



**BUSINESS  
PAPER**

**ORDINARY MEETING OF COUNCIL**

To be held at 6.00 pm on

**Monday 23 February 2015**

Council Chambers, Level 10,  
Council Administration Building, 41 Burelli Street, Wollongong

**Order of Business**

- 1 Acknowledgement of Traditional Owners
- 2 Civic Prayer
- 3 Apologies
- 4 Disclosures of Pecuniary Interest
- 5 Petitions and Presentations
- 6 Confirmation of Minutes – Ordinary Council Meeting 27 January 2015
- 7 Public Access Forum
- 8 Call of the Agenda
- 9 Lord Mayoral Minute
- 10 Urgent Items
- 11 Item Laid on Table – Lake Illawarra Estuary Management Committee Update
- 12 Agenda Items

**Members**

- Lord Mayor –  
Councillor Gordon Bradbery OAM (Chair)
- Deputy Lord Mayor –  
Councillor Chris Connor
- Councillor Michelle Blicavs
- Councillor David Brown
- Councillor Leigh Colacino
- Councillor Bede Crasnich
- Councillor Vicki Curran
- Councillor John Dorahy
- Councillor Janice Kershaw
- Councillor Ann Martin
- Councillor Jill Merrin
- Councillor Greg Petty
- Councillor George Takacs

**QUORUM – 7 MEMBERS TO BE PRESENT**

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ITEM A

ITEM LAID ON TABLE - COUNCIL MEETING 27 JANUARY 2015 - LAKE ILLAWARRA ESTUARY MANAGEMENT COMMITTEE UPDATE

Wollongong and Shellharbour City Councils have both endorsed the formation of an Estuary Management Committee to advise and assist them in jointly managing Lake Illawarra into the future. This report presents further matters that Wollongong Council needs to resolve to proceed with forming the Committee, and establish a working arrangement with Shellharbour Council to manage the Lake.

## RECOMMENDATION

Council –

- 1 Endorse the updated Terms of Reference for the Lake Illawarra Estuary Management Committee.
- 2 Nominate the three Councillor representatives to the Lake Illawarra Estuary Management Committee, one of whom shall be a member of the Wollongong Estuary and Coastal Zone Management Committee.
- 3 Note that a further report will be provided to Council addressing Council's resolution for a report on a Lake Illawarra Manager.

## ATTACHMENT

Updated Terms of Reference Lake Illawarra Estuary Management Committee

## REPORT AUTHORISATIONS

Report of: Renee Campbell, Manager Environmental Strategy and Planning  
Authorised by: Andrew Carfield, Director Planning and Environment – Future, City and Neighbourhoods

## BACKGROUND

In July 2014, the NSW Government disbanded the Lake Illawarra Authority, and handed back the responsibility for managing the Lake to Wollongong and Shellharbour City Councils, and to a number of state agencies. An Estuary Management Committee was recommended as a mechanism for the various agencies involved to work collaboratively to manage the Lake into the future. In spite of concerns relating to the resource implications of this transfer, Wollongong and Shellharbour City Councils have endorsed the formation of an Estuary Management Committee, as part of the joint management arrangements for the Lake.

Wollongong City Council considered options for joint management arrangements at its meeting of 13 October 2014 and passed several resolutions including the endorsement of an Estuary Management Committee model to manage the Lake with Shellharbour Council. Other resolutions related to the Committee's Terms of Reference (ToR), the

recruitment of its members, a Memorandum of Understanding (MoU) outlining the management arrangement between the two councils, and Wollongong Council staffing needs to take on Lake management responsibilities. An update on these resolutions is given below.

## TERMS OF REFERENCE FOR THE ESTUARY MANAGEMENT COMMITTEE

The ToR were endorsed by Council, subject to a number of modifications, and noting that the ToR would also need consideration and endorsement from Shellharbour City Council. The ToR were updated by Council officers and forwarded to Shellharbour City Council for their consideration. Shellharbour City Council endorsed the updated ToR's at its meeting of 16 December 2014.

## RECRUITMENT OF COMMITTEE MEMBERS

The endorsed ToR for the Committee requires the nomination of two councillors from each Council, the appointment by the host council of a Chair from the councillor nominees, the recruitment of two community members from each Local Government Area, and the nomination of a community representative from Wollongong Council's Estuary and Coastal Zone Management Committee, in addition to recruiting a number of state agency and other representatives.

At its meeting of 13 October 2014, Wollongong Council endorsed the recommendation to nominate its two councillor representatives and to delegate the General Manager to recruit other Committee members. With Shellharbour City Council endorsing the ToR, the recruitment of Committee members by Wollongong can now begin. However, the nomination of the councillor representatives is required before community members can be recruited, as the councillor representatives will need to be involved in the selection of community representatives, in accordance with the Council Policy on Recruitment of External Members to Committees.

Shellharbour Council considered its nominations at its meeting of 16 December 2014, and named three instead of two councillor representatives (Cr Marianne Saliba, Cr David Boyle, and Cr Helen Stewart), in order to have equity with Wollongong's two councillor and one community representative from its Estuary and Coastal Zone Management Committee. The ToR therefore needs to be further updated to accommodate this change. In doing so, Wollongong Council has the option to increase its number of councillor representatives to three, in place of the community member representative from the Estuary and Coastal Zone Management Committee, or to keep the status quo.

The preferred approach is to maintain equity between the two councils, and increase the number of councillor representatives to three, with one of the three coming from the Wollongong Estuary and Coastal Zone Management Committee. In this way, a link between the two committees can be maintained. The councillor representatives on the Estuary and Coastal Zone Management Committee are Councillors Brown, Curran, and Kershaw.

## MEMORANDUM OF UNDERSTANDING

Wollongong Council also delegated the General Manager to negotiate a Memorandum of Understanding (MOU) with Shellharbour Council on the joint working arrangements between the two councils. Negotiations on the MOU are continuing.

## COUNCIL STAFFING ARRANGEMENTS

Another resolution of Council was to receive a report on the option to appoint a dedicated manager of Council's responsibilities regarding Lake Illawarra and its catchment, who would understand all the issues related to the Lake and its catchment, and be responsible to the General Manager and Council for ensuring that the actions identified in any Strategic Plan for the Lake and its catchment are implemented.

A report on the option to appoint a Lake Illawarra manager is being prepared and will be reported to a future Council meeting. It is noted that Shellharbour Council has indicated a willingness to contribute \$15,000 in funding towards the recruitment of a part-time (three days per week) Project Officer to be appointed by Wollongong City Council to liaise with the Estuary Management Committee and the two councils to prepare and oversee the implementation of the Strategic Management Plan for the Lake.

## PROPOSAL

### Update to the Terms of Reference

Attachment 1 provides the updated ToR, accommodating the change in the nomination of the number of councillor representatives to the Committee from each council. For Wollongong, one of these councillors is to be a member of its Estuary and Coastal Zone Management Committee, and a community member from this Committee is no longer recommended. Council is recommended to endorse the change.

### Nomination of Councillor Representatives

Council is recommended to nominate the three councillor representatives to the Committee, one of whom should be from the Estuary and Coastal Zone Management Committee.

## CONSULTATION AND COMMUNICATION

There is continuing consultation between senior officers of the two councils in relation to forming an Estuary Management Committee for the Lake, and other joint working arrangements.

## PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2022 under the objective 1.2, *Our coastal areas and waterways are protected and enhanced*, Community Goal 1, *We value and protect our environment*. It specifically delivers on core business activities as detailed in the *Environmental Services Service Plan 2014-15*.

## RISK ASSESSMENT

The risk associated with not endorsing the recommendations of this report is that the formation of a joint Estuary Management Committee will be further delayed, or at worst, not formed at all, as Shellharbour Council may wish to make its own separate arrangements for managing the Lake. This would detract from the Councils' and the community's desire to adopt a more holistic approach to managing the Lake in the future.

## FINANCIAL IMPLICATIONS

Wollongong Council made a financial contribution for the operation of the former Lake Illawarra Authority, and Council has retained that allocation for Lake activities and operations that it now has to undertake. This includes the setting up and coordination of the Lake Illawarra Estuary Management Committee.

## CONCLUSION

Both Wollongong and Shellharbour Councils have committed to using an Estuary Management Committee to advise and assist them in managing Lake Illawarra jointly into the future. By endorsing and implementing the recommendations in this report, Wollongong Council will be able to move ahead with establishing this joint management arrangement with Shellharbour Council.

ITEM 1

PLAN OF MANAGEMENT FOR SANDON POINT AND MCCAULEY'S BEACH - POST EXHIBITION

On 23 June 2014, Council endorsed a revised draft Sandon Point and McCauley's Beach Plan of Management (PoM) for exhibition. The revised draft Plan of Management was exhibited from 30 July 2014 to 10 October 2014. Thirty nine submissions were received on the revised plan. This report details the results of the exhibition period and proposes that the PoM be adopted with minor amendments.

## RECOMMENDATION

- 1 The amended Sandon Point and McCauley's Beach Plan of Management (Attachment 3) be adopted in accordance with section 39 of the Local Government Act 1993.
- 2 The support of the Elders from the five Aboriginal community groups to participate in a Joint Management Agreement be noted and Council confirm its willingness to pursue and facilitate this process. A further report on the Joint Management Agreement be presented to Council when the protocols have been developed by the Elders, for endorsement.

## ATTACHMENTS

- 1 Location Map
- 2 Submissions Table
- 3 Final Sandon Point and McCauley's Beach Plan of Management incorporating minor amendments

## REPORT AUTHORISATIONS

Report of: Renee Campbell, Manager Environmental Strategy and Planning  
Authorised by: Andrew Carfield, Director Planning and Environment – Future City and Neighbourhoods

## BACKGROUND

Sandon Point and McCauley's Beach is an iconic coastal recreation area that is rich in heritage between Bulli and Thirroul. By December 2010 the entire foreshore was publicly owned by Council and the Crown. Council owns 31 properties which have an area of 17 hectares (Attachment 1).

The Local Government Act 1993 requires Council to prepare Plans of Management for all Council owned land classified as Community Land. A site specific Plan of Management is required for culturally significant land.

In 2007, the majority of the Plan of Management area was declared to be an Aboriginal Place (Attachment 1). In recognition of its Aboriginal heritage significance the Office of Environment and Heritage (OEH) recommended that Council develop an Aboriginal Place Management Plan.

In 2011, Council conducted preliminary consultation with key stakeholders and over 400 persons which led to the development of a draft Plan of Management (PoM) for Sandon Point and McCauley's Beach.

The Plan of Management will be used to guide day to day operations, future activities and developments, and provide a basis for future Aboriginal Heritage Impact Permits (AHIPs) required by the Office of Environment and Heritage (OEH) for Council to carry out routine park and beach operations or make future amenity improvements.

On 26 November 2012, Council considered the draft Plan of Management which consisted of four volumes:

- 1 Sandon Point and McCauley's Beach draft Plan of Management;
- 2 Sandon Point and McCauley's Beach draft Access Plan;
- 3 Sandon Point and McCauley's Beach draft Revegetation and Restoration Plan;  
and
- 4 Sandon Point and McCauley's Beach Aboriginal Place draft Management Plan.

Council resolved that:

- 1 *The draft Sandon Point and McCauley's Beach Plan of Management be endorsed for public exhibition for a period of 90 days.*
- 2 *A public hearing be held during the exhibition period.*
- 3 *Following the exhibition period and public hearing, a report on submissions be presented to Council to enable the draft Plan of Management to be finalised.*

The draft Plan of Management was exhibited from 1 December 2012 to 15 March 2013. During the exhibition period:

- On 23 February 2013 a public meeting chaired by an independent chairperson was conducted with the Aboriginal community at the Bellambi Neighbourhood Centre that was attended by five (5) Aboriginal persons;
- On 27 February 2013 a public hearing chaired by an independent chairperson was held at Thirroul Community Centre and was attended by 80 persons; and
- Fifteen (15) meetings were held with stakeholder groups.

As a consequence of the exhibition, 180 submissions were received (112 written, 68 online survey responses). One of the written submissions, from the Sandon Point and McCauley's Beach Resident's Group (SPMBRG), was an agreed position of the views of 133 local residents and included a petition signed by 214 people and a survey of 80 people.

Many of the submissions were very detailed covering a range of issues from protecting and understanding the Aboriginal significance of the area, using the entire PoM area safely and vegetation management.

On 23 June 2014 Council considered a report on submissions, the public hearing and petition. The report recommended that a revised draft Plan of Management be exhibited.

The draft PoM was reorganised and simplified, while still keeping the values approach in the area's future management by Council. The revised draft PoM consolidated volumes 1, 2 and 4 (the former Plan of Management, Access Plan and Sandon Point Aboriginal Place Management Plan) into one plan. Additionally, the Appendix was expanded to include more information to honour the memory of Paul Mason Jones who was a Sandon Point Board Riders founding member and past president.

Within the revised draft PoM, changes regarding permissible uses, developments, licenses in relation to Sandon Point Surf Club and Sandon Point Aboriginal Tent Embassy (SPATE) were made. The surf club requested the ability to consider future building expansion in the next 10 – 20 years and references to SPATE options 1 – 4 were removed, while more information about SPATE's purposes was added as an existing Aboriginal cultural use and development.

Aboriginal cultural uses and developments which support the values of the Sandon Point Aboriginal Place are permissible under the revised draft PoM and the draft Plan acknowledges that it is appropriate that they are defined and managed by the Aboriginal community in culturally appropriate ways that are determined by the Aboriginal community in a co-management framework with Wollongong City Council.

The Access Plan was amended to include providing a beach access point type (either designated or formalised) to identify the type of future track upgrade or maintenance. There are now 14 identified access points to the beach, instead of the previous 17 because either the slope is too great for cost effective construction and maintenance or its use at high tide is not advisable. Additionally, the whale watching and surf viewing platforms and proposed upgrade of the pedestrian bridge were removed, while strategies to better manage limited vehicle use of the shared path were added including requiring a permit for any vehicle, excluding clearly identified Council, Sydney Water or Emergency services, on the shared path. Changes to the management strategies for the Sandon Point Aboriginal Place were made as a result of NSW Office of Environment and Heritage (OEH) feedback relating to when an Aboriginal Heritage Impact Permit (AHIP) is required under the National Parks and Wildlife Act 1974 legislation.

The previous volume 3, the Revegetation and Restoration Plan, was simplified as a stand-alone operational Vegetation Management Plan (VMP) and removed from the revised draft PoM. The changes to volume 3 were consistent with Council's development process for other operational Vegetation Management Plans. The VMP identifies what plants can be planted by Council staff, Council contractors (such as the Illawarra Local Aboriginal Land Council), and volunteers (such as the Sandon Point and McCauley's Beach Bushcare group) within the area. The VMP focuses on weed

reduction to assist natural regeneration and excludes tall plants from plant eligibility lists. The VMP seeks to maintain the current mix of open and vegetated areas and protect the identified Ecologically Endangered Communities (EEC) which was the same aim of the (previously more complicated) volume 3 that it replaced.

This approach to maintain the current vegetation profile because of Aboriginal cultural significance and EEC status, generated the most opposition during the exhibition of the original draft PoM and the revised draft PoM.

On 23 June 2014 Council resolved that:

- 1 *The revised draft Sandon Point and McCauley's Beach Plan of Management (Attachment 3 of the report) be exhibited for a minimum period of 42 days, subject to the following –*
  - a *An amendment to Section 4 and Section 7 of the Plan of Management to limit vehicular access of the shared pathway to Sydney Water, Council and Emergency Service vehicles. Any other vehicle access must seek permission for a permit and Council for the specific day of required access.*
  - b *The removal of Point 3 on page 10 which refers to the possibility of McCauley's Beach being patrolled.*
- 2 *Following the exhibition period, a report on submissions be presented to Council to enable the revised draft Plan of Management to be finalised.*
- 3 *The draft Sandon Point and McCauley's Beach Vegetation Management Plan (Attachment 4 of the report) be noted and be used to guide future vegetation management activities by Council staff, contractors and bush care volunteers.*
- 4 *Letters be sent to the Illawarra Local Aboriginal Land Council (ILALC), Korewal Elouera Jerrungarah Tribal Elders Aboriginal Corporation (KEJ), Sandon Point Aboriginal Tent Embassy (SPATE), Wadi Wadi Commaditchi Aboriginal Corporation and Wodi Wodi Elders Council advising that Council is interested in pursuing a Joint Management Agreement for the management of the Sandon Point Aboriginal Place and seeking their support and involvement.*

The revised draft PoM was exhibited from 30 July 2014 to 10 October 2014.

## PROPOSAL

### **Submissions received on the Revised Draft PoM**

As a result of the exhibition, 39 submissions were received (three from organisations and 36 from individuals). The issues raised in submissions on the revised draft PoM are similar to the submissions received on the first draft so in many instances, the position of Council in relation to the content of the revised draft PoM is the same as noted in the 23 June 2014 report to Council. Attachment 2 to this report is a summary of submissions received with a Council officer response relating to whether or not amendment of the revised draft PoM is proposed. As in the first exhibition, the

submissions were very detailed covering a range of issues from the future of the Sandon Point Aboriginal Tent Embassy, protecting and understanding the Aboriginal significance of the area, using the entire PoM area safely and vegetation management.

This Council report is primarily focused on considering issues raised regarding the changes between the original draft PoM and the revised draft PoM.

Table 1 lists the revised elements in the draft PoM which were the subject of submissions.

**Table 1**

Revised Element in draft PoM	Number of Submissions that included the issue	
	Support	Oppose
Vegetation management	3	22
Sandon Point Aboriginal Tent Embassy as an existing Aboriginal Cultural Use and Development	5	16
Limited private vehicle use of shared path via permit	1	10
Reduction in designated public access points	3	2
Paul Mason Jones appendix inclusion	3	0
Revised PoM structure and simplification	2	0
Sandon Point Surf Club	1	0

**Group Submissions**

**The Sandon Point McCauley’s Beach Residents Group submission**

The submission from the Sandon Point and McCauley’s Beach Residents Group, (SPMBRG), represents the “*view of the vast majority of*” 146 owners and occupiers of dwellings in The Point and McCauley’s Beach housing estates, according to the submission.

The SPMBRG submission is summarised as submission 39 in Attachment 2. The residents group urges Council to reconsider its resolution of 23 June 2014 in relation to vegetation management, vehicle use of the shared way and recommends relocation of SPATE to a more suitable location such as an area next to the car park at the Sandon Point Headland. The group’s concerns have remained consistent with their previous submission on the original Plan of Management. An excerpt from the SPMBRG submission on the revised draft follows below:

*“...The draft POM does not properly resolve the very real issues associated with use of this Council land that are continuing to trouble many of the residents of the area. SPMBRG has offered credible solutions to these issues in its previous submission,*

*which have been rejected outright by Council without any apparent justification. The draft Plan is a complete rejection of SPMBRG's initial submission and demonstrates Council's complete disregard for the residents. The latest version of the POM unfairly and unnecessarily disadvantages the SPMBRG residents.*

*Council's decision to remove the vegetation management plan from the revised POM and restrict any further comment on the matter is divisive and unreasonable....While there are some good elements in the draft plan, such as improved beach access to McCauley's Beach the group continues to have significant concerns about public safety on that part of shared pathway between Sandon Drive and SPATE and the proposed retention of the existing vegetation at Tramway Creek....*

*SPMBRG has obtained advice on options for management of the vegetation on the southern bank of Tramway Creek from an experienced ecologist. The ecologist has advised that, assuming that it is classified as an EEC, some degree of thinning of the vegetation is possible without significant effect on the EEC. The degree of thinning that would be acceptable needs to be determined by a detailed investigation and analysis of the type and number of species presently growing in the area, and the preparation and implementation of a revegetation plan showing trees that may be removed and additional species, of a low growing variety within the listed species forming Swamp Sclerophyll Forest, that needs to be re-planted. In addition to the proposed thinning we propose that the vegetation along the beachfront area be replaced with more suitable species that will help to prevent the erosion that is presently occurring in that area. The low-growing species to be planted would have such a thickness that it completely prevents intrusion by humans or dogs so as to protect the burial sites.*

*The members of SPMBRG are more than happy to facilitate the preparation and implementation of such a revegetation plan. SPMBRG put this option forward as a credible way of managing Council's land in a way that achieves Council's objectives of environment conservation and protection of the Aboriginal burial site, but in a way that also satisfies resident's concerns of impact on views and property values, and passive surveillance of the beach and shared pathway..."*

The concerns of SPMBRG and other submitters on vegetation management were considered by Council on 23 June 2014. On 23 June 2014, Council resolved to note the Vegetation Management Plan (VMP) (which maintains the current mix of open and heavily vegetated areas as a means to protect EECs and the OEHL declared values of Sandon Point Aboriginal Place) and to use the VMP to guide vegetation management activities by Council staff, contractors and bush care volunteers.

It is noted that the Vegetation Management Plan prepared by Council took into consideration a number of the issues raised by the community during consultation on the preparation of the draft Plan of Management. A previous VMP prepared for this area by the Illawarra Local Aboriginal Land Council and Southern Rivers Catchment Authority was reviewed when Council developed its VMP. The Council VMP has resulted in more areas designated as low growing vegetation under this VMP than the previous one. Also the Council VMP prohibits the planting of tall trees unless replacing vandalised ones. The differences between the Council VMP and the previous one were

made in light of community concerns raised during consultation. While this has not addressed all of the issues raised by the Sandon Point Residents Group, Council has attempted to develop a Vegetation Management Plan that respects the Aboriginal Place values and addresses community concerns to the extent possible.

Removal of the Vegetation Management Plan from the Plan of Management was not intended to restrict any further comment on the Plan, rather to facilitate these discussions as part of operational natural area management works. It is unlikely that resolution of this matter will occur through a determination of the Council, but will be facilitated through on-going dialogue and understanding of all groups who have an interest in this matter.

Nineteen other submissions expressed a similar view on vegetation management to SPMBRG. Three submissions opposed the Vegetation Plan because it did not provide enough biodiversity and habitat gains.

As noted on page 49 in the revised draft PoM (Attachment 1), *“The connection between Aboriginal people and the natural environment is very different from a ‘non-indigenous’ view of the relationship between environment and mankind. Where early settlers to the Illawarra region sought to clear the land for grazing or farming to feed their family or to earn money, Aboriginal people sought to live in its bushland, near creeks, swamps and the ocean to feed, clothe and house themselves through use of plants, animals and fish.*

*The more abundant the plant and animal life was in any area (i.e. the richer the biodiversity of the area), the more the Aboriginal community felt connected to that ‘Country’. According to OEH’s 2006 Working to Protect Aboriginal Cultural Heritage document, “Aboriginal culture and heritage involves conserving Country with and by Aboriginal people and communities, and ensuring that connections to country are recognised, respected and can be maintained”.*

*The results of the grant funded revegetation and restoration projects that have occurred within the Sandon Point Aboriginal Place are in keeping with the declared Values of the Place.”*

This significance of the existing vegetation was confirmed at the first Sandon Point Aboriginal Place Joint Management Agreement Partners meeting which occurred on 26 November 2014 with the Wodi Wodi Elders Council, Wadi Wadi Coomaditchi Aboriginal Corporation, Korewal Eloura Jerrungarah Tribal Elders Aboriginal Corporation, Sandon Point Aboriginal Tent Embassy and Illawarra Local Aboriginal Land Council all in attendance. All the groups were unified in their declaration that the existing Tramway Creek vegetation is supportive of the values of the Sandon Point Aboriginal Place and reflects the sacred nature of Sandon Point and McCauley’s Beach to the Aboriginal community.

