisions when their communities are informed, aware of available options, able to access relevant information, and able to make their views known to their elected representatives.
5. Local Government has a right to participate as an equal partner in the Australian system of government and has a right to an equitable share of public resources commensurate with its responsibilities.
6. Councils will better serve the South Australian Public if they speak with one voice on key issues through the Local Government Association of SA.



7. The LGA has a leadership role within Local Government and a representative role with other spheres of government and Parliaments on behalf of Councils.

Western Australia Local Government Association (WALGA)

<http://walga.asn.au/AboutWALGA/WALGADetailsContacts/StrategicPlan20102015.aspx>

WALGA does not appear to have a standalone policy document. Broad policy directions are set out in the strategic plan which spans five years (2010-2015). Some discrete policy areas do have their own policy statements, for example, genetically modified foods or waste management.

"Our Strategic Plan sets the Association's broad policy direction for the next five years, identifying those issues which require priority focus and forming the foundation for all other planning. It is the result of considerable work undertaken collaboratively by the Association's State Council and staff, and incorporates significant consultation with our Members."

Local Government Association of the Northern Territory (LGANT)

LGANT has a standalone policy statements document which comprises a set of specific policy positions endorsed by LGANT. The policy statements themselves make no mention of their relationship to LGANT's strategic plan but the strategic plan does indicate that it "provides overarching guidance for the determination of LGANT policy and programs".

"LGANT develops policy statements on behalf of its members setting the sector wide stance on a variety of issues."

"The Local Government Association of the Northern Territory develops and advocates policy positions on behalf of its member councils for a number of key areas. Policy priorities and decisions are made through LGANT General and Executive meetings. Many issues also arise from Territory and Australian government policies and programs."

Local Government Association of Queensland (LGAQ)

http://www.lgaq.asn.au/c/document_library/get_file?uuid=9cf7049be6c833be8c23370ab5adad88&groupId=10136

LGAQ does have a standalone policy statements document produced each calendar year. The document is presented and seems to be used in a fashion fairly similar to that of the LGASA's policy statements.

"The Local Government Policy Statement provides a comprehensive record of the fundamental principles and position of Local Government on the diverse range of issues impacting on Local Government."

Policies for Local Government are developed in a variety of ways. These policies are then included in the Policy Statement, subject to approval at the LGAQ Annual Conference.

The three mechanisms by which new and amended policies are developed include:

- *On the basis of resolutions at the LGAQ Annual Conference;*



- *On the basis of resolutions of the LGAQ Policy Executive between Annual Conferences; and*
- *Annual review of the Policy Statement involving the LGAQ Policy Executive, Directorate and LGAQ Reference/Advisory/Segment Groups.*

Local Government Association of Tasmania (LGAT)

The Strategic Plan is presented as the document which guides the work of the Association.

"The Association develops and advocates policy positions on behalf of its member Councils. Policy priorities and decisions are made through the General Meetings of Councils. Many issues also arise from state and national government proposals and priorities."

International approaches

A number of Local Government peak bodies from the UK Local Government Association to the League of California Cities have moved away from having compendious Policy Statements in favour of a range of more strategic approaches.

The UK Local Government Association works on a short but well worded vision covering the following four lead ideas (namely: 'changing lives', 'efficient', 'accountable' and 'reliable') and an annual LGA Business Plan which focuses on achieving outcomes. These in turn are supported by campaigns. [The UK Local Government Association has 423 local authorities as members including English local councils, Welsh councils via the Welsh LGA, and fire, national park, passenger transport and police authorities, plus one town council.]

The 2015-16 Business Plan focuses on:

1. **Funding for local government** – reforms to the finance system give councils the confidence that their financing is sustainable and fair, opportunities to raise more funds locally and greater ability to promote collective working across local public services.
2. **Devolution** – a radical re-think of governance and accountability achieves a real shift in power to local people.
3. **Promoting health and wellbeing** – councils are well placed to support their citizens to live healthy, active lives and to remain at home and independent for as long as possible.
4. **Economic growth, jobs and housing** – councils are recognised as central to revitalising local economies.
5. **Sector-led improvement** – councils are responsible for their own performance, effectiveness and efficiency, accountable before all else to their local communities.

The League of California Cities also appears to work in similar way. Every year the League of California Cities members and leadership work together to set strategic priorities for the next 12 months. These priorities focus their legislative and advocacy activities and serve as a tool for advancing local control. [The League of California Cities is an association of California city officials who work together to enhance their knowledge and skills, exchange information, and



combine resources so that they may influence policy decisions that affect cities. In California Mayors and senior staff are covered by the term 'city officials'.]

The 2016 Strategic Goals are:

1. **Increase Funding for Critical Transportation and Water infrastructure.** Provide additional state and federal financial assistance and new local financing tools to help meet the critical transportation (streets, bridges, active transportation and transit) and water (supply, sewer, storm water, flood control, etc.) infrastructure maintenance and construction needs throughout California's cities.
2. **Improve Housing Affordability.** Increase state and federal financial support, reduce regulatory barriers, and provide additional incentives and local financial tools to address chronic homelessness and improve housing affordability and availability in cities throughout the state.
3. **Update the Local Government Tax Structure to Respond to the New Economy and Stimulate Economic Growth.** Consistent with existing constitutional protections for property, sales and local taxes, develop and enact reforms to the local government tax structure to respond to the growth in e-commerce, the shift from the consumption of goods to the consumption of services, changing patterns of commerce and innovations in technology.



GERRINGONG

SURF MUSIC FESTIVAL

ALONG WITH THE WERRI SLASH

19-Twenty • Mac Tango

- Sean Emmett • Jack Rose
- Dane Overton • Kingdog and the Catz**
- Grapevine Jane • Sandy Feet
- Flash • Tropical Wax

14th May 2016
Gerringong Bowling Club

FREE ENTRY
Plus Vintage
Surfboard Display

1 - 6 pm Bands & Barefoot Bowling in the Bowlo Beer Garden
8 - 12pm Moov'n & Groov'n in the Inside Rooms
Facebook: Gerringong Surf Music Festival

WERRI BEACH BOARDRIDERS

KIAMA MUNICIPAL COUNCIL

GR

GERRINGONG AUTOMOTIVE

Ray White

Mercurio

NATURAL HISTORY SURF SHOP

The Eagle

numbers count

WERRI BEACH BOARDRIDERS

Item 10.3

Enclosure 1

Funding Proposal

To: Kiama Council

Event: Gerringong Surf Music Festival 2017

Introduction

The Gerringong Surf Music Festival is a celebration of surfing and surf culture and features some of the best bands from Gerringong, Kiama and NSW South Coast.

Established in 2015, the GSMF is held during the first week of May in association with the Warri Slash Surf Competition.

After two successful years the GSMF now aims to expand its format and business model to become a full weekend tourism destination event.

History

The GSMF was first held in 2015 and was hosted by the Gerringong Bowling Club. Funding came from 10 local businesses. Eight bands from Gerringong and Kiama played Saturday afternoon and evening to an audience of approximately 500 people.

The 2016 GSMF was also hosted by Gerringong Bowling Club. Funding came from Gerringong local businesses and Kiama Council. Ten bands from Gerringong, Kiama, Wollongong played Saturday afternoon and evening to an audience of approximately 800 people

A Sustainable Future

2017 will see the GSMF expand to a whole weekend (Friday to Sunday), multiple event format (further described in this document). The new format GSMF will adopt a sustainable business model and aims to attract a potential audience of 2560 across the weekend.

The new GSMF will generate 60% of its total income via a major ticketed event, which will be generate additional income via alcohol and food sales.

10% of total income will be generated by stall sales for a Surf Expo and Live Music In the Park event and the remaining 30% from sponsorships.

Additional satellite events hosted by businesses e.g. a Festival Launch and Awards Afternoon will have costs sponsored by those businesses.

Kiama Council Proposal 2017

The GSMF is seeking

- \$3000 per year in 'seed' funding in order to establish the event over the next three years and attract major sponsors.
- Free hire of the Gerringong Town Hall for two days and the Park Reserve for one day.

Gerringong Surf Music Festival 2017

New Format Introduction

The Gerringong Surf Music Festival will be a weekend long celebration of surfing and surf culture and feature some of the best bands from Kiama and NSW South Coast.

Held during the first week of May and in association with the Werri Slash surf competition, the GSMF aims to be a weekend tourism destination event and a boost for local businesses in Gerringong, Kiama and Berry.

The term 'Surf Music' covers a wide range of genres and reflects a vibe more than a style. The Gerringong Surf Music Festival will reflect this feel good, laid back vibe through a range of events including Festival Launch night, Live Music in the Park Day, a Surf Expo and Evening Social all held in conjunction with Werri Slash Surf Competition.

The majority of the festival events will be open to all ages.



Description Events

WERRI SLASH SURF COMPETITION

Held on Werri Beach across the weekend, the Werri Slash attracts over 100 of the best surfers from the Illawarra and South Coast.

FESTIVAL LAUNCH

A live music, drinks and food night hosted by the Mecure Hotel. Free event for all ages.

PARK DAY

Held in Gerringong Town Hall Park reserve, Park Day is an afternoon of relaxed live music and great food stalls. Free event for all ages

SURF EXPO

Held in the Gerringong Town Hall across the whole weekend. Patrons can check out the latest products from the surf, skate, sup, wake, wind, and surf fashion industries, listen to talks and watch films. Free event for all ages.

WERRI SLASH EVENING BASH

Held in the Gerringong Town Hall this will be the GSMF signature event featuring the best live bands, food and wine from the south coast. Limited tickets and age restrictions.

WERRI SLASH AWARDS PARTY

Official awards presentation ceremony and afternoon of live music, food and drinks. Hosted by the Gerringong Bowling Club. Free event for all ages.

FOOD AND MUSIC SATELLITE EVENTS

Restaurants, clubs and pubs in Gerringong will be hosting live music all weekend.



Schedule of Events

FRIDAY, 6 MAY

6.30 till late: Festival Launch

SATURDAY 7 MAY

7am - 4pm: Werri Slash Surf Competition Heats

10am - 5pm: Surf Expo

11am - 5.30pm: Park Day

6.30pm - 11.30pm: Werri Slash Evening Bash

All day: Food and Music Satellite Events

SUNDAY, MAY 8

7am - 4pm Werri Slash Surf Competition Finals

10am - 5pm: Surf Expo

All day: Food and Music Satellite Events

2pm: Werri Slash Awards Party



Benefits For Local Businesses and Community

- A much needed major annual event for Gerringong
- An event based around an activity (surfing) that many Gerringong residents are passionate about
- Influx of visitors bringing business for local accomodation, hotels, restaurants and mixed business
- Boost of business in May, traditionally a slower time of trade
- Increase in trade for Kiama and Berry businesses

Letter of Support - Park Ridge Hotel

Hi Adam,

Thank you for your email.

As the only accommodation in Gerringong CBD, we did have bookings that were made directly because of the event you held on the 14th May at Gerringong Bowling Club.

More importantly we had full accommodation that weekend, which is not normal for the off season starting in May. Although the weather was a contributing factor to people booking accommodation that weekend, we can confirm after talking to guests, they attended the Gerringong Surf Music festival, because it was live entertainment. They also commented the event was well run, and with so many bands to listen to it made for a great day.

Our restaurant was also booked out, with people from out of the area, wanting a meal at dinner, between the day and night sessions of entertainment.

There has also been a number of enquiries into summer accommodation, with people visiting us over that weekend.

Overall we saw a full house for that weekend, and most of it can be attributed to the Music surf Festival.

There could be a strong return in expanding the event through out the Local LGA, and this is where Kiama Tourism should be able to help, regarding venues etc, with their expertise.

Kind Regards,

Shane Douglas
PARK RIDGE HOTEL

Letter of Support - Mecure Hotel

To Whom it May Concern,

We are writing to express our support for the Gerringong Surf Music Festival event. We have proudly supported this event for the past two years, and plan to continue our support for this great community event.

We accommodated guests here at the resort whom had travelled to Gerringong for the event this year, so also benefited financially from the event. We have plans to partner more closely with the event next year to promote a package which will include accommodation and event tickets. It is still in the planning phase, but we believe there is demand for it, and foresee it being a successful promotion.

We believe that the event will continue to grow with Adam doing a fantastic job at promoting the festival and getting local businesses on board, and will generate some much welcomed revenue to the town with festival visitors also dining and staying overnight.

Sincerely,
Sophie Campbell
Marketing Coordinator
MECURE HOTEL GERRINGONG



Marketing

Marketing Schedule 2016 - 2017

	2016							2017				
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Register festival details with tourism websites												
PR campaign to print media												
Updates to GSMF website												
Marketing via GSMF social media sites												
Printing and distribution of GSMF posters												
Finalise Sponsorships												
PR campaign to local radio and TV												
Finalise Band line up												
Sponsors PR												
Event day												May 7

The GSMF received the following marketing coverage in 2016

MEDIA AND WEBSITE BULLETIN COVERAGE 2016	
GSMF Facebook page	374 likes / 3.1k best post reach
kiama.com.au	https://kiama.com.au/events/event/gerringong-surf-music-festival-145981?d=2016-05-14
visitwollongong.com.au	http://visitwollongong.com.au/things-to-do/events#results
Destination NSW website	
Events in Australia	http://www.eventsinaustralia.net/event-gerringong-surf-music-festival-gerringong-696488

MEDIA AND WEBSITE BULLETIN COVERAGE 2016	
Illawarra Mercury article May 3 96,000 weekly print circulation, 567,000 weekly browsers	http://www.illawarramercury.com.au/story/3884514/surf-fest-supports-local-music/
Illawarra Mercury Article May 2 96,000 weekly print circulation, 567,000 weekly browsers	http://www.illawarramercury.com.au/story/3878117/19-twenty-mac-tango-headline-surf-festival/
Kiama Indépendant article May 11 18,000 weekly readership	http://www.kiamaindependent.com.au/story/3807092/celebration-of-surf-culture-at-gerringong/
Kiama Bugle article May 7 and 21 27,000 fortnightly readership	
Love Gerringong website	https://lovegerringong.com/2015/04/08/gerringong-surf-music-festival/
Where Event website	http://www.whereevent.com/detail/Kingdog-The-Catz-Gerringong-Surf-Music-Festival
Gerringong Village Whispers, May edition 9000 monthly readership	
Power FM - Live to air interview May 13	
i98 FM - Post festival review May 15 Illawarra's number one radio station 25.1% reach	
Haworth Guitars website (15k reach)	http://www.haworthguitars.com.au/news/events/the-very-first-gerringong-surf-music-festival/

Sponsorships

The GSMF has demonstrated history of strong sponsorship support from local business raising \$3600 in 2016 (in addition to \$2000 received from Kiama Council). The new GSMF format will increase its capacity to target 'in-kind' and monetary sponsorships from the following industries.

	Festival Launch	Park Day	Surf Expo	Evening Bash	Awards Party	Food and music satellite events
Surf, skate, sup, wake, wind, and surf fashion industries	*	*	*	*	*	
Local and surrounding accommodation businesses	*	*	*	*	*	*
Local restaurants		*			*	*
Alcohol Industry				*		
Media organisations	*	*	*	*	*	*

Potential Audience Numbers

Werri Slash	400
Festival Launch Party	300
Park day	500
Surf Expo	500
Evening Bash	360
Awards Party	300
Food and Music Events	200
<u>Total</u>	<u>2560</u>

Budget 2017

Gerringong Surf Music Festival Budget 2017			
	Units	Rate	Total
Income			
Werri Slash Evening Bash ticket sales	200	\$ 15.00	\$ 3,000.00
Werri Slash Evening Bash food and alcohol sales profit			\$ 4,000.00
Surf Expo and Park day stalls sales	20	\$ 100.00	\$ 2,000.00
Sponsorships			\$ 4,000.00
			<u>\$ 13,000.00</u>
Costs			
Marketing and PR			\$ 2,000.00
Lighting and Sound Hire			\$ 2,000.00
Band hire			\$ 3,100.00
Gerringong Town Hall hire for Expo and Evening Bash	15	\$ 105.00	\$ 1,575.00
Gerringong Reserve hire for Park Day			\$ 270.00
Security for Expo, Park Day and Evening bash	3	\$ 350.00	\$ 1,050.00
Waste removal (per bin)	30	\$ 18.00	\$ 540.00
Hall cleaning			\$ 500.00
Insurances			\$ 1,000.00
Misc			\$ 500.00
			<u>\$ 12,535.00</u>
Balance			<u>\$ 465.00</u>

Event Management

Ad-Lib Events PL is the organiser and promoter of the GSMF. Adam Loxley, a Gerringong local has been the Director of Ad-Lib since its inception in 1998.

Ad-Lib Events PL has team of 5 and currently produces Wakakirri Performing Art Festivals in every Capital city in Australia.

Previous events and production work include Award nights for LJ Hooker Real Estate, Castle Hill and Sutherland Councils and sound and lighting production for numerous organisations.

Ad-Lib also produced film festivals for remote Indigenous schools and communities in Association with the Australian Government Department of Education for 5 years.