Additionally, OEH has defined the values of the Sandon Point Aboriginal Place as follows:

*“The values of the Aboriginal place include a meeting place for Aboriginal groups; a ‘chiefs’ meeting place, a midden, and burials of Aboriginal people.” “It is a place that*

*has a history reflecting a resource rich environment where Aboriginal groups traditionally gathered for meetings, ceremonies and other activities, including camping and fishing. The whole of Sandon Point area is considered a significant meeting place, and a story site located on the Sandon Point headland was a place where two leaders of two Aboriginal groups met. Further, the McCauley's Beach midden is the surviving remnant of an extensive coastal midden, which includes an Aboriginal burial and re-burial site. The declaration of the Sandon Point Aboriginal Place acknowledges these values."*

The VMP remains appropriate as an operational document. Further dialogue between Council, the Aboriginal groups, the Sandon Point Residents Group and other key stakeholders will continue regarding implementation of the Vegetation Management Plan.

### **Paul Mason Jones and Northern Illawarra Action Group (NIRAG) group submissions**

The Paul Mason Jones Park Committee (Submission 1 in Attachment 2) thanked Council for its inclusion of information on the life Paul Mason Jones. The Northern Illawarra Residents Action Group (NIRAG), (submission 30 in Attachment 2) is generally supportive of the revised draft PoM, although they requested that more strategies need to be implemented to prevent vandalism of the existing revegetated areas in the document. NIRAG also wanted Council to honour a commitment to keep the bulrushes trimmed east of the causeway to improve site distance.

### **Individual submissions**

The majority of individual submissions raised issues previously discussed in the report. Two other submissions requested that Council take a more pro-active role in slowing down cyclists on the curved section of the shared path. Two submissions requested that lighting be installed along the shared path. Eight submissions supported an Aboriginal Education Centre. Three individuals supported Council's Dogs on Beaches Policy as it applied to PoM area and three individuals opposed Council's Dogs on Beaches Policy within the PoM area.

In relation to these individual concerns, the revised draft PoM does not prohibit lighting the shared way, slowing down cyclists or an Aboriginal Education Centre, although lighting or building an education centre would require significant resources. The revised draft PoM acknowledges the Dogs on Beaches Policy as the mechanism for access for dogs in public spaces.

### **Joint Management Agreement**

On 23 June 2014, Council resolved to invite the five Aboriginal community organisations who were listed in schedule C of the National Parks and Wildlife Act 1974 Section 90 permit number 2130, to participate in a Joint Management Agreement.

Letters of invitation were sent to the groups. Council officers also met with representatives of the Illawarra Local Aboriginal Land Council, Korewal Elouera Jerrungarah Tribal Elders Aboriginal Corporation, Sandon Point Aboriginal Tent

Embassy, Wadi Wadi Coomaditchi Aboriginal Corporation and Wodi Wodi Elders Council to discuss the revised draft PoM and to pursue a joint management agreement for the Sandon Point Aboriginal Place

All five groups accepted Council’s invitation and a historic meeting of Aboriginal Elders was held on 26 November 2014. At the meeting all five groups agreed to pursue a joint management agreement with Council to protect the values of the Sandon Point Aboriginal Place. A second meeting was held on 13 January 2015 and further meetings are being scheduled to continue to develop agreed protocols. A separate report regarding joint management agreement processes and outcomes for protecting the values of the Sandon Point Aboriginal Place will be submitted to Council.

The signing of a Joint Management Agreement will be a significant achievement as it will formalise a relationship between Council and the five groups for the management of the Aboriginal Place and will ensure that Aboriginal heritage and cultural values are protected and guided by the Elders of our community.

**Authorised Vehicle Permit**

Council resolved on 23 June 2014 to “limit vehicular access of the shared pathway to Sydney Water, Council and Emergency Service vehicles. Any other vehicle access must seek permission for a permit from Council for the specific day of required access.”.

To implement this requirement the revised draft PoM included the following:

*“Council will work with the Aboriginal community who participate in pursuing a Joint Management Agreement for the Sandon Point Aboriginal Place to develop a permit process (see Management Strategy E in Table 7 below) that upholds the values of the Sandon Point Aboriginal Place where Aboriginal Groups traditionally gathered for meetings, ceremonies, and other activities, including camping and fishing (see section 1.3 for more information on the place values). Any vehicle, not clearly identified as either a Council vehicle, Sydney Water vehicle or emergency services vehicle will need a permit to use the shared path.*

*As limited vehicle use of the shared path cannot be avoided (Sydney Water must access its sewer pumping station and SPATE currently uses the shared path occasionally under this PoM) it will be better managed as set forth in this Access Plan by the following actions and possible future capital improvements listed in Table 7.”*

**TABLE 7: ACCESS PLAN VEHICLE USE OF SHARED PATH MANAGEMENT STRATEGIES**

Access Plan vehicle use of shared way Management Strategies	Completed <input type="checkbox"/> or Progressing <input type="checkbox"/> ?
A. Regularly cut high reed growth along Tramway Creek portion of shared path; acknowledging that rainy periods, mechanical breakdowns and schedules of tractor mowing in other Council reserves may result in periods of high reed growth beyond Council’s control.	<input checked="" type="checkbox"/> or <input type="checkbox"/> ? The Works Division have agreed to cut the reeds on the bend more regularly. The REF has been amended.

Access Plan vehicle use of shared way Management Strategies	Completed or Progressing <input checked="" type="checkbox"/> or <input type="checkbox"/> ?
B. Paint hazard signs on shared path near the Tramway Creek portion of shared path.	<input checked="" type="checkbox"/>
C. Install shared zone signage with give way to pedestrians and designated speed limit.	<input type="checkbox"/>
D. If necessary to improve sight lines for vehicles entering shared path from Sandon Drive, seek relevant approvals (if any) for vegetation removal.	<input type="checkbox"/>
E. Requiring a permit for any vehicle, excluding clearly identified ( <i>by sign or symbol on actual vehicle</i> ) Council, Sydney Water or Emergency Services Vehicles, on the shared way.	<input checked="" type="checkbox"/> Permits have been issued to the ILALC (as discussed below).
F. Redevelopment of the shared path to better accommodate the modes of traffic and decrease the water ponding that occurs during most rain events. Design would seek to limit the impact on the values of the adjacent Sandon Point Aboriginal Place.	Would require community consultation on design, and inclusion in a future Council capital budget and/or grant funds to progress.
G. Installation of a convex mirror at the north western blind corner of the shared path.	This measure would only occur if regular weed cutting and hazard paintings on shared path do not adequately address line of sight issues.

When the Joint Management Agreement meeting was held on 26 November 2014 it was agreed that the permit shown below is to be used when people drive on the shared way to visit the Sandon Point Tent Embassy and that ILALC should coordinate the use of the permits on behalf of the partners with Council. An authorised vehicle will display the permit, drive 10 kilometres per hour or less, and give way to cyclist and pedestrians. Council Rangers can patrol the shared way and issue a penalty notice to the owner of any vehicle driving on the shared way without displaying a permit that they sight themselves. The public is encouraged to report vehicles on the shared way not displaying a permit to the Rangers so that they may determine the appropriate times to patrol the area.

On 14 January 2015 three magnetic permits were provided to the Chairman of the ILALC. The ILALC requested three more permits which are being prepared. The six permits would be available to the five Joint Management Agreement Partner

organisations through the Land Council. As with any new process it will require refinements and communication during an initial trial period.



## CONSULTATION AND COMMUNICATION

A notice of the revised draft PoM exhibition period and a request for submissions was advertised in Council section of the Advertiser on 30 July 2014. Letters and emails were sent to persons who submitted a submission on the first draft PoM notifying them that a revised draft PoM was on exhibition for further feedback. Council officers met with a small number of representatives from the Sandon Point and McCauley's Beach Resident's Group to discuss their concerns regarding vegetation management and vehicle use of the shared way on 22 October 2014.

As noted earlier, Council has been consulting with the community since 2011, informally and formally, in the making of this draft Plan of Management. Previous Council reports dated 26 November 2012 and 23 June 2014 detail earlier community consultation activities in accordance with the community land provisions of the Local Government Act 1993.

## PLANNING AND POLICY IMPACT

The Local Government Act 1993 requires that any Community Land categorised as an Area of Cultural Significance require a site specific Plan of Management. Additionally, the NSW Office of Environment and Heritage requires that Council adopt a Management Plan over the Community Land at Sandon Point and McCauley's Beach prior to considering any future applications for Aboriginal Heritage Impact Permits which will be required to implement future improvements.

The uses also need to be permissible under the Wollongong Local Environmental Plan 2009 or a State Environmental Policy.

This report contributes to the Wollongong 2022 objective – *Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city.* The Community Goal - *We are a connected and engaged community.*

## RISK ASSESSMENT

Sandon Point is a declared Aboriginal Place and is categorised as culturally significant land. Council is required to prepare a site specific Plan of Management. The values of the Sandon Point Aboriginal Place require management for their protection. The revised draft Plan of Management seeks to address these requirements.

## FINANCIAL IMPLICATIONS

The implementation of actions arising from the Plan of Management will be considered as part of Council's annual budget planning process, or through grant applications.

Matters of high priority, such as improving the curved section of the shared path at McCauley's Beach to better accommodate its high use by the public, will have financial implications. While installing shared zone signage and associated line marking to increase shared path user awareness as well as reduce authorised vehicle and bicycle speeds can be accommodated in existing budgets, addressing the water ponding issue within the curved section of the shared path at McCauley's Beach or improving the same section of shared path to enable separation of the modes of traffic will require additional resources and will be assessed against competing projects and where appropriate added to future capital works programs.

The facilitation of the Joint Management Agreement also has financial and resource implications for Council.

## CONCLUSION

The revised draft Plan of Management has been exhibited and 39 submissions were received. Based on the submissions further minor amendments have been made to the Plan of Management. It is recommended that the Plan of Management for Sandon Point and McCauley's Beach (Attachment 3) be adopted. The Plan of Management presents a way forward to manage this important recreational foreshore while protecting the values of the Sandon Point Aboriginal Place. The Plan of Management will be used to guide day to day operations, future activities and developments, and provide a basis for future Aboriginal Heritage Impact Permits required by the NSW Office of Environment and Heritage for Council to carry out routine park and beach operations or make future amenity improvements.

It is also recommended that Council note the support of the Elders from the five Aboriginal community groups to participate in a Joint Management Agreement and confirm its willingness to pursue and facilitate this process.

ITEM 2

PRE-GATEWAY APPEAL - LADY CARRINGTON ESTATE SOUTH,  
HELENSBURGH

As part of the review of former 7(d) lands at Helensburgh, Otford and Stanwell Tops, on 29 July 2013 Council resolved that the Lady Carrington Estate and Land Pooling precincts be zoned E2 Environmental Conservation. Council did not support a request to zone these precincts to permit residential development and the proponent subsequently lodged a pre-Gateway appeal to the NSW Department of Planning and Environment (the Department).

The Department referred the Council Planning Proposal and the pre-Gateway Appeal to the Southern Joint Regional Planning Panel (JRPP) for review. In July 2014, the JRPP recommended that further studies be undertaken for the Lady Carrington Estate South precinct to guide the preparation of a Planning Proposal to permit residential development. The JRPP did not support the pre-Gateway Appeal on the Land Pooling precinct, instead supporting Council's position, that the area should be zoned E2 Environmental Conservation (apart from the existing uses).

The Department has recently advised that it has accepted the recommendations of the JRPP and determined that an amended proposal for the Lady Carrington Estate South precinct should proceed to Gateway determination. The boundary of the rezoning being determined by additional studies. The Department also accepted the recommendation that the Land Pooling precinct be zoned E2 Environmental Conservation.

## RECOMMENDATION

- 1 The decision of the NSW Department of Planning and Environment to support the preparation of a draft Planning Proposal for the Lady Carrington Estate South precinct be noted.
- 2 The NSW Department of Planning and Environment be advised that Council is willing to be the Relevant Planning Authority.
- 3 Council officers be authorised to be involved in the preparation of the additional studies by the proponent, review the submitted reports and work on the Planning Proposal and reports to Council.
- 4 Based on the 2012-13 Fees and Charges (applicable at the time of lodgement of the Planning Proposal request) an invoice of \$11,040 be sent to the proponent for the second stage of the rezoning fee.

## ATTACHMENTS

- 1 Letter from NSW Department of Planning and Environment
- 2 Lady Carrington Estate South precinct

## REPORT AUTHORISATIONS

Report of: Renee Campbell, Manager Environmental Strategy and Planning  
Authorised by: Andrew Carfield, Director Planning and Environment – Future, City and Neighbourhoods

## BACKGROUND

The planning and zoning issues of the non-urban lands surrounding the residential areas of Helensburgh, Otford and Stanwell Tops has a long history dating back to the introduction of the County of Cumberland Planning Scheme Ordinance in 1951. The minimum land area required for a dwelling has increased a number of times and the zoning changed from non-urban to 7(h) Hacking River – Environmental Protection, 7(d) Hacking River Environmental Protection and in 2010 to E3 Environmental Management. A more detailed history of the area and planning controls is contained in the Item 1 report considered by Council on 29 July 2013.

On 28 November 2011, Council considered 12 reports on the former 7(d) lands and endorsed a draft Planning Proposal for exhibition. The draft Planning Proposal was exhibited from 6 August to 26 October 2012. Council received over 58,000 submissions, the majority of which were form emails generated by various websites of community groups.

On 29 July 2013, Council considered 13 reports addressing the issues raised in the submissions. Council resolved to make a number of amendments to the exhibited Planning Proposal and submit the revised Planning Proposal to the (then) Department of Planning and Infrastructure for finalisation. Specifically, Council resolved that the Lady Carrington Estate South and Land Pooling precincts (except for existing uses) be zoned E2 Environmental Conservation.

On 5 February 2014, the Department referred the Planning Proposal to the Southern Joint Regional Planning Panel (JRPP) for review and recommendations. The Department also referred to the JRPP a Pre-Gateway appeal lodged by Smyth Planning Pty Ltd against Council's refusal to support the rezoning of the Lady Carrington Estate South and the Land Pooling precincts to permit urban development. Council had resolved that the majority of these precincts be zoned E2 Environmental Conservation.

In July 2014, the JRPP recommended that further studies be undertaken for the Lady Carrington Estate South precinct to guide the preparation of a Planning Proposal to permit residential development. The JRPP did not support the pre-Gateway Appeal on the Land Pooling precinct, instead supporting Council's position, that the area should be zoned E2 Environmental Conservation (apart from the existing uses).

For the Lady Carrington Estate South precinct, the JRPP recommended that:

- 3 *Further investigations be carried out by or on behalf of the owners of the Lady Carrington Estate South precinct to validate the presence, location and characteristics of threatened species, endangered ecological communities and*

*fauna habitat linkages, and to determine the current water quality of natural watercourses within and in the vicinity of the precinct. These investigations are to evaluate potential impacts of urban development on ecological attributes in this precinct and the water quality of the Hacking River catchment. Reports of these investigations are to take into account submissions from state agencies and, once finalised, are to be peer reviewed by relevant state agencies.*

- 4 A concept plan of subdivision be prepared by Smyth Planning and submitted to Wollongong City Council for the cleared land at the Lady Carrington Estate South precinct, including the vegetated land located between the existing urban settlement of Helensburgh and the cleared land. The plan of subdivision should be based on the application of the sustainability criteria contained in Appendix 1 to the Illawarra Regional Strategy to ascertain areas suitable for development, appropriate environmental safeguards having regard to the findings of investigations carried out in response to Recommendation 3, and proposed housing types and densities. The vegetation offsets tool developed by the Office of Environment and Heritage is to be applied to ensure that an adequate area of vegetated land can be set aside to offset clearing of the area of land located at the north west of the precinct between the existing urban area and cleared land.*
- 5 Subject to recommendations 2, 3 and 4, a planning proposal be submitted to the Department of Planning and Environment for determination under section 56 of the Environmental Planning and Assessment Act 1979. The proposal is to amend Wollongong Local Environmental Plan 2009 by prescribing appropriate land zones and lot sizes for the Central Otford, Otford North and Lady Carrington Estate South precincts, and include the developable land at the Lady Carrington Estate South precinct as an Urban Release Area.*

On 25 August 2014, Council considered a report on the JRPP recommendations and resolved (in part) to advise the Department that Council:

*objects to the JRPP's recommendation on the Lady Carrington Estate South precinct and emphasising Council's desire to review any additional information that may lead to a Gateway determination and exhibition. If the Department is supportive of the proposal, the additional ecological and water quality investigations and concept subdivision plan recommended by the JRPP should occur prior to any Gateway determination, and Council be given the opportunity to review the documentation.*

The Department has recently advised that it has accepted the recommendations of the JRPP and determined that an amended proposal should proceed to Gateway determination (Attachment 1). The boundary of the rezoning being determined by additional studies.

This position is contrary to Council's proposed rezoning to E2 Environmental Conservation and objection to the JRPP recommendation.

The Department has asked Council to prepare a Planning Proposal for Gateway determination, following the completion of the required additional studies, to be

prepared by the proponent. The Department has indicated that if Council does not wish to progress the matter an alternate Relevant Planning Authority (RPA) may be appointed.

In terms of the Land Pooling precinct, the Department advised that it supported the JRPP recommendation and that it not be part of the new Planning Proposal. This is consistent with Council's resolution.

## PROPOSAL

The Lady Carrington Estate South precinct is located on the eastern side of Helensburgh and is bounded by Otford Road and Lilyvale Road (Attachment 2). The precinct covers an area of 10.3 hectares and contains 108 lots, of which 107 are paper subdivision residential sized lots (1,000m<sup>2</sup>) and the other lot is 3.3 hectares in size.

The land is currently zoned E3 Environmental Management under the Wollongong LEP 2009. On 29 July 2013, Council resolved that the precinct be zoned E2 Environmental Conservation as part of the draft Planning Proposal for the former 7(d) lands at Helensburgh, Otford and Stanwell Tops.

A large part of the precinct has been cleared, although parts of the precinct are covered in bushland (including the 3.3 hectare lot).

The JRPP did not support the expansion of the cleared area to permit additional residential development as suggested by the proponents' submission and concept plan, apart from the clearing of a small bushland area in the western part near Werrong and Lilyvale Roads. The cleared land covers an area of approximately 9.2 hectares (or 89% of the precinct).

The Department of Planning and Environment, based on the recommendations of the JRPP, have indicated support for further studies to be prepared to guide the development of a Planning Proposal for a residential zoning, on the cleared areas.

The Council report of 25 August 2014 included a suggested process, if the Department supported the pre-Gateway appeal. This process has been updated:

Action			Responsibility
1	a	Threatened species and fauna habitat investigations;	Proponent
	b	Water quality investigation;	
	c	Aboriginal cultural heritage;	
	d	Contaminated lands assessment;	
	e	Bushfire impact assessment; and	
	f	Traffic impact assessment.	

<b>Action</b>	<b>Responsibility</b>
2 Evaluation of potential impacts of urban development on ecological attributes and water quality, including input from State agencies.	Proponent
3 Preparation of concept subdivision plan.	Proponent
4 Submission of reports and plans from Actions 1-3 to Council.	Proponent
5 Review of reports, plans and Planning Proposal.	Council officers, including referrals to State agencies
6 Report to Council.	Council (Relevant Planning Authority)
7 Advise the Department of Planning and Environment of Council's determination. [Note: if Council does not support the Planning Proposal the Department may request the JRPP to review and make recommendations].	Council officers
8 The Department reviews the documentation and Council's report/resolution and determines whether the proposal proceeds to Gateway.	Department of Planning and Environment
9 Gateway determination.	Department of Planning and Environment
10 a If supported, the Planning Proposal will be exhibited. b If not supported no further action.	Council officers
11 If exhibited, Council officers review submissions, and prepare a report to Council.	Council officers
12 Report to Council.	Council (Relevant Planning Authority)
13 Advise the Department of Planning and Environment of Council's determination. [Note: if Council does not support the Planning Proposal the Department may request the JRPP to review and make recommendations].	Council officers
14 If supported, preparation of a draft amending LEP and finalisation/notification.	Department of Planning and Environment

Depending on the findings of the additional studies, the precinct could be developed to contain some additional 110-140 dwellings (at 15 dwellings per hectare). The JRPP has nominated the precinct to have Urban Release Area status. The development of the precinct could increase Helensburgh's population by 338-431 persons (at 3.08 persons per household). This will have an additional impact on the road network and facilities. The increase would not likely be sufficient to justify the establishment of a public high school by the State.

Council has for many years opposed the development of this precinct. This position has been overruled by the State, and Council now needs to determine what involvement it wishes to take in the future process.

Council can participate in the process or request that the Department appoint another Relevant Planning Authority to progress the Planning Proposal. If the later, Council could then consider making submissions during the exhibition period.

It is considered that Council should retain its role as the local Relevant Planning Authority rather than requesting the Department to appoint another organisation. Despite Council's contradictory zoning decision for the precinct, Council is best placed to consult with the local community, and consider the issues holistically.

## PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2022 under the objective *There is an increase in the physical fitness, mental health and emotional wellbeing of our residents* Community Goal *We are a healthy community in a liveable city*.

It specifically addresses the Annual Plan 2014-15 Key Deliverables *assess rezoning submissions on a priority basis and progress supported planning proposals* which forms part of the Five Year Action *Continue to undertake social, land use and environmental planning activities that assists in service planning* contained within the Revised Delivery Program 2012-17.

## FINANCIAL IMPLICATIONS

The project will require the allocation of staff resources to review the submitted reports, prepare the reports to Council and manage the exhibition process. It is likely that Council resources would also be required if the JRPP or another body was appointed as the Relevant Planning Authority.

The Planning Proposal request by Smyth Planning for the Lady Carrington Estate South and Land Pooling Precinct was lodged in June 2013. At the time an initial rezoning fee of \$5,685 was paid. At the time, the 2012-13 Fees and Charges required an initial fee of \$5,685 and a second fee of \$11,040 for major rezoning proposals, where they were supported by Council. As the Department has indicated support for the preparation of a Planning Proposal, it is appropriate that Council invoice the proponent for the second stage rezoning fee of \$11,040. It is noted that the rezoning fee has now increased to \$20,000 in the 2014-15 Fees and Charges (of which \$5,000 is refundable if the request is not supported by Council).

Both the current and historic fees represent a subsidy to the cost of assessing rezoning proposals and do not provide cost recovery. This issue is being reviewed as part of the draft 2015-16 Fees and Charges.

## CONCLUSION

The Southern Joint Regional Planning Panel and the NSW Department of Planning and Environment have not supported Council's resolution to rezone the Lady Carrington Estate South precinct to E2 Environmental Conservation. Instead the organisations have recommended that additional studies be prepared by the proponent and reviewed by Council to progress the rezoning of the precinct to permit urban development. It is recommended that Council note the decision and advise the Department that Council is willing to be the Relevant Planning Authority for the draft Planning Proposal.

ITEM 3

WOLLONGONG DEVELOPMENT CONTROL PLAN 2009 - D18  
BRICKYARD POINT - POST EXHIBITION

Council at its meeting on 13 October 2014 endorsed the exhibition of the draft Wollongong Development Control Plan 2009 – Brickyard Point Austinmer chapter. The draft chapter was exhibited between 3 November and 12 December 2014. One submission was received during the exhibition period.

It is recommended that the chapter be finalised and included as Chapter D18 in Part D of the Wollongong Development Control Plan 2009.

### RECOMMENDATION

The Wollongong Development Control Plan 2009 Chapter D18 – Brickyard Point Austinmer be adopted as an amendment to the Wollongong Development Control Plan 2009, and its adoption be notified in the local paper.

### ATTACHMENTS

- 1 Location Map
- 2 Wollongong Development Control Plan 2009 Chapter D18 for Brickyard Point (Headlands Hotel), Austinmer

### REPORT AUTHORISATIONS

Report of: Renee Campbell, Manager Environmental Strategy and Planning  
Authorised by: Andrew Carfield, Director Planning and Environment – Future, City and Neighbourhoods

### BACKGROUND

The Headlands Hotel is situated on a natural headland named Brickyard Point in Austinmer (Attachment 1). The Headlands Hotel site consists of nine allotments, being Lots 87 to 95 DP 9233 with a total area of approximately 6,845m<sup>2</sup>, and is located on the corner of Headland Avenue and Yuruga Street. The site is bound by public land to the north, south and east, and to the west by Yuruga Street residences and is zoned SP3 Tourist.

On 15 December 2009, Council considered a report on a proposed locality based Development Control Plan for the Headlands Hotel site in Austinmer. Council resolved that the chapter be prepared, stakeholder consultation be undertaken and that the draft chapter be reported back to Council for consideration prior to public exhibition.

To inform the future development controls for the site a draft Vision was prepared for the site.

At its meeting on 21 June 2011 Council resolved that the Brickyard Point Headlands Hotel Draft Vision be exhibited.

The draft Vision included four options for the site's development and was publically exhibited between 4 July 2011 and 15 August 2011.

On 12 June 2012 Council endorsed the final *Brickyard Point Headlands Hotel, Austinmer Vision* and chose Option 4 to guide the preparation of draft planning controls for the site.

Option 4 proposed a 15 metre height limit across the centre of the site with a 9 metre height limit to the street, a building free zone on the eastern part of the site to form landscaped open space, the retention of public access to the headland and an approximate floor space yield of 1.5:1.

On 28 October 2013 Council resolved to proceed with a draft Planning Proposal to enact changes to the Wollongong Local Environmental Plan 2009, required as a result of the endorsement of the *Brickyard Point Headlands Hotel, Austinmer Vision*. The Planning Proposal has since been finalised and has amended the Wollongong Local Environmental Plan 2009.

Council at its meeting on 13 October 2014 considered the draft Wollongong Development Control Plan 2009 – Brickyard Point Austinmer chapter and resolved to exhibit it with some minor amendments.

The draft chapter was exhibited between 3 November and 12 December 2014 and one submission was received.

### **Development Applications**

Council recently considered a Development Application (DA-2014/677) for the amalgamation of Lots 87 to 95 DP 2933 and their re-subdivision into two lots and a 61 lot strata subdivision. This Development Application was linked to, and supported the delivery of the approved, and commenced DA-2004/1168/A for a tavern and serviced apartments. The Development Application (DA-2014/677) was approved by Council officers, in accordance with the recommendation of Council's Independent Hearing and Assessment Panel on 18 November 2014.

### **PROPOSAL**

The draft locality based Development Control Plan Chapter (Attachment 2) was prepared to enable the site to be developed in line with the endorsed Vision, in keeping with Option 4 and the updated planning controls in the Wollongong Local Environmental Plan 2009.

The draft Chapter was prepared by an architectural consultant and was reviewed by Council officers.

The draft Chapter ensures that important urban design principles will be employed on the site in order to protect the environmental, visual, social and cultural importance of the site. More specifically, the chapter will protect the visual prominence and character of the headland, protect the existing Norfolk Island Pines and protect the visual amenity

of the site from the surrounding residential properties. It provides clear guidance on the quality of the architecture sought on the site and promotes linkages through the site.

## CONSULTATION AND COMMUNICATION

On 13 October 2014 Council resolved that the draft chapter be exhibited for a minimum of 28 days with the following amendments:

- 1 *Introduction: Fifth line to read – the ability to deliver a range of development types (excluding residential) in a headland setting.*
- 2 *Vision: A key tourism location which supports tourism development (not residential).*
- 3 *Aims:*
  - a) *Provide a tourist-oriented iconic development (excluding residential) which is sensitive to the visual, natural and cultural attributes of the site.*

The draft chapter was updated to reflect Council's amendments and was exhibited between 3 November and 12 December 2014. Letters were sent to all surrounding landholders and advertisements were also placed in the local newspapers (Illawarra Mercury and the Advertiser). The draft Chapter was also made available at all of Council's public libraries, at the Customer Service Centre in the Administration building and on Council's website.

One submission was received as a result of the exhibition. The issues from this submission are summarised below:

### *Issues with the Key Urban Design Principles*

The submission raised issues with the wording of Part 5 Key Urban Design Principles, specifically point 5 which states:

- *Create an attractive streetscape that is sensitive and complements the residential character of Yuruga Street.*

The submission argues that the surrounding dwellings have limited architectural merit and would limit the potential architectural merit of any proposal on the site. Due to the above it was requested that images 5, 8 and 9 be removed from the chapter as they were considered to be too suburban in nature.

It is considered that any development on the headland must be sympathetic to its surrounding suburban locale; this will not result in a development that is designed to mimic the surrounding residential dwellings, but one that does not dominate what is essentially an existing low density residential streetscape. The key Urban Design Principles are still considered appropriate.

### *Suggestions about what should be built on the Headland*

The submission included a suggestion that Council should acquire the site and use it to build another Public Art Gallery with associated restaurants and accommodation.

Council has considered a number of reports on the Vision and planning controls for the site over the past five years and has not resolved to consider acquisition. The acquisition of the site by Council for open space purposes has previously been suggested. The headland is iconic and would be a valuable open space addition; however, it is not financially feasible for Council to purchase the headland for open space or community purposes.

The strategic direction for the site is considered therefore to have already been resolved.

### PLANNING AND POLICY IMPACT

This report contributes to the Wollongong 2022 objective – *Residents are able to have their say through increased engagement opportunities* and take an active role in decisions that affect our city under the Community Goal – *we are a connected and engaged community*.

It specifically delivers on core business activities as detailed in the Land Use Planning Service Plan 2014-15.

### CONCLUSION

The draft locality based chapter of Wollongong Development Control Plan 2009 based for Brickyard Point, Headlands Hotel Austinmer has been prepared to enable the site to be developed in line with the endorsed *Brickyard Point Headland Hotel, Austinmer Vision* and in keeping with Option 4.

The draft chapter has been amended in line with Council's resolutions at its meeting on 13 October 2014, and was exhibited resulting in one submission.

It is recommended that the draft Wollongong Development Control Plan 2009 Chapter D18 – Brickyard Point Austinmer be included in Part D of the Wollongong Development Control Plan 2009.

ITEM 4

DRAFT SHONE AVENUE AND WEST DAPTO ROAD, HORSLEY  
NEIGHBOURHOOD PLAN

Wollongong Development Control Plan 2009 – Chapter D16 West Dapto Release Area contains specific development controls to guide future urban development in the West Dapto Release Area and supplements the standard provisions contained in the Development Control Plan. Wollongong Local Environmental Plan 2009 and Chapter D16 require a Neighbourhood Plan to be prepared and adopted by Council to guide development within the specified neighbourhood/precinct.

A draft Neighbourhood Plan has been submitted for land fronting Shone Avenue and West Dapto Road, Horsley. The plan has been reviewed internally and changes will be sought prior to the exhibition process to ensure it is consistent with the objectives and planning for the West Dapto Urban Release Area and the findings of the consultants reports. The revised Neighbourhood Plan layout is recommended for exhibition and community input as an amendment to the Wollongong Development Control Plan 2009. It is also recommended that a draft Planning Proposal be prepared to make minor adjustments to the zone boundaries to facilitate improved development outcomes.

## RECOMMENDATION

- 1 The draft Neighbourhood Plan prepared for land fronting Shone Avenue and West Dapto Road, Horsley be placed on exhibition for a minimum period of 28 days (Attachment 1) as an amendment to the Wollongong Development Control Plan 2009 Chapter D16 West Dapto Release Area, subject to the following changes being made and submitted to Council prior to exhibition:
  - a The acoustic building exclusion zone of 25m along the railway line, be incorporated into the design of the Neighbourhood Plan based on the Noise Report recommendations and be noted clearly for the purpose of identification in the Wollongong Development Control Plan 2009. Re-design Lots 371 to 393 in the Neighbourhood Plan to ensure that there is suitable space for a building envelope outside of the 25m exclusion zone.
  - b A local park be included into the design of the Neighbourhood Plan comprising 2ha of land, 1ha being developable land outside of the 1 in 100 year event and 1 ha of non-developable land, that is able to accommodate one playing field.
  - c Clearly identify on the Neighbourhood Plan that the lot layout and roads can accommodate a 32m wide Asset Protection Zone to the eastern part of the site near Robins Creek and the 15m wide Asset Protection Zone in the north western corner and the south eastern corner on private land or on public roads.
  - d Detention basins need to be located outside of the 1 in 100 year event.
  - e The electricity easements be re-designed into the Neighbourhood Plan as part of larger lots, and not be transferred to Council.

- 2 Consultation with NSW State Agencies occur as part of the exhibition period.
- 3 A draft Planning Proposal for the following lots in part be prepared for rezoning from E3 Environmental Management to R2 Low Density Residential with a corresponding Floor Space Ratio of 0.5:1 and Minimum Lot Size of 450m<sup>2</sup>:
  - a Lot C DP 397366;
  - b Lot 5 DP 26069;
  - c Lot 19 DP 879647;
  - d Lot 102 DP 1137454;
  - e Lot 1012 DP 862178;
  - f Lot 2 DP 26069;
  - g Lot 1 DP 607456; and
  - h Lot 1 DP 26069.
- 4 Further work be required as part of the Gateway determination to be undertaken to demonstrate how the cut and fill of flood affected land could be managed within the Neighbourhood Plan area and a flora and fauna report be prepared for the areas proposed to be rezoned and exhibited as part of the draft Planning Proposal.
- 5 The draft Planning Proposal be referred to the NSW Department of Planning and Environment for a Gateway determination and if endorsed exhibited for a minimum period of 28 days.
- 6 Council requests authority for the General Manager to exercise plan making delegations in accordance with Council's resolution of 26 November 2012 for the Planning Proposal.

## ATTACHMENTS

- 1 Submitted Draft Neighbourhood Plan
- 2 Draft Planning Proposal zoning adjustments

## REPORT AUTHORISATIONS

Report of: Renee Campbell, Manager Environmental Strategy and Planning  
Authorised by: Andrew Carfield, Director Planning and Environment – Future, City and Neighbourhoods

## BACKGROUND

The West Dapto Urban Release Area covers an area of approximately 4,700 hectares and is proposed to provide an additional 17,000 dwellings. The Release Area will also accommodate 183 hectares of employment land when fully developed.

On 5 May 2012, the Wollongong Local Environmental Plan (West Dapto) 2010 (LEP) was approved and notified by the NSW Minister for Planning. This LEP permits urban development in stages 1 and 2, of the 5 total stages. The first two stages will allow the development of approximately 6,676 dwellings. Wollongong Local Environmental Plan (West Dapto) 2010 was merged with the Wollongong Local Environmental Plan 2009 in 2014.

Chapter D16 contains specific development controls to guide future urban development in the West Dapto Release Area, and supplements the standard provisions contained in the Development Control Plan. Chapter D16 requires that a Neighbourhood Plan be prepared and adopted by Council to guide development within the specified neighbourhood/precinct. The Neighbourhood Plan also addresses the requirement of clause 6.2(3) of the LEP.

The adoption of a Neighbourhood Plan enables future development applications submitted in accordance with the Plan to comply with Clause 6.2 of the Wollongong Local Environment Plan 2009. Without a Neighbourhood Plan Council is unable to issue any development consent relating to the subject properties other than provided for under clause 6.2(4) (Development Control Plan provisions).

A Neighbourhood Plan is essential in urban release areas to ensure development occurs in an efficient cohesive manner that encourages integration of development sites and development sequencing. It can ensure appropriate connectivity between developments and other neighbourhood precincts in terms of road and cycle way layouts, stormwater and drainage management, access to public transport routes and appropriately located open space and recreation opportunities for residents. It can also assist to resolve any potential future conflicts between separate developments undertaken with differing timeframes.

The Neighbourhood Plan process outlined in Development Control Plan Chapter D16 Clause 5.1 - Requirement for a Neighbourhood Plan, requires the draft Neighbourhood Plan to be reported to Council as an amendment to Wollongong Development Control Plan 2009 – Chapter D16 West Dapto Release Area. If endorsed by Council, it is then publicly exhibited and subject to the outcomes of the exhibition, the revised Neighbourhood Plan is to be reported to Council for adoption and inclusion in the Development Control Plan.

Council has now adopted the following Neighbourhood Plans for West Dapto:

- Bong Bong East and North;
- Bong Bong Town Centre;
- Wongawilli North;
- Shone Avenue South;
- Reddalls Road Industrial;
- Sheaffes Road North; and
- Darkes Road South West.

Two further Neighbourhood Plans for Huntley Avondale Road North and the Sheaffes Road and West Dapto Road precincts were endorsed for public exhibition on 15 December 2014 and are on exhibition.

### Shone Avenue and West Dapto Road, Horsley Neighbourhood Plan

On 11 September 2014 a draft Neighbourhood Plan was lodged for the land fronting the corner of Shone Avenue and West Dapto Road Horsley (refer to Attachment 1). The northern part of the neighbourhood is physically separated from West Dapto Road via an existing Railway Line for the Wongawilli Colliery which runs parallel and adjacent to this road, however, some of the existing properties have current driveway access from West Dapto Road across the rail line.

The southern and eastern boundaries of the neighbourhood are bordered by the Robins Creek. A small tributary of this creek system also bisects the north-west corner of the precinct. The natural landform is relatively undulating throughout, with a general grade downwards from west-to-east.

The Shone Avenue and West Dapto Road, Horsley Neighbourhood Precinct contains eight separate privately owned land holdings as indicated in Table 1 below and illustrated in Figure 1. The total area of the precinct is approximately 46.16ha.

**Table 1: Property Details**

No	Property Details	Area	Zoning
1	21 Shone Avenue being Lot 1 DP 607456	7.37ha	R2 Low Density Residential - 4.48ha E3 Environmental Management - 2.89ha
2	471 West Dapto Road being Lot 1 DP 26069	5.47ha	R2 Low Density Residential - 3.34ha E3 Environmental Management - 2.13ha
3	57 Shone Avenue being Lot 2 DP 26069	7.8ha	R2 Low Density Residential 7.3ha E3 Environmental Management 0.5ha
4	451 West Dapto Road being Lot 5 DP 26069	10.94ha	R2 Low Density Residential 10.58ha E3 Environmental Management 0.36ha
5	441 West Dapto Road being Lot C DP 397366	7.2ha	R2 Low Density Residential 2.46ha E3 Environmental Management 4.31ha RU2 Rural Landscape 0.43ha
6	77 Shone Avenue being Part Lot 1012 DP862178	1.86ha	R2 Low Density Residential 0.48 E3 Environmental Management 1.38
7	29 Ashwood Place being Part Lot 102 DP 1137454	3.37ha	R2 Low Density Residential 1.37 E3 Environmental Management 2ha
8	Lot 19 Glenwood Drove being Part Lot 19 DP 879647	2.15ha	R2 Low Density Residential 0.4 E3 Environmental Management 1.75

**Figure 1: Lot and Deposited Plans**



The total potential developable site area, (residentially zoned land) is approximately 30.41 hectares. The breakdown of zoning is shown in Table 2 below.

**Table 2: Development Standards**

Zone	Area	Lot Size	FSR	Height
R2 Low Density Residential	30.41ha	449m <sup>2</sup>	0.5:1	9m
E3 Environmental Management	15.32ha	39.99ha	NA	9m
RU2 Rural Landscape	0.43ha	9.99ha	NA	9m

The land is currently used for rural residential activities with a mix of residential and rural infrastructure. Two high voltage electricity easements bisect the precinct.

The draft Neighbourhood Plan has undergone internal consultation, consistent with the process for other Neighbourhood Plans. As a result of initial internal feedback there are a few minor changes sought to the draft Plan; these are outlined later in the report and are envisaged to be completed as part of the exhibition process and re-reported to Council post exhibition.

The submitted draft Neighbourhood Plan is broadly consistent with the relevant provisions of the Wollongong Development Control Plan 2009, Illawarra Regional Strategy (2007) and relevant State Policies. The proposal is generally consistent with

the Wollongong Local Environmental Plan 2009 although adjustments to the zoning boundary are being sought.

The draft Neighbourhood Plan (Attachment 1) with amendments proposed in this report provides a design that enables land holdings to be developed with the appropriate level of integration, both internally, as well as with the wider release area. This integration relates to the road network; the pedestrian pathway and cycleway networks; drainage management including flood affectation, as well as appropriate interaction between the uses of residential and environmental zoned land. This integrated approach enables the efficient development of the residential zoned land generating new housing opportunities in West Dapto whilst minimising any environmental impact.

## PROPOSAL

The submitted draft Neighbourhood Plan (Attachment 1) provides for:

- 1 Low density residential development areas for approximately 393 lots with a lot size range between 450 m<sup>2</sup> – 850m<sup>2</sup> with one medium density lot at 1,588m<sup>2</sup>.
- 2 A sound wall along Wongawilli Colliery rail line north of the Neighbourhood.
- 3 A road hierarchy based on predicted traffic volumes and movements throughout the Neighbourhood.
- 4 Connectivity with Shone Avenue at one location managed as a future round-about and a possible future connection with West Dapto Road (if the rail line is removed).
- 5 Provisions for community and/or recreation facilities, which includes dedicated environmental/open space land within riparian corridor area.
- 6 Transgrid electricity easements within road reserves.
- 7 Perimeter roads and shared pedestrian/cycleway paths.

The following issues were identified in the assessment of the draft Neighbourhood Plan as submitted:

- 1 Encroachment of residential lots onto the E3 Environmental Management zone for which a planning proposal is sought.
- 2 Land identified as potential residential land that is within the 1 in 100 year event.
- 3 Lots indicated within a 25m no build zone as identified in the Noise Report submitted with the Neighbourhood Plan.
- 4 Detention basins within the 1 in 100 year flood event area.
- 5 The Asset Protection Zone (APZ) needs to be identified on the Neighbourhood Plan to demonstrate that they do not impact on any E3 Environmental Management land.
- 6 A local park is required to be included into the design of the Neighbourhood Plan comprising of 2ha of land, 1ha being developable land being outside of the 1 in 100 year event and 1 ha of non-developable land that is able to accommodate one playing field.

- 7 Consultation with Transgrid required in order to understand whether detention basins will be permitted under the easements.
- 8 Ownership of the electricity easements whether they are incorporated into lots or are transferred to Council to maintain.

**Flora and Fauna:** A desktop ecological constraints analysis was undertaken by Eco Logical Australia to identify any ecological constraints associated with the proposed residential subdivision.

The Eco Logical (2014) assessment is generally supported. In summary, Eco Logical (2014) correctly identifies low biodiversity constraints in the Neighbourhood Plan area including the likely absence of Threatened Ecological Communities (TECs). The report states that, based on previous surveys in the locality by Eco Logical (2013), no threatened flora are considered likely to occur on the subject site, however it is noted no thorough flora surveys were carried out on the subject site for the Eco Logical (2013) or current Eco Logical (2014) assessment.

Eco Logical (2014) notes that the subject site supports the foraging habitat of the threatened micro chiropteran bats species, including the farm dams and drainage lines. Following Councils brief site inspection from the road reserve it was noted that, in addition to foraging habitat for threatened micro chiropteran bats species, the tree cover of mainly exotic tree species, some stands of planted native trees and scattered and isolated native trees (paddock trees), may also support roosting and nesting habitats for threatened and non-threatened fauna species known from the locality.

EcoLogical (2014) have not assessed threatened biodiversity listed under either the *Threatened Species Conservation Act 1995* or *Environment Protection and Biodiversity Conservation Act 1999*, as may be required for a future development application.

The assessment by EcoLogical is sufficient for the Neighbourhood Precinct stage, noting that a more detailed flora and fauna assessment will be required as part of the development application for subdivision.

**Bushfire:** A bushfire constraints assessment has been undertaken by Australian Bushfire Protection Planners (2014) to identify any bushfire protection constraints associated with the proposed residential subdivision development throughout the precinct. The land is identified as being bushfire prone primarily due to the proximity to the Robins Creek riparian corridor system. The Wollongong Bushfire Prone Land Map records Category 1 Bushfire Prone Vegetation on the land within the north-western corner of Lot 1 in DP 607456, located to the south-east of the intersection of West Dapto Road and Shone Avenue. The report notes that although the map records no other bushfire prone vegetation within the Neighbourhood Plan precinct, the Development Control Plan identifies a requirement for the rehabilitation of the riparian corridors to Robins Creek and its tributaries located within the Neighbourhood Plan precinct. This rehabilitation is likely to create, in the life of the development, a corridor of vegetation which could become a bushfire hazard. It is noted however that any revegetation will need to be balanced with the impacts on flows and behaviour of flood water.

The bushfire assessment has been based on the findings of the Eco Logical Australia ecological assessment which identifies that the precinct contains two first order, two third order and a fourth order streams. Robins Creek and the creek that flows across the north-western corner of the precinct are identified as third order streams whilst the stream which flows across the eastern portion of the precinct is identified as a fourth order stream.

The Eco Logical ecological constraints assessment recommends that a third order stream requires the establishment of a 30 metre wide riparian zone and a fourth order stream requires a 40 metre wide riparian zone [to both sides of the stream].

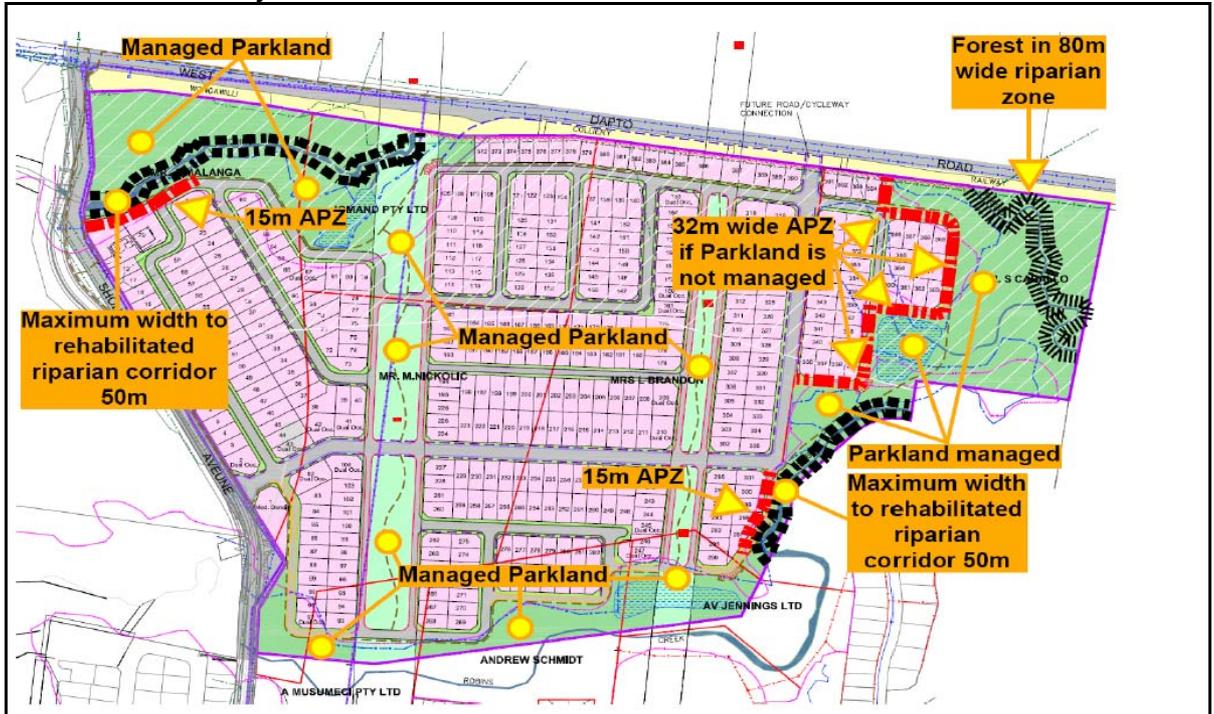
For residential development located adjacent to the Robins Creek riparian corridor an Asset Protection Zone width of 15 metres is required to achieve a maximum radiant heat loading of less than 29kW/m<sup>2</sup> on the exterior of the future dwellings. A similar setback is required to those dwellings located adjacent to the third order stream which flows across the north-western corner of the Neighbourhood Precinct.