Ad-Lib has worked with Federal and State Governments and major charities including the Australian Conservation Foundation and Reconciliation Australia.

www.ad-lib.com.au
ABN: 99 071 271 273
Ph: 02 9669 3777

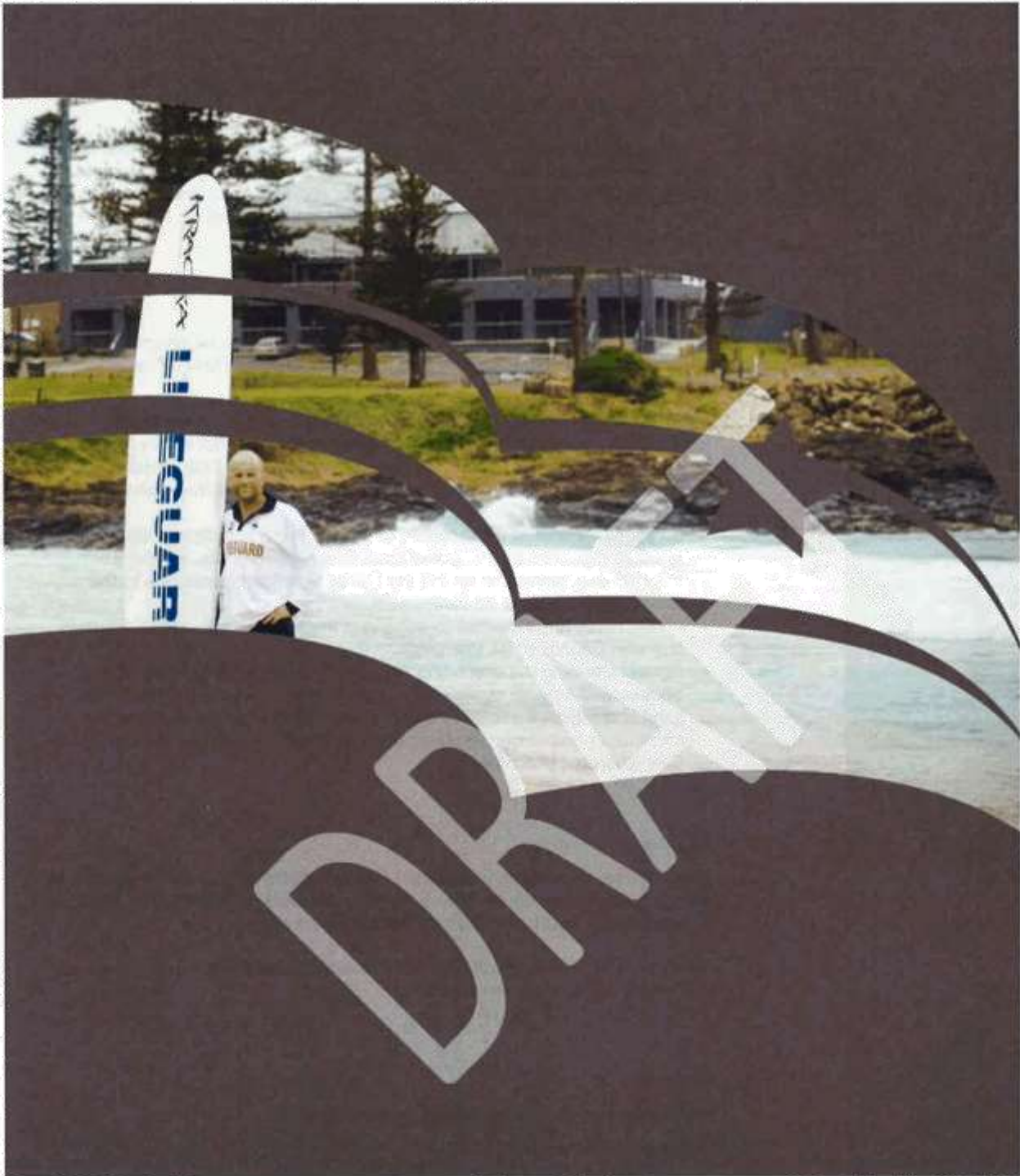
For more details please contact

Adam Loxley
Ad-Lib Events PL
ABN: 99 071 271 273
Phone: 0416 294 801



Item 10.3

Enclosure 1



Investment Policy
Adopted DD Month YEAR
Corporate and Commercial Services



Item 11.3

Enclosure 1



Investment Policy

1.0 Purpose

The purpose of this policy is to provide a framework for Investment of Kiama Municipal Council's funds with a view to minimizing the risk of loss of capital or interest, to ensure that liquidity requirements are observed and after having regard to these two prime objectives, seeking to achieve the best rate of return available.

2.0 Objectives

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity and the return of investment. The objectives of this policy are:

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
- Investments are expected to achieve a market average rate of return in line with Council's risk tolerance.
- Notwithstanding the preceding objectives, investment consideration is encouraged in local or regional community enterprises that foster the local and regional economy and in particular enterprises that are community based cooperatives and those without interest in Coal Seam Gas wherever practical.

3.0 Scope

The effective date of the Investment Policy is (date of Council meeting) and will be reviewed at regular twelve monthly intervals, or when either changes in regulation or market conditions necessitate a review.

This policy applies to all officers within Kiama Municipal Council delegated to invest Council's surplus funds.

4.0 References

This document should be read in conjunction with:

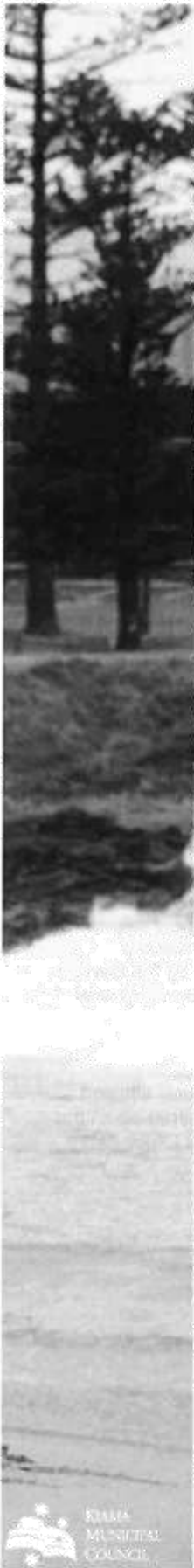
- Local Government Act 1993;
- Local Government (General) Regulation 2005;
- Ministerial Investment Order 2011;
- Local Government Code of Accounting Practice and Financial Reporting;
- Australian Accounting Standards;
- Office of Local Government Circulars
- The Trustee Amendment (Discretionary Investments) Act (1997) – Section 14



5.0 Definitions

For the purpose of this document the following definitions apply:

- Act** Local Government Act, 1993
- ADI** Authorised Deposit-Taking Institutions (ADIs) are corporations that are authorized under the Banking Act 1959 (C'wlth) to take deposits from customers.
- Bill of Exchange** A bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain in money to or to the order of a specified person, or to bearer.
- BBSW** The Bank Bill Swap Reference Rate (BBSW) is the midpoint of the nationally observed best bid and offer for AFMA Prime Bank eligible securities. The BBSW is calculated daily. Floating rate securities are most commonly reset quarterly to the 90-day BBSW.
- Council Funds** Surplus monies that are invested by Council in accordance with section 625 of the Act.
- Debenture** A debenture is a document evidencing an acknowledgement of a debt, which a company has created for the purposes of raising capital. Debentures are issued by companies in return for medium and long-term investment of funds by lenders.
- FRN** A Floating Rate Note (FRN) is a medium to long term fixed interest investment where the coupon is a fixed margin ("coupon margin") over a benchmark, also described as a "floating rate". The benchmark is usually the BBSW and is reset at regular intervals – most commonly quarterly.
- LGGR** Local Government (General) Regulation 2005 (NSW)
- OLG** NSW Office of Local Government
- RAO** Responsible Accounting Officer of a council means a member of the staff of the council designated by the General Manager, or if no such member has been designated, the General Manager. (LGGR, clause 196)
- T-Corp Grand-Fathered** New South Wales Treasury Corporation
- Investments held by Council that were previously allowed under the Minister's Order but were grandfathered when the NSW State Government issued the Ministerial Order dated 12/1/2011.**



6.0 Policy

Delegation of Authority

Authority for implementation of the Investment Policy is delegated by Council to the General Manager in accordance with the *Local Government Act 1993*.

The General Manager, or any other staff member, with delegated authority by a council to invest funds on behalf of a council must do so in accordance with the council's adopted investment policy. Officer's delegated authority to manage Council's investments shall be recorded and required to acknowledge they have received a copy of this policy and understand their obligations in this role.

Prudent Person Standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

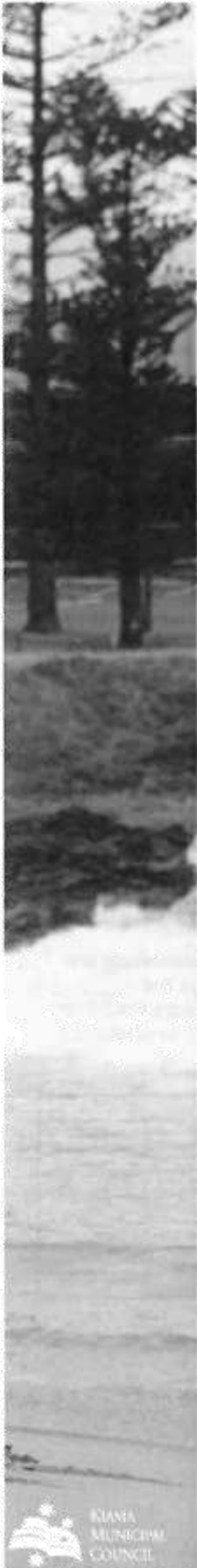
Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

Approved Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

All investments must be denominated in Australian Dollars. Authorised new investments as from 12 January 2011 are limited to the following, as per the attached Ministerial Investment Order.

- Any public funds or securities issued by or guaranteed by, the Commonwealth, any State or the Commonwealth or a Territory
- Any debentures or securities issued by a Council (within the meaning of the Local Government Act 1993 (NSW))
- Interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (ADI) (as defined in the Banking Act 1959(Cwth)), but excluding subordinated debt obligations
- Any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit taking institution by the Australian Prudential Regulation Authority
- A deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass Investment Facility of the New South Wales Treasury Corporation



Council officers making decisions on investments should take all reasonable care to ensure that such investments are not made with companies whose activities would bring Council into disrepute or would conflict with its proclaimed policies on health, sustainability and ethical governance.

Prohibited Investments

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

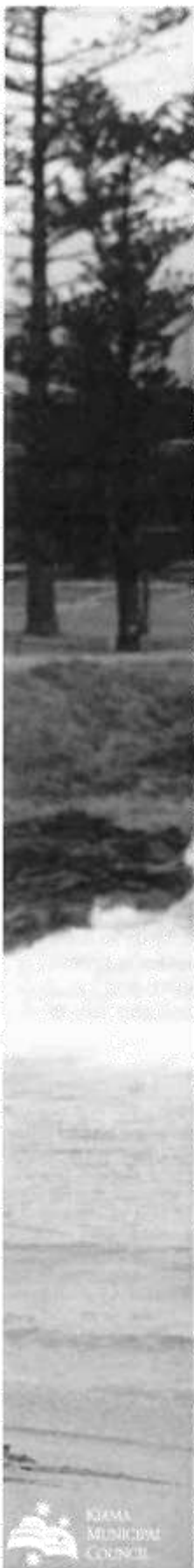
This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

Risk Management Guidelines

Investments obtained are to be considered in the light of the following key criteria:

- **Preservation of Capital** – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money);
- **Diversification** – the requirement to place investments on a broad range of financial institutions or government authorities so as not to be overexposed and to reduce credit risk;
- **Credit risk** – the risk that a party council has invested in fails to pay the interest and or repay the principal of an investment;
- **Market risk** – the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices, or benchmark returns will unexpectedly overtake the investments return;
- **Liquidity risk** – the risk that Council will have insufficient funds to meet its financial commitments in a timely manner, also an investor is unable to redeem the investment at a fair price within a timely period; and
- **Maturity risk** – the risk relating to the length of exposure and risk to market volatilities.

Investment portfolio parameters are risk-management tools used to manage credit risk by diversifying the portfolio to avoid a narrow concentration of investments. Investment credit risk parameters are based on credit rating bands as published by the credit rating agencies (eg. S&P, Moody's, Fitch).



Council will use Standard and Poors (S&P) long term credit ratings (or Moodys or Fitch equivalents). The S&P ratings are broadly defined as follows:

Rating	Description	Max % of total investment portfolio
AAA	Extremely strong capacity to repay	100%
AA+, AA, AA-	A very strong capacity to repay	100%
A+, A, A-	A strong capacity to repay	100%
BBB+, BBB, BBB-	Adequate protection and adequate capacity to pay	40%
BB+, BB, BB-	Less vulnerable to non-payment however adverse economic conditions could lead to inadequate capacity to meet financial obligations	20%
CCC, CC, C	Vulnerable to non-payment and required positive economic conditions to meet its financial obligations	10%
NR	Not Rated	10%

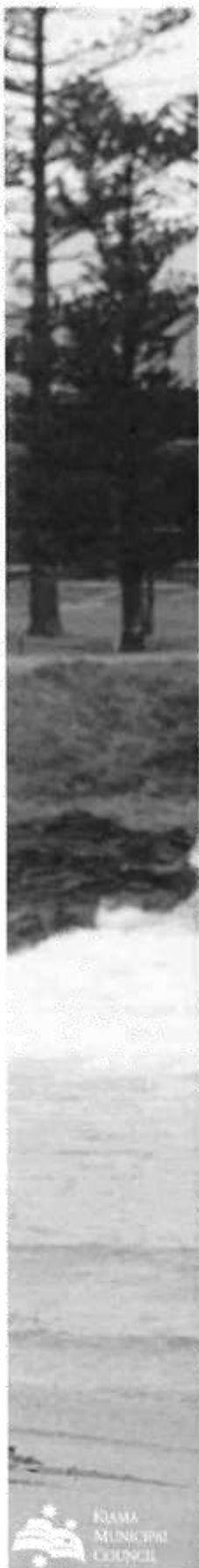
Direct Investments

Council's direct investments will be with Authorised Deposit-taking Institutions as authorised by the Australian Prudential Regulation Authority.

Counterparty Limits

Exposure to individual counterparties/financial institutions will be restricted by their rating so that single entity exposure is limited, a detailed in the table below. It excludes any government guaranteed investments. Limits do not apply to Federal or NSW-guaranteed investments, which are uncapped. It should be noted that the NSW government does not guarantee the capital value or unit price of the TCorp Hour-Glass Facilities. This table also does not apply to any grandfathered managed fund where it is not possible to identify a single counterparty exposure.

Counterparty Limits	
Long Term Credit Rating	Maximum Exposure
AAA	50%
AA	40%
A	20%
BBB	10%
CCC	10%
Not Rated	10%



Term to Maturity Framework

The investment portfolio is to be invested with the following term to maturity constraints:

Overall Portfolio Term to Maturity Limits		
Description	Maturity	Maximum %
Short term	Portfolio % < 1 year	100%
Short to medium term	Portfolio % > 1 yr < 3 yr	40%
Medium term	Portfolio % > 3 yr < 5 yr	30%
Long term	Portfolio % > 5 years	10%

Accounting for Premiums and Discounts

From time to time financial assets may be acquired at a discount or premium to their face value. Any such discount or premium is to be taken into account in line with relevant Australian Accounting Standards.

Safe Custody Arrangements

Where necessary, investments may be held in safe custody on Council's behalf, as long as the following criteria are met:

- Council must retain beneficial ownership of all investments
- Adequate documentation is provided, verifying the existence of the investments
- The Custodian conducts regular reconciliation of records with relevant registries and/or clearing systems
- The Institution or Custodian recording and holding the assets will be:
 - Austraclear or,
 - An institution with an investment grade issued by Standards and Poor's or Moody's rating or,
 - An institution with adequate insurance, including professional indemnity insurance and other insurance considered prudent and appropriate to cover its liabilities under any agreement.

Investment Advisor

Kiama Council's investment advisor must be approved by Council and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed, unless such remuneration is rebated 100% to Council.



Benchmarking

Performance benchmarks need to be established and should be based on sound and consistent methodology.

Investment	Performance Benchmark
Investment Portfolio with maturity up to 2 years	AFMA BBSW Rate: Average Mid 90 day
Investment Portfolio with maturity exceeding 2 years	Bloomberg Ausbond Composite 2-5 year Index

Reporting and Reviewing of Investments

Documentary evidence must be held for each investment and details thereof maintained in an Investment Register. The documentary evidence must provide Council legal title to the investment.

For audit purposes, certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

A monthly report will be provided to Council. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

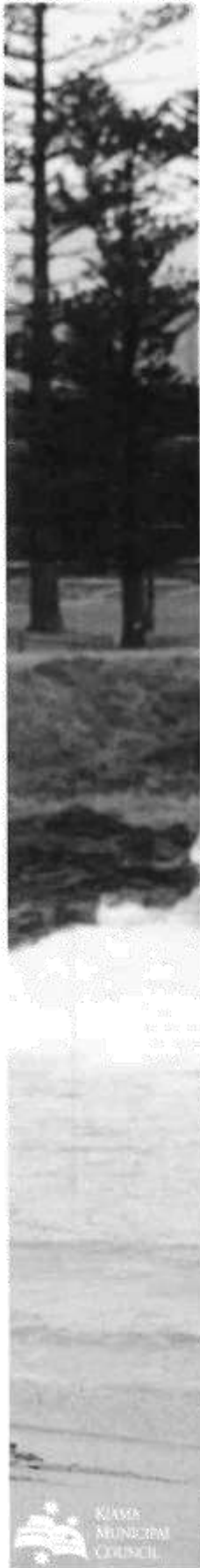
The General Manager shall establish a system of internal controls governing the administration and management of Council's investment portfolio, which shall be reviewed annually by the Independent External Auditor to Council. The controls shall be designed to prevent and control losses of Council assets arising from fraud, error, misrepresentation, unanticipated market changes, conflicts of interest or imprudent actions.

7.0 Review history

This Investment Policy will be reviewed at least annually or as required in the event of legislative changes. The Investment Policy may also be changed as a result of other amendments that are to the advantage of Council and in the spirit of this policy. Any amendment to the Investment Policy must be by way of Council resolution.