For those dwellings located adjacent to the 'forest' vegetation in the fourth order section of the Robins Creek [eastern stream] an Asset Protection Zone of 32 metres is required to achieve a maximum radiant heat loading of less than 29kW/m<sup>2</sup> on the exterior of the future dwellings.

The design and construction of the public roads within the Shone Avenue West Dapto Road Neighbourhood Plan Precinct shall comply with the specifications of Section 4.1.3(1) of *Planning for Bushfire Protection 2006* with the minimum pavement width of 8.0 metres provided to all perimeter roads, kerb to kerb with 'No Parking' on one side with the services [hydrants] located on this side of the road. The minimum width of the internal roads shall be 6.5 metres with 'no-parking' to one side.

The Neighbourhood Plan will need to be reviewed to demonstrate that the lot layout and roads can accommodate a 32m wide APZ to the eastern part of the site near Robins Creek and the 15m wide APZ in the north western corner and the south eastern corner on private land or on public roads (refer to Figure 2).

**Figure 2:** Indicative layout of Asset Protection Zones

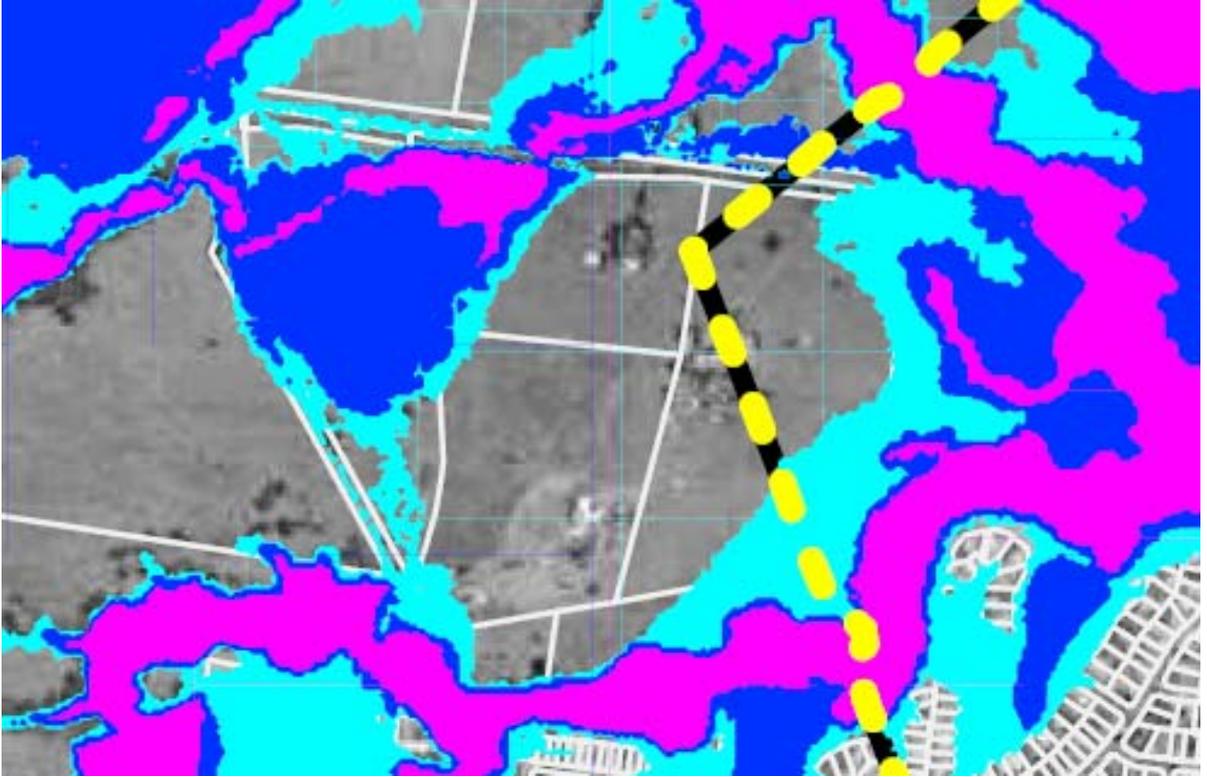


**Flooding and Drainage:** Part of the precinct is identified as flood prone land due to Robins Creek which is part of the Mullet Creek catchment. Council’s Mullet Creek Flood Study (2009), Floodrisk Management Plan and Mullet Creek Flood Extension Study (2011) identifies land near Robins Creek and the other tributaries as being flood prone and having low – high risk (Figures 3 and 4).

**Figure 3:** Mullet Creek Flood Extension model (Bewsher 2011) – 100 year event (extract from Figure 7)



**Figure 4:** Mullet Creek Flood Extension model (Bewsher 2011) – Flood Risk precincts (extract from Figure 11)



The applicant has submitted a more recent and more detailed flood study of the precinct (KFW July 2014). The flood study describes the flood behaviour through the precinct in its current condition showing the affected 100 year flood behaviour and greater flood events. In general the flood study demonstrated that the peak velocity and depth flows associated with the 1% Annual Exceedance Probability (AEP) annual exceedance probability storm event are contained generally within the back of the riparian creek system. It further recommends that the 100 year Average Recurrence Interval (ARI) flood level as presented in the study be used to set the habitable floor level for the future development of the land.

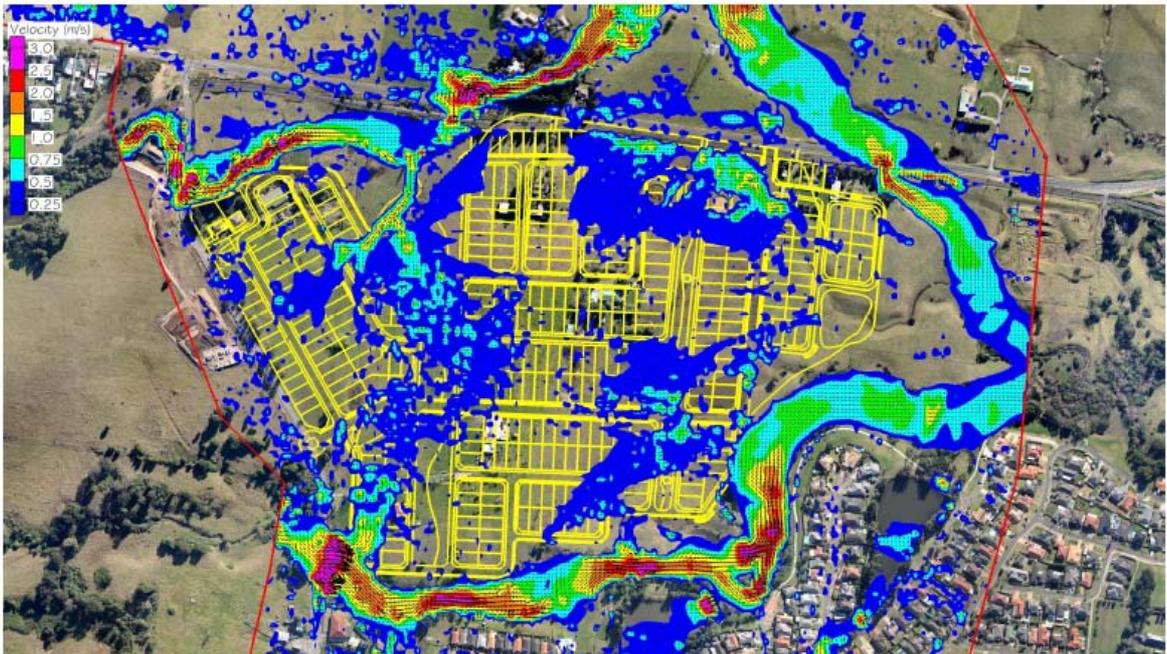
Figure 4: Flood depths for 100 year event



WEST DAPTO ROAD NEIGHBOURHOOD PLAN, HORSLEY				
Conditions	Flood Event	Coverage	Revision	Job
Existing	100yr	Flood Depth	-	KF111545



Figure 5: Flood velocity for 100 year event



WEST DAPTO ROAD NEIGHBOURHOOD PLAN, HORSLEY				
Conditions	Flood Event	Coverage	Revision	Job
Existing	100yr	Velocity	-	KF111545



**Figure 6:** Velocity x Depth (m/s) for 100 year flood event



WEST DAPTO ROAD NEIGHBOURHOOD PLAN, HORSLEY				
Conditions	Flood Event	Coverage	Revision	Job
Existing	100yr	Velocity x Depth	-	KF111545



The following matters in relation to stormwater and flooding have been identified:

- The Neighbourhood Plan indicates some lots (south west corner) and access road (southeast corner) within the existing 100 year flood extents. Land below the 100 year flood level is not suitable for urban development.
- The Neighbourhood Plan proposes detention basins within the existing 100 year flood extents. Detention basins need to be located outside of the 100 year flood extents to provide any effective attenuation of stormwater runoff from the proposed development.
- One of the detention basins is proposed within an existing transmission easement. Further advice needs to be sought from the relevant authority on whether this type of structure is permitted within the easement.
- The KFW flood study dated 30 July 2014 only considers the extent of existing flooding on the site and does not consider the potential flood impacts as a result of the proposed Neighbourhood Plan inclusive of fill platforms etc.

Accordingly, the Neighbourhood Plan will need to be amended to remove any residential lots and the detention basins from the 1 in 100 year extent. Consultation will occur with Transgrid over the location of detention basins within electricity easements. Additional information will be required on the impact of filling as a result of development.

**Riparian:** The southern and eastern part of the precinct contains Robins Creek. In addition, three tributaries occur within the precinct. Eco Logical (2014) describe and map two first order, two third order and a fourth order stream on the subject site and have correctly identified:

- The subject site supports 'Waterfront land' defined under the *Water Management Act 2000* (WM Act).
- The subject site supports riparian corridors as defined in *Guidelines for riparian corridors on waterfront land* (NSW Office of Water, 2012).
- Non-riparian corridor works or development may be carried out within the outer 50 per cent of a vegetated riparian zone (VRZ), as long as these are offset according to the NSW Office of Water (2012) averaging rule.

The Eco Logical (2014) assessment concludes the study area (incorporating the subject site) has low ecological values, but due to the presence of waterfront land defined under the Water Management Act and riparian corridors, the NSW Office of Water may require the preparation of a Vegetation Management Plan as part of a controlled activity approval at DA stage.

As part of the development of the West Dapto Master Plan, Council along with State Agencies had to make decisions on the extent of residential land based on constraints to development. This included mapping of flooding, easements, significant vegetation and riparian corridors. It was considered appropriate that the riparian land within West Dapto was to be determined and defined by the 1 in 100 year flood event.

As a consequence a number of minor or lower order creeks were retained within the development footprint. As part of West Dapto it is expected that these minor depressions are suitable for integration within the drainage of the subdivisions road networks. This would still require consultation with Office of Water at Development Application stage.

The draft planning proposal requests that Council considers realigning part of the R2 Low Density Residential and E3 Environmental Management zones.

This request is based on the premise that the E3 Environmental Management boundary was determined by the 1 in 100 year event. The proponent has submitted an updated flood study that shows that the flood extent is not as Council has originally mapped and that some additional areas zoned E3 Environmental Management could be rezoned to facilitate the efficient subdivision of the land.

In this regard Council should note that there are reasons to both support and not support the rezoning. The reasons in support of the E3 Environmental Management rezoning are:

- The land proposed for rezoning is primarily unaffected by flooding (with the exception of a few lots that are proposed to be filled to a yet to be determined extent).

- The land has not been identified at this stage as supporting any Endangered Ecological Communities (a full assessment would be required as part of the Gateway determination to ensure this is the case).
- The rezoning of the land would facilitate efficient land development and
  - Cumulatively minimise maintenance costs to Council for E3 Environmental Management land.
  - Contribute to greater income to Council through Section 94 developer contributions.

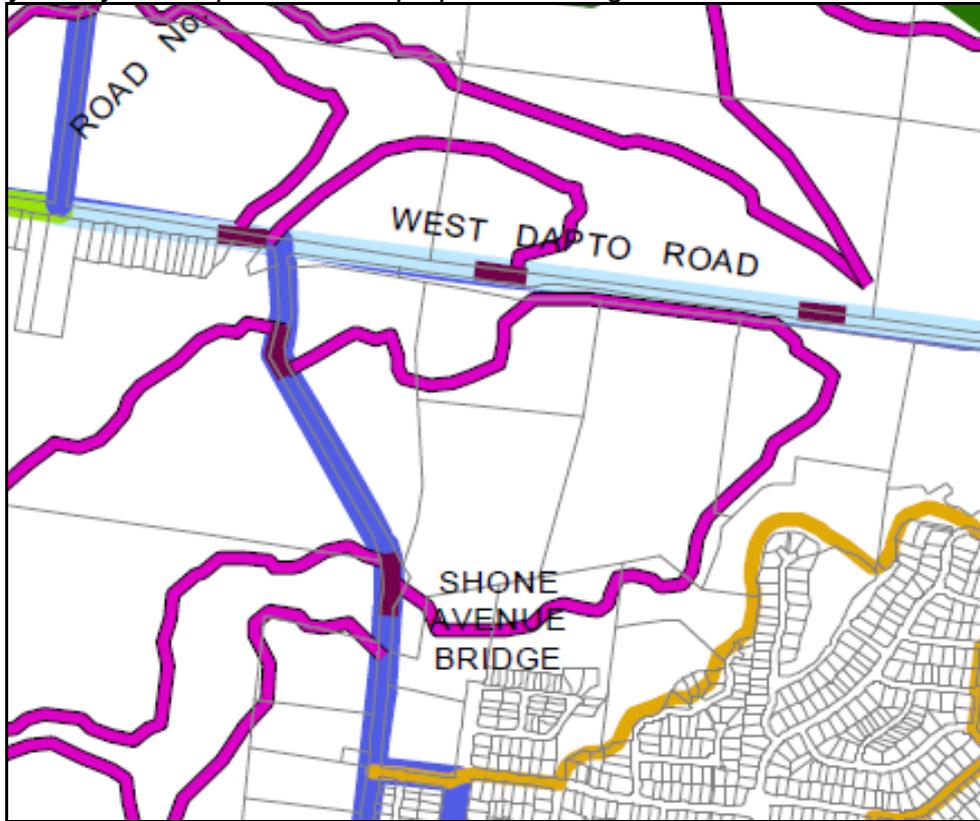
However, the draft Neighbourhood Plan is not entirely consistent with the NSW Office of Water (2012) guidelines as non-riparian uses are proposed to be located in the inner 50 per cent of the vegetated riparian zone (VRZ). The reduction in the area zoned E3 Environmental Management will also result in a small increase in the number of credits required to achieve Biocertification for the West Dapto Urban Release Area.

Noting all the points above it is recommended that the draft planning proposal proceed to the Department of Planning and Environment for a Gateway determination as the land is largely unconstrained, and further consultation with relevant State agencies can occur as part of the exhibition period.

**Traffic, Public Transport and Cycleways:** The Neighbourhood Plan proposes to use road type 1, 1A, 2A, 3 and 1B in accordance with the road types listed in the Wollongong Development Control Plan 2009. The Plan also shows a network of footpaths and cycleways linking through the neighbourhood precinct area and along the riparian corridors.

Traffic Division have provided no objection to the Plan however they request a minor change to the proposed shared path and footpath alignment to better match the desire line. This matter can be better accommodated in the development application as the Neighbourhood Plan detail such as foot paths and cycle ways show general alignment rather than specific locations. No further changes are required at this stage to the traffic and cycleway networks for the Neighbourhood Plan to proceed to exhibition.

**Figure 8:** Cycleways as required and as proposed in Neighbourhood Plan

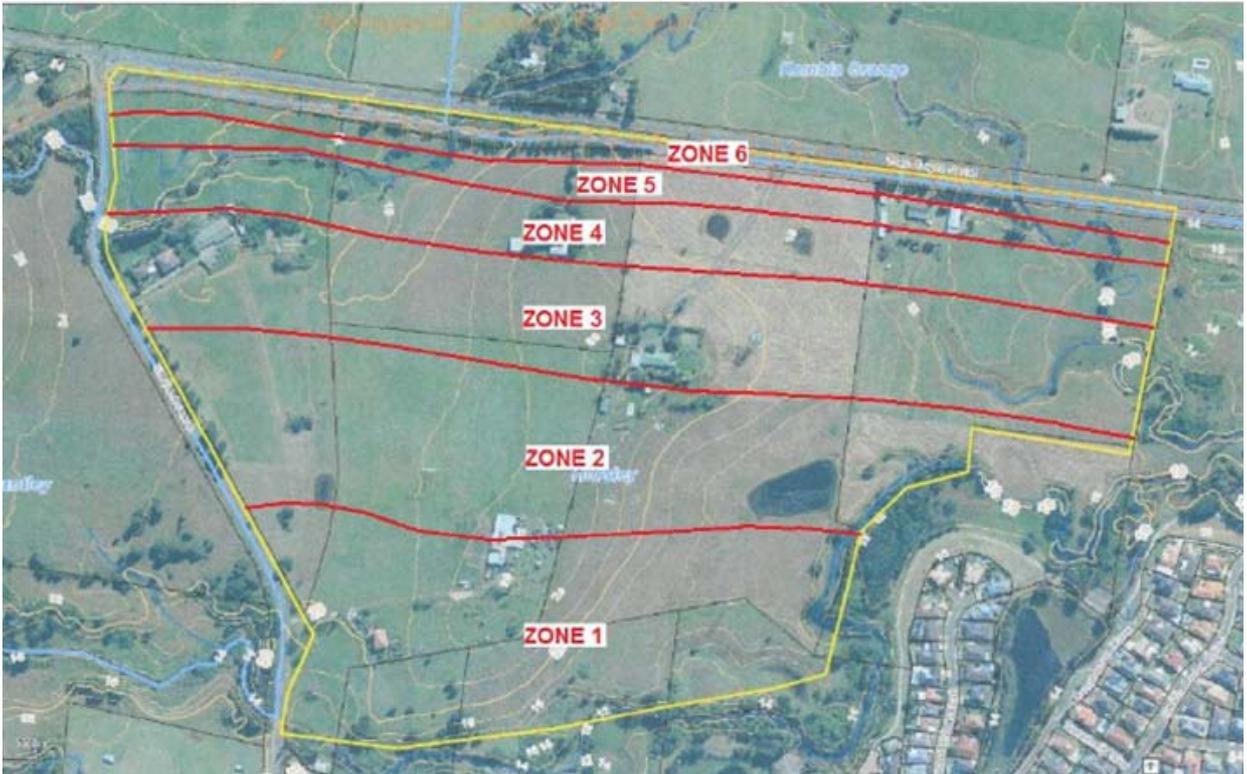


**Noise:** The primary potential noise and vibration impacts associated with the subject Neighbourhood are likely to be generated by the immediate rail line corridor to the north of the Neighbourhood Precinct. A noise impact assessment has been undertaken by Reverb Acoustics dated July 2014 for the purpose of determining the noise and vibration impact within habitable spaces of future dwelling locations from passing rail traffic on the Wongawilli Colliery Rail Spur and to recommend acoustic modifications that should be incorporated into the Neighbourhood Plan design. The findings of the assessment show that the precinct is satisfactory for the intended purpose providing mitigation measures are implemented including the erection of a 1.8m high acoustic fence or mound at the northern boundary between the neighbourhood area and the rail line. The report recommends varying construction for affected future dwellings including roof construction specifications and insulations, brick veneer or cavity brick construction, external doors of 30-40mm solid core with all glazed sections varying between 6mm to 8.38mm safety or laminated glass. The construction requirements vary depending on the zone of the dwelling Zone 6 being the closest to the railway line and Zone 1 being the furthest south. To ensure compliance with personal comfort and building damage vibration criteria the report recommends that no dwellings be constructed within 25m of the rail line which is within Zone 6. The minimum setback distance only applied to the dwelling and not the lot boundary.

The draft Neighbourhood Plan does not appear to take this recommendation on board and will need to be re-designed to accommodate a 25m building exclusion zone. This would affect the viability of Lots 371 to 393 in the Neighbourhood Plan to ensure that there is suitable space for a building envelope outside of the 25m exclusion zone.

The report concludes that the recommendations for construction of dwellings, the noise wall and the exclusion zone when implemented, will ensure that the rail traffic noise and vibration levels will be compliant with Department of Planning and Environment, Office of Environment and Heritage and Wollongong Council requirements and do not foresee any acoustic reason why the proposal should be denied.

**Figure 9:** Noise Zoning



**Heritage:** A preliminary Aboriginal Heritage Assessment has been undertaken by AHMS (August 2014) in order to determine if there are any identified items or sites of heritage significance either within the subject site or in close proximity. The report found that there were no Aboriginal objects or sites identified within the study area. The survey confirmed that previously disturbed areas including houses, farm buildings, associated access tracks and the former “Flemming” mine on Mt Kembla railway line are unlikely to contain any surviving Aboriginal objects and therefore should be excluded from further archaeological testing. Although there are no known subjects or a low probability of objects occurring in the area the report notes that it is still important to exercise due diligence when carrying out development activities.

The survey did however highlight areas within the study area that have a high probability of containing Potential Archaeological Deposits (PADs) (refer to Figure 7). All of these areas are within 50 metres of the creeks situated within the study area. Based on the Office of Environment and Heritage (OEH) guidelines (Due Diligence Code of Practice, Step 2b), undisturbed areas situated within 200 metres of water are believed to have a high potential for Aboriginal objects to exist. As a result additional archaeological test excavations are required in these areas prior to development to confirm if any Aboriginal objects are present and identify if an Aboriginal Heritage Impact Permit is required for development.

The report recommended the following:

- 1 Further archaeological investigation should be undertaken prior to impact occurring within the study area. The ridgelines and terraces surrounding Robins Creek in particular have the potential for Aboriginal Heritage Culture to be present.
- 2 If further investigation reveals that Aboriginal objects do exist then wherever possible design alterations to avoid impacts on Aboriginal objects should be the first course of action.
- 3 If the boundaries of the proposed development are revised to include areas not investigated as part of this Preliminary Aboriginal Assessment, investigation of these additional areas should be undertaken in order to identify and appropriately manage Aboriginal objects, sites and/or places that may exist in these areas.
- 4 Consultation between KFW and the registered Aboriginal parties should be maintained as appropriate throughout the design and construction of the proposed development.
- 5 If human skeletal material less than 100 years old is discovered, the *Coroners Act 2009* requires that all works should cease and the NSW Police and the NSW Coroner's Office contacted. Traditional Aboriginal burials (older than 100 years) are protected under the *National Parks and Wildlife Act 1974* and if found, all works should cease and an appropriately skilled archaeologist or physical anthropologist contacted. Interpreting the age and nature of skeletal remains is a specialist field and an appropriately skilled archaeologist or physical anthropologist should be consulted in the event of human remains being identified. Should the skeletal material prove to be archaeological Aboriginal remains, notification to OEH and the relevant Aboriginal stakeholders will be required. Notification should also be made to the Commonwealth Minister for the Environment, under the provisions of the *Aboriginal and Torres Strait Islander Heritage Protection Act 1984*.
- 6 A copy of this assessment should be provided to the registered Aboriginal parties.