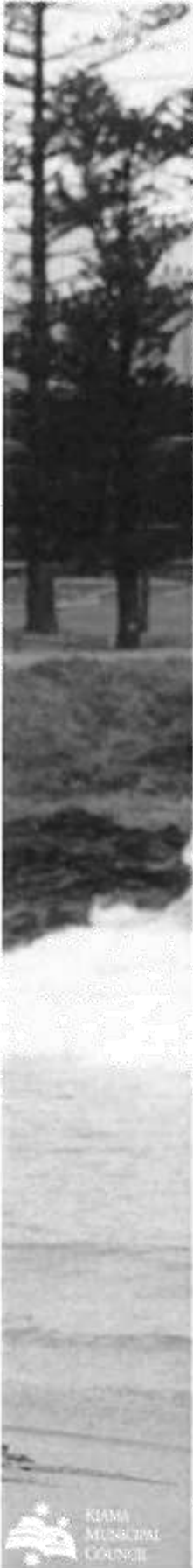
8.0 Attachments

- Local Government Act 1993 – Investment Order dated 12 January 2011



9.0 Document control

Directorate:	Finance, Corporate & Commercial Services
Policy name:	Investment Policy
Date adopted by Council or N/A:	Draft
Date endorsed by Manex:	NA
Last revision date:	January 2015
Next review date:	July 2017
Trim document number:	



Local Government Act 1993 – Investment Order dated 12 January 2011

LOCAL GOVERNMENT ACT 1993 – INVESTMENT ORDER
(Relating to investments by councils)

I, the Hon. Barbara Perry MP, Minister for Local Government, in pursuance of section 625(2) of the Local Government Act 1993 and with the approval of the Treasurer, do, by this my Order, notify for the purposes of section 625 of that Act that a council or county council may only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the Local Government Act 1993 (NSW));
- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the Banking Act 1959 (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- (e) a deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass investment facility of the New South Wales Treasury Corporation.

All investment instruments (excluding short term discount instruments) referred to above include both principal and investment income.

Transitional Arrangements

- (i) Subject to paragraph (ii) nothing in this Order affects any investment made before the date of this Order which was made in compliance with the previous Ministerial Orders, and such investments are taken to be in compliance with this Order.
- (ii) Paragraph (i) only applies to those investments made before the date of this Order and does not apply to any restructuring or switching of investments or any re-investment of proceeds received on disposal or maturity of such investments, which for the avoidance of doubt must comply with this Order.

Key Considerations

An investment is not in a form of investment notified by this order unless it also complies with an investment policy of council adopted by a resolution of council.

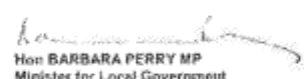
All councils should by resolution adopt an investment policy that is consistent with this Order and any guidelines issued by the Chief Executive (Local Government), Department of Premier and Cabinet, from time to time.

The General Manager, or any other staff member, with delegated authority by a council to invest funds on behalf of a council must do so in accordance with the council's adopted investment policy.

Councils have a fiduciary responsibility when investing. Councils should exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons.

When exercising the power of investment councils should consider, but not be limited by, the risk of capital or income loss or depreciation, the likely income return and the timing of income return, the length of the term of the proposed investment, the liquidity and marketability of the proposed investment, the likelihood of inflation affecting the value of the proposed investment and the costs (including commissions, fees, charges and duties payable) of making the proposed investment.

Dated this 12th day of January 2011


Hon BARBARA PERRY MP
Minister for Local Government

Item 11.3

Enclosure 1



INVESTMENT POLICY



Investment Policy

Objectives

The purpose of this policy is to provide a framework for the investing of Kiama Council's funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return of investment.

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
- Investments are expected to achieve a market average rate of return in line with Council's risk tolerance.
- Notwithstanding the preceding objectives, investment consideration is encouraged in local or regional community enterprises that foster the local and regional economy and in particular enterprises that are community based cooperatives.

Legislative Requirements

All investments are to comply with the following:

- *Local Government Act 1993;*
- *Local Government (General) Regulation 2005;*
- *Ministerial Investment Order;*
- *Local Government Code of Accounting Practice and Financial Reporting,;*
- *Australian Accounting Standards; and*
- *Office of Local Government Circulars.*

Delegation of Authority

Authority for implementation of the Investment Policy is delegated by Council to the General Manager in accordance with the *Local Government Act 1993*.

The General Manager, or any other staff member, with delegated authority by a council to invest funds on behalf of a council must do so in accordance with the council's adopted investment policy. Officer's delegated authority to manage

Council's investments shall be recorded and required to acknowledge they have received a copy of this policy and understand their obligations in this role.

Prudent Person Standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager. Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

Approved Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

All investments must be denominated in Australian Dollars. Authorised new investments as from 12 January 2011 are limited to the following, as per the attached Ministerial Investment Order.

- Any public funds or securities issued by or guaranteed by, the Commonwealth, any State or the Commonwealth or a Territory
- Any debentures or securities issued by a Council (within the meaning of the Local Government Act 1993 (NSW))
- Interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (ADI) (as defined in the Banking Act 1959(Cwth)), but excluding subordinated debt obligations
- Any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit taking institution by the Australian Prudential Regulation Authority
- A deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass Investment Facility of the New South Wales Treasury Corporation

Council officers making decisions on investments should take all reasonable care to ensure that such investments are not made with companies whose activities would bring Council into disrepute or would conflict with its proclaimed policies on health, sustainability and ethical governance.

Prohibited Investments

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Stand alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

Risk Management Guidelines

Investments obtained are to be considered in light of the following key criteria:

- Preservation of Capital – the requirement for preventing losses in an investment portfolio’s total value (considering the time value of money);
- Diversification – setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk;
- Credit risk – the risk that a council has invested in fails to pay the interest and or repay the principal of an investment;
- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;
- Liquidity Risk - the risk an investor is unable to redeem the investment at a fair price within a timely period; and
- Maturity Risk - the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.

Investment portfolio parameters are risk-management tools used to manage credit risk by diversifying the portfolio to avoid a narrow concentration of investments. Investment credit risk parameters are based on credit rating bands as published by the credit rating agencies (eg. S&P, Moody’s, Fitch).

Council will use Standard and Poors (S&P) long term credit ratings (or Moodys or Fitch equivalents). The S&P ratings are broadly defined as follows:

Rating	Description	Max % of total investment portfolio
AAA	Extremely strong capacity to repay	100%
AA+, AA, AA-	A very strong capacity to repay	100%
A+, A, A-	A strong capacity to repay	100%
BBB+, BBB, BBB-	Adequate protection and adequate capacity to pay	40%
	Less vulnerable to non payment however	

BB+, BB, BB-	adverse economic conditions could lead to inadequate capacity to meet financial obligations	0%
CCC	Vulnerable to non payment and required positive economic conditions to meet its financial obligations	0%

• **Direct Investments**

Council’s direct investments will be with Authorised Deposit-taking Institutions as authorised by the Australian Prudential Regulation Authority.

○ **Term to Maturity Framework**

The investment portfolio is to be invested with the following term to maturity constraints:

Overall Portfolio Term to Maturity Limits	
	Maximum %
Portfolio % < 1 year	100%
Portfolio % > 1 year < 3 years	30%
Portfolio % > 3 years < 5 years	30%
Portfolio % > 5 years	10%

○ **Accounting For Premiums and Discounts**

From time to time financial assets may be acquired at a discount or premium to their face value. Any such discount or premium is to be taken into account in line with relevant Australian Accounting Standards.

Safe Custody Arrangements

Where necessary, investments may be held in safe custody on Council’s behalf, as long as the following criteria are met:

- Council must retain beneficial ownership of all investments
- Adequate documentation is provided, verifying the existence of the investments
- The Custodian conducts regular reconciliation of records with relevant registries and/or clearing systems
- The Institution or Custodian recording and holding the assets will be:
 - Austraclear or,
 - An institution with an investment grade issued by Standards and Poor’s or Moody’s rating or,
 - An institution with adequate insurance, including professional indemnity insurance and other insurance considered prudent and appropriate to cover its liabilities under any agreement.

Investment Advisor

Kiama Council’s investment advisor must be approved by Council and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

Measurement

As Kiama Council continues to hold grandfathered investments such as Collateralised Debt Obligations (CDOs), the investment returns for the portfolio is to be regularly reviewed by an independent financial advisor by assessing the market value of the portfolio. The market value is to be assessed at least once a month to coincide with monthly reporting.

Benchmarking

Performance benchmarks need to be established and should be based on sound and consistent methodology.

Investment	Performance Benchmark
Investment Portfolio Return	AFMA BBSW Rate: Average Mid - 90 day

Reporting and Reviewing of Investments

Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.

The documentary evidence must provide Council legal title to the investment.

Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council’s behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Council’s financial records and reconciled at least on a monthly basis.

A monthly report will be provided to Council. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

The General Manager shall establish a system of internal controls governing the administration and management of Council’s investment portfolio, which shall be

reviewed annually by the Independent External Auditor to Council. The controls shall be designed to prevent and control losses of Council assets arising from fraud, error, misrepresentation, unanticipated market changes, conflicts of interest or imprudent actions.

This Investment Policy will be reviewed at least once a year or as required in the event of legislative changes. The Investment Policy may also be changed as a result of other amendments that are to the advantage of that Council and in the spirit of this policy. Any amendment to the Investment Policy must be by way of Council resolution

Attachments

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- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the *Banking Act 1959* (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
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Key Considerations

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When exercising the power of investment councils should consider, but not be limited by, the risk of capital or income loss or depreciation, the likely income return and the timing of income return, the length of the term of the proposed investment, the liquidity and marketability of the proposed investment, the likelihood of inflation affecting the value of the proposed investment and the costs (including commissions, fees, charges and duties payable) of making the proposed investment.

Dated this 12th day of January 2011 
Hon BARBARA PERRY MP
Minister for Local Government

Item 11.3
Enclosure 2



DVTEL's Server Video Analytics solutions leverage powerful, field-proven video analytics algorithms to turn any camera connected to the Latitude NVMS into an intelligent, proactive, real-time detection system. Built-in rule-based alert functionality enables control room personnel to precisely define which event warrants an alert, based on their organization's unique needs.

Designed and built for the most challenging environments, DVTEL's robust server video analytics products expertly filter out background disturbances. The advanced scene learning feature ignores irrelevant motion or objects, and together with Rule Dependency, delivers high detection probability with extremely low false alarm rates.

Integration with Latitude provides seamless archiving and monitoring of video analytic events inside Latitude's Control Center, where operators see analytic alarm indications as an overlay on live and playback video. Latitude NVMS will tag, archive and maintain every incident originating from an analytic alarm. These alarms can be managed at a later time to query and retrieve recorded video streams.

Why Server Video Analytics?

- Supports any camera connected to DVTEL Latitude NVMS
- First class video analytics for challenging environments
- Seamless integration to Latitude
- Low FAR (False Alarm Rate) in any environment or weather condition
- Advanced human/vehicle object classification
- Multiple concurrent detection rules for each video input
- Easy-to-use video detection rules and time-based schedules

Analytics Capabilities

- Motion detection
- Presence detection
- Camera tampering
- Loitering detection
- Path detection
- Speed detection
- Line crossing
- Directional motion
- Crowd detection
- Queue detection
- Static object detection
- Object removal
- Object started
- Object classification
- Rule dependency
- People counting
- Car counting



VIDEO INNOVATION TO SECURE YOUR BUSINESS

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www.dvtel.com



How analytics events are managed in Latitude

- Analytics incidents trigger alarms in Latitude for the camera involved
- In Control Center, the user can manage alarms, query for rules violated, retrieve the date & time associated with recorded video for future use
- In Control Center, alarms are displayed with object tracking overlay on live and recorded video
- In Control Center, the user can conveniently monitor past and present analytics events
- The alarms and snapshots saved in the system can be set for storage for a configured period of time
- Supports multiple analytics servers
- Supports directory and archiver fail-over
- Alarms are automatically created in Latitude through simple configuration in AdminCenter



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304-992514

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Video Counting

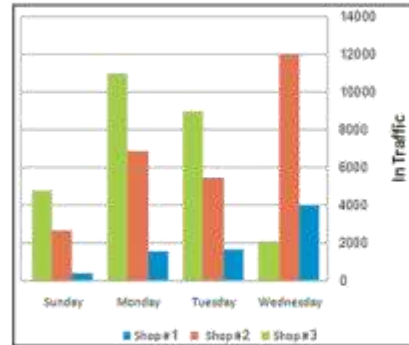
People and vehicle counting to assess traffic patterns/marketing effectiveness

Facility managers in high-traffic public places such as shopping malls, exhibition halls, entertainment centers, stadiums, casinos, theme parks, museums, libraries, airports, train and bus stations greatly benefit from an intelligent people and vehicle counting tool to identify traffic patterns, assess effectiveness of their marketing activities and optimize resource allocation.

Intelligent video counting solutions

DVTEL's video counting solutions leverage advanced video analysis algorithms to provide accurate, in-depth and strategically valuable business intelligence regarding key trends like shopping patterns and traffic movement.

The counting solution requires a separate server and provides real time people and vehicle counting. Each counting server unit can monitor activity up to 22* video feeds simultaneously, with up to 100 parallel counting server units networked into a single centralized database. The counting server retrieves video from Latitude and provides web based reporting that can be viewed via Control Center.



Easy web-based reporting

The counting module offers a web-based reporting interface, enabling online access to the counting data. Simple and flexible time-based filters help manage the information for a particular entrance, entire store, or even multiple stores for easy branch comparison. Time defined automatic reports can also be emailed directly to a desktop with visual graphic displays of the results.

Key video counting features

- Real-time human & vehicle traffic information at your fingertips
- Report allows filtering by camera and time period for maximum data clarity
- Easy installation and scalability
- Built-in business statistical analysis tool allowing store and branch comparisons
- Remote configuration and management

*Hardware certified for server SVA-ENT-00N0-00
Assuming D1 video profile in the live stream



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2014-10-25-14

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Analytics Server Hardware Specifications

Form Factor	1U rack
Hard Drive Bay	4 hard drive chassis
Processor	Enterprise Six-core Intel® Xeon® E5- 2400 product family
Processor Sockets	1
Chipset	Intel C600
Memory	8GB RDIMM RAM (2X4GB)
I/O Slots	2 PCIe slots
RAID Controller	Hardware RAID controller with Flash Backed Cache
Operating System	Microsoft Windows Server 2008 R2 SP1 Embedded
Communications	Embedded Dual Port 1Gb NIC
Systems Management	iDRAC7 Express
Power Supply	Dual, Hot-plug, Redundant Power Supply (1+1), 495W
USB Peripherals	USB 2.0 compliant
Rack Support	ReadyRails™ II sliding rails
Dimensions	42.8 x 434.0 x 677.3 (mm)
Weight	Max: 19.3 kg (42.55 lbs)
Warranty	3Yr Dell ProSupport and Next Business Day On-Site Service

DVTEL's high performance USS Enterprise server can host the analytics server. One server can hold up to 24* analytics channels and servers can be stacked to accommodate more channels.

Ordering information

Add-On modules (One SDK license included)	
SVA-BSL	Server Video Analytics add-on to Latitude system
Channel packages (One DSF license is included per channel)	
SVA-1R4	One Server Video Analytics channel license for a single concurrent analytics rule chosen from the following four available rules: Motion detection, Presence detection, Path detection or Static object detection.
SVA-1R5	One Server Video Analytics channel license for a single concurrent analytics rule chosen from the following five available rules: Motion detection, Presence detection, Path detection, Static object detection or Loitering.
SVA-1R6	One Server Video Analytics channel license for a single concurrent analytics rule chosen from the following six available rules: Motion detection, Presence detection, Path detection, Static object detection, and Loitering or Area detection
SVA-2R4	One Server Video Analytics channel license for a choice of two concurrent analytics rules chosen from the following four available rules: Motion detection, Presence detection, Path detection or Static object detection.
SVA-3R6	One Server Video Analytics channel license for a choice of three concurrent analytics rules chosen from the following six available rules: Motion detection, Presence detection, Path detection, Static object detection, Loitering detection or Area coverage (Crowd detection).
SVA-PRM	One Server Video Analytics premium channel license for a choice of up to five rules out of all available rules: Motion detection, Presence detection, Path detection, Static object detection, Object removal, Object started, Speed, Directional motion detection, Area coverage (Crowd detection), Motion activity and Rule dependency.
SVA-DPN	One Server Video Analytics channel license add-on; adding the Rule dependency option to SVA-2R4 or SVA-3R6.
SVA-COUNT	One Server Video Analytics channel license for a single People or Car counting application. (up to 22 counter channels)
Server (up to 24* analytics channels, 3 rules per channel)	
SVA-ENT-00N0-00	Server Video Analytics 1U Enterprise Server with Mirrored OS and no internal storage. Hot-plug NL-SAS HDD. Dual, Hot-plug PS. iDRAC7 Express SM. Includes OS optimization for Server Video Analytics application. Server Video Analytics software purchased separately.

Product offerings and specifications are subject to change without notice. Actual product may vary from photos. Not all products include all features. Availability varies by region; contact your regional sales manager.

*Hardware certified for server SVA-ENT-00N0-00
Assuming D1 video profile in the live stream
(Behavior Watch 12 FPS, Count Watch 25 FPS)
Combination equation for behavior and counting mix on the same server:
 $(X * 1.1) + Y \leq 24$, where X is the number of CW channels and Y is the number of BW channels.



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104-002514

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ORDINARY MEETING

19 AUGUST 2014

Report of the Director Environmental Services

9.3 Indian Myna Bird Control Program

CSP Objective: 2 Well Planned and Managed Spaces, Places and Environment

CSP Strategy: 2.5 Maintain and enhance biodiversity on public and private land

Delivery Program: 2.5.1 Implement biodiversity education and on-ground activities

Summary

This report has been prepared in response to an approach from the Kiama Men's shed to the Mayor requesting Council's support and allocation of resources for a community driven initiative to control Indian myna birds in the Kiama LGA. This report outlines other Council's approaches to myna bird programs, and details the pros and cons of each option. The report is recommending that if Council is to allocate resources to the project, then a model similar to Wollongong City Council is the only model which should be adopted.

Finance

No funding was provided in Council's 2014-15 budget estimates to support this program. Funding would have to be allocated as part of Council's first quarter budget review process.

Policy

Council's approval is required for this program to be included as part of Council's first quarter Operational Management Plan and budget review process.

Attachments

Nil

Enclosures

Nil

RECOMMENDATION*That*

- 1. Council adopt Option 1 as the preferred program model, and determine to allocate the required capital and resources to ensure the program is a success*
- 2. Staff report back after 6 months of the program to properly assess the time and resource costs to the Ranger services and the success or otherwise of the program*

ORDINARY MEETING**19 AUGUST 2014**

Report of the Director Environmental Services

9.3 Indian Myna Bird Control Program (cont)

BACKGROUND

This report has been prepared in response to an approach from the Kiama Men's shed to the Mayor requesting support and council resources for a community driven initiative to control Indian myna birds in the Kiama LGA. The Mayor organised for the men's shed to meet with Environment and Health staff to discuss the project in July 2014. The men's shed have suggested that Kiama Council provide support to the program based on the Wollongong City Council Indian myna action program, which has been in operation since March 2011.

Council receives enquiries from the community about myna bird control on an irregular but consistent basis, maybe once or twice a quarter. Myna birds are not a declared pest species and as such there is no legislative obligation to control them. However they are a very visible pest and create a number of issues in the urban environment giving them a high 'pest' rating amongst the community. These issues include competing for nesting space with native species, aggressively defending territories from other bird species, fouling associated with nesting and roosting habits in urban environments and lice issues in homes when nests are abandoned.

The Wollongong City Council (WCC) program operates in partnership with the Corrimal Men's Shed and the University of Western Sydney and has recently been providing data and euthanized birds to the University of Wollongong for research into the pest species.

The basis of the Wollongong program centres around the men's shed producing traps, which are sold to members of the public to be used on private property. Members of the public are not allowed to purchase a trap from the men's shed until they have attended a workshop run by the Council. The workshop is comprehensive and runs through the biology and life cycle of the Indian myna bird, identification, trapper responsibilities, authorised euthanasia techniques, animal welfare protocols, record keeping and the disposal of dead birds. Council does not stock, sell, hire, maintain or build the traps.

Wollongong City Council provides support to euthanize the birds using CO2 gas. Trappers who do not wish to humanely euthanize the trapped birds themselves are given the option to book in a time with Council staff at the depot, where they can drop the birds for euthanizing. Council then freezes the birds and provides them to university researchers. According to WCCs latest figures, they have euthanized 377 birds, which is just under 10% of the total birds caught through the program (3,940 birds). To date WCC has conducted 63 workshops, with 840 participants and the men's shed has sold 609 traps.

A number of other local councils are involved with Indian myna control programs, which employ different levels of Council input. The different program options are detailed in the table below, with a brief overview of the pros and cons of each program option for Kiama Council.

ORDINARY MEETING

19 AUGUST 2014

Report of the Director Environmental Services

9.3 Indian Myna Bird Control Program (cont)

Program Options	Pros	Cons
<p>Option 1 Council provides workshops to public, education materials and euthanasia services. Men's shed make and sell the traps.</p>	<ul style="list-style-type: none"> - Council implements project with environmental and social outcomes - Council educates participants so they understand their responsibilities - Council supporting a community driven issue is positive for Council - Control over humane euthanasia of mynas - Control over who is able to purchase a trap as part of the program 	<ul style="list-style-type: none"> - Capital costs associated with program setup - Ranger services ongoing costs associated with performing euthanasia duties - Ongoing cost to produce and distribute educational resources - Ongoing cost to run workshops
<p>Option 2 Council provides workshops to public and education materials. Council endorsed vet provides euthanasia service. Men's shed make and sell the traps.</p>	<ul style="list-style-type: none"> - Council implements project with environmental & social outcomes - Council educates participants so they understand their responsibilities - Council supporting a community driven issue is positive for Council - Control over humane euthanasia of mynas - Control over who is able to purchase a trap as part of the program - No cost to Ranger services time - Best practice for euthanasia 	<ul style="list-style-type: none"> - Ongoing cost to produce and distribute educational resources - Ongoing cost to run workshops - Kiama Council Vet will not accept myna birds for euthanasia - Call out service from Kiama Council vet will be cost prohibitive and require only one day per week for acceptance of birds at Minnamurra impounding facility

ORDINARY MEETING

19 AUGUST 2014

Report of the Director Environmental Services

9.3 Indian Myna Bird Control Program (cont)

Program Options	Pros	Cons
<p>Option 3 Council provides workshops to public and education materials. No euthanasia service provided. Council encourages community champions and trap owners to deal with euthanasia. Men's shed make and sell the traps.</p>	<ul style="list-style-type: none"> - No capital costs to set up euthanasia - No cost to Ranger services time - Council educates participants so they understand their responsibilities - Community takes ownership of a community driven program 	<ul style="list-style-type: none"> - Possibility for the program to fall over as the last myna control program did due to burden on community champions - Public criticism over lack of council support and lack of control of humane euthanasia - Ongoing cost to run workshops and produce and distribute educational material - Council may be required to cover community champions under insurance as a volunteer of Council
<p>Option 4 Council provides no workshops and no euthanasia service and posts information on website. Council encourages community champions and trap owners to deal with euthanasia. Men's shed make and sell the traps</p>	<ul style="list-style-type: none"> - Lowest cost option for Council - No ongoing requirements for Council staff resourcing and budget - Community takes ownership of a community driven program 	<ul style="list-style-type: none"> - Most risk associated with no training for participants - Public criticism over lack of council support and lack of control of humane euthanasia - Possibility for the program to fall over as the last myna control program did due to burden on community champions

Previously Kiama Council was involved with the Jamberoo myna bird control program which was established in 2006. A survey of bird abundance associated with this program found the main populations of birds around the Jamberoo township and nearby rural housing clusters. Bird numbers observed during the survey period identified numbers between 1 and 60 birds on a property by property basis. This survey only covered the Jamberoo area so abundance figures for myna birds in other townships in Kiama LGA are unknown. These figures are also outdated and abundance is likely to be higher.

ORDINARY MEETING**19 AUGUST 2014**

Report of the Director Environmental Services

9.3 Indian Myna Bird Control Program (cont)

The Jamberoo myna bird control program differed from the proposed WCC program in that the traps were large and cumbersome, traps were managed by a coordinator and loaned out through a booking system, and council did not euthanize the birds. This program ceased to function due to troubles with trap operation leading to minimal numbers of birds being caught, and logistical issues relating to coordination of trap hire. The traps being produced by the men's sheds are a new design which is simple, light weight and easy to operate.

It is extremely likely that without Council support any attempt to introduce another myna bird control program will ultimately fail, or at the very least will be an uncoordinated project with no ability to track effort or effectiveness.

Council Environment and Health staff consider that Option 2 would be the preferable program option however Council's vet has indicated that they would not like to receive the birds at the surgery for euthanasia. Discussions were held with local vets regarding a euthanasia service incorporating a weekly visit to the Minnamurra Impounding Facility however, it was determined that there were too many variables and potential costs involved to be a viable option.

Therefore Option 1 is the best way to support a new myna bird control program and ensure its ongoing success. Options 3 and 4 hold considerably more risk associated with relying on community champions and potential criticism for Council inaction.

Works Required and Risks Associated

The Minnamurra impoundment facility is the only appropriate facility to receive and euthanize the birds, however there are a number of logistical and resourcing issues which need to be taken into consideration including:

- The birds will more than likely be carrying bird mites which could be transferred to domestic pets impounded in the facility. The cattery inside the euthanasia room will need to be relocated to mitigate the risk of transfer of mites to cats if council chooses to provide a euthanasia service.
- Personal protective equipment will need to be provided for the Council staff participating in the program to ensure they are not infested with mites, and they do not transfer mites to the animals impounded at the facility.
- Proper procedures for storage and operation of CO2 will be required to ensure the safe operation of the euthanasia service and to ensure there is no risk to the operators.
- Staff allocation will be required to undertake the euthanizing activities, associated record keeping and storage and disposal of dead birds. The rangers will need to undertake this activity, and therefore there will be an associated cost to other work duties which will need to be deferred. According to trapping protocols birds are to be destroyed with minimal delay, and euthanasia would need to occur within 24 hours of receipt of the trap.

ORDINARY MEETING

19 AUGUST 2014

Report of the Director Environmental Services

9.3 Indian Myna Bird Control Program (cont)

- A trap drop off and pick up protocol will need to be developed which leaves trap transport and pick up responsibility with the owner of the trap, and does not pass liability for the trap on to Council.

It is estimated that costs associated with implementing a program similar to WCC (Option 1) would be as follows:

Capital expenditure:

- Fridge/freezer upgrade required to store frozen birds (\$1000).
- Installation of another night box to receive trapped birds when Rangers are not at the impounding facility (\$500).

Ongoing expenditure:

- CO2 gas bottles - \$47 per cylinder, estimated 3 cylinders per year usage (approx \$150).
- Workshop resource, fact sheets, monitoring sheets etc – approximately \$5 per package, estimated at potential of 100 participants (approx \$500).
- Workshop expenses, 4-6, 1 hour workshops per annum, covering staff costs and refreshments of \$150 per workshop (approx \$900).
- Staff time, 2-3 hours per week averaged over the year (approx \$4,000 per year).

It is estimated that an establishment budget of approximately \$10,000 would be required for year 1 of the program, and recurrent funding of \$6,000 would be required to service the program into the future, depending on participation and success.

No funding was provided in the 2014-15 Council estimates for this program. If Council was to proceed with this program it would have to resolve to allocate funds as part of the first quarter budget review process. This budget expenditure would have to be financed from Council's Waste and Sustainability Reserves.

It must also be noted that if Council determines to implement the program, there are a number of steps which need to be completed before the program can be rolled out including capital works, staff training, risk assessments and advertising for the workshops. This may take 2-3 months once the program has been endorsed and the budget review completed, which may also give the men's shed a chance to make a number of traps for the predicted demand.



Reporting on the 2013-17 Delivery Program January – June 2016

:Community

:A Healthy, Safe and Inclusive Community

1.1 Encourage and support residents from socially and culturally diverse backgrounds to participate in all aspects of community life

1.1.1 Deliver quality disability services in line with the National Disability Standards and funding agreements

Measure	Officer	Year	Comments
Clients who have a disability and their carers report greater satisfaction in their lifestyle after receiving support through the Community Care Support Program	Marianna Parish	2016	Whilst Council continues to deliver quality disability services, the survey to measure client satisfaction was scheduled for May 2016. The survey will now be undertaken at the end of July or early August. Completed surveys of individual activities however has revealed 99% satisfaction from peak stakeholders (clients and carers).

1.1.2 Monitor and improve accessibility within the Municipality

Measure	Officer	Year	Comments
Evidence that access issues are identified and assessed by the Committee	Nick Guggisberg	2016	Issues raised with the committee are being addressed by Council as evidenced in Access Committee meeting minutes.

1.1.3 Improve Council collaboration with the Aboriginal Community

Measure	Officer	Year	Comments
Council works collaboratively with the Aboriginal community to support cultural events and activities	Nick Guggisberg	2016	Sorry Day events held in May, plus we made a financial contribution along with helping organise and stage the 2016 Regional NAIDOC Awards.

1.1.4 Provide information to residents from a cultural and linguistically diverse background to participate in community life

Measure	Officer	Year	Comments
Increased opportunities for cultural and linguistically diverse residents to participate in community celebrations	Nick Guggisberg	2016	All council events are open to the range of culturally and linguistically diverse residents of Kiama, however events such as Harmony Day also provide opportunities for culturally and linguistically diverse communities to share their experiences and English speaking residents to share in a wider range of cultural experiences. In May a screening of films from the Colourfest Short Film Festival was shown for Harmony Day 2016 showcasing a range of experiences in Australia by migrants and refugee communities. The event has led to plans for a further film screening planned at the Community Garden to possibly include a film about culturally specific food gardening and the opportunity for the community garden to grow culturally specific foods that are not readily available in local stores.

1.1.5 Provide a range of flexible and responsive community transport services to the frail aged, younger people with disabilities and their carers and to people who experience transport disadvantage

Measure	Officer	Year	Comments
Client satisfaction is increased or maintained	Marianna Parish	2016	No survey to record client satisfaction was held. The survey is scheduled for August 2016.
Services provided meet funding agreement targets	Marianna Parish	2016	100% achieved. Due to high demand for this service, service provision exceeds funding agreement targets.

1.2 Promote and support a range of social, cultural and artistic activities, practices and programs for creating sustainable health and well being

1.2.1 Promote and support cultural and artistic programs for young people

Measure	Officer	Year	Comments
Young people have access to a range of cultural and artistic activities	Nick Guggisberg	2016	Programs designed to increase health and well being amongst young people continue to engage and provide a social and educational outlet for participants. The involvement of the Kiama High School's Student Representative Committee add to our social and cultural programs through their involvement, promotion and support.

1.2.2 Provide access to artistic exhibition space

Measure	Officer	Year	Comments
Exhibition space is utilised by a range of local artists	Nick Guggisberg	2016	The Old Fire Station Community Art Centre continues to maintain a 100% booking rate with a waiting list of between 10 and 12 applications per booking round. There has been an increase in the number of new and returning Kiama based artists bringing a greater focus and interest to Kiama's own arts industry.

1.2.3 Investigate the provision of a multi function arts space for the Kiama Municipality

Measure	Officer	Year	Comments
Investigation continues into the provision of a multifunction arts space	Nick Guggisberg	2016	BHI Architects have been approved as the successful contractor to develop plans for the new Kiama Art Centre.

1.2.4 Implement and support community, cultural and artistic activities and development programs

Measure	Officer	Year	Comments
Council maintains or increases financial support to cultural activities and programs	Nick Guggisberg	2016	Cultural Grants Program distributed \$8 000. Council has maintained its financial commitment to cultural arts activities and programs through; funding to local events, cultural grants, public art expenditure and community and cultural development officer position.
Implement initiatives of Cultural Plan in accordance with	Nick	2016	Initiatives of the BERT (Build, Entertain, Reach, Tempt)

1.2.7 Pursue opportunities for the development of the Gerringong Library and Museum community facility

Measure	Officer	Year	Comments
Progress reports to Council	Michelle Hudson	2016	Reports generated for Council meetings when required

1.2.8 Implement and support social and physical planning processes that recognise social justice and cultural diversity as integral components

Measure	Officer	Year	Comments
Council's plans, policies and procedures reflect social planning principles	Nick Guggisberg	2016	Council's plans, policies and procedures continue to reflect social planning principles, for example, council committees to facilitate community participation in decision making such as: Cultural Board, Youth Advisory Committee, Dementia-friendly Advisory Group, participation in Crime & Safety Committee, and Council's Access Committee; among others.

1.3 Develop and implement services and programs that promote health and active lifestyle for residents of all ages, abilities and interests

1.3.1 Maintain and develop Leisure Centre and Jamberoo Pool

Measure	Officer	Year	Comments
Maintain or increase community satisfaction with Leisure Centre and Jamberoo Pool	Jenene Gilbert	2016	Kiama Leisure Centre has increased it's patronage during the year by including new programs and initiatives to allow more of the community to access

		<p>programs and memberships at reasonable prices. The patronage has increased by 1.66% to 218,835. The Kiama Leisure Centre has increased the number of programs to provide a larger range of activities and initiatives for all community groups - 80 classes per week. Yoga classes have been a popular addition to our fitness schedule that provides a range of sessions for health and well being of our patrons. Kiama Council approved a New Student membership in Oct 2016 to encourage Kiama's youth to join and exercise at the Leisure Centre and after school teen circuits provided sessions for these patrons to participate in. Currently we have 71 student memberships.</p>
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1.3.2 Develop, implement and review the Kiama Health Plan

Measure	Officer	Year	Comments
Ensure all actions are implemented in their identified time frames	Nick Guggisberg	2016	The Health Plan is still under review with the current draft ready for consultation with the various departments of Council. Review to be finalised after Council elections in September to incorporate revised Delivery Plan actions.

1.3.3 Provide support to Kiama and Districts Sports Association to ensure equitable access to Kiama's sporting facilities

Measure	Officer	Year	Comments
Equitable access to sporting facilities is maintained	Gino Belsito	2016	Council maintains access for all sports groups and clubs to council reserves, and maintains the fields and

				grounds to a high standard/level of service which is well received by users.
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1.3.4 Ensure membership of the World Health Organisation's (WHO) Healthy Cities Program is maintained

Measure	Officer	Year	Comments
Annual report to Australian Alliance provided	Nick Guggisberg	2016	The annual report to the Alliance is no longer a requirement of membership of the International Alliance of Healthy Cities.

1.4 Plan for and support our Ageing Population

1.4.1 Provide residential aged care, including dementia specific care

Measure	Officer	Year	Comments
Blue Haven Aged Care Facility accreditation is maintained	Fiona Whittaker	2016	Accreditation by the Quality Agency has been issued.

1.4.2 Redevelop and expand the Blue Haven Aged Care Facility

Measure	Officer	Year	Comments
A project timeline for the redevelopment of the Aged Care Facility is developed and maintained	Clare Rogers	2016	The timeline has been monitored and reported to Infrastructure NSW. The new Project Manager will be completing a detailed program schedule which will further refine the milestones.

1.4.3 Ensure the provision of suitable Independent Living Unit accommodation for seniors in a financially sustainable manner

Measure	Officer	Year	Comments
The occupancy rate of the Independent Living Units is maintained	Steve Dawson	2016	Units are deemed to be occupied until there is a requirement to repay the outgoing resident. Under the Retirement Villages Act this occurs after 6 months from vacation, unless it occurs earlier i.e. when the unit is reoccupied. With the present waiting list, all vacated units are pre-allocated and are reallocated within days of vacation. Settlement usually occurs within 3 months. Accordingly the Village can be said to maintain full occupancy, unless a unit remains unsold after 6 months, which is exceedingly rare in the present housing market.

1.4.4 Deliver quality aged care services to older people in the community across the Shoalhaven, Kiama, Shellharbour and Wollongong areas

Measure	Officer	Year	Comments
Client satisfaction is increased or maintained	Clare Rogers	2016	No surveys were undertaken in this period.
Develop plan for quality review audit	Clare Rogers	2016	Moving On Audits now being utilised by both the residential home and the community programs.