The Heritage officer has reviewed the information provided in the Neighbourhood Plan and provides the following comments and recommendations:

*Aboriginal Heritage:* The submitted report provides a "Preliminary" Aboriginal Heritage Assessment. This report has not identified any known Aboriginal sites within the proposed development area, however it has identified a number of areas that are considered to have "High" archaeological potential and which require further investigation to determine if these potential archaeological sites do indeed contain evidence of Aboriginal occupation. The report recommends that archaeological testing be undertaken in accordance with the code of practice for archaeological sites, prior to the commencement of any development works on the site. Further, it is likely that additional consultation to allow for a cultural significance assessment will be required as part of this process.

If the future archaeological works reveal archaeological evidence, there is considerable potential for the achievement of the Neighbourhood Plan to be impacted by the requirements of the National Parks and Wildlife Act 1974. However it is noted that the

areas identified as having archaeological potential are on the fringe of the R2 Low Density Residential land and therefore offer potential adjustments at DA stage.

*European Heritage:* The neighbourhood planning area is (with the exception of Lot 1 DP 607456) located on part of the 500 acre land grant which was promised to W F Weston in 1817. The land was occupied from this time by Weston, his wife Elizabeth and their children, and became known as “West Horsley Place”, the name later being simplified to “Horsley”. It is of note that Elizabeth Weston was remarried in 1830 to convict Thomas Williamson. The 1841 census records Elizabeth Williamson living at Horsley and being landlady to 21 tenants on farmlets. The farm was now a small village with 84 people, some free, some convicts, in 21 slab houses. In 1842, the grant was formally issued to Augusta Brooks and Elizabeth Weston (Jnr), William and Elizabeth Weston’s two daughters.

The relevance of this information pertains to the lengthy period of occupation and the (relative) density of this occupation during the early occupation of the property, as it is likely that each of the ‘tenant farmers’ would have established basic means of accommodation across the estate and there is therefore potential for the site to contain evidence of this early occupation in the form of an archaeological resource. There is no known mapping or other documentary evidence pertaining to the location of these ‘tenant houses’ or even the boundaries of the tenants leases across the site, and as such, it would be very difficult to establish the potential location of early occupation sites. It is also highly likely that these houses would have been constituted of small timber cottages of slab construction and as such, the level of archaeological evidence relating to these would be very minimal, and could easily have been disturbed/destroyed by later farming activity and other development across the site. It is of note that the 1948 aerial photograph of the site does not show any evidence of any buildings or structures within the development footprint.

Given the early period of occupation of the site, and the potential significance of any archaeological finds related to this early period of occupation, it is worthwhile to consider the archaeological potential of likely occupation sites, likely to be located at high points across the site, and the potential archaeological significance of these sites as part of future redevelopment plans. This could be addressed at the development application stage of the development process, but to ensure consideration of this issue as part of the neighbourhood planning process, the application should be referred to the NSW Heritage Branch for consideration as part of the exhibition of the Neighbourhood Plan.

*Illawarra Harbour Land Corporation Rail Line:* During the 1890’s the Illawarra Harbour Land Corporation, with the purpose of establishing a harbour within Lake Illawarra, established a rail line linking “Flemming’s Mine” (located north of the elbow in Sheaffes Road) with Lake Illawarra. This rail line traversed the part of the neighbourhood planning area made up of Lot 1 DP 607456, skirting around its eastern boundary. The route of this line can be seen in the 1948 aerial photograph of the area (though it had been abandoned prior to this time) and on the Parrish Plan for the area.

It is recommended that:

- 1 The following groups should be notified of the draft Neighbourhood Plan and invited to comment on the plan:
  - a The NSW Office of Environment and Heritage (Aboriginal Heritage);
  - b All local Aboriginal groups; and
  - c NSW Heritage Branch (regarding the archaeological potential relating to Horsley Estate).
- 2 The additional Aboriginal archaeological research recommended in the Preliminary Aboriginal Heritage Assessment should be undertaken as part of any future development application, to more clearly define the nature and extent of the potential archaeological deposits detailed in the report. The outcomes of these additional investigations should be used to inform the final layout of the subdivision.
- 3 Further research should be undertaken to inform the future stages of the development process (DA stage) to consider the potential for early occupation evidence related to the Horsley Estate to occur across the development area. This will be expected to be addressed prior to the lodgement of a development application for the site.
- 4 A heritage interpretation plan should be developed to guide the implementation of some heritage interpretation devices to tell the story (both Aboriginal and non-Aboriginal) of the site's history, and to identify and interpret the route and location of the former rail line which traversed the site. This matter can be addressed at the development application stage of the process.

**Figure 10:** Disturbed areas and areas of high potential Aboriginal Cultural Heritage



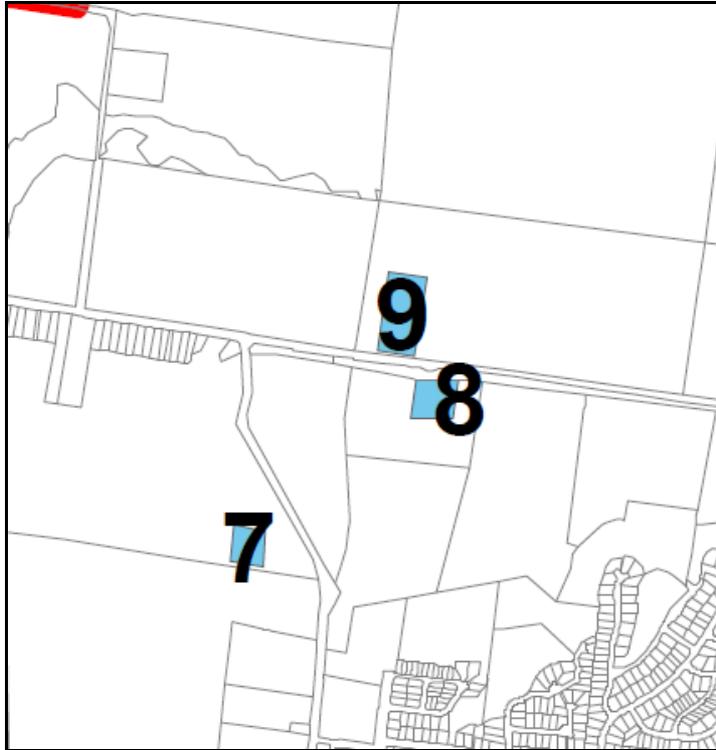
**Figure 11:** Development layout and the high potential Aboriginal Cultural Heritage sites overlay



**Electricity Easements:** The Neighbourhood Plan land includes two Transgrid easements that the applicant proposed to be dedicated to Council as part of the road reserve. Council would then be responsible for the maintenance costs of mowing/maintaining the easements, Horsley contains examples of other sections of the same easements both in public (road reserves and open space) and private ownership. The applicant has suggested that Council could maintain them as road reserves (as opposed to parks) for a cost of \$4,172 per annum. It is considered that to accept the easements under Council ownership and management is not ideal and should not be supported. It is noted that there is an extensive network of electricity easements in West Dapto and Council should not be responsible for their on-going maintenance. In other parts of Dapto the easements are used for grazing, private open space or other uses. The Neighbourhood Plan should be re-designed to include the land within private larger lots.

**Community and Recreation Facilities:** The Neighbourhood Plan has not nominated the local park that is required within the precinct. The Wollongong Section 94 Development Contribution Plan requires Local Park "8" (refer to Figure 12) within the residential area at 2ha with one field; the park is expected to be formed of 1ha of developable land and 1ha of non-developable land. The Neighbourhood Plan should be amended to include the park.

**Figure 12:** Location of Park “8” in West Dapto Section 94 Development Contribution Plan (2011) and revised Neighbourhood Plan



**Infrastructure:** The precinct is not yet sufficiently serviced by water, sewerage, electricity and communication services. All of these services will be required to be provided as part of the development. The current strategies of the relevant State service providers as well as local infrastructure items have been considered for future residential development in this precinct.

**Electricity:** Endeavour Energy has secured a site for a new electricity zone substation adjacent to West Dapto Road to the east of the Neighbourhood, which provides a connection point for new developments. Due to the lead-time in constructing a new substation Endeavour Energy has been working in conjunction with Council and active developers in the area to ensure electricity supply will be available to new dwellings as they are constructed.

**Water and Sewer:** Sydney Water has developed a Growth Servicing Plan to provide water and wastewater (sewer) services in stages over the next 40 years to West Dapto and adjoining release areas as rezoning and development occurs. Sydney Water has worked closely with the NSW Department of Planning and Environment, local Councils, relevant State agencies, the Illawarra Urban Development Committee and other stakeholders as the plans for land use in this area were being developed and while developing the Growth Servicing Plan.

A proposal for the delivery of services to the zoned areas of West Dapto has also been developed by Sydney Water which avoids, where possible, environmentally sensitive areas and commits to a range of measures to minimise environmental impacts.

Sydney Water gained Part 3A approval on 14 June 2013 for the West Dapto Stage 1 and 2 Servicing Plan, and is currently undertaking further design work to progress implementation of works. The precinct should be serviced by 2015-16 and the work starts this year to service Stages 1 and 2.

**Planning Proposal:** The Proponent requests minor amendments to the Wollongong Local Environmental Plan 2009 to implement the Neighbourhood Plan (Attachment 2). These changes are essentially a boundary adjustment between the R2 Low Density Residential and E3 Environmental Management zones that would enable the current layout of the Neighbourhood Plan and permit some further residential lots. The affected areas are within the fringe of the north-west corner of the site, the eastern boundary and a small portion of the southern boundary. The total area involved in the draft Planning Proposal is calculated at 1.25ha based on the figures provided in Attachment 2 facilitating a total of 22 lots.

The affected lots being:

- 1 Lot C DP 397366,
- 2 Lot 5 DP 26069,
- 3 Lot 19 DP 879647,
- 4 Lot 102 DP 1137454,
- 5 Lot 1012 DP 862178,
- 6 Lot 2 DP 26069,
- 7 Lot 1 DP 607456, and
- 8 Lot 1 DP 26069.

The applicant has prepared a flood study that highlights the extent of the 1 in 100 year event which is used to determine the extent of development. The plan submitted in support of the rezoning does not demonstrate that all proposed residential lots will be outside of the 1 in 100 year event. The draft Planning Proposal states however that all building envelopes would be outside of the 1 in 100 year event. Should the draft Planning Proposal not be supported the applicant would need to re-design and in some instance potentially remove lots. Affected proposed lots include:

19-21, 60-67, 80-81, 91-92, 246, 296-299, 355,356,357, 359-360, and 368.

The applicant states in support of the Planning Proposal the following:

- Land is generally above the 1% AEP as defined by the Mullet Creek Extension Flood Study. Land that is not can be brought above the 1% AEP and the existing depression can be filled under the level 1 geotechnical control;
- All lots will have building areas above the 1% AEP;
- Twenty two additional lots will be facilitated with an overall reduction in the area to be dedicated to Wollongong City Council thereby reducing the asset maintenance liability and generating an additional \$660,000 in Section 94 Developer Contributions;

- The riparian zone is degraded and is impacted upon by Shone Avenue and the rail corridor and is non continuous; and
- There is still suitable amounts of riparian land that can provide adequate space for restoration.

It is recommended that the draft Planning Proposal be supported to accommodate the efficient development of land where practical with further work undertaken to demonstrate how cut and fill of flood affected land could be managed within the Neighbourhood Plan area.

**Other Development Control Plan matters:** Shone Avenue is considered the primary road for lots adjoining Shone Avenue; these lots will therefore be required to be rear loaded with fences facing Shone Avenue being no higher than 1.2m and a minimum 50% transparency with pedestrian access to the property via a gate or the like. This control will be inserted into the DCP with the Neighbourhood Plan in order to achieve positive urban design outcomes, facilitate passive surveillance and generally support principle of crime prevention through environmental design. This will mean that the garages or carports for vehicular access will need to be located on the rear lane (rear loaded property). It is essential that this principle be applied across the board on all access denied roads to ensure the overall urban form of West Dapto is positive and safe.

## CONSULTATION AND COMMUNICATION

The draft Neighbourhood Plan forms an amendment to the Wollongong Development Control Plan 2009 – Chapter D16 West Dapto Release Area. As such, it is required to be publicly exhibited for a minimum period of 28 days to enable community and agency input.

If endorsed for exhibition, the exhibition of the draft Plan will be advertised on Council's website, in the local newspapers and letters will be sent to affected and surrounding landowners, relevant State agencies, and community and aboriginal groups.

Following the exhibition period, issues raised in submissions will be reviewed and reported to Council.

## PLANNING AND POLICY IMPACT

### ***Illawarra Regional Strategy***

The draft Neighbourhood Plan is consistent with the urban development outcomes stipulated in the Illawarra Regional Strategy (2007) for the West Dapto Release Area.

### ***Wollongong Community Strategic Plan 2022***

This report contributes to the delivery of Wollongong 2022 under the objective - *the sustainability of our urban environment is improved* (Community Goal we value and protect our environment).

It specifically delivers on core business activities as detailed in the *Review and Access Neighbourhood Plans Service Plan 2014-15*.

## CONCLUSION

The submitted draft Neighbourhood Plan for the Shone Avenue and West Dapto Road precinct is supported, however the following changes are considered necessary prior to public exhibition:

- 1 The acoustic building exclusion zone of 25m be incorporated into the design of the Neighbourhood Plan and be noted clearly for the purpose of identification in the Wollongong Development Control Plan 2009. Re-design Lots 371 to 393 in the Neighbourhood Plan to ensure that there is suitable space for a building envelope outside of the 25m exclusion zone.
- 2 A local park be included into the design of the Neighbourhood Plan comprising of 2ha of land, 1ha being developable land being outside of the 1 in 100 year event and 1 ha of non-developable land that is able to accommodate one playing field.
- 3 Clearly identify on the Neighbourhood Plan that the lot layout and roads can accommodate a 32m wide Asset Protection Zone to the eastern part of the site near Robins Creek and the 15m wide Asset Protection Zone in the north western corner and the south eastern corner on private land or on public roads.
- 4 Detention basins need to be located outside of the 1 in 100 year event.
- 5 The easements be re-designed into the Neighbourhood Plan as part of larger lots.

It is recommended that once the revised draft Plan is received that it be placed on public exhibition for a minimum of 28 days and consultation be undertaken with State agencies including the NSW Office of Water, Rural Fire Service, Transgrid and Sydney Water. The Neighbourhood Plan can then be reported back to Council.

It is also recommended that a draft Planning Proposal be progressed for the rezoning of land from E3 Environmental Management to R2 Low Density Residential and corresponding Floor Space Ratio of 0.5:1 and Minimum Lot Size of 450m<sup>2</sup> in part for the following lots:

- 1 Lot C DP 397366;
- 2 Lot 5 DP 26069;
- 3 Lot 19 DP 879647;
- 4 Lot 102 DP 1137454;
- 5 Lot 1012 DP 862178;
- 6 Lot 2 DP 26069;
- 7 Lot 1 DP 607456; and
- 8 Lot 1 DP 26069.

Further work will be required to be undertaken to demonstrate how the cut and fill of flood affected land could be managed within the Neighbourhood Plan area.

The draft Planning Proposal should be submitted to the NSW Department of Planning and Environment for a Gateway determination and exhibited for a minimum of 28 days using the General Managers delegation.

ITEM 5

PROPOSED TRANSFER OF PORT KEMBLA COPPER PROPERTY  
TITLES AND ENVIRONMENT PROTECTION LICENCES

Port Kembla Copper Pty Ltd (PKC) has lodged a proposal with the EPA to transfer the property titles and environment protection licences (EPLs) for the former copper smelter site at Port Kembla and the former slag emplacement area at Primbee to a new entity, PKC Properties Pty Ltd. As part of the proposal, PKC will develop a public positive covenant and supporting site management plan to manage groundwater contamination at the Port Kembla site.

EPA is the appropriate regulatory authority under the Protection of the Environment Operations (POEO) Act 1997 for the two premises that PKC manage. The former copper smelter site is regulated by EPL No 1753 under the POEO Act. The site is also regulated under the Contaminated Land Management (CLM) Act. The former copper slag emplacement site at Primbee is regulated by EPL No 2509 under the POEO Act.

PKC has met with EPA who has detailed the information in relation to the two sites that must be provided to them by PKC, prior to the property title and EPL transfer being approved. EPA also recommended that PKC contact Wollongong City Council as to their requirements about the groundwater contamination and proposed transfer of property titles and the associated EPLs.

## RECOMMENDATION

- 1 Council note the proposal from Port Kembla Copper Pty Ltd to transfer the property titles and environment protection licences (EPLs) for the former copper smelter site at Port Kembla and the former slag emplacement area at Primbee to a new entity, PKC Properties Pty Ltd.
- 2 Council endorse the attached letter to the Environment Protection Authority detailing our support for the public positive covenant and supporting management plan for the Port Kembla site and the additional information required to be provided by Port Kembla Copper for the Environment Protection Authority to determine this proposal.

## ATTACHMENTS

- 1 Draft letter to the EPA
- 2 Letter from EPA to Port Kembla Copper Pty Ltd

## REPORT AUTHORISATIONS

Report of: Renee Campbell, Manager Environmental Strategy and Planning  
Authorised by: Andrew Carfield, Director Planning and Environment – Future, City and Neighbourhoods

## BACKGROUND

### **Port Kembla smelter site**

Port Kembla Copper Pty Ltd (PKC) owns a former copper smelter and refinery site on Military Road at Port Kembla. The smelter and refinery were closed in 2003. Demolition commenced in 2011 and was largely completed by late 2014, including demolition of the main stack in February 2014.

Approximately 100 years of smelting and refining operations has occurred at the site. Losses of acidified copper sulphate solution to the ground in the past has resulted in the underlying aquifer containing a suite of metal sulphate and acidity. A groundwater extraction and treatment system was installed at the site to address the contaminant plume, which essentially remains within the boundary of the PKC site. The groundwater extraction and treatment system operated for approximately 10 years from 1997-2007.

In 2004, the site was declared a remediation site by the NSW EPA and a notice was issued under section 44 of the CLM Act. In response to the declaration, PKC entered into a voluntary remediation agreement with EPA, which included completing a series of investigation works, remediation trials and groundwater monitoring exercises. The purpose of the modelling was to assess the capacity of the aquifer to attenuate the contaminants of interest prior to the plume reaching the marine receptor of Port Kembla outer harbour.

PKC have recently submitted two reports to the EPA regarding the current status of contamination at the smelter site.

- *Review and comments on a PHREEQC groundwater model for the former Port Kembla Copper Smelter and Refinery* prepared by Geosyntec Consultants dated 21 October 2014 (Project Number CHA8372)
- *Shallow groundwater investigations former Port Kembla Copper Smelter and Refinery, Military Road Port Kembla NSW* prepared by Senversa and dated 12 November 2014

The EPA (Contaminated Sites Section) has reviewed the information provided by PKC. Based on these reports, the EPA considers PKC has complied with the terms set out in the notice issued under section 44 of the CLM Act.

The results of the on-site remedial actions in general, show there is limited off site migration of contamination in groundwater above relevant water quality criteria and that groundwater contaminants migrating from the Tankhouse plume will become attenuated in native soil and weathered rock prior to reaching Port Kembla Harbour.

### **Copper slag emplacement site at Korrongulla Swamp Primbee**

Copper slag produced at the Port Kembla smelter has been emplaced at the Korrongulla swamp site at Primbee, which is also owned by PKC. Electrolytic Refining and Smelting Company of Australia Pty Ltd (ER&S) obtained consent from the NSW Land and Environment Court on 13 September 1985 to extract up to 1.5 million tonnes

of sand and emplace 3 million tonnes of copper slag at the site. Only slag produced by the ER&S (and the then Southern Copper and PKC) smelter and refinery located on Military Road Port Kembla was permitted to be emplaced at the site. Dredging of sand was conducted between approximately 1987 and 2002 - creating a dredge pond encompassing the majority of the site. Southern Copper emplaced approximately 300,000 tonnes of copper slag from 1992 to 1995, after which PKC emplaced a further 300,000 tonnes between 2000 and 2003. The slag was emplaced in the northern portion of the site and made up approximately 20% of what was originally permitted to be placed.

Emplacement of slag at the site has been regulated by the EPA under EPL No. 2509. The EPL requires regular groundwater and surface water monitoring and reporting for the site. PKC has developed and is working toward a Closure and Exit Strategy. **A closure approach was endorsed at the Council meeting of 22 July 2013.** The closure approach includes the dedication of the land at Primbee to Council after (and only if) it has been remediated to a condition which is unlikely to pose a risk to current and future users and occupants of the site and surrounding properties.



## PROPOSAL

PKC has lodged a proposal with the EPA to transfer the property titles and EPLs for the former copper smelter site at Port Kembla and the former slag emplacement area at Primbee from Port Kembla Copper Pty Ltd to a new entity, PKC Properties Pty Ltd. As part of the proposal, PKC will develop a public positive covenant to manage contamination at the Port Kembla site.

In response to the proposal, PKC has met with the EPA on 21 November 2014. In a letter to PKC dated 2 December 2014, the EPA detailed a number of information requirements that PKC must provide before the proposed transfer of property titles and EPLs can occur. This included the requirement for PKC to notify Council of the proposed transfer of property titles and EPLs. In its letter dated 2 December 2014, EPA recommended that PKC meet with Council to discuss any requirements that Council may require in relation to groundwater investigations and modeling at the Port Kembla site. Council staff met with Ian Wilson from PKC in December 2014 to discuss the PKC proposal.

## **Groundwater Contamination issues at the former copper smelter site at Port Kembla**

The former copper smelter site is regulated by EPL 1753 under the POEO Act. The site is also regulated under the CLM Act. A key issue at the former copper smelter site is groundwater management. Stormwater management is another key issue at the site. Under Section 28 of the CLM Act, EPA has issued an *Ongoing maintenance order* which is issued to the **landowner**. PKC has entered into a Voluntary Management Proposal (VMP) for remediation of the former smelter and refinery site, which requires them (amongst other things) to undertake six years of monitoring which was completed in 2014.

Under section 29 of the CLM Act, the EPA will prepare an *Ongoing maintenance-restrictions and covenants* which apply to the **land** (not the landowner) that has been the subject of an approved VMP. This allows the EPA to impose restrictions on the use of the land pursuant to section 88E (4) of the Conveyancing Act. It can only be executed by the EPA and does not require the agreement of any other person.