Renewal of 3 year funding agreement	Clare Rogers	2016	No funding renewals in this part of the year. Awaiting information on the continuation of carer programs post July 2016.
Service provided meet funding agreement targets	Clare Rogers	2016	All reporting requirements submitted to funding bodies.

1.4.6 Encourage the development of appropriately located aged care facilities and independent living units

Measure	Officer	Year	Comments
A range of appropriate aged care accommodation is available	Michael Forsyth	2016	Progress being made for construction of Kiama Aged Care Centre of Excellence.

1.5 Plan for and support Young People

1.5.1 Provide support for young people with career planning, training and employment seeking

Measure	Officer	Year	Comments
Young people have access to a range of vocational support	Nick Guggisberg	2016	Barista Training held weekly at the Youth Centre with over 20 young people trained. Young people have reported that at least 12 of these trainees have since secured employment. During this period we have worked with over 350 students on a wide variety of programs. Our relationship with Kiama High School is benefiting from the collaboration, with students making the most of the opportunities presented to them.

1.5.2 Develop and maintain partnerships with local schools to provide health and wellbeing based initiatives and programs

Measure	Officer	Year	Comments
Number of young people involved	Nick Guggisberg	2016	During this period we have worked with over 350 students on a wide variety of programs

1.5.3 Enhance and develop young people's skills through the provision of targeted programs and a drop-in service

Measure	Officer	Year	Comments
Maintain or increase the number of young people involved in programs through the Youth Centre	Nick Guggisberg	2016	During this period we have worked with over 350 students on a wide variety of programs
Youth satisfaction with Youth Centre programs is maintained or increased	Nick Guggisberg	2016	Surveys of young people who participate in service programs continue to show high satisfaction levels with the programs and the service.

1.5.4 Carry out a program of renovations to improve Youth Centre facilities

Measure	Officer	Year	Comments
Increase in young people's satisfaction with Youth Centre	Nick Guggisberg	2016	Young people report high levels of satisfaction with the Youth Centre.

1.6 Recognise and promote community safety throughout the Municipality

1.6.1 Provide a beach lifeguard service at designated beaches within the Municipality

Measure	Officer	Year	Comments
Beaches patrolled in accordance with program	Russell Park	2016	All beaches were patrolled in accordance with the program from commencement of the 'swimming season'. Patrols will continue according to the program throughout the 2016/17 swimming season and commence in September.

1.6.2 Provide annual Surf Education Awareness program in local primary schools

Measure	Officer	Year	Comments
Program completed	Russell Park	2016	Surf Education Awareness sessions were provided to local primary schools in September 2015 and are scheduled for September 2016 just prior to the 'swimming season'.

1.6.3 Enforce and comply with public health and safety legislation

Measure	Officer	Year	Comments
Legislative compliance is demonstrated and reported	Paul Czulowski	2016	Food Safety - 10 food safety complaints were received during the period and all of these were investigated by Council staff. 113 initial food premises were inspected and there were 19 reinspections.

<p>We issued 26 temporary food stall applications (for public events such as the markets; Kiama Show etc).</p>												
<p>Overgrown land complaints –</p>												
<p>43 complaints regarding overgrown land were received</p>												
<p>Onsite Sewerage Management Audits -</p>												
<p>96 (67.1%) of all high risk on site sewage management systems were inspected with 10 identified as defective .</p>												
<p>89.6% of all high risk systems were compliant</p>												
<p>142 of low risk on site sewage management facilities were inspected and 16 of these were defective. 88.73% of all low risk systems were compliant.</p>												
<p>Companion Animals Management -</p>												
<p>253 (100%) companion animal requests were actioned with 7 days. 15 dog attack incidents were finalised and 8 attacks were reported to the Office of Local Government. Thirty dogs and 4 cats were impounded with all animals being returned to their owners. There were no animals euthanized during the period.</p>												
<p>Pollution Incidents -</p>												
<p>There were 24 noise pollution complaints received and all of these were investigated. Five air pollution complaints and 19 water pollution and stormwater complaints were received. All complaints were investigated.</p>												

1.6.4 Implement community safety and injury prevention programs and education

Measure	Officer	Year	Comments
Participation statistics demonstrate improved understanding of community safety	Paul Czulowski	2016	Our commitment to public health and safety remains an important strategy of the organisation. Online Food Safety Training resulted in 65 food industry employees completing online food safety training course (Annual- 150 users undertaking online course). Food Safety Newsletters- 2 issues produced and distributed 100% of food premises Annual total- 4 Food Safety Newsletters issues to 100% of food premises

1.6.5 Facilitate emergency management planning, response and recovery

Measure	Officer	Year	Comments
Compliance with the State Emergency Rescue Management Act	Gino Belsito	2016	All emergency management plans are up to date and enacted when required, for example during the June storm events.

1.6.6 Facilitate Local Road Safety and Traffic Committees

Measure	Officer	Year	Comments
Committees are supported and recommendations implemented	Gino Belsito	2016	Traffic management meetings have been held as scheduled and all traffic management applications have been considered and determinations made. Where appropriate and where resources are available, applications have been actioned.

1.6.7 Develop and implement a Crime Prevention Plan

Measure	Officer	Year	Comments
Progress in implementation of Plan recommendations	Nick Guggisberg	2016	Gerringong CCTV system now fully installed and operationalized. Plan yet to be reviewed fully.

1.7 Encourage and support volunteering opportunities to support the community

1.7.1 Provide and promote volunteering opportunities within the community and Council operations

Measure	Officer	Year	Comments
Maintain or increase numbers of volunteers participating in Council activities	Marianna Parish	2016	The number of volunteers has increased to 68 in Blue Haven Care Community Services although there continues to be a lot of movement with increased retirement etc.
Maintain or increase satisfaction levels for volunteers participating in Council activities	Marianna Parish	2016	Not in this period. The volunteer survey is scheduled for July 2016.

:Environment

:Well Planned and Managed Spaces, Places and Environment

2.01 Maintain the separation and distinct nature of the towns and villages of our local area

2.1.1 Implement and review the Urban Strategy

Measure	Officer	Year	Comments
The Kiama Urban Strategy is reviewed as required	Phil Costello	2016	As a working document, the strategy is reviewed in an ongoing manner. Reporting to the Department of Planning and Environment in regard to urban development monitoring is undertaken.

2.02 Encourage our community to adopt sustainable lifestyle practices that support the environment

2.2.1 Implement and support environmental and sustainability education programs and initiatives, including those identified in the Kiama Health Plan

Measure	Officer	Year	Comments
Programs developed and reported and participation statistics demonstrate improvement to community sustainability	Paul Czulowski	2016	Four Composting workshops were undertaken in the second reporting period with 67 participants. 12% were not receiving organics collection services. Fifty one composting bins, worm farms and bokashi systems

			were distributed and approximately 3 tonnes of food waste diverted from landfill via home composting methods.
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2.03 Ensure our natural and built environments are adaptive to climate change impacts

2.3.1 Consider climate change impacts and hazards and implement actions

Measure	Officer	Year	Comments
Number of Climate Change Action Plan recommendations implemented	Paul Czulowski	2016	Minnamurra River Coastal Zone Management Plan- Actions - \$24,500 Grant obtained for weed removal and site rehabilitation in catchment areas. Work is being undertaken by Conservation Volunteers Australia. A Local Land Services grant of \$43,870 was obtained for Coral Tree removal program scheduled for 2016-2017.

2.3.2 Research and develop programs and policies to address potential climate change impacts

Measure	Officer	Year	Comments
Natural hazard policies managing climate change impacts adopted and implemented by Council where appropriate	Paul Czulowski	2016	Council's policies and procedures and development applications are continually reviewed to ensure climate change impacts are monitored. Surf Beach Flood Risk Management Study awarded and commenced and due for completion during 2016-17.

2.04 Protect and maintain environmentally significant natural areas on public and private land in a sustainable manner

2.4.1 Enforce and comply with environmental legislation and develop and implement management plans, programs and actions

Measure	Officer	Year	Comments
Evidenced through State of the Environment reporting	Paul Czulowski	2016	Worked commenced on the preparation of State of the Environment Report due for submission with Annual Report in November 2016

2.05 Maintain and enhance biodiversity on public and private land

2.5.1 Implement biodiversity education and on-ground activities

Measure	Officer	Year	Comments
Education and activities reported	Paul Czulowski	2016	National tree planting already completed in 1st reporting period

2.06 Promote sustainable land use and diversification of agricultural activity

2.6.1 Identify, research and where practical, implement in partnership diversified agricultural opportunities

Measure	Officer	Year	Comments
Development in accordance with LEP. Supportive policies developed	Phil Costello	2016	Councils DCP and policies are reviewed to ensure that they best support the intention of the LEP. Development is in accordance with LEP requirements. New policy investigated through membership and

				attendance at Sydney Perri Urban Network.
Policies developed and supported	Phil Costello	2016		Rural lands protection promoted by this Council is included in the adopted Illawarra/Shoalhaven Regional Plan.

2.07 Recognise and protect our heritage

2.7.1 Ensure the natural and built environment is maintained in accordance with heritage and legislative requirements

Measure	Officer	Year	Comments
Number of heritage items protected is maintained or increased as required	Chris Fuller	2016	27 development matters referred to heritage advisor during this period

2.08 Provide supportive environments that encourage a healthy and sustainable lifestyle

2.8.1 Develop, implement and promote infrastructure, policies and programs that support a healthy and sustainable lifestyle

Measure	Officer	Year	Comments
An environment that promotes Health and Sustainable behaviour is provided through the Municipality	Nick Guggisberg	2016	A range of programs have been delivered in this period including: the Breastfeeding Friendly Project to support breastfeeding parents, Cooking for Solo Seniors to increase their knowledge and skills in providing nutritious meals for themselves plus to broaden their networks and connections within the community, and

				VIP market tours of the weekly Farmers Market to promote locally grown food.
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2.09 Ensure the principles of sustainable development and legislative compliance underpin our land uses and the design of our buildings and subdivisions

2.9.1 Comply with Development Regulation

Measure	Officer	Year	Comments
Applications processed in accordance with relevant standards and in a timely manner	Chris Fuller	2016	190 DAs determined - 43 day average processing time - staff shortages and complicated DAs submitted during period.

2.9.2 Ensure Council's Local Environment Plan and Urban Strategy are current and incorporate the principles of sustainable development

Measure	Officer	Year	Comments
The gazetted Kiama LEP and adopted Urban Strategy responds to sustainability principles	Phil Costello	2016	Sustainable principles are currently incorporated into the LEP and Urban Strategy. Where required, amendments will be made in response to emerging research/ better practice principles.

2.9.3 Prepare and process planning proposals in a timely manner in accordance with the Environmental Planning and Assessment Act requirements

Measure	Officer	Year	Comments
Planning Proposals considered by Council	Phil Costello	2016	All planning proposals have been advanced in accordance with statutory requirements and Council policy. Three LEP amendments were implemented over the period.

2.10 Effectively manage the transport network of roads, footpaths and cycleways to cater for current and future generations

2.10.1 Manage the road infrastructure for the community by the implementation of the Road Asset Management Plan actions

Measure	Officer	Year	Comments
Capital works are delivered in accordance with Delivery Program	Ken Adcock	2016	Jamberoo CBD road improvement works, Union Creek bridge replacement and Kiama Harbour Boat trailer Parking and Wash Down Bays completed. Riverside Drive Roundabout construction underway. Roundabout is operating
Maintain or increase community satisfaction with the road network	Ken Adcock	2016	To be determined with a community survey as part of the development of the next CSP. Council has approved funding to fully fund renewal works in the current budget.
Optimal renewal of road infrastructure	Ken Adcock	2016	2015/16 road renewal work is 100% completed.

The Roads Asset Management Plan is fully funded	Ken Adcock	2016	Council has fully funded the renewal identified in the AMP for financial year 2015/16.
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2.10.2 Manage footpaths and cycleway infrastructure for the community by the implementation of the Shared Pathway Asset Management Plan actions

Measure	Officer	Year	Comments
Capital works are delivered in accordance with Delivery Program	Ken Adcock	2016	Belinda Street, Kiama Harbour, Pheasant Point Road, Jamberoo Valley Cycleway and the Jamberoo CBD footpath work has been completed.
Maintain or increase community satisfaction with the footpath and cycleway network	Ken Adcock	2016	To be determined with a community survey as part of the development of the next CSP.
Optimal renewal of footpath and cycleway infrastructure	Ken Adcock	2016	2015/16 footpath renewal program fully funded.
The Footpath and Cycleway Asset Management Plan is fully funded	Ken Adcock	2016	2015/16 footpath renewal program is fully funded. The identified renewal work on the Boneyard Reserve shared path has not commenced due to the delay with the land slip works on the adjacent Sydney Trains property..

2.11 Effectively manage the drainage network to cater for current and future generations

2.11.1 Manage drainage infrastructure for the community by the implementation of the Drainage Asset Management Plan actions

Measure	Officer	Year	Comments
Capital works are delivered in accordance with Delivery Program	Ken Adcock	2016	Collins Street storm water pipe deviation completed.
Maintain or increase community satisfaction with the drainage network	Ken Adcock	2016	To be determined with a community survey as part of the development of the next CSP.
Optimal renewal of drainage infrastructure	Ken Adcock	2016	2015/16 storm water renewal program approved and completed.
The Drainage Asset Management Plan is fully funded	Ken Adcock	2016	Council has fully funded the renewal identified in the AMP for financial year 2015/16.

2.12 Effectively manage recreation and open space infrastructure to cater for current and future generations

2.12.1 Manage recreation and open space infrastructure for the community by the implementation of the Recreation and Open Space Asset Management Plan actions

Measure	Officer	Year	Comments
Capital works are delivered in accordance with Delivery Program	Ken Adcock	2016	Kiama Harbour Playground installation completed. Waabie Reserve upgrade design progressing.
Maintain or increase community satisfaction with the recreation and open space infrastructure	Ken Adcock	2016	To be determined with a community survey as part of the development of the next CSP.
Optimal renewal of recreation and open space infrastructure	Ken Adcock	2016	2015/16 recreation and open space renewal program is approved and completed. Projects include the Black Beach playground, Gerry Emery Field Lights and Kiama

The Recreation and Open Space Asset Management Plan is fully funded	Ken Adcock	2016	Netball Courts resurfacing. 2015/16 Recreation and Open Space Renewal program is funded. The following have been completed- Kiama Sports Complex electrical upgrade, Kiama Netball Courts resurfacing and the Black beach playground installation
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2.12.2 Pursue opportunities for the implementation of the Kiama Harbour Plan of Management

Measure	Officer	Year	Comments
Kiama Harbour Plan of management implemented (pending funding)	Gino Belsito	2016	Detailed designs and estimates have been completed for the renewal of the Crib Rock Retaining wall at the boat ramp, the Blowhole Point Tennis Court bank stabilisation and the Blowhole Point Lighthouse Carpark and landscaping. Council will be calling for tenders for some of this work shortly. The new bin enclosures and energy efficient lighting upgrade have been ordered and will be installed shortly. New picnic shelters and barbeques are currently in the planning stage. The Kiama Harbour Boat Trailer Parking and wash bays extension has been completed.

2.13 Effectively manage other assets to cater for current and future generations (including car parks, community buildings, cemeteries and dams)

2.13.1 Manage community buildings by the creation and implementation of the Community Buildings Asset Management Plan actions

Measure	Officer	Year	Comments
Capital works are delivered in accordance with Delivery Program	Ken Adcock	2016	Works are completed on the Kiama Tourist Information Centre entrance Air Lock installation, Foxground RFS Shed extension, the Coastal Walking Track toilet and the Kiama Surf Club lift.
Maintain or increase community satisfaction with community buildings	Ken Adcock	2016	To be determined with a community survey as part of the development of the next CSP.
Optimal renewal of community buildings infrastructure	Ken Adcock	2016	2015/16 community buildings infrastructure renewal program is approved.
The Community Buildings Asset Management Plan is fully funded	Ken Adcock	2016	2015/16 Community Buildings AMP is funded. Works have been completed on the amenities at Gerry Emery Reserve and Bonaira Reserve. Kevin Walsh Oval amenities upgrade design is completed and tenders have been received.

2.13.2 Manage other assets and infrastructure by the creation and implementation of the Other Assets and Infrastructure Asset Management Plan actions.

Measure	Officer	Year	Comments
Capital works are delivered in accordance with Delivery Program	Ken Adcock	2016	The construction of the Minnamurra Whale watching platform is completed.
Maintain or increase community satisfaction with other assets	Ken Adcock	2016	To be determined with a community survey as part of the development of the next CSP.
Optimal renewal of other asset infrastructure	Ken	2016	2015/16 other asset infrastructure renewal program is

	Adcock		approved.
The Other Assets and Infrastructure Asset Management Plan is fully funded	Ken Adcock	2016	2015/16 Other Assets and Infrastructure AMP is funded. The work on the structural stabilization of the Hindmarsh Park Memorial is completed.

2.13.3 Manage Dam Infrastructure to comply with Dam Safety Act

Measure	Officer	Year	Comments
Dam Infrastructure compliance	Ken Adcock	2016	Jerrara Dam decommissioning completed and the dam has been de-prescribed by the NSW Dam Safety Committee. Fountaindale Dam is inspected as required. The Dam Safety Emergency Plan is due for revision.

2.13.4 Investigate options to achieve compliance with Dam Safety Act and future development opportunities for Jerrara Dam

Measure	Officer	Year	Comments
Jerrara Dam compliance	Gino Belsito	2016	Jerrara Dam decommissioning completed. Council has received confirmation from the NSW Dam Safety Committee that the dam has been de-prescribed.

2.14 Minimise waste and manage it in an efficient and environmentally sensitive manner

2.14.1 Manage waste and recycling in accordance with adopted plans

Measure	Officer	Year	Comments
Waste and recycling materials are collected and processed in accordance with adopted plans	Tony Hardy	2016	All materials collected on nominated service day as per collection schedule
Waste is managed in accordance with minimisation targets	Paul Czulowski	2016	<p>The OK Organics service is now fully operational. Council has been able to achieve a 17.60 % increase in recycling in OK Organics Kiama Zones and 64.60 % resource recovery compared to 59.7% (2014-15). OK Organics is operational across all urban collection zones.</p> <p>Total waste to land fill (urban, rural, commercial and Council) for the 6 months is 2123 tonnes.</p> <p>Total tonnes of materials recycled for the period is 2100 tonnes.</p> <p>The total waste generated within the Municipality during the six months is 14,130.92 tonnes and we recycled 4066.49 tonnes. The total organics processed was 5154.5 tonnes.</p> <p>The overall resource recovery rate was 9220.99 tonnes or 65.25% of all waste generated.</p>

2.14.2 Upgrade waste and recycling infrastructure, processing and disposal facilities to align with new collection and processing systems and licence requirements

Measure	Officer	Year	Comments
Facilities and infrastructure are upgraded and installed	Paul Czulowski	2016	The Community Recycling Centre at Minnamurra Waste and Recycling Facility was completed. Landscaping and sealing of the access road and car parking facility is scheduled to be completed in the 1st quarter of 2016-2017.

2.14.3 Ensure compliance with legislative requirements specific to waste management

Measure	Officer	Year	Comments
Legislative reporting on waste issues demonstrate compliance	Tony Hardy	2016	All legislative reporting including new EPA regulations have been reported as per requirements

2.15 Ensure the maximum multi-purpose use of our community's buildings and facilities

2.15.1 Provide equitable access to Council halls and the Community Centre

Measure	Officer	Year	Comments
Hall hired by a range of diverse community groups on both a permanent and casual basis	Clare Rogers	2016	Community Centre is regularly booked by a range of permanent and casual community groups.

2.15.2 Ensure Section 94 Developer Contributions Plans and Voluntary Planning Agreements are aligned with community development plans

Measure	Officer	Year	Comments
Funds are apportioned, collected and allocated	Mark Lyndon	2016	Funds are collected and apportioned. Council has a process for allocation aimed at ensuring that funds are allocated in accordance with the endorsed plans.

2.16 Ensure public spaces reflect the cultural and artistic diversity of the local community

2.16.1 Develop and implement policies and programs that support public artwork and artistic expression

Measure	Officer	Year	Comments
Public arts are more visible in public spaces	Louise Croker	2016	The Flugelman sculpture site overlooking Storm Bay was prepared for installation. The sculpture is to be officially unveiled in the next reporting period.

:Economy

:A Diverse, Thriving Economy

3.1 Promote and encourage business development and employment based on the local area's unique and distinctive characteristics

3.1.1 Undertake initiatives to promote and support business development and growth in the local area

Measure	Officer	Year	Comments
Maintain or increase number of events held in Kiama	Megan Hutchison	2016	There were 3 Kiama Small business Forum meetings, including a Business Information Expo showcasing Government Services. There were 20 stall holders including 2 stalls from Kiama Tourism and The Kiama and District Business Chamber. Also in March was the Red Hot Summer tour held at The Kiama Showground with approx. 4000 guests in attendance. The event was so successful that the organiser has already rebooked for 2017. There have also been a large number of events held at The Pavilion. and many of them are repeat clients. The Pavilion is perfectly placed geographically to host the regional organisations that have offices in Wollongong and Nowra, providing a meeting place halfway. The venue has also benefitted from Princes Hwy upgrade with head contractor Fulton Hogan holding regular meetings for sometimes 400 staff at the Venue.
Maintain or increase small business opportunities within local area	Megan Hutchison	2016	Meetings were held with new businesses, and also meetings held to attract events. Work has commenced with the Youth Employment Action plan. There have been a number of funding programs and opportunities promoted to local businesses by way of newsletter to the business networks and distributed to the Kiama and District Business Chamber also. There were opportunities for grant funding, and also two grant

				writing workshops promoted to the business networks.
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3.2 Develop opportunities to increase the economic output of rural lands

3.2.1 Support and promote the productive use of local rural land

Measure	Officer	Year	Comments
Council builds robust relationships with local agricultural industry	Phil Costello	2016	Council has an established service to advise regarding primary production activities planned for rural property.

3.3 Investigate and facilitate employment land and infrastructure to support business growth

3.3.1 Provide appropriate employment land to meet current and future needs

Measure	Officer	Year	Comments
Investigate and recommend in relation to sufficient supply of appropriately zoned employment lands	Phil Costello	2016	Strategic Planning has collaborated with the Department of Planning and Environment, and other state government agencies on monitoring/ review of employment lands in the Illawarra.

3.4 Recognise and support Council's role as a significant employer and purchaser of goods and services within the local area

3.4.1 Support the training and development needs of the local community with work placement, traineeships, apprenticeships and cadetships to meet operational needs

Measure	Officer	Year	Comments
Strong relationships with schools and tertiary institutions within the Municipality are maintained	Carlie Sulter	2016	Maintained relationships with Kiama High School through supporting students to participate in work experience placements in areas of interest to the students. Also continued to partner with the University of Wollongong to deliver internship placements through the School of Business and other ad hoc placements as requested.

3.5 Actively engage Federal, State, Local government and business organisations to develop and promote Kiama's economic and employment opportunities

3.5.1 Maintain and develop economic partnerships with Government agencies and business organisations

Measure	Officer	Year	Comments
Maintain or increase economic partnerships with relevant organisations	Megan Hutchison	2016	Work has continued on the development of a business plan for the relocation of the Royal Australian Navy. There was also continued liaison with Destination Wollongong on the attraction of Cruise Ships, with the first Ship visiting Wollongong at the end of October with the potential for more visits in the future. The Government services expo was held at The Pavilion in February 2016 providing many businesses with opportunities to liaise with all levels of government. The Indian Consul General was also in attendance at this

			expo and one business in particular has been successful in doing some business in India and as a result has travelled to India on the connections made at the Expo.
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3.6 Encourage and support Tourism in the Kiama Municipality

3.6.1 Coordinate the management of Kiama Coast Holiday Parks as viable business entities

Measure	Officer	Year	Comments
A range of accommodation and facilities are available to meet demand	Marianne Hazell	2016	Kiama Coast Holiday Parks offer guests a range of accommodation options to suit all needs and budgets from powered, unpowered and ensuited sites through to 1,2 & 3 bedroom deluxe cabins. Existing accommodation and facilities are maintained to a high standard within budgetary constraints. A need for Accessible Ensued Sites, more Accessible Cabins and additional facilities is evident and is considered in the DRAFT Sustainable Improvement Strategy and Masterplans, awaiting Council approval.
All governance and legislative requirements are met	Marianne Hazell	2016	All licences were approved.
Kiama Coast Holiday Parks Business Plan is developed and implemented	Marianne Hazell	2016	The Kiama Coast Holiday Parks DRAFT Sustainable Improvement Strategy & Masterplans went to the May 2016 Council meeting but has been deferred.
Park Managers are supported in their roles	Marianne	2016	Council officers regularly visit the Parks, and Park

	Hazzell		<p>Managers have access to Council officers at all times. A sustainability workshop and associated Park inspections were undertaken in June 2016 to assist Parks in achieving Gold Gumnut status. Council officers attended China Now and Digital Marketing workshops. Co-ordinator, Holiday Park Operations represented the Parks at the Local Government Tourism Conference and the National Caravan & Camping Industry Conference. A managers meeting was held on 22 March 2016. Regular audits are undertaken to assist Parks in identifying requirements for improvements and maintenance.</p>
Revenue and occupancy rates are maximised	Marianne Hazzell	2016	<p>Income for the second half of 2015/16 is \$4,109,949 (an increase of \$367,826 on the previous year). Just over half of this increase is from Kendall's on the Beach Holiday Park and is due to the completion of the new amenities building, which affected income in the previous years period. These income figures are based on the Parks Cash Reports for income received.</p>

3.6.2 Develop and maintain relationships with peak industry bodies, local, State and national agencies to promote and develop tourism in the local area

Measure	Officer	Year	Comments
Strong relationship maintained with industry bodies	Marianne Hazzell	2016	Kiama Coast Holiday Parks attended the Newcastle Caravan & Camping Show, the Victorian Caravan, Camping & Touring Show and the Sydney Caravan &

			<p>Camping Super Show. CIAA National Accreditation Audits were undertaken in March 2016 and renewals received. Advertising displayed in the NSW/ACT Seniors Newspapers, and 3 editions of Womans Day. Kiama Coast Holiday Parks received greater digital exposure.</p>
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3.6.3 Maintain a robust relationship with Kiama Tourism

Measure	Officer	Year	Comments
Maintain or increase collaboration with Kiama Tourism	Michael Forsyth	2016	Meetings regularly attended and funding provided.

3.6.4 Promote activities held at The Pavilion

Measure	Officer	Year	Comments
Increase or maintain number of events hosted at the Pavilion	Russell Park	2016	During 2015/16 there were 327 events held at The Pavilion compared to 236 for the previous 12 months. This represents a 32% increase in the number of events held. The events over the past 12 months were a combination of commercial (incl. weddings), community and internal Council events.

:Civic Leadership

:Responsible civic leadership that is transparent, innovative and accessible

4.01 Ensure we remain a strong, independent and sustainable local government authority to plan, deliver and advocate for the needs of our community

4.1.1 Undertake a program of engagement with State, regional and local authorities and organisations, and community members to ensure Council remains an independent and viable entity

Measure	Officer	Year	Comments
Engagement activities undertaken	Michael Forsyth	2016	Regular meetings held with Members for State and Federal Parliament when required. A number of meetings were held with the State Member regarding the NSW Government Council merger proposal.

4.02 Ensure finances are managed responsibly to meet the goals of the Community Strategic Plan and to protect financial investments and assets

4.2.1 Ensure all statutory accounting and reporting is carried out to meet legislation

Measure	Officer	Year	Comments
Legislative requirements met	Tracy Sligar	2016	All statutory accounting and reporting was carried out and legislative requirements met.

4.2.2 Ensure internal audit controls are in place

Measure	Officer	Year	Comments
Maintain and implement recommendations of internal audit and risk committee and internal review process	Tracy Sligar	2016	No Internal audit and risk committee meeting has been held in the last 6 months due to the merger proposal and staffing changes. Council is awaiting confirmation regarding new audit requirements of the NSW Government.

4.2.3 Ensure maximum revenue return is achieved

Measure	Officer	Year	Comments
Ensure timely issue of Rate notices	Tracy Sligar	2016	Council's Rates Notices were issued within the appropriate timeframe.
Maintain investment returns comparable to leading managed funds	Tracy Sligar	2016	Council's Investment Returns continue to perform above the 90 day Bank Bill Swap (BBSW) rate.

4.03 Identify opportunities to diversify and expand new and existing funding sources to meet community needs

4.3.1 Manage Council's commercial activities in a sustainable manner

Measure	Officer	Year	Comments
Return from commercial activity	Michael Forsyth	2016	Returns improving and being monitored.

4.3.2 Investigate surplus Council owned land and buildings being leased or sold to maximise return

Measure	Officer	Year	Comments
Maintain or increase return from surplus land and buildings	Tim McLeod	2016	Lease and licence income has been reviewed and adjusted by CPI or market review where applicable.

4.3.3 Investigate opportunities for new Council commercial activities

Measure	Officer	Year	Comments
Increase in number of Council commercial activities	Michael Forsyth	2016	Opportunities for development of council owned property being investigated. Expression of interest for development of Shoalhaven/Akuna Street car park site was carried out during the period.

4.04 Ensure a policy framework exists which meets all legislative requirements and community expectations

4.4.1 Ensure corporate legislative compliance

Measure	Officer	Year	Comments
Legislative requirements met	Michael Forsyth	2016	Statecover Audit provided a result of 85.1% which is above average when compared to the average score for all Councils.

4.05 Foster positive relationships with our community through open communications, opportunities for participation in decision making and sharing of information

4.5.1 Provide innovative and engaging digital and social media solutions for our community

Measure	Officer	Year	Comments
Increase in number of community members utilising other digital/social media solutions	Andrew de Montemas	2016	The measure needs to change. A continual increase in accessing social media is unrealistic. However, Council does increase social media activity and looks for new ways to engage stakeholders. We continue to look for new opportunities to build numbers using Facebook; e-alerts; website as the community's means of accessing information, however content, accessibility and full service offerings need to continually be identified, considered and offered e.g snap send solve; real time Q&A (on line help); online payments; full access to DA information; much improved on line mapping capability.
Increase in number of visitors to website	Andrew de Montemas	2016	The metrics to determine activity associated with access, page views and visitors to Council's website shows that activity by quarter and therefore across the year is steady. Website activity is relatively consistent across multiple reporting periods. It's unlikely that metrics will continue to rise (increase) except for 'extreme' or crisis events (e.g. current merger situation). Staff continue to look at ways to improve website content and offerings e.g. on line forms.

4.5.2 Distribute media releases on Council decisions, projects, plans and activities

Measure	Officer	Year	Comments
Council information is disseminated through local media	Andrew de Montemas	2016	Council releases regular media releases and has a pro active relationship with media outlets. The new Communications Officer was recruited however they did not commence employment with Council during this period.

4.5.3 Promote a consistent and positive image of Council to the community

Measure	Officer	Year	Comments
All Council information is provided in a consistent manner. Council's branding is easily recognisable	Michael Forsyth	2016	Standard templates used to provide relevant documentation and reports.

4.5.4 Provide opportunities for inclusive community engagement in decision making, recognising social justice and cultural diversity as integral components

Measure	Officer	Year	Comments
Community expresses greater satisfaction in opportunities to engage in civic affairs	Michael Forsyth	2016	Public access and other opportunities provided for community engagement in civic affairs.

4.5.5 Ensure our community has easy access to information in accordance with relevant legislation

Measure	Officer	Year	Comments
Compliance with GIPAA, PPIPA, HRIPA legislation	Andrew de Montemas	2016	Council complies with it's statutory responsibilities under this governance related legislation.
Council information proactively released	Andrew de Montemas	2016	Council undertakes an annual review of pro active release of government information (as required under GIPA Act).

4.5.6 Ensure new residents are informed and welcomed to the Kiama Municipality

Measure	Officer	Year	Comments
Residents Kits available at Council facilities, Tourist Centre and real estate agencies	Nick Guggisberg	2016	New Residents Kit revised and re-printed and distributed to local real estate agents and made available on our website.

4.5.7 Provide access to up-to-date social and demographic data

Measure	Officer	Year	Comments
Community have access to current data	Clare Rogers	2016	Census data continues to be publicly available through Remplan from the KMC website.

4.5.8 Provide efficient and effective customer service to our community

Measure	Officer	Year	Comments
Community expresses greater satisfaction in doing business with Council	Michael Forsyth	2016	Website, social and print media kept up to date. Opportunities to promote through local media undertaken.

4.06 Minimise risk to ensure continuity of critical business functions

4.6.1 Manage Council's enterprise risk management programs

Measure	Officer	Year	Comments
Disruption to Council's business is minimised	Erin Brown	2016	Risk Management training was undertaken within the Community Services Directorate and within Blue Haven. Ongoing internal consultation and engagement on risk management strategies is occurring and with the employment of two new directors in early 2016 a review of the Business Continuity Plan was undertaken.

4.6.2 Manage the Insurance Portfolio to minimise exposure

Measure	Officer	Year	Comments
Effective reduction in cost of claims management	Erin Brown	2016	Ongoing spot audits were undertaken and a review of Safe Work Method Statements for Council's Ranger Service is 60% complete.

4.07 Promote an organisational culture that uses resources efficiently and seeks continual improvement

4.7.1 Implement and monitor programs and policies to reduce Council's consumption of water, energy, natural resources and production of waste

Measure	Officer	Year	Comments
Reported resource consumption is reduced	Paul Czulowski	2016	Ongoing monitoring of Council water consumption through Planet Footprint and automated data logging program. Ongoing energy monitoring to identify sites for energy efficiency projects. All anomalies identified and rectified.

4.7.2 Implement and monitor procurement and store operations to ensure maximum efficiency and benefit to Council and the community

Measure	Officer	Year	Comments
Sustainable and efficient procurement and store operations	Peter Luke	2016	Continuing to work with the IPJO on group tenders and standardising practices across the region. Store stocktake completed and within expectation.

4.08 Identify and engage in collaborative partnerships and alliances with other entities and organisations to promote joint policy development, efficient sharing of resources and to build capacity within Council and the local community

4.8.1 Participate in partnerships and alliances to promote policy development and efficient sharing of resources

Measure	Officer	Year	Comments
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Demonstrated participation in resource sharing arrangements	Michael Forsyth	2016	Illawarra Pilot Joint Organisations worked with Council to create legal services panel as well as procurement opportunities.
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4.8.2 Ensure that Council's interests are represented at all levels of government

Measure	Officer	Year	Comments
Regular meetings with local and state members and Ministers occur	Michael Forsyth	2016	Meetings held with local and state members when required.

4.09 Manage Council staff in a fair, equitable and sustainable manner to ensure the most efficient outcomes for the Community Strategic Plan

4.9.1 Recruit and retain an appropriate workforce to deliver planned objectives of the Community Strategic Plan

Measure	Officer	Year	Comments
An appropriate workforce is maintained to deliver planned objectives	Russell Park	2016	Recruitment and retention programs remain in place to ensure Council has an appropriate workforce to deliver planned objectives of the CSP.

4.10 Provide training and professional development for Councillors and staff to promote a culture of strong leadership, good governance and ethical practice

4.10.1 Ensure understanding of, and compliance with, Council's Code of Conduct and relevant policies and procedures

Measure	Officer	Year	Comments
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Appropriate information is made publicly available	Andrew de Montemas	2016	Council reviews it's strategy for pro active release of information on an annual basis.
Breaches are reported and investigated promptly and in accordance with Council policy	Andrew de Montemas	2016	No Code of Conduct breaches were reported to the Public Officer.
Contractors, consultants and volunteers provided with appropriate information	Andrew de Montemas	2016	A better process to ensure all contractors, consultants and volunteers are aware of the Code of Conduct and requirements is being developed.
Ensure Code of Conduct is reviewed and updated as appropriate	Andrew de Montemas	2016	Code of Conduct and Procedure document was reviewed and reported to Council for endorsement. Next schedule review is 2 years or when advised of any substantive or material changes by the OLG.
Regular training provided to Councillors and staff	Andrew de Montemas	2016	All new staff are undertaking on line Code of Conduct inductions. No new Councillor training. This wont occur until a new Council is elected in September.