As part of preparing the public positive covenant and supporting management plan, the EPA has requested that PKC provide them with the following information:

*A site management plan setting out land owner obligations to ensure its ongoing implementation. The plan should include as a minimum, the following:*

- *Make reference to the contamination on the land and in particular to the groundwater contamination;*
- *Develop appropriate management protocols for any works under the “site capping” that may need to be required as part of the site redevelopment (including works that may be undertaken to meet requirements of the Building Code of Australia);*
- *State that extraction of groundwater is prevented unless approved by the NSW Office of Water;*
- *Outline the need for a site auditor accredited under the CLM Act 1997 to be appointed to sign off on the suitability of the land or any part of the land for its future use (noting that the site auditor may require groundwater or other monitoring as part of the audit requirements);*
- *Ensure that any person acting for or on behalf of the site owner in relation to any of the matters above are advised of the terms of the public positive covenant, including the terms of the Site Management Plan (SMP), and that they comply with the terms of this public positive covenant, including the SMP.*

PKC have submitted two reports to the EPA on the current status of groundwater contamination at the site. Council environmental staff have reviewed the two reports and agree with the conclusions of the EPA Contaminated Sites Section. In summary, based on the previous remediation work undertaken and the monitoring and modelling results, the groundwater in the shallow and deep aquifers under the Port Kembla Copper site is not considered to pose a risk to the receptors of Port Kembla Outer Harbour.

Council is supportive of the development of a public positive covenant and supporting site management plan for the former smelter site. Since the public positive covenant applies to the land, this provides a greater level of disclosure to all future land users, including land owners, occupiers and workers about the presence of contamination on the site and the future management requirements for the site.

## **Proposed transfer of property titles and EPLs to a new entity Port Kembla Property Pty Ltd**

The former copper smelter site at Port Kembla is regulated by EPL No 1753 under the POEO Act. The site is also regulated under the CLM Act. The former copper slag emplacement site at Primbee is regulated by EPL No 2509 under the POEO Act.

To understand the proposed new entity in the context of the above regulatory requirements, the EPA has requested the following information:

- 1 *The structure of the body corporate and the name(s) of the director of the body corporate or other person(s) concerned in the management of the body corporate.*
- 2 *Information to demonstrate:*
  - a *The management of activities or works regulated under a licence are in the hands of a technically competent person.*
  - b *The person has the financial capacity to comply with the person's obligations under the licence or the proposed licence.*
  - c *Financial surety that is available to address the smelter site, Primbee slag emplacement site and any other offsite contamination liabilities associated with smelter operations.*
- 3 *Any other matters you wish the EPA to consider or advise the EPA to take into consideration in relation to Section 83 of the POEO Act 1997.*

The EPA indicated that they may request further advice from PKC upon receipt and review of the information. EPA also stated that when considering the above, PKC must recognise that extensive environmental work is still required at both licensed premises and that PKC must clearly demonstrate the new entity has the financial capacity to comply with any current or future environmental obligations under the POEO Act.

As part of a separate process, Council staff are working with EPA and PKC on the Closure and Exit Strategy for the Korrongulla site. The proposed exit strategy has been prepared by PKC having regard to the ambit of the development consent and EPL and issues raised by Council and EPA. The Strategy is staged and requires extensive monitoring, remediation and validation to demonstrate that the site is secure and does not pose a risk to the surrounding environment. The onus is on PKC to demonstrate this to EPA and Council before the EPL can be surrendered and the site transferred to Council. PKC have engaged an independent accredited site auditor to assist with this process. PKC has indicated this strategy could be completed in 2018. Council will not inherit the EPL.

With regard to proposed transfer of property titles and EPLs for the two PKC sites, the main concern of Council is that the proposed new entity, PKC Properties Pty Ltd, will have an appropriate corporate and management structure and the financial capacity to manage and appropriately remediate any current or future environmental issues at their two sites. In particular, PKC should demonstrate how the proposed transfer of

ownership will affect the Closure and Exit Strategy and the Council endorsed closure approach for the Korrongulla site that is currently being implemented.

## CONSULTATION AND COMMUNICATION

Council staff met with Ian Wilson from PKC in December 2014 to discuss the PKC proposal. Council staff have also met with staff from EPA to discuss the information requirements that PKC must provide to EPA.

## PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2022 under the objective 1.2, Our coastal areas and waterways are protected and enhanced, Community Goal 1, We value and protect our environment. It specifically delivers on core business activities as detailed in the Environmental Services Service Plan 2014-15.

## FINANCIAL IMPLICATIONS

PKC is proposing to dedicate ownership of the Korrongulla site to WCC in a condition which is considered unlikely to pose a risk to current and future users and occupants of the site and surrounding properties. In this regard, Council is holding cash bonds of \$520,000. The quantum of any future financial security payments should allow for contingency measures and be negotiated between Council and PKC.

## CONCLUSION

PKC has proposed a transfer of the property titles and EPLs for the former copper smelter site at Port Kembla and the former slag emplacement area at Primbee to a new entity, PKC Properties Pty Ltd. Council supports the establishment of a public positive covenant and supporting site management plan to manage the contamination at the Port Kembla site. Council has also detailed additional information that is required to be provided by PKC for the EPA to determine this proposal.

ITEM 6

WOLLONGONG CITY COUNCIL - COMMUNITY WELLBEING AND SATISFACTION

This report provides an overview of the results of recent research into the wellbeing of our community against the Wollongong 2022 Community Goals, as well as the current performance of Wollongong City Council via our biennial community survey. The research includes:

- Wollongong Community Wellbeing Report 2014 (Illawarra Regional Information Service - IRIS)
- Wollongong City Council, Community Satisfaction Management Report 2014 (IRIS).

The Wollongong Community Wellbeing Report 2014 reflects the efforts of Council, government agencies, business, education institutions, the not-for-profit sector and the community itself; and aims to measure whether our collective efforts are making a difference to the people who live here. The Wollongong City Council Community Satisfaction Survey 2014 measures Council's performance in relation to the services and facilities provided; highlighting where we are performing well and areas for improvement.

The results when considered together provide a comprehensive assessment of our community and Council. Overall it appears the health and wellbeing of our community is positive and the community is largely satisfied with Council's services. The Community Survey results indicate the highest level of community satisfaction in Council's performance since it began in 1997.

## RECOMMENDATION

The report be received and results considered as part of the 2015-16 Annual Plan.

## ATTACHMENTS

- 1 Wollongong City Council Wellbeing Report 2014 (Illawarra Regional Information Service)
- 2 Wollongong City Council Community Survey 2014 (Illawarra Regional Information Service)

## REPORT AUTHORISATIONS

Report of: Kerry Hunt, Executive Manager Strategy  
Authorised by: David Farmer, General Manager

## BACKGROUND

Council has had a performance measurement framework in place for a number of years and continues to seek opportunities to improve the availability of data and information which tracks trends and progress in major focus areas. With the introduction of a new integrated planning and reporting framework in 2012, Councils are also required to have in place indicators against the Community Strategic Plan, or Wollongong 2022 in our case. These indicators are population based and over time will monitor improvement in social, environmental, economic, governance and transport areas as aligned to the goals of Wollongong 2022.

In addition to this, Council tracks the level of satisfaction with the services it provides to the community against the importance placed on these services. The Community Survey also asks the community questions about priorities to ensure our focus is aligned with community need.

### **Wollongong Community Wellbeing Report 2014 (Illawarra Regional Information Service- IRIS)**

This report presents the results of the Wollongong City Council Community Wellbeing Survey 2014. IRIS Research was commissioned by Wollongong City Council to conduct a comprehensive telephone based survey among the residents of the Wollongong Local Government Area (LGA). The broad aim of the study was to provide Wollongong City Council with strategic insight for Council's community indicators for the Wollongong 2022 – Community Strategic Plan, where data was not available from other sources.

The main findings of the survey are summarised under the key report headings over the next few pages.

#### *Goal 1: We value and protect our environment*

The results for Goal 1 showed high satisfaction for cleanliness of beaches (4.03) and mid-range satisfaction for cleanliness of the Lake Illawarra foreshore (3.44). Residents also provided a mid-range satisfaction rating with new development. One in three (37%) residents indicated they have visited a place of historic value in the past 12 months.

#### *Goal 2: We have an innovative and sustainable economy*

Five items were rated by residents for this goal which found high range mean agreement scores for the three items of; Wollongong LGA as a place to live (4.36), My neighbourhood is a good place to live (4.46) and I will help if a neighbour calls (4.81). Mid-range agreement scores were given to; I have little to do with people in my neighbourhood (3.50) and I trust those in my community (3.94).

#### *Goal 3: Wollongong is a creative and vibrant city*

Residents provided a high range agreement rating for the statement "It is a good thing for a society to be made up of people from different cultures and communities" (4.23). Mid-range agreement scores were achieved for cultural diversity is valued by the city (3.90) and cultural history is reflected in the built environment (3.10).

A high range mean agreement score of 4.26 was rated by residents for there are enough opportunities to participate in sport and recreational activities, whilst in the last 12 months almost 7 in 10 residents (69.8%) have either participated or been a spectator at a sporting or recreational activity.

A mid-range agreement score was achieved (3.56 out of 5) for there are enough opportunities to participate in arts and related cultural activities. With regard to participation of arts and related activities, it was found that 'Other art and craft activities' (25%) followed by 'painting or drawing' (22%) were the most popular activities undertaken by Wollongong LGA residents.

Finally Viva La Gong was the multi-cultural activity most widely attended by residents (29%).

#### *Goal 4: We are a connected and engaged community*

With regards to determining if residents feel connected and engaged, it was observed that 33% of residents agree they have opportunities to have a real say on issues important to them. The most popular way for residents to engage on important issues in the last 12 months was signing a petition (57%), followed by being a research respondent (36%), whilst 22% met or sent a letter to a local politician.

Residents were asked about their ability and knowledge to contact politicians with 74% of residents indicating they know how to contact their local politician. Knowledge of how to contact state and federal members of parliament is relatively lower at 62% and 58% respectively.

The volunteering behaviour of residents was investigated with 27% of residents indicating they volunteered often, whilst 48% indicated they did not volunteer at all. 16% of residents said they sometimes volunteer with the remaining 9% indicating they volunteer when needed. Residents provided further information in terms of which types of institutions they volunteered for with education and training organisations (29%), followed by sports clubs (24%) and community groups (20%) being the most popular. 34% of residents indicated they did not provide volunteer work at any of the organisations under consideration.

#### *Goal 5: We are a healthy community in a liveable city*

A large majority (82%) of residents in the Wollongong LGA indicated a high satisfaction rating for access to affordable fresh food with a mean agreement score of 4.2.

Wollongong LGA's Personal Wellbeing Index was calculated as being 78.84. This result sits above the general overall benchmark of 75, indicating above average wellbeing for local residents. The index result of 78.84 sits above the comparative result for Shoalhaven LGA's Personal Wellbeing Index of 77.13. Individual satisfaction ratings for Personal Wellbeing items supported the overall index result with mean scores for the eight items ranging from 4.36 through to 3.82 with all mean scores falling within the high satisfaction range.

78% of residents in the Wollongong LGA indicated a high satisfaction rating for access to public space. 56% indicated they had a high level of satisfaction with the appearance of public space.

In regards to council's performance on the appearance of public areas in the last 12 months, 44% of residents gave a combined positive score, whilst 24% indicated it was adequate and 32% indicated it needs improving. Overall mid-range mean score of 3.1 out of 5 was observed for the appearance of public areas in the last 12 months.

An evaluation of how safe residents feel at home and in their neighbourhood at night and during the day was made. High range mean scores were observed for all items bar 'walking in your local area alone after dark' which achieved a mid-range mean score.

Finally 39% of residents indicated they had a high range of satisfaction for access to affordable housing. This item achieved a mid-range satisfaction score of 3.42 out of 5.

*Goal 6: We have sustainable, affordable and accessible transport*

The final goal to be assessed looked at how residents move around the local government area and the available transport options. It was observed that around 19% of residents indicated they always use non-car transport. Just under 63% of residents indicated they sometimes use non-car transport with the balance (19%) never using non-car transport.

Residents were asked what non-car transport options they had for a range of journeys. It was found that with the exception of 'social and recreational' activities, that a small majority of residents identified they did not have practical non-car transport options.

The satisfaction with footpaths, public transport and cycle ways was evaluated by residents where a small majority (52%) of residents gave a high satisfaction rating to cycle ways, whilst around 40% gave a high rating for both public transport and footpaths.

## **WCC Community Survey 2014**

Council contracted IRIS to undertake the 2014 Community Survey on its behalf. The aim of the survey was to determine residents' overall satisfaction with Council, provide an understanding of the levels of importance and satisfaction residents place on Council's services and facilities, identify priority issues for improvement, and evaluate communication mediums and customer service. This is Council's ninth major community survey.

Council Community Survey 2014 Final Management Report presents a great result for Council and its staff. Satisfaction has continued its strong upward trend since the low in 2008, recording the highest level since 1997. The majority of residents agree Council is an organisation they can trust, and there has been a significant increase in the number of residents who believe Council has spent the community's money wisely over the past 12 months.

The survey was conducted in October of this year, via a telephone survey with randomly selected residents. In order to participate in the survey respondents need to have been

a resident in the Wollongong Local Government Area (LGA) for at least six months and aged 18 years or older. A representative sample of the community was surveyed, with 503 questionnaires completed.

Wollongong LGA residents were asked how satisfied they were with the overall performance of Wollongong City Council, to which 60% of residents expressed high satisfaction, compared to 40% in 2012. A mean score of 3.59 out of 5.00 was recorded for this question, which is considered to be a 'medium' level agreement score. This result continues a strong upward trend since the low in 2008.



The 2014 survey found that the majority of residents believe Council is an organisation they can trust, and there has been an increase in the number of residents who agree Council has spent the community's money wisely over the past 12 months.

When respondents were asked about key priority areas for Council, the main areas were parking/parking meters, road maintenance, environment, footpath/cycle ways and parks, sporting grounds and pools.

The community survey also highlighted where Council is performing well, and a number of priority areas for improvement. Council is performing well in the areas of: domestic, recycling and green waste collection, environmental programs and education and Botanic Garden.

Ten areas were identified as priorities for improvement, namely:

- management of parking in the city centre,
- availability of parking in the city centre,
- maintenance of local roads,

- standard of Council public toilets,
- availability of public toilets,
- maintenance of footpaths,
- services and/or facilities for children,
- children’s playgrounds,
- cycle ways/shared pathways, and,
- services and facilities for people with a disability.

A comparison with the 2012 Community Survey identified some significant changes in residents’ levels of importance and satisfaction in relation to Council’s services and facilities. The table below presents the 2012 and 2014 importance and satisfaction mean scores for those services where any significant changes were noted. In the table, a ↑ denotes an increase, a ↓ denotes a decrease and a ⇔ signifies no change.

	Importance			Satisfaction		
	Mean Score (out of 5)		Significant change from 2012	Mean Score (out of 5)		Significant change from 2012
	2012	2014		2012	2014	
<b>Planning and Environment</b>						
Protection of our natural environment	4.63	4.73	⇔	3.37	3.64	↑
Environmental programs and education	4.40	4.47	⇔	3.38	3.61	↑
Management and preservation of our heritage	4.27	4.30	⇔	3.24	3.54	↑
Controls for development in town/village centres	4.43	4.13	⇔	3.07	3.26	↑
Controls for residential development	4.15	4.20	⇔	2.96	3.25	↑
Controls for development in Wollongong City Centre	4.20	4.14	⇔	2.84	3.15	↑
Planning policies that control development in Wollongong LGA	4.04	4.04	⇔	2.83	3.0	↑
<b>Infrastructure and Works</b>						
Maintenance of local roads	4.65	4.65	⇔	2.76	3.09	↑
Standard of Council public toilets	4.37	4.47	⇔	2.64	2.85	↑
Availability of public toilets	4.44	4.46	⇔	2.62	2.80	↑
<b>Corporate and Community Services</b>						
Customer Service Centre	4.23	4.30	⇔	3.62	3.78	↑
Graffiti prevention and removal	4.11	4.21	⇔	3.11	3.32	↑

## CONSULTATION AND COMMUNICATION

Both the Community Wellbeing Report 2014 and Council’s Community Survey Report 2014 were released to the community through a media release, and are available on Council’s website for the community to access. The reports have also been distributed to management and staff for review as part of the planning process.

## PLANNING AND POLICY IMPACT

The results of each of these surveys provide vital information and guidance that will be used during the development of the Annual Plan 2015-16.

This report contributes to the delivery of Wollongong 2022 under Community Goal 5 *We are a healthy community in a liveable city*; Objective 5.1.4 *Flexible services are provided and can adapt to changing community needs and service demands*.

It specifically addresses the Annual Plan 2014-15 Key Deliverables *establish baseline data for the Wollongong 2022 Community Wellbeing Indicators* which forms part of the Five Year Action *assess the changing profile of the community and reprioritise services appropriately* (5.1.4.1) contained within the Revised Delivery Program 2012-17.

## FINANCIAL IMPLICATIONS

Further analysis and a review of the information gathered through this research work and other benchmarking projects will inform Council's planning of the draft Annual Plan 2015-16, and through this, may alter resourcing.

## CONCLUSION

The research work undertaken through these reports and other benchmarking projects including the NSW Local Government Insight Survey and Continuous Risk Improvement Program Report, provide valuable information to the overall planning process and in the final preparation of a draft Annual Plan 2015-16.

## ITEM 7 WOLLONGONG CITY COUNCIL - MEASURING OUR PERFORMANCE

This report provides an overview of recent research into the operational performance of Wollongong City Council. The research includes:

- Local Government Management and Operational Effectiveness Report, Wollongong City Council Financial Year 2013 (PricewaterhouseCoopers)
- United Independent Pools Continuous Risk Improvement Program Audit Report 2014 (InConsult, Risk Management Consultants).

The first research project focusses on Council's operational and management performance in the key areas of Workforce, Finance, Operations Management, Risk Management and Corporate Leadership. The results are benchmarked against other participating local councils (72), ie rural, regional and metropolitan groupings, and identifies areas for improvements to optimize operational excellence.

The Continuous Risk Improvement Program Report focusses on Enterprise Risk Management (ERM) and provides the results of an independent assessment undertaken for the purpose of benchmarking ERM elements with 19 participating councils and identifying improvement opportunities.

The results when considered in conjunction with other recent research work undertaken, including Council's Community Satisfaction Survey and Wellbeing Survey, provide a comprehensive assessment of our community and Council. Overall it appears the results are positive.

### RECOMMENDATION

The report be received and results considered as part of the 2015-16 Annual Plan.

### ATTACHMENTS

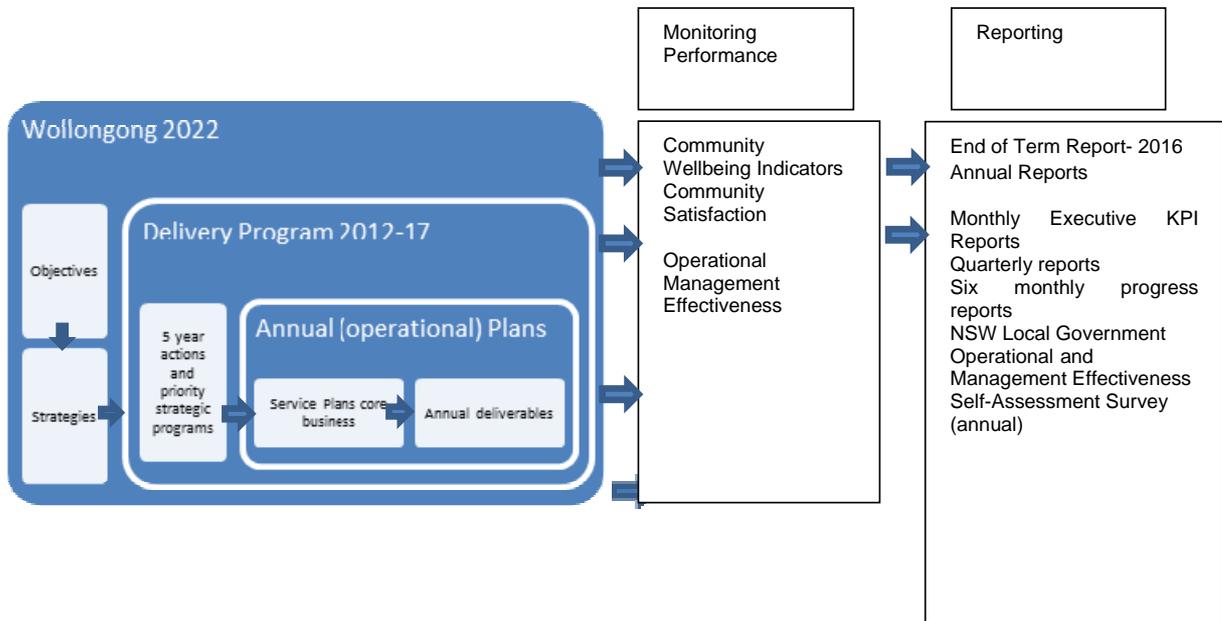
- 1 Local Government Management and Operational Effectiveness Report, Wollongong City Council Financial Year 2013 (PricewaterhouseCoopers)
- 2 United Independent Pools Continuous Risk Improvement Program Audit Report 2014 (InConsult, Risk Management Consultants)

### REPORT AUTHORISATIONS

Report of: Kerry Hunt, Executive Manager Strategy  
Authorised by: David Farmer, General Manager

## BACKGROUND

Council’s performance measurement framework continues to seek opportunities to improve the availability of data and information which tracks trends and our progress in major focus areas. The following diagram reflects how Council is monitoring its performance and how this is reported.



Increasingly Council is seeking to understand how it performs relative to the local government sector in NSW. This assists in measuring value for money, efficiency and effectiveness of operations. To support this approach Council has registered to participate in the NSW Local Government Operational and Management Effectiveness Self-Assessment Survey. Facilitated by Local Government Professionals NSW, in collaboration with PricewaterhouseCoopers (PwC), the unique survey provides all participating councils deeper insight on relevant council operations.

By participating in this program, Council:

- receives three confidential annual council progress reports, the first of which is attached for information;
- receives three years of trend data available by the next elections;
- access to PwC consulting expertise, Australian and global insights at low cost;
- can be assured of the tried and tested research methodology which was already piloted with fifteen councils; and
- have a report that complements the Office of Local Government council comparative reporting initiative.

The benchmarking study covers five key operational areas:



**Local Government Management and Operational Effectiveness (LGMOE) Report, Wollongong City Council Financial Year 2013 (PricewaterhouseCoopers)**

Round One of the survey commenced in June 2014, with seventy-two councils participating. The findings of Report One (Attachment 1) reflect the financial year 2012-13, and are presented under the five key areas with councils grouped by rural, regional and metropolitan definitions as well as large, medium or small. The main findings of the report are summarised below:

Wollongong City Council is committed to the principles of employment equity and diversity and this is reflected in the diversity of our workforce. Around 41% of Wollongong City Council’s employees are female, this compares to the overall local government median of 40%.

With 17.2 managers for every 100 employees, Council’s structure reveals that our span of control is on par with some of the most specialised technical industries where 16.7 managers per 100 employees is achieved (PwC Global data). A comparison with other councils also highlights Wollongong City Council has few managers per employees with the overall median of 22.2 managers per 100 employees.

Overall our employees are fit and well and take fewer sick days than the NSW Local Government median, with a result 5.1 days per employee, compared to the overall median of 6.0 days per employee.

We also have a significantly lower number of lost days due to injury per employee than the overall survey population. Our result of 23 days lost per 100 employees, reflects our focus on proactive injury management and Work Health and Safety through effectively managing injured employees and their return to work; and through safe work practice training sessions.

Reflective of our significantly low turnover rate (6% compared to overall median of 11%) and a higher than average proportion of employees who are baby boomers (57%, compared to median of 51%), we have a higher number of employees with over 2 weeks long service leave than the overall median (52% compared to median of 28%).

In 2012-13, Wollongong received 56% of its revenue via rates and annual charges, compared to the overall median for regional councils of 46%.