4.11 Ensure Council owned buildings and infrastructure are planned and maintained with consideration to both current and future generations

4.11.1 Ensure the Strategic Asset Management Plan is maintained and funded in the 10 year financial plan

Measure	Officer	Year	Comments
Strategic Asset Management Plan is funded to meet Community Strategic Plan objectives	Ken Adcock	2016	The Strategic Asset Management Plan works are fully funded in the 2016/16 budget.

4.12 Effectively manage plant assets to meet Community Strategic Plan requirements

4.12.1 Manage Council Plant by the creation and implementation of the Plant Asset Management Plan actions.

Measure	Officer	Year	Comments
Identified new plant acquisitions are acquired in accordance with Community Strategic Plan	Peter Luke	2016	All identified plant has been ordered & received
Maintain or increase community satisfaction with plant assets	Peter Luke	2016	Scheduled maintenance program complete.
Plant renewal program is fully funded	Peter Luke	2016	Plant renewal program funding is on schedule and regularly monitored to ensure targets are met.
Plant replacement program is fully funded	Peter Luke	2016	Plant replacement program funding is on schedule and regularly monitored to ensure targets are met.
Plant requirements are reviewed to meet operational needs	Peter Luke	2016	Regular meeting held with operational staff to discuss plant requirements

4.13 Advocate for integrated, sustainable and innovative transport systems within and outside of the Municipality

4.13.1 Provide input to State and Regional Transport Strategies

Measure	Officer	Year	Comments
Evidence of ongoing advocacy with State & Regional bodies in relation to transport	Michael Forsyth	2016	Illawarra Pilot Joint Organisation continuing to lobby for improved rail and road transport.

4.13.2 Investigate opportunities for improved transport options within and outside of the local area

Measure	Officer	Year	Comments
Council advocates for improved transport systems where appropriate	Michael Forsyth	2016	Council independently and as part of the Joint Organisation advocates for improved transport systems including extension of the F6, the Albion Park bypass and improvements to the Illawarra rail line.

4.14 Ensure continual improvement of Council's Integrated Planning and Reporting framework to meet the Community's long-term vision for the Kiama Municipality

4.14.1 Ensure compliance with, and continual improvement of, the Integrated Planning and Reporting Framework

Measure	Officer	Year	Comments
All legislative components of the IPR framework are met and each element developed on an ongoing basis	Andrew De Montemas	2016	Council continues to meet its IP&R responsibilities. Planning for the Community Strategic Plan (CSP) and Delivery Program (DP) for post election development of these plans has commenced.

4.15 Utilise effective technology and telecommunications services to assist in the efficient delivery of Council services

4.15.1 Develop, implement and review an Information Technology Strategic Plan to meet the needs of Council

Measure	Officer	Year	Comments
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IT systems are maintained to meet the needs of Council	Scott Butler	2016	IT systems constantly reviewed, maintained and developed within budget, via IT Project Plan. There has been a delay with the major network/telecommunications tender and the NSW Government merger proposal has resulted in Council withdrawing this active advertised tender. A strategic review of Council's IT system is now being undertaken.
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4.15.2 Ensure the efficient provision and continual development of an integrated Geographical Information System (GIS) to assist in the management of Council's property and asset information systems.

Measure	Officer	Year	Comments
Aerial imagery is updated every 4 years	Scott Butler	2016	LPI coastal aerial photography was last run in late 2016. Council is waiting for the images to be released and whilst it was hoped the images would have been provided before June, it's expected they'll be available in the second half of 2016.
Property data is current and spatially accurate	Scott Butler	2016	Property data and spatial accuracy maintained within specifications



2nd Annual Dementia Strategy Summit

Building capacity and preparing for scalable growth in an era of reform

25th-27th October 2016 | Le Montage, Sydney

Item 14.11

Enclosure 1

Stellar line-up of 30+ speakers including:



Raj Long
Vice Chair
World Dementia Council
Director, Integrated Development - Global Health
Bill and Melinda Gates Foundation, UK



Dr Howard Chertkow
Co-Founder & Director
Jewish General Hospital/McGill Memory Clinic
Scientific Director
Canadian Consortium on Neurodegeneration in Aging, Canada



Charlie Runyon
Chief Executive officer
St Johns Living
Rochester NY, USA



Kate Swaffer
Person Living with Dementia, and Founder
International Dementia Alliance
Chair Dementia Advisory Group
Alzheimer's Australia



Sue Pieters Hawke AM
National Ambassador
Alzheimer's Australia



Kathryn Goozee
Director Dementia Services
Anglican Retirement Villages



Dr Sarah Cope
Dementia Practice Lead
Uniting



Professor Glenda Halliday
Director
Sydney Brain Bank



Lynda Henderson
Carer and Dementia Care Advocate



Veda Meneghetti
Person Living with Dementia



Associate Professor Mark Yates
Medical Lead
Dementia Care in Hospital Program,
Ballarat Health Services



Wendy Hudson
Wellbeing and Dementia Support Coordinator
Brightwater Care Group

Why Attend?

- **Hear** leading strategies to drive organisational growth to serve and reach people living with dementia
- **Listen** to people living with dementia and their carers to inform meaningful care and service delivery
- **Discuss** how to build capacity to deliver best practice dementia care within the CDC framework
- **Examine** styles of multi-disciplinary partnership to improve the quality of integrated care
- **Gain insights** into the latest global research on dementia diagnosis, treatment and emerging models of care
- **Hear** how technological advances are enabling complex care delivery
- **Explore strategies** to build skills and maximise workforce strategy for efficiency and longevity

Gold Sponsor:




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View full speaker line-up inside

AKOLADE
2nd Annual Dementia Strategy Summit

KEY SPEAKERS:

 <p>Raj Long Vice Chair World Dementia Council Director, Integrated Development - Global Health Bill and Melinda Gates Foundation, UK</p>	 <p>Dr Howard Chertkow Co-Founder & Director Jewish General Hospital/McGill Memory Clinic Scientific Director Canadian Consortium on Neurodegeneration in Aging, Canada</p>	 <p>Charlie Runyon Chief Executive officer St Johns Living Rochester NY, USA</p>	 <p>Kate Swaffer Person Living with Dementia, and Founder International Dementia Alliance Chair Dementia Advisory Group Alzheimer's Australia</p>	 <p>Sue Pieters Hawke AM National Ambassador Alzheimer's Australia</p>
 <p>Kathryn Goozee Director Dementia Services Anglican Retirement Villages</p>	 <p>Gary Barnier Managing Director Opal Aged Care</p>	 <p>Associate Professor Cassandra Szoek Consultant Neurologist The Royal Melbourne Hospital Director Women's Health Ageing Project</p>	 <p>Lynda Henderson Carer and Dementia Care Advocate</p>	 <p>Veda Meneghetti Person Living with Dementia</p>
 <p>Associate Professor Mark Yates Medical Lead Dementia Care in Hospital Program, Ballarat Health Services</p>	 <p>Karen Freeman Manager Residential Care Anglican Care</p>	 <p>Dr Keren Harvey Geriatrician and Clinical Director Metro North Hospital and Health Service, Queensland State wide Older Persons Clinical Network</p>	 <p>Dr Sarah Cope Dementia Practice Lead Uniting</p>	 <p>Wendy Hudson Wellbeing and Dementia Support Coordinator Brightwater Care Group</p>
 <p>Dr Judy McCrow Clinical Practice Development Facilitator PhD RN Churches of Christ Care</p>	 <p>Dennis Frost Chair, Advisory Group Dementia Friendly Kiama Project Person Living with Dementia</p>	 <p>Dianne Goeman Head - Centre for Dementia, Mental Health and Ageing RDNS</p>	 <p>Nick Guggisberg Manager Community and Cultural Development Kiama Municipal Council</p>	 <p>Viki Brummell Network Manager, Aged Care & Rehabilitation Services, Hunter New England Health, and Co-Chair, Aged Health Network, NSW Agency for Clinical Innovation</p>
 <p>Kate-Ellen Elliott Research Fellow, Wicking Dementia Research & Education Centre University of Tasmania Chair Tasmanian Division of Australian Association of Gerontology</p>	 <p>Professor Glenda Halliday Director Sydney Brain Bank</p>	 <p>Dr Sue Jarrad Researcher, Centre for Workplace Quality, School of Management University of South Australia</p>	 <p>Lara Calder Managing Director Calder Flower Architects</p>	

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Produced by: AKOLADE



WELCOME LETTER:



Dear Colleagues,

There are an estimated 353,000 Australians living with dementia in Australia, including 21,800 people under the age of 65. That number is expected to rise to over 900,000 by 2050, by which time healthcare spending on dementia care will be 1% of GDP. I am one of them.

Being diagnosed with a rare younger onset dementia aged 49, when I was a married, as a working mother of two teenage boys was more than a shock. Even though I had worked in a dementia specific unit in the 1970s as a nurse, I had no idea younger people could get dementia.

It gives me great pleasure to welcome you to join me at the Dementia Strategy Summit and for me to have this opportunity to share life from the inner perspective of a person living with dementia.

As well as bringing you the critical insights of people living with dementia you will hear the perspectives and practice experience of leading Australia and international research leaders and aged care sector leaders and practitioners for an informed, evidence based, engaging discussion on innovative, quality models of care.

Kind regards,

Kate Swaffer
 Person Living with Dementia, and Founder, **International Dementia Alliance**
 Chair Dementia Advisory Group, **Alzheimer's Australia**

TESTIMONIALS:

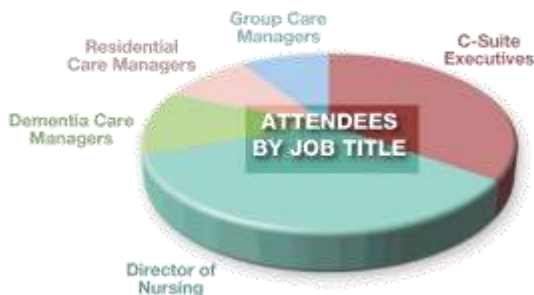
“To be surrounded by people wanting or offering real strategies about helping those living with dementia, by listening to great speakers or the delegate next to you with real life stories, you couldn't help but come away from the conference inspired”

— Director of Residential Aged Care, **Italian Benevolent Society**

“The two days provided an opportunity to hear what is happening in person-centred dementia care across the country and overseas. The rhythm of life presentation gave me a thorough insight and understanding of how good dementia care has the person at the centre”

— Behaviour consultant, **DBMAS**

WHO SHOULD ATTEND:



AKOLADE
2nd Annual Dementia Strategy Summit

CONFERENCE DAY ONE | TUESDAY, 25TH OCTOBER 2016

8:00 Registration opens

POLICY, REFORM AND FUTURE DIRECTIONS

9:00 **MINISTERIAL ADDRESS**
Ageing population and the imperatives for dementia strategy

- Overview of the health challenges for the ageing population
- National reform and the directions for dementia care

9:20 **INTERNATIONAL KEYNOTE**
Global collaboration on dementia strategy

- The challenge of turning discovery bench science into useable human treatments
- Why are we failing? What are the strategic drivers? Who do we go to? Where can we get greatest impact and when do we start this?
- Strategies to achieve greater alignment within current regulatory pathways

Raj Long, Vice Chair, World Dementia Council, and Director, Integrated Development – Global Health, Bill and Melinda Gates Foundation, UK

10:00 **Advancing research into dementia diagnosis and treatment to inform strategy and service delivery**
Professor Glenda Halliday, Director, Sydney Brain Bank

10:30 Morning refreshments

KEYNOTE ADDRESS

11:00 **The future of dementia care – a person living with dementia perspective**

- Have the personal, social and community costs for dementia been underestimated?
- Examining my Aged Care – ongoing challenges for consumer access
- Issues with current system affecting quality of care

Kate Swaffer, Person Living with Dementia, and Founder, International Dementia Alliance, and Chair Dementia Advisory Group, Alzheimer's Australia

11:30 **Carer perspective "Myths, Models and Elephants in the Room – Living and Dying with Dementia"**

- While we have started to break through some of the myths and misconceptions surrounding dementia, there is still some way to go in creating truly innovative 'models of care' and still many big conversations that need opening up around living and dying well with dementia

Sue Pieters Hawke AM, National Ambassador, Alzheimer's Australia

12:00 **Women and Dementia**

- Physical, psychosocial and lifestyle factors which affect later life health
- Examine the inter-relationship of these key factors in the development of morbidity in ageing
- Women and dementia - examining the key factors for preventing cognitive decline and staving dementia

Associate Professor Cassandra Szoek, Consultant Neurologist, The Royal Melbourne Hospital & Director, Women's Health Ageing Project

12:30 **Networking luncheon**

1:30 **PANEL DISCUSSION**
Embedding the perspectives of people living with dementia and carers within policy and strategy

- Putting people living with dementia and their carers and families at the centre
- Enabling meaningful interface to develop informed and meaningful care models
- Understanding gaps in policy and strategy and how to redefine meaningful service provision

Panelists:
Kate Swaffer, Person Living with Dementia, and Founder, International Dementia Alliance, and Chair Dementia Advisory Group, Alzheimer's Australia
Mark Doran, National Chief Executive Officer, Little Company of Mary Health Care
Lynda Henderson, Carer and Dementia Care Advocate
Veda Meneghetti, Person Living with Dementia
Sue Pieters Hawke AM, National Ambassador, Alzheimer's Australia

ORGANISATIONAL STRATEGY TO BUILD CAPACITY AND CAPABILITY

2:10 **Developing practice frameworks to improve care delivery in residential aged care**

- Setting the goals for care – patient centred strategies tailored to individual patient needs
- Holistic assessment of abilities for care planning and provision
- The physical and social environment and engagement
- Staffing and carer approaches
- Embedding quality assurance systems for nursing and care

Karen Freeman, Manager Residential Care, Anglican Care

2:40 **Careworker engagement and upskilling – enhancing job quality and care quality**

- What creates job quality?
- What is the relationship between job and care quality?
- Demonstrating the effectiveness of a quality jobs and quality care focus: a Wellbeing Mapping Case study

Wendy Hudson, Wellbeing and Dementia Support Coordinator, Brightwater Care Group
Dr Sue Jarrad, Researcher, Centre for Workplace Quality, School of Management, University of South Australia

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4
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AKOLADE
2nd Annual Dementia Strategy Summit

CONFERENCE DAY ONE | TUESDAY, 25TH OCTOBER 2016

<p>3:10 Delivering inclusive services to a diverse ageing population</p> <ul style="list-style-type: none"> Building capacity to serve CALD, LGBTI and Aboriginal and Torres Strait Island Embedding diverse contexts for people with dementia and their management and care Strategies to build meaningful models that deliver the best quality, inclusive care <p>Dr Sarah Cope, Dementia Practice Leader, Uniting</p>	<p>4:40 New thinking in built environment design for dementia care</p> <ul style="list-style-type: none"> Understanding the changes brought on by dementia and the impact on perception of physical environments Designing to enable the full use of retained capacities and abilities Principles of design Outcomes for the quality of life and care <p>Lara Calder, Managing Director, Calder Flower Architects</p>
<p>3:40 Afternoon refreshments</p>	<p>5:10 Creating a dementia friendly community</p> <ul style="list-style-type: none"> Supporting people living with dementia to live a high quality of life with meaning, purpose and value Informing the community strategy with the experience and perspectives of people living with dementia Developing new opportunities for social participation and involvement in the community <p>Nick Guggisberg, Manager Community and Cultural Development, Kiama Municipal Council Dennis Frost, Chair, Advisory Group, Dementia Friendly Kiama Project, and Person Living with Dementia</p>

INNOVATIONS IN DEMENTIA CARE FACILITIES DESIGN

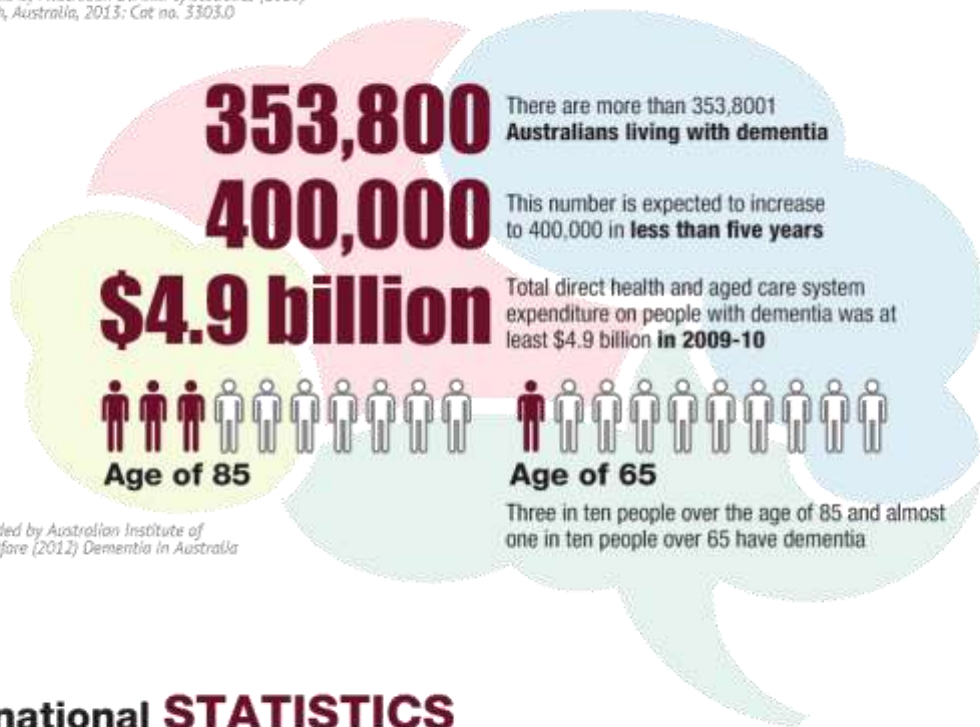
<p>4:10 INTERNATIONAL ADDRESS Designing adaptable environments for persons with dementia</p> <ul style="list-style-type: none"> Decreased cognition and what that means for engagement with the environment How the person with dementia responds to particular stimuli The influence on design <p>Charlie Runyon, Chief Executive Officer, St John's Living, Rochester NY</p>	<p>5:40 Closing remarks from Chair and end of day one</p> <p>5:50 Networking drinks </p>
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Item 14.11

Enclosure 1

DEMENTIA is the second leading cause of death in Australia and there is **NO CURE**

Statistic provided by Australian Bureau of Statistics (2015) Causes of Death, Australia, 2015: Cat no. 3303.0



Statistics provided by Australian Institute of Health and Welfare (2012) Dementia in Australia

International STATISTICS

131.5 million

Worldwide, there are more than **46.8 million people with dementia today** and 131.5 million predicted by 2050

US\$815 billion

The total estimated **worldwide costs of dementia** were US\$815 billion in 2015

Statistics provided by Alzheimer's Disease International (2015) The Global Impact of Dementia: An analysis of prevalence, incidence, cost and trends


2nd Annual Dementia Strategy Summit

CONFERENCE DAY TWO | WEDNESDAY, 26TH OCTOBER 2016

<p>8:00 Registration opens</p> <div style="background-color: #800000; color: white; padding: 5px; text-align: center; margin-top: 10px;"> NEW FRONTIERS IN DEMENTIA RESEARCH AND TREATMENT </div> <p>9:00 INTERNATIONAL KEYNOTE Frontiers and advances in dementia research</p> <ul style="list-style-type: none"> Emerging and new frontiers in clinical research and best practice How this is informing diagnosis and treatment Using research to inform policy, strategy and workforce development – a North American perspective <p>Dr Howard Chertkow, Co-Founder & Director, Jewish General Hospital/McGill Memory Clinic, and Scientific Director, Canadian Consortium on Neurodegeneration in Aging, Canada 🇨🇦</p> <div style="background-color: #f0f0f0; padding: 5px; margin-top: 10px;"> <p>9:30 Harnessing international centenarian data for insights into incidence, risk and protective factors</p> <ul style="list-style-type: none"> Evaluating the variability in international prevalence and incidence estimates of dementia Understanding the dynamics between survival to extreme old age and the occurrence and risk for various types of dementia and comorbidities Investigation into risk and protective factors for dementia and healthy exceptional brain aging in centenarians across diverse ethnoraical and sociocultural groups <p>Professor Henry Brodaty, Co-Director, Centre for Healthy Brain Ageing</p> </div> <p>10:00 Examining prevention of neurodegenerative diseases</p> <ul style="list-style-type: none"> Dementia prevention and the influence of lifestyle factors Influence of curcumin in AD prevention on the blood, brain and eye Scientific approaches to management and supporting capability <p>Kathryn Goozee, Director, Clinical Research & Dementia, Anglican Research Villages</p> <p>10:30 Morning refreshments</p> <div style="background-color: #800000; color: white; padding: 5px; text-align: center; margin-top: 10px;"> DELIVERING INTEGRATED SERVICES THROUGH PARTNERSHIP </div> <p>11:00 Examining collaborative partnerships to improve quality of care</p> <ul style="list-style-type: none"> Understanding the patient experience and patient journey The carer experience Multi disciplinary care and collaboration – examining the partnership between primary carers, specialists and allied professionals Home, residential and hospital collaborations <p>Viki Brummell, Network Manager, Aged Care & Rehabilitation Services, Hunter New England Health, and Co-Chair, Aged Health Network, NSW Agency for Clinical Innovation</p> <p>11:30 Strategic service improvements within your organisation</p> <ul style="list-style-type: none"> Organisational change to align with ongoing reform and new regulatory standards Innovative partnerships to extend the access and reach of service delivery Technological architecture to support innovation <p>Gary Barnier, Managing Director, Opal Aged Care</p> <p>12:00 SPEAKER PANEL How to govern the implementation of quality frameworks</p> <ul style="list-style-type: none"> Aligning dementia care to the new non-prescriptive approaches to aged care Defining the attributes for a meaningful quality framework Benchmarking current performance and identify areas for improvement <p><i>Panellists:</i> Gary Barnier, Managing Director, Opal Aged Care Dr Howard Chertkow, Co-Founder & Director, Jewish General Hospital/McGill Memory Clinic, Scientific Director, Canadian Consortium on Neurodegeneration in Aging Kathryn Goozee, Director, Clinical Research & Dementia, Anglican Research Villages</p>	<p>12:40 Networking Luncheon</p> <div style="background-color: #800000; color: white; padding: 5px; text-align: center; margin-top: 10px;"> EMERGING MODELS OF CARE </div> <p>1:40 Care of the Confused Hospitalised Older Persons Program (CHOPs)</p> <ul style="list-style-type: none"> Improving the experience and outcomes for confused older people in hospitals Seven key principles for CHOPs <p><i>Senior Representative, NHMRC Cognitive Decline Partnership Centre</i></p> <p>2:10 Positive Wellbeing Model of Care: Living life to the full</p> <ul style="list-style-type: none"> An approach that engages people to live a flourishing life Aims to achieve positive affect outcomes rather reduction of negative states Looks at the person not their illness It is essential to meet five essential needs: Comfort, identity, occupation, inclusion, attachment <p>Dr Judy McCrow, Clinical Practice Development Facilitator PhD RN, Churches of Christ Care</p> <p>2:40 Best practice care model for acute care</p> <ul style="list-style-type: none"> The cognitive impairment identifier programme in acute care settings Building strategy around evidence base built by the CII project How carers, families, hospital staff and clinicians work to enable an environment <p>Associate Professor Mark Yates, Medical Lead, Dementia Care in Hospital Program, Ballarat Health Services</p> <p>3:10 Afternoon refreshments</p> <p>3:40 The role of the carer workforce in delivering quality care</p> <ul style="list-style-type: none"> Care workers' experience in delivering care Increasing worker and organizational capacity to deliver effective patient care Developing an evidence-based program to build capacity and resilience <p>Kate-Ellen Elliott, Research Fellow, Wicking Dementia Research & Education Centre, University of Tasmania, and Chair, Tasmanian Division of Australian Association of Gerontology</p> <p>4:10 Embedding best practice for people living with younger onset dementia</p> <ul style="list-style-type: none"> Barriers to timely diagnosis of early onset dementia Models for early intervention, community based services and care Determining appropriate care for consumers with younger onset dementia <p>Dianne Goeman, Head - Centre for Dementia, Mental Health and Ageing, RDNS</p> <p>4:40 How to drive connected care of complex consumers in a partnership</p> <ul style="list-style-type: none"> Assessing and planning collaborative care for complex consumers Linking specialist care and nursing/carer strategy Tracking multiple issues for times management and treatment <p>Dr Keren Harvey, Geriatrician and Clinical Director, Metro North Hospital and Health Service, Queensland State wide Older Persons Clinical Network</p> <p>5:10 End of Conference</p> <div style="background-color: #f0f0f0; padding: 10px; margin-top: 10px;"> <p>Akolade is pleased to offer a select number of scholarships for consumers and family members who would ordinarily be unable to attend this event. To apply, please contact us at info@akolade.com.au</p> </div>
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AKOLADE **2nd Annual Dementia Strategy Summit**

POST-CONFERENCE WORKSHOPS | THURSDAY, 27TH OCTOBER 2016

Workshop A | 9:00am – 12:30pm

BUILDING CAPACITY TO DELIVER PERSON-CENTRED DEMENTIA CARE

As the number of people living with and being diagnosed with dementia grows there is an urgent need to build workforce capacity and skills to support care needs. This workshop examines the challenges for the workforce, the gaps in skilling and the strategies for upskilling, recruitment and retention. It considers the experience of carers and their work roles, the issues for support and capacity building and the design of effective skilling and support systems to enhance the capability, resilience and retention of a highly skilled workforce.

Attend and gain insights into:

- The nature of dementia care
- Examining the characteristics of the Australian Dementia care workforce – challenges and gaps in skilling, capacity and capability
- Understanding the work roles of the carer workforce and the direct practical competencies required
- Building skills and resilience – multi-sector partnerships to deliver capacity
- The community based dementia carers



Facilitator:
Kate-Ellen Elliott
Research Fellow, Wicking, Dementia Research & Education Centre
University of Tasmania
Chair
Tasmanian Division of Australian Association of Gerontology

Workshop B | 1:30pm – 5:00pm

ENABLING A PREFERENCE DRIVEN CARE FRAMEWORK

Person centred care is integral to the well-being of people living with dementia. How do we enhance the person centred care model to deliver best practice quality care? How do you keep everyone happy and engaged in their lives while experiencing meaningful ageing and reducing the negative outcomes? This workshop explores some of the principles for person centred care and how these can be enabled and innovated. It examines how the preferences of those being cared for can be included in designing the individual care plans and the overarching care model.

Attend and gain insights into:

- Five essential needs – comfort, attachment, inclusion, occupation and identity
- A constructive approach of building positive emotions to promote healthy ageing
- Preference-driven holistic lifestyle planning to help meet needs
- How the model differs to other methods of care
- Understanding and including information about individual resident's desires and preferences for everyday activities
- Embracing preferences to improve resident's quality of life and help preserve their identity



Facilitator:
Dr Judy McCrow
Clinical Practice Development
Facilitator PhD RCN
Churches of Christ Care

“Very informative with high quality guest speakers and lots of information to reflect on. Nice to see good practice in community and residential care being showcased”

- Dementia Behaviour Management Advisory Service



Minnamurra Progress Association
Minutes of 5 July 2016

Present

Cliff Mason
John Le Bas
Kath Le Bas
Norma Gore
Mark Way
Nellie Delhaas
Carl Ellefsen

Ray Smith
Wendy Hooper
David Probert
Glenda Foster
Gavin Mc Donall
13 Present

Apologies

Barry Mahoney
Pete Talbot
Rae McClymont

Subsequent to his re-election at the preceding AGM President Cliff opened the general meeting.

Previous Minutes

Had been circulated by Cliff and passed as a true record by the meeting.

Matters Arising in Minute

•Minnamurra Bends Cycle/Walkway Construction

*Following a letter of 18 May from Pres Cliff to Council regarding the longstanding proposition by Progress of the provision of a safe cycleway and pedestrian pathway around the Minnamurra Bends and his subsequent presentation to Council it was encouraging to note that Council has made conditional provision of \$30000 to proceed with design consultation on the project. The provision is that money is available. As this is a serious safety project as cyclists in groups sometime regard the very narrow double line length of road as accessible to them so why the conditional nature for the project? Cliff noted that Councils budget constraints under the "Fit for Future" rules limited spending within existing limits.

• Charles Av Front alignment line for Building purposes.

. This matter has been the subject of correspondence by Cliff to Debbie Bowles Ex Asst Enviro Serv Kiama Council as part of his role on the LEP Committee. Matter still has to be discussed by the Committee.

• Bus Parking during rail maintenance raised during May 2016 meeting.

The Sec has passed onto Pres photos taken of the area regarding this matter. No action seems necessary.

• Tree damage to footpath along Charles Av opposite the quarryt courts entrance

Photos regarding tree damage to footpath along Charles Av opposite the quarry courts entrance was used in discussion It is clear that the large fig tree is disrupting both the footpath and covered electric terminal box. It is doubtful that approval to remove this healthy and beautiful tree would be granted. Both Council and the energy company could come up with a satisfactory solution? Cliff undertook to send the photos to Mark Way who would consult the Council Engineer.

There were no boundary changes affecting Kiama Local Govt. area. Raised in prev minute of 3 May.

Correspondence

P1

- Letter to Council re Boardwalk/Cycleway Minnamurra of 18 May 2016. Referred to above. In **Matters Arising**.

- Email note to Pres from Sec enclosing photos of tree damage Charles Av, Bus parking during railway maintenance and walkway clearance West of school grounds. Mostly dealt with in **Matters Arising**

Treasurers Report ... Presented to AGM concurrent to this meeting

General Business

Members expressed concern that school children walking, biking or roller boarding to and from school faced a dangerous crossing on the Southern end of Charles Av where the railway bridge has a pedestrian walkway only on the Southern side. This could be partially overcome by provision of a Northern side walkway. To be further considered as probably a railway concern.

There was discussion of improving active member participation by extending the boundaries of the association to embrace the Kiama Downs area in whole or in part. This suggestion was contentious and will warrant more detailed discussion at this point.

Next Meeting 2 August 2016.

President Cliff noted that the September meeting would proceed the Local Government election and that we should run a LG Candidates Forum. However, Cliff would be away overseas. It was agreed that David Probert would chair the September meeting.

Minnamurra Progress Association
Minutes of Annual General Meeting held at Progress Hall
5 July 2016

Present

Cliff Mason
John LeBas
Kath Le Bas
David Probert
Glenda Foster
Carl Ellefson
Ray Smith
Graeme Collinson Smith

Norma Gore
Wendy Hooper
Gavin Mc Donall
Mark Way
Nellie Delhaas
13 Present
Apology
Barry Mahoney
Pete Talbot
Rae McClymont

The meeting was opened at 7.30pm by President Cliff Mason.

At this juncture President Cliff called the meeting to order to take a silent period to honour the memory of Cedric Miller who passed away during the previous week. Prior to this period of silence some members spoke of the great contribution of Cedric to the Minnamurra Community. He will be farewelled at the Minnamurra Anglican Church 11.00 am 6 July 2016

Minutes of last AGM. The minutes of the AGM held on 7 July 2015 were distributed. Moved Carl seconded Glenda that they be adopted as a true & correct record. Carried.

Presidents Report A copy of his report is attached (previously distributed with the invite).

The report was endorsed by the meeting Prop Glenda Sec Carl. Carried

The Treasurers Annual Report was tabled by Glenda Foster (Copy attached) and she moved its acceptance and seconded by Ray. Carried by the meeting. The report had been signed by the Auditor.

Election of Officers

Cliff declared all positions vacant and requested Carl Ellefson to occupy the Chair to elect the President.

Cliff Mason was nominated as President by Glenda Foster and Seconded by Graeme Collinson-Smith. He was the sole nominee and elected unanimously. Consequent to his re-election, Cliff resumed his Chair and proceeded with the election of officers for the forthcoming year 2016-2017

Nominations for the following officers were called for and elected accordingly

Vice President David Probert prop John Le B Sec Graeme elected unanimously

Junior Vice President Graeme Collinson Smith prop Carl Ellefson Sec Glenda Foster elected unanimously.

Secretary Barry Mahoney prop Cliff Mason sec Glenda Foster elected unanimously. It was noted by Cliff that Barry agreed to assist on the understanding that he wouldn't be able to attend every single meeting, and would need someone else to take Minutes in this event.

Treasurer Glenda Foster prop Carl Ellefson Sec Ray Smith Elected Unanimously

Committee. Norma Gore, Ian Dodsworth, Rae Mc Clymot, Ray Smith, Carl Ellefson. proposed and seconded variously. Elected unanimously

Auditor **Graeme Collinson Smith**, proposed Ray Smith Seconded Glenda Foster. Carried unanimously

Public Officer **David Probert** proposed Cliff Mason Sec John Le Bas Elected Unanimously

There being no further business for the AGM the meeting closed and Cliff was thanked for his year of activity by the meeting with acclamation and outgoing Secretary John Le Bas was thanked for his services over a long period dating back to the 1990's

Minnamurra Progress Association Inc. Annual Report 2015/16

The Progress Association has a long and proud record of working with Kiama Municipal Council for the provision of facilities for locals and seeking to improve community services extending, over the last sixty (60) years.

However, the Association is facing a crisis and may not be able to continue its vital work for Minnamurra residents unless we can get an influx of new, and younger, members. Not surprisingly, our faithful and regular members are all getting older and quite a few in their 80's are unable to continue with the same energy and effort. If residents value the extraordinary community that we are privileged to live in, then I'm sure you would want an effective voice within our Council. Councillors and Council Officers regularly attend our meetings, and the Minutes of these meetings are published in Councils' Business Papers each month. Examples of our influence in this last year are mentioned below. **But you need to join and get involved for this to continue.**

The Association nominated me to represent the area in Kiama Council's Local Environment Plan (LEP) Review Committee and we've been making recommendations that will ensure planning laws effecting Minnamurra will not cause problems. Similarly, I represented the Association in the Keep Kiama Council Local (KKCL) committee that successfully fought off the State Governments ill-considered Kiama-Shoalhaven merger proposal. Just this week, I made representations to the Public Access meeting of Kiama Council seeking inclusion of a \$30,000 allocation in the draft 2016/17 Operation Plan, for the purpose of engaging a consultant to examine options, plans and costings for the long "wished for" Minnamurra River Bends cycleway and boardwalk from the bridge to Meehan Drive. What a great asset that would be for local residents.

Eleven meetings have been held in the last year with the following guest speakers and actions:

- The Minnamurra River Coastal Zone Management Plan was finalised containing all the Associations recommendations,
- The Association lobbied for extensions to bus transport to Shellharbour Public Hospital, for elderly residents,
- Scott Douglas from Raine and Horne, Kiama spoke about trends in property sales/development in Minnamurra,
- Warren Turner, Kiama SES Controller spoke about the 25th August 2015 flood event & the emergency evacuation order,
- Mayor Brian Petschler and State MP, Gareth Ward spoke against the Council merger & encouraged submissions,
- Council's new Engineering Director, Gino Belsito and Mark Biondich familiarised themselves with Minnamurra issues,
- Recently held a Federal Election Forum with the local Federal candidates, attended by close to 50 residents,

Hope to see you at the AGM on Tuesday 5th July where we'll talk about plans for the coming year.

Cliff Mason, President, Minnamurra Progress Association Inc. – Mob: 0400 245 121