Overtime, as a proportion of total salaries and wages, recorded an overall median of 4.0%, compared to Wollongong’s result of 6.9%. In line with this result and our

continued focus on financial sustainability, our current Annual Plan 2014-15 includes a specific project on reviewing this spend, in particular work practices and rostering.

During 2012-13 Wollongong spent \$270 per resident on total capital expenditure, compared to the median result of \$520 per resident for regional councils. This particular measure should show considerable variation over the life of the benchmark project due to Council's strategy to decrease operational expenditure in order to re-invest in infrastructure. It is also expected to shift considerably in 2014-15 to the special rate variation introduced this year.

### **United Independent Pools Continuous Risk Improvement Program Draft Audit Report 2014**

Council is a member of United Independent Pools (UIP) for insurance and risk management purposes. UIP comprises 19 member councils from across Sydney, Blue Mountains and the Illawarra. InConsult is contracted by UIP to provide certain ERM services including undertaking the Continuous Risk Improvement Program assessment of each member council.

The objective of the Continuous Risk Improvement Program is to assess each member council in order to benchmark their respective ERM framework and practices and identify risk management improvement opportunities.

This Council has been assessed through a series of interviews and a review of various records and other evidence including policies, plans and other documentation. The following elements were assessed:

- Risk Management Commitment, Governance and Culture:
  - Mandate; Responsibility; Accountability; Oversight; Reporting; Appetite;
  - Strategic Risk Assessment; Integration of Risk Management;
- Risk Management Framework and Business Resilience:
  - Assessment Methodology; Profiling; Training; Control and Assurance; Business Continuity; Use of Technology;
- Risk Management in Practice (4 of 11 elements selected for assessment):
  - Public Liability Risks Arising from Infrastructure Assets;
  - Risks Arising from the Operation of a Motor Vehicle Fleet;
  - Risks resulting in Fines for Breach of Legal or Statutory Obligations;
  - Fraud and Corruption Leading to Fidelity Guarantee or C&O Claims.

The audit report has now been finalised and InConsult's findings include the following:

- Council has made a significant top-down commitment to implementing Enterprise Risk Management;

- An extremely positive risk management culture was evident during the on-site component of the review, highlighted by executive management's commitment to, understanding of and involvement in Enterprise Risk Management and reinforced by interviews with divisional managers and staff who are managing risk at an operational level;
- The Council's risk maturity is well developed;
- Many areas of "positive practice" were clearly identifiable during the review.

Importantly, the report does not contain any Ratings of 0 or 1, meaning there are no recommendations which InConsult believe Council *should* implement.

The report contains 17 suggestions or optional "opportunities for improvement" to assist Council "*to continue to refine its Enterprise Risk Management processes in order that risk management practice and principles become an ongoing, inherent and organic part of business planning, service delivery and day-to-day activities.*"

Council's responses to 17 suggestions are also contained within the attached report (Attachment 2).

## CONSULTATION AND COMMUNICATION

These reports have been distributed to management for review and will assist in the overall planning process. The United Independent Pools Continuous Risk Improvement Program Audit Report 2014 was also presented to the Corporate Governance Committee in February 2015.

## PLANNING AND POLICY IMPACT

The findings from these research projects provide vital information and guidance that will be used during the development of the Annual Plan 2015-16.

This report contributes to the delivery of Wollongong 2022 under Community Goal 5 *We are a connected and engagement community* and strategy 4.4.2 – 'working together, services continuously improve and offer best value for money'. The projects are included in the Annual Plan 2014-15 to deliver on the 5 year action to 'Coordinate a service review program with a focus on business development and improvement'.

## RISK ASSESSMENT

The findings from these research projects highlight areas for improvement in key operational areas. Particular items such as Council's approach to overtime and leave as reflected in the LGMOE Report are key performance indicators actively tracked on a monthly basis to ensure the liability risks are managed accordingly.

## FINANCIAL IMPLICATIONS

These reports form part of a larger suite of benchmarking documents that provide further analysis to inform our planning process and how this may alter Council's resourcing and planning for the draft Annual Plan 2015-16.

## CONCLUSION

The research work undertaken through these reports and the other research projects including the Community Survey 2014 and Wellbeing Survey 2014, provide a suite of benchmarking documents that provide valuable information to the overall planning process and in the final preparation of a draft Annual Plan 2015-16.

## ITEM 8 DRAFT QUARTERLY REVIEW - DECEMBER 2014

The draft Quarterly Review December 2014 outlines the progress made to achieve Council's Wollongong 2022 Strategic Management Plans, in particular the Delivery Program 2012-17 and Annual Plan 2014-15. It addresses the financial and operational performance of Council for the second quarter of the 2014-15 financial year. The draft Quarterly Review also includes the Budget Review Statement.

### RECOMMENDATION

- 1 The draft Quarterly Review December 2014 be adopted.
- 2 The Budget Review Statement as at 26 December 2014 be adopted and revised totals of income and expenditure be approved and voted.
- 3 The creation of a Property Investment Fund internally restricted asset be approved.

### ATTACHMENT

Draft Quarterly Review December 2014 including Budget Review Statement as at 26 December 2014

### REPORT AUTHORISATIONS

Report of: Kerry Hunt, Executive Manager Strategy  
Authorised by: David Farmer, General Manager

### BACKGROUND

Council's draft Quarterly Review December 2014 outlines the operational and financial performance of Council's Wollongong 2022 Strategic Management Plans, in particular the Delivery Program 2012-17 and Annual Plan 2014-15.

This report provides an overview of the significant achievements against the priority areas as identified in the Wollongong 2022 Delivery Program 2012-17 and Annual Plan 2014-15. This overview reports on highlights and progress of key projects for the six Community Goals from the Wollongong 2022 Community Strategic Plan. The organisational performance is reported through the inclusion of performance indicators.

During the quarter there were a number of significant highlights:

- completion of the Crown Street Mall refurbishment
- great results from the community survey
- the launch of the West Dapto home deposit scheme
- acceptance into the Fit for the Future Organisation pilot program.

This quarterly overview of how Council is tracking against its budgets and expenditure is a concise visual summary of Council’s financial situation for the quarter including budget, capital budget and expenditure.

It is proposed that an internally restricted asset, Property Investment Fund be created from net proceeds (\$7.6M) of two land parcels that were sold earlier this year. The following table provides a draft of potential sources and use of accumulated funds and it is intended that the detailed governance and operational requirements be further developed through the annual planning process.

Internally Restricted Asset	
Purpose	Source of Funds
Property Investment Fund	
To provide funding for investment in longer term income generating activities .	Proceeds of property sales (excluding those already identified through the property rationalisation program), investment income on accumulated funds held and dividends from investments funded from this source.

## CONSULTATION AND COMMUNICATION

All members of the Executive Management Committee and Senior Management Group have had input into the production of the draft Quarterly Review December 2014.

## PLANNING AND POLICY IMPACT

This report relates to the commitments of Council as contained within the Strategic Management Plans: Wollongong 2022 Community Goal and Objective – This report contributes to the Wollongong 2022 Objective *residents are able to have their say through increased community opportunities and take an active role in decisions that affect our city and our local council has the trust of the community under the Community Goal we are connected and engaged.*

It specifically addressed the 5 Year Action to *streamline reporting across the organisation and provide user friendly, plain English documents.*

## FINANCIAL IMPLICATIONS

Full financial performance details and implications on Council’s financial position are contained within the attached Budget Review Statement.

## CONCLUSION

This draft Quarterly Review has been prepared following input and assistance from all Divisions within the organisation. It is submitted for consideration by Council.

## ITEM 9 TENDER T14/31 - NORTH BEACH DIGGIES KIOSK REFURBISHMENT

This report recommends acceptance of a tender for North Beach Diggies Kiosk Refurbishment in accordance with the requirements of the Local Government Act 1993 and the Local Government (General) Regulation 2005.

The purpose of the tender is to replace the failing curved concrete parapet wall above the south façade of the building.

Four tenders were received and the report recommends Council accept the tender submitted by Edwards Constructions (NSW) Pty Ltd.

### RECOMMENDATION

- 1 In accordance with the Local Government (General) Regulation 2005, Clause 178 (1) (a), Council accept the tender of Edwards Constructions (NSW) Pty Ltd for North Beach Diggies Kiosk Refurbishment, in the sum of \$443,952.00, excluding GST.
- 2 Council delegate to the General Manager the authority to finalise and execute the contract and any other documentation required to give effect to this resolution.
- 3 Council grant authority for the use of the Common Seal of Council on the contract and any other documentation, should it be required to give effect to this resolution.

### ATTACHMENT

Site Plan

### REPORT AUTHORISATIONS

Report of: Glenn Whittaker, Manager Project Delivery  
Authorised by: Mike Hyde, Director Infrastructure and Works – Connectivity, Assets and Liveable City

### BACKGROUND

As part of Council's asset maintenance program, an inspection of North Beach Kiosk and Café (Diggies) was undertaken and a condition report prepared. The report highlighted that the curved concrete parapet wall above the south façade of the building is in poor condition and requires replacement. As an immediate safety precaution, the parapet wall was temporarily propped. In addition, the windows and doors have deteriorated and require specialist refurbishment.

The kiosk is within the curtilage of the "Wollongong North Beach Precinct" which is a heritage item listed in the State Heritage Register and work in that area is assessed by the NSW Office of Environment and Heritage. Council engaged a specialist Heritage Architect to prepare a scope of works to rectify the items highlighted in the building

inspection report and conditional approval has been obtained under the NSW Heritage Act 1977.

In order to minimise the construction period and associated inconvenience to the tenant, the specialist refurbishment of the windows and doors is the subject of a separate quotation process.

The construction methodology required to replace the parapet wall also requires the replacement of the roof structure and internal fit out. It is planned to undertake these refurbishment works during the quieter winter trading period with works expected to commence in May 2015.

The works require the closure of the kiosk during the construction period and Council has lodged development applications for the installation of a temporary kiosk to service this area at two locations as shown on the attached site plan. A construction zone will be established over the existing shareway adjoining the kiosk with pedestrians and cyclists being diverted onto the pathway east of the building.

Tenders were invited by the open tender method with a close of tenders of 10.00 am on Tuesday, 13 January 2014.

Four tenders were received by the close of tenders and all tenders have been scrutinised and assessed by a Tender Assessment Panel constituted in accordance with Council's Procurement Policies and Procedures and comprising representatives of the Finance, Governance and Information, Human Resources, Project Delivery and Property and Recreation Divisions.

The Tender Assessment Panel assessed all tenders in accordance with the following assessment criteria as set out in the formal tender documents:

- 1 Cost to Council 55%
- 2 Demonstrated Strengthening of Local Economic Capacity – 5%
- 3 Demonstrated Experience and Satisfactory Performance in undertaking projects of Similar Size and Scope of a Heritage Building – 20%
- 4 Demonstrated WH&S and Environmental Management System 10%
- 5 Project Schedule and Methodology – 10%

The Tender Assessment Panel utilised a weighted scoring method for the assessment of tenders which allocates a numerical score out of 5 in relation to the level of compliance offered by the tenders to each of the assessment criteria as specified in the tender documentation. The method then takes into account pre-determined weightings for each of the assessment criteria which provides for a total score out of 5 to be calculated for each tender. The tender with the highest total score is considered to be the tender that best meets the requirements of the tender documentation in providing best value to Council.

Table 1 below summarises the results of the tender assessment and the ranking of tenders.

TABLE 1 – SUMMARY OF TENDER ASSESSMENT

<b>Tenderer</b>	<b>Ranking</b>
Edwards Constructions (NSW) Pty Ltd	1
Degnan Constructions Pty Ltd	2
Piruse Constructions Pty Ltd	3
Project Coordination	4

## PROPOSAL

Council should authorise the engagement of Edwards Constructions (NSW) Pty Ltd to undertake the North Beach Diggies Kiosk Refurbishment in accordance with the scope of works and technical specifications developed for the project.

The recommended tenderer has satisfied the Tender Assessment Panel that it is capable of undertaking the works to Council's standards and in accordance with the technical specification.

Referees nominated by the recommended tenderer have been contacted by the Tender Assessment Panel and expressed satisfaction with the standard of work and methods of operation undertaken on their behalf.

## CONSULTATION AND COMMUNICATION

- 1 Members of the Tender Assessment Panel
- 2 Nominated Referees
- 3 External Consultants – Kingsway Financial Assessment Pty Ltd

Council has lodged development applications for the installation of a temporary kiosk at two possible sites in the area and these applications will be advertised in accordance with Council's development application process.

Council has consulted with individual stakeholders in this area and will prepare an engagement plan which ensures that the general public is notified of these works and the planned diversions.

## PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2022 under the objective 5.3 "The public domain is maintained to a high standard" under Community Goal 5 "We are a Healthy community in a liveable city".

It specifically addresses the Annual Plan 2014-15 Key Deliverables to deliver 85% of Council's capital investment into our asset renewal program which forms part of the Five Year Action to manage and maintain a community infrastructure portfolio with a focus on asset renewal contained within the Revised Delivery Program 2012-17.

## RISK ASSESSMENT

The risk in accepting the recommendation of this report is considered low on the basis that the tender process has fully complied with Council's Procurement Policies and Procedures and the Local Government Act 1993.

The risk of the project works is considered high based upon Council's risk assessment matrix and appropriate risk management strategies have been and will be implemented throughout the procurement and construction program to minimise these risks to Council.

## FINANCIAL IMPLICATIONS

It is proposed that the total project be funded from the following source/s as identified in the Management Plan –

2014/15 and 2015/16 Capital Budgets

## CONCLUSION

Council should endorse the recommendations of this report.

## ITEM 10 TENDER T14/21 - PROJECT MANAGEMENT SERVICES TO COUNCIL

This report recommends acceptance of a tender for Project Management Services to Council in accordance with the requirements of the Local Government Act 1993 and the Local Government (General) Regulation 2005. A panel of Project Managers/Site Supervisors will be engaged for a period of one year with two options for extensions of one year each, with such extensions exercisable at Council's sole discretion.

Twenty-seven (27) tenders were received and the report recommends Council accept the tenders submitted by Troutman Asset Integrity Pty Ltd, Jerez Enterprises Pty Ltd, NSW Public Works and Civil Contracting & Hire NSW to form the panel. Four (4) tenderers have been recommended to establish the panel as it was determined that a panel of this size will meet the needs of Council's forecasted capital budget expenditure.

### RECOMMENDATION

- 1 In accordance with the Local Government (General) Regulation 2005, Clause 178 (1) (a), Council accept the tenders of Troutman Asset Integrity Pty Ltd, Jerez Enterprises Pty Ltd, NSW Public Works and Civil Contracting and Hire NSW for Project Management Services to Council.
- 2 Council delegate to the General Manager the authority to finalise and execute the contract and any other documentation required to give effect to this resolution.
- 3 Council grant authority for the use of the Common Seal of Council on the contract and any other documentation, should it be required to give effect to this resolution.

### ATTACHMENTS

There are no attachments for this report

### REPORT AUTHORISATIONS

Report of: Glenn Whittaker, Manager Project Delivery  
Authorised by: Mike Hyde, Director Infrastructure and Works – Connectivity, Assets and Liveable City

### BACKGROUND

Council's future capital works programs include an increased number of significant projects including major infrastructure development within the West Dapto Urban Release area. To ensure both the scheduled and additional major infrastructure projects are delivered during each financial year, it is necessary for Council to renew the Project Management Services Panel.

The role of the panel is to engage Contractors from the panel to project manage and/or site supervise projects on behalf of Council during project delivery peaks periods. When the panel is utilised by Council for the purpose of project management or site

supervision, each Contractor from the panel will be given the opportunity to tender on such roles for each project.

The current Project Management Services panel expires in March 2015 and the intent of the new panel is to replace and update the existing panel.

Tenders were invited by the open tender method with a close of tenders of 10.00 am on 27 November 2014.

Twenty-seven (27) tenders were received by the close of tenders and all tenders have been scrutinised and assessed by a Tender Assessment Panel constituted in accordance with Council's Procurement Policies and Procedures and comprising representatives of the Project Delivery, Finance, Governance and Information, City Works and Services and Human Resources Divisions.

The Tender Assessment Panel assessed all tenders in accordance with the following assessment criteria as set out in the formal tender documents:

- 1 Cost to Council – 50%
- 2 Demonstrated experience and satisfactory performance in providing consultant services of similar scope – 20%
- 3 Staff qualifications and experience – 15%
- 4 Demonstrated experience in working with or supervising Workplace Health and Safety and Environmental Management Policies and Procedures – 10%
- 5 Demonstrated strengthening of local economic capacity – 5%

The Tender Assessment Panel utilised a weighted scoring method for the assessment of tenders which allocates a numerical score out of 5 in relation to the level of compliance offered by the tenders to each of the assessment criteria as specified in the tender documentation. The method then takes into account pre-determined weightings for each of the assessment criteria which provides for a total score out of 5 to be calculated for each tender. The tender with the highest total score is considered to be the tender that best meets the requirements of the tender documentation in providing best value to Council. Table 1 below summarises the results of the tender assessment and the ranking of tenders.

TABLE 1 – SUMMARY OF TENDER ASSESSMENT

<b>Tenderer</b>	<b>Ranking</b>
<b>Troutman Asset Integrity Pty Ltd</b>	<b>1</b>
<b>Jerez Enterprises Pty Ltd</b>	<b>2</b>
<b>NSW Public Works</b>	<b>3</b>
<b>Civil Contracting &amp; Hire NSW</b>	<b>4</b>
Camarda & Cantrill Pty Ltd	5
Blue Visions Management Pty Ltd	6
Simply Stainless	7
Johnstaff Projects (NSW) Pty Ltd	8
Complete Urban Pty Ltd	9
Barker Ryan Stewart Pty Ltd	10
Rdh Consult Pty Ltd	11
Business 2 Business Commercial Fitouts	12
GHD Pty Ltd	13
Integrated Engineering Systems Pty Ltd	14
Gillani Associate Consulting Engineers	15
Jericho Consulting Pty Ltd	16
George Andary & Company Pty Ltd	17
Jan General Construction (JGC) Pty Ltd	18
Thinc Projects Australia Pty Ltd	19
Artazan Property Group Pty Ltd	20
Acies Project Services Pty Ltd	21
APP Corporation Pty Ltd	22
Leckring Pty Ltd	23
Donald Cant Watt Corke (NSW) Pty Ltd	24
McLachlan Lister Pty Ltd	25
Point Project Management Pty Ltd	26
Savills Project Management Pty Ltd	27

## PROPOSAL

Council should authorise the engagement of Troutman Asset Integrity Pty Ltd, Jerez Enterprises Pty Ltd, NSW Public Works and Civil Contracting & Hire NSW to carry out the Project Management Services to Council roles in accordance with the scope of works and technical specifications developed for the project.

The recommended tenderers have satisfied the Tender Assessment Panel that they are capable of undertaking the works to Council's standards and in accordance with the technical specification.

Referees nominated by the recommended tenderers have been contacted by the Tender Assessment Panel and expressed satisfaction with the standard of work and methods of operation undertaken on their behalf.

## CONSULTATION AND COMMUNICATION

- 1 Members of the Tender Assessment Panel
- 2 Nominated Referees

## PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2022 under the objective 'The Public Domain is maintained to a high standard', Community Goal 5, 'We are a healthy community in a liveable city'.

It specifically addresses the Annual Plan 2014-15 Key Deliverables '5.3.3 – Well maintained assets that meet the needs of current and future communities are provided', which forms part of the Five Year Action '5.3.3.1 Manage and maintain community infrastructure portfolio with a focus on asset renewal', and '5.3.2.3 Use additional funds achieved through the financial sustainability review for renewal of major building projects per capital program' contained within the Revised Delivery Program 2012-17.

## RISK ASSESSMENT

The risk in accepting the recommendation of this report is considered low on the basis that the tender process has fully complied with Council's Procurement Policies and Procedures and the Local Government Act 1993.

## FINANCIAL IMPLICATIONS

It is proposed that the project management costs be funded from the individual project allocation within the annual Capital Budget when that service is provided.

It is estimated that the cost of this service will be in the order of \$350,000 to \$500,000 (excluding GST) per annum. This figure is based on consultant Project Management Services expenditure over the previous three years and recent recruitments of project management staff with the Project Delivery Division. This figure may fluctuate as the activation of the Project Management Panel is dependent on the number, size, timing and complexity of projects Council is required to deliver.

## CONCLUSION

Council should endorse the recommendations of this report.

ITEM 11

TENDER T14/32 - PROVISION OF TRAFFIC SIGNALS AT INTERSECTION OF KENNY AND BURELLI STREETS, WOLLONGONG

This report recommends acceptance of a tender for the Provision of Traffic Signals at the intersection of Kenny and Burelli Streets, Wollongong in accordance with the requirements of the Local Government Act 1993 and the Local Government (General) Regulation 2005. The objective of this tender is to provide the signalisation component of the overall reconstruction of the Kenny and Burelli intersection to improve safety and amenity at this location.

Four tenders were received and the report recommends Council accept the tender submitted by Corrigan Electrics Pty Ltd.

### RECOMMENDATION

- 1 In accordance with the Local Government (General) Regulation 2005, Clause 178 (1) (a), Council accept the tender of Corrigan Electrics Pty Ltd for Provision of Traffic Signals at the intersection of Kenny and Burelli Streets, Wollongong in the sum of \$146,050, excluding GST.
- 2 Council delegate to the General Manager the authority to finalise and execute the contract and any other documentation required to give effect to this resolution.
- 3 Council grant authority for the use of the Common Seal of Council on the contract and any other documentation, should it be required to give effect to this resolution.

### ATTACHMENT

Site Plan

### REPORT AUTHORISATIONS

Report of: Glenn Whittaker, Manager Project Delivery  
Authorised by: Mike Hyde, Director Infrastructure and Works – Connectivity, Assets and Liveable City

### BACKGROUND

This intersection is identified for upgrade in the 'Wollongong City Centre Access and Movement Strategy 2013' adopted by Council in October 2013. The main driver for traffic signals at this site is to improve pedestrian safety and amenity at this location, which is on a key pedestrian link between the railway station and the City Centre. This tender addresses the signalisation component of the overall reconstruction of the Kenny and Burelli intersection.

Tenders were invited by the open tender method with a close of tenders of 10.00 am on 20 January 2015.

Four tenders were received by the close of tenders and all tenders have been scrutinised and assessed by a Tender Assessment Panel constituted in accordance with Council's Procurement Policies and Procedures and comprising representatives of the Governance Information, Human Resources, City Works and Services, Finance and Project Delivery Divisions.

The Tender Assessment Panel assessed all tenders in accordance with the following assessment criteria as set out in the formal tender documents:

**Mandatory Criteria (Criteria that must be satisfied for a tender to be evaluated)**

- 1 Referees
- 2 Current RMS Prequalification Traffic Signals TS02

**Assessable Criteria and Weightings**

- 3 Cost to Council – 40%
- 4 Demonstrated strengthening of local economic capacity - 5%
- 5 Demonstrated experience and satisfactory performance in undertaking projects of similar size and scope - 20%
- 6 Staff qualifications and experience - 10%
- 7 Demonstrated WH&S Management System - 5%
- 8 Environmental management policies and procedures - 5%
- 9 Project Schedule - 15%

The Tender Assessment Panel utilised a weighted scoring method for the assessment of tenders which allocates a numerical score out of 5 in relation to the level of compliance offered by the tenders to each of the assessment criteria as specified in the tender documentation. The method then takes into account pre-determined weightings for each of the assessment criteria which provides for a total score out of 5 to be calculated for each tender. The tender with the highest total score is considered to be the tender that best meets the requirements of the tender documentation in providing best value to Council. Table 1 below summarises the results of the tender assessment and the ranking of tenders.

TABLE 1 – SUMMARY OF TENDER ASSESSMENT

<b>Tenderer</b>	<b>Ranking</b>
Corrigan Electrics Pty Ltd t/a Corrigan Electrics	1
GPE Electrical & Communications Contractor Pty Ltd	2
Roadworx Surfacing Pty Ltd	3
Pyofile Pty Ltd t/a CNJ Electrical Services	4

## PROPOSAL

Council should authorise the engagement of Corrigan Electrics Pty Ltd to carry out the works in accordance with the scope of works and technical specifications developed for the project.

The recommended tenderer has satisfied the Tender Assessment Panel that it is capable of undertaking the works to Council's standards and in accordance with the technical specification.

Referees nominated by the recommended tenderer have been contacted by the Tender Assessment Panel and expressed satisfaction with the standard of work and methods of operation undertaken on their behalf.

## CONSULTATION AND COMMUNICATION

- 1 Members of the Tender Assessment Panel
- 2 Nominated Referees

## PLANNING AND POLICY IMPACT

This report relates to the commitments of Council as contained within the Strategic Management Plans: Wollongong 2022 Community Goal and Objective – This report contributes to the Wollongong 2022 Objective 6.1 Walking, cycling and public transport is an accessible and well-resourced means of transport, and the use of private cars is reduced under the Community Goal 6 - We have sustainable, affordable and accessible transport.

It specifically addresses the Annual Plan 2014-15 Key Deliverables - Implement footpath and cycleway improvement programs and the development of citywide pedestrian plan which forms part of the Five Year Action 6.1.3.1 - Implement footpath and cycleway improvement programs and the development of citywide pedestrian plan contained within the Delivery Program 2012-17.

## RISK ASSESSMENT

The risk in accepting the recommendation of this report is considered low on the basis that the tender process has fully complied with Council's Procurement Policies and Procedures and the Local Government Act 1993.

The risk of the project works or services is considered low based upon Council's risk assessment matrix and appropriate risk management strategies will be implemented.

## FINANCIAL IMPLICATIONS

It is proposed that the total project be funded from the following source/s as identified in the Management Plan –

2014/15 Capital Budget

## CONCLUSION

Corrigan Electrics Pty Ltd has submitted an acceptable tender for this work. Council should endorse the recommendations of this report.

## ITEM 12 PROPOSED DEDICATION OF LANE AT AUSTINMER AS PUBLIC ROAD

The lane which runs between Wigram Road and Gilchrist Street, Austinmer has never been formally dedicated as public road under the Roads Act 1993.

This report seeks approval to dedicate this lane as public road.

### RECOMMENDATION

In accordance with Section 16 of the Roads Act 1993, Council approve the dedication as public road of the lane in Austinmer, as shown on the attachment to this report, by the placement of a notice in the NSW Government Gazette.

### ATTACHMENT

Plan showing lane in Austinmer proposed to be dedicated as public road

### REPORT AUTHORISATIONS

Report of: Peter Coyte, Manager Property and Recreation  
Authorised by: Greg Doyle, Director Corporate and Community Services – Creative, Engaged and Innovative City

### BACKGROUND

The lane which runs from Wigram Road to Gilchrist Street in Austinmer, adjoining the railway line, as shown on the attachment, has never been formally dedicated as public road. Due to the presence of a number of encroachments in the lane, it has been brought to Council's attention that the status of the lane is uncertain and Council cannot take action to rectify the encroachments unless the lane is dedicated as public road.

Perusal of the parish maps shows that the lane was created prior to the subdivision of land contained in DP 7143 which was registered in 1913, with a clear intention of providing pedestrian access from Wigram Road to Gilchrist Street. The subdivision of the adjoining lands has created lots which rely on this laneway as their only means of access.

In accordance with the Roads Act 1993, the status of land can be uncertain where it was set aside for the purposes of a road left in a subdivision of land effected before 1 January 1907 (the date of commencement of the Local Government Act 1906) or in a plan of subdivision that was registered by the Registrar-General before 1 January 1920 (the date of commencement of the Local Government Act 1919).

There is no current title for this lane and in accordance with the Roads Act 1993, a notice seeking submissions within 28 days was placed in The Advertiser on 26 November 2014 regarding the proposed dedication. No objections were received.

The lane may be deemed public road under Common Law by virtue of three criteria:

- 1 There was an intention by the subdivider that it be public road.
- 2 There is use and acceptance of the lane by the public.
- 3 Council has expended monies on its construction and maintenance.

Points 2 and 3 above can be proven, however, as the history of the subdivision creating the lane is not certain, Point 1 cannot be determined.

Therefore, in order to clarify the status of the lane and formalise its use by the public, it is proposed that a notice be placed in the NSW Government Gazette, in accordance with Section 16 of the Roads Act 1993, to dedicate the land as public road.

In accordance with legal advice previously obtained by Council officers, land proposed to be dedicated as public road under Section 16 of the Roads Act 1993, which is a transfer of land from uncertain ownership to Council ownership, can only be undertaken with a Council resolution.

## PROPOSAL

A notice be placed in the NSW Government Gazette in accordance with Section 16 of the Roads Act 1993 to dedicate the subject land as public road.

## CONSULTATION AND COMMUNICATION

A public notice was placed in The Advertiser on 26 November 2014 giving 28 days notice of the proposal. No objections were received.

## PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2022 under the objective “The long term needs of the community, including our people and our places, are effectively planned for” (Community Goal “We are a healthy community in a liveable city”).

It specifically delivers on core business activities as detailed in the Property Services Service Plan 2014-15.

## FINANCIAL IMPLICATIONS

The only cost that will be incurred in this matter will be the placement of the notice in the NSW Government Gazette. This cost will be covered in this year’s budget.

## CONCLUSION

As the dedication of the lane will formalise its use by the public and enable Council to rectify the encroachments present in the lane, it is recommended that this matter be approved as set out in this report.

ITEM 13

MINUTES OF CITY OF WOLLONGONG TRAFFIC COMMITTEE  
MEETING HELD 21 JANUARY 2015

A meeting of the City of Wollongong Traffic Committee was held on 21 January 2015.

Items 1 – 11 and 18 - 21 of the meeting have been adopted by Council through delegated authority.

Items 12 – 17 of the meeting must be determined by Council and are recommended to Council for approval for the temporary regulation of traffic on public roads for works or events by independent parties.

## RECOMMENDATION

In accordance with the powers delegated to Council, the minutes and recommendations of the City of Wollongong Traffic Committee Meeting held on 21 January 2015 in relation to Regulation of Traffic be adopted.

## ATTACHMENTS

- 1 Traffic Management Plan – Water Side Event
- 2 Traffic Management Plan – Tri the Gong Triathlon
- 3 Traffic Management Plan – The Colour Run
- 4 Traffic Management Plan – New Dapto Road
- 5 Traffic Management Plan – Kembla Joggers Winter Series 2015

## REPORT AUTHORISATIONS

Report of: Mike Dowd, Manager Infrastructure Strategy and Planning  
Authorised by: Mike Hyde, Director Infrastructure and Works – Connectivity, Assets and Liveable City

## BACKGROUND

### REGULATION OF TRAFFIC

#### 12 PORT KEMBLA

**Military Road between Church and Allan Streets – Water Slide Event from 12am on Saturday 21 March 2015 to 2pm Sunday 22 March 2015**

#### **Background:**

The event organisers, City Slide, have proposed that an inflatable water slide be assembled on the section of Military Road between Church Street and Allan Street Port Kembla for the purposes of public entertainment. This involves a road closure of Military Road between 6am and 10pm to allow the slide to be assembled and removed at the end of the event.

The adjoining streets of Electrolytic, Fitzwilliam and Allan Streets will also need to be closed at Military Lane. The proposed road closure does not affect the bus

route via Church Street and Military Road to the south and traffic can readily be diverted around the area via Church Street, Wentworth Street and Darcy Road.

The traffic management plans were tabled at the meeting.

### **PROPOSAL SUPPORTED UNANIMOUSLY**

The closure of Military Road between Church Street and Darcy Road be approved subject to Council's Standard Conditions for Road Closures and that Police vehicles be permitted to access the driveway in Military Road leading to the rear of the Police Station and Court House. (Attachment 1)

## **13 PORT KEMBLA**

### **Gloucester Boulevard – Extension to Road Closure Times – Illawarra Triathlon Club (Z14/459636)**

#### **Background:**

Council has previously approved the 2015 series of triathlon races on Gloucester Boulevard for the Illawarra Triathlon Club. As a result of hosting the Police Games Triathlon in March 2015 the times for the road closure will need to be extended from 8am to 9am as originally approved, to 7.45am to 10.30am on Sunday 15 March 2015. The club has also asked for a small extension to the closure times on Sunday 12 April 2015 to become 8am to 9.30am.

### **PROPOSAL SUPPORTED UNANIMOUSLY**

The road closures previously approved for the Illawarra Triathlon club will be extended to:

- 7.45am – 10.30am on Sunday 15 March 2015
- 8.00am – 9.30am on Sunday 12 April 2015

## **14 WOLLONGONG**

### **Tri the Gong Triathlon – 7 and 8 March 2015**

#### **Background:**

The event company Elite Energy has proposed to run a series of triathlon events on Saturday and Sunday 7 and 8 March 2015.

The format is the same as for 2014 where the closures on Saturday 7 March are proposed in Cliff Road between Endeavour Drive and Harbour Street, Endeavour Drive, Marine Drive and Crown Street between Harbour Street and Marine Drive.

The events on Saturday are held between Wollongong Harbour and the southern end of Marine Drive.

In order to facilitate normal trading in the area, the organisers will provide traffic control on the roadway to and from Wollongong Harbour to permit two-way traffic.

On the Saturday the organisers of the event have negotiated with the bus operators and Transport NSW to provide alternative bus terminus areas in Harbour Street and in Crown Street immediately west of Harbour Street, as there will be no access to the Marine Drive bus terminus. **The Saturday street closures will operate from 6am to 3pm.**

On Sunday, 8 March the triathlon events will be held between Wollongong Harbour and the turning point on Towradgi Road a few metres short of Rothery Street Bellambi. For the main event the road closures will involve Cliff Road from Marine Drive to Bourke Street, the eastern end of Bourke Street between Cliff Road and Kembla Street, Kembla Street, George Hanley Drive, Squires Way, Carters Lane and Pioneer Road to Bellambi (Rothery Street). **This closure will be from 6am to 11am.**

The smaller triathlon events will run from mid-morning Sunday 8 March and the road closures will be in place from Cliff Road from Marine Drive to Bourke Street, the eastern end of Bourke Street between Cliff Road and Kembla Street, Kembla Street, George Hanley Drive and Squires Way (a few metres south of Elliott's Road). **The shorter triathlon course will involve road closures from 6am to 3pm.**

Bus services for the Sunday events will generally not be affected however the Gong Shuttle and Route 8 services will need to be diverted. During the Saturday events the Gong Shuttle will be diverted via Corrimal Street and as noted above the route services will terminate in Harbour and Crown Streets rather than Marine Drive.

The organisers for this event have made preliminary approaches to the bus companies, Transport for NSW, NSW RMS and NSW Police to obtain the necessary approvals from these organisations.

### **PROPOSAL SUPPORTED UNANIMOUSLY**

The proposed road closures be approved in accordance with the submitted traffic management plans and subject to:

- a) Permission from NSW Police
- b) Approval from Transport NSW for changes to bus routes
- c) ROL for the traffic signalised intersections from NSW Roads and Maritime Services
- d) Council's standard conditions for road closures, including comprehensive advice to the community  
(Attachment 2)

**15 WOLLONGONG**  
**The Colour Run - Sunday 24 May 2015 – 5am to 1pm**

**Background:**

The Colour Run was held in 2014 over the same course as is proposed for May 2015 and the traffic management plans are the same as previously. The event involves the closure of Marine Drive, Endeavour Drive, Cliff Road, Bourke Street, George Hanley Drive (south bound section) and Kembla Street north of Bourke Street. The closures are proposed for 5am to 1pm however Marine Drive and part of Endeavour Drive will be re-opened after 10am.

The event involves runners passing through a number of colour stations where a vegetable starch colour will be thrown onto the course and participants will finish in Stuart Park. The 1pm re-opening time for the roads takes into account the time required for the colours to be cleared from the public roadways.

The organisers have arranged for the Gong Shuttle to be permitted on George Hanley Drive and Kembla Street during the event however the Gong Shuttle will then divert via Corrimal Street. Access to the bus terminus will be maintained on Marine Drive throughout the event.

**PROPOSAL SUPPORTED UNANIMOUSLY**

The proposed road closures be approved in accordance with the submitted traffic management plans and subject to:

- a) Approval from Transport NSW for changes to bus routes.
- b) ROL for the traffic signalised intersections from NSW Roads and Maritime Services.
- c) Councils standard conditions for road closures.  
(Attachment 3)

**16 WOLLONGONG**  
**New Dapto Road – Closure of northbound carriageway for four weekends from 28 February-1 March to 28-29 March 2015.**

**Background:**

Subsequent to the meeting Council received Traffic Management Plans for the closure of the northbound carriageway of New Dapto Road for weekend work between Crown Street and Loftus Street. The work to be carried out involves the construction of a pedestrian bridge along the western side of New Dapto Road to connect the existing parking station for Wollongong Hospital to the new parking station. The road closure will take effect from 7am to 6pm on Saturdays and Sundays in the period 28 February to 29 March 2015 inclusive.

Details of the proposal were circulated to committee members and no objections were received. The clockwise Gong Shuttle service will need to be diverted via Darling and Loftus Streets during the closures.

## **PROPOSAL SUPPORTED UNANIMOUSLY**

The road closure of New Dapto Road be approved in accordance with the submitted traffic management plans and Councils standard conditions for road closures. (Attachment 4)

### **17 KEMBLA GRANGE**

#### **Kembla Joggers Winter Road Race Series 2015**

##### **Background:**

Kembla Joggers have previously conducted a race series at Kembla Grange and at Mount Kembla successfully and in 2015 they have proposed events on the following Sundays:

- 6 June (Kembla Grange) - the regulation of traffic will occur from 1.30pm to 4pm
- 4 July (Kembla Grange) - the regulation of traffic will occur from 2.30pm to 4.30pm
- 18 July (Mount Kembla) - the regulation of traffic will occur from 2.30pm to 4.30pm
- 15 August (Kembla Grange) - the regulation of traffic will occur from 2.30pm to 4.30pm

There are no road closures involved however participants in these events use roads with temporary 40kph speed limits and warning signage to advise drivers to expect runners on the road ahead. The roads involving the regulation of traffic on 6 June, 4 July and 15 August are Darkes, West Dapto, Sheaffes and Paynes Roads. Authorised traffic controllers are used at the entry point to Integral Energy Park (start and finish), and at the points where runners begin the return leg of the race.

The event on 18 July is held at Mount Kembla and involves the regulation of traffic on Harry Graham Drive and Cordeaux Road south west of Harry Graham Drive.

## **PROPOSAL SUPPORTED UNANIMOUSLY**

The proposed regulation of traffic for the Kembla Joggers Winter Race Series 2015 be approved:

- In accordance with the submitted traffic management plans
- Subject to the Councils standard conditions for road closures
- Subject to approval from the NSW Police

(Attachment 5)

## **PLANNING AND POLICY IMPACT**

This report contributes to the delivery of Wollongong 2022 under the objective Community Goal 5 – *We are a healthy community in a liveable city.*

It specifically delivers on core business activities as detailed in the Transport Services Plan 2014-15.



## MINUTES

# ORDINARY MEETING OF COUNCIL

at 6.00 pm

**Tuesday 27 January 2015**

### Present

Lord Mayor – Councillor Bradbery OAM (in the Chair), Councillors Kershaw, Connor, Brown, Takacs, Merrin, Blicavs, Dorahy (from 6.31 pm to 8.24 pm), Colacino, Crasnich, Curran and Petty

### In Attendance

General Manager – D Farmer, Director Corporate and Community Services – Creative, Engaged and Innovative City – G Doyle, Director Infrastructure and Works – Connectivity, Assets and Liveable City – M Hyde, Director Planning and Environment – Future, City and Neighbourhoods – A Carfield, Manager Governance and Information (Acting) – J Reilly, Manager Finance – B Jenkins, Manager Property and Recreation – P Coyte, Manager Environmental Strategy and Planning – R Campbell, Manager Community Cultural and Economic Development – T Buchanan and Manager Infrastructure Strategy and Planning – M Dowd

### Apologies

Min No.

- 1 COUNCIL'S RESOLUTION** - RESOLVED on the motion of Councillor Brown seconded Councillor Connor that the apology tendered on behalf of Councillor Martin be accepted.

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## DISCLOSURE OF INTERESTS

Councillor Colacino declared a non-significant, non-pecuniary interest in Item D due to the fact that he and the owner of the property had collaborated on identifying opportunities for cancer care funding. Councillor Colacino advised that he would remove himself from the Chamber during debate and voting on the matter.

## CONFIRMATION OF MINUTES OF ORDINARY MEETING OF COUNCIL HELD ON MONDAY, 15 DECEMBER 2014

**2 COUNCIL'S RESOLUTION** – MOVED by Councillor Brown seconded Councillor Blicavs that the Minutes of the Ordinary Meeting of Council held on Monday, 15 December 2014 (a copy having been circulated to Councillors) be taken as read and confirmed.

An AMENDMENT was MOVED by Councillor Curran seconded Councillor Merrin that the Minutes of the Ordinary Meeting of Council held on Monday, 15 December 2014 (a copy having been circulated to Councillors) be taken as read and confirmed subject to the following amendment –

Matter of Great Urgency - Enforcement of Council's Dogs on Beaches and Parks Policy "... Councillor Curran moved a motion of dissent on the Lord Mayor's ruling. Councillor Curran was not given the opportunity to speak to the motion of dissent before the motion was put. On a show of hands, the Lord Mayor's ruling was upheld".

Councillor Curran's AMENDMENT on being PUT to the VOTE was LOST.

**In favour** Councillors Takacs, Merrin, Curran and Petty  
**Against** Councillors Kershaw, Connor, Brown, Blicavs, Crasnich, Bradbery.  
Councillor Colacino abstained.

Councillor Brown's MOTION on being PUT to the VOTE was CARRIED.

**In favour** Councillors Kershaw, Connor, Brown, Takacs, Merrin, Blicavs, Colacino, Crasnich and Bradbery  
**Against** Councillors Curran and Petty

## **PUBLIC ACCESS FORUM – OTFORD STANWELL PARK TUNNEL RAIL TRAIL INC**

On behalf of the Otford Stanwell Park Tunnel Rail Trail Inc, Mr W Steyer felt that the conversion of the disused and derelict Otford Stanwell Park Railway Tunnel into a rail trail would provide a safe and interesting link between Otford and Stanwell Park for the community. It would also attract a large number of tourists to the area, generating employment and income for the local community. In addition to walkers and cyclists using the tunnel as part of the Grand Pacific Walk, Coastline Cycleway, Royal National Park Coastal Walk and general sightseers, the tunnel would also attract a large number of railway enthusiasts.

Mr Steyer said that the tunnel appeared to be in sound condition and whilst the many years of neglect, vandalism and graffiti were visible, engineering, feasibility and heritage studies needed to be carried out to determine restoration work required to bring it to a condition that would make it suitable as a rail trail. It was used as a walking trail for a few years after being closed as a railway tunnel in 1920. In conclusion, Mr Steyer said that the 1.5 kilometre long tunnel would be the longest rail trail tunnel in NSW, possibly Australia, and would become a world class tourist attraction, in addition to providing a safe alternative to the hazardous road route for walkers and cyclists between Bald Hill and Stanwell Park.

## **PUBLIC ACCESS FORUM – COUNCIL MEETING STRUCTURE**

Mr Riggall spoke in favour of the Notice of Motion. He congratulated Councillor Curran for having the courage to put forward the motion based on her perceptions over the past 4 years, which indicated that Councillor Briefing Sessions have been a defacto, closed and non-recorded decision making forum and do not provide the procedural fairness, transparency, accountability and good governance that we are expected to deliver. He raised concerns at the removal of Council's values of openness and accessibility and noted the ICAC recommendation which resulted in changes to the Code of Conduct for Councillors that now prohibits caucusing.

Mr Riggall mentioned the Klitgaard formula, Monopoly + Discretion – Accountability = Corruption, which reinforces the need to ensure the accountability essential for good governance. He noted that consideration of Standing Committees was referred to in Reports to Council in September 2011 and March 2012, but not pursued since. He also had serious concerns about Capital Works procurement and provided many examples. He indicated a lack of adequate reporting to Council re value for money of tenders, and outcomes subsequent to contracts negotiated under delegated authority.

## **ATTENDANCE OF COUNCILLOR**

During the following Public Access Forum address by Ms McKay, Councillor Dorahy attended the meeting, the time being 6.31 pm.

## **PUBLIC ACCESS FORUM – COUNCIL MEETING STRUCTURE AND CYCLE**

Ms McKay advised of her support for the motion on tonight's agenda for the review of the Council meeting structure and cycle. She said that Chapter 4 of the Local Government Act states that as a general rule, meetings should be open to the public. The Act also set out under what circumstances meetings should be Closed to the public. She could see an analogy between Wollongong and Shellharbour Councils. In the case of Shellharbour, Council meetings were being closed just for the purpose of frank and open discussion and not being closed due to the fact that there were confidential issues to be considered.

Ms McKay felt that when Council considers major, significant or controversial issues, then the community had the right under section 8 of the Local Government Act to have input. In conclusion Ms McKay said that there are developments which impact on people and such development should come before Council for determination.

## **DEPARTURE OF COUNCILLORS**

During the following Public Access Forum address by Ms McKay the following Councillors departed and returned to the meeting –

- Councillor Colacino from 6.34 to 6.35 pm.
- Councillor Crasnich from 6.37 pm to 6.39 pm.
- Councillor Kershaw from 6.37 pm to 6.43 pm.

## **PUBLIC ACCESS FORUM – DELEGATION OF COUNCIL FUNCTIONS**

In terms of delegations, Ms McKay stressed the importance of checks and balances. She gave examples of issues which had occurred at Shellharbour City Council in the past. She also felt that development applications should come to Council.

**3 COUNCIL'S RESOLUTION** - RESOLVED UNANIMOUSLY on the motion of Councillor Brown seconded Councillor Blicavs that all speakers be thanked for their presentation and invited to table their notes.

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## CALL OF THE AGENDA

- 4 COUNCIL'S RESOLUTION** - RESOLVED UNANIMOUSLY on the motion of Councillor Brown seconded Councillor Crasnich that the staff recommendations for Items 2, 4 to 6, 9, 10 and 12 inclusive, be adopted as a block.

## DEPARTURE OF COUNCILLOR

During debate and prior to voting on Item A, Councillor Takacs departed and returned to the meeting, the time being from 6.46 pm to 6.47 pm.

## ITEM A – NOTICE OF MOTION - COUNCILLOR PETTY - OTFORD STANWELL PARK TUNNEL RAIL TRAIL

A PROCEDURAL MOTION was moved by Councillor Crasnich seconded by Councillor Blicavs that Councillor Colacino be granted a 5 minute extension to address the meeting in relation to Item A.

- 5 COUNCIL'S RESOLUTION** - RESOLVED UNANIMOUSLY on the motion of Councillor Petty seconded Councillor Kershaw that –

1 Council write to:

- The Minister for Small Business and Minister for Regional Tourism, The Hon John Barilaro MP;
- The Minister for the Illawarra, The Hon John Ajaka MLC;
- The Member for Cunningham, The Hon Sharon Bird MP;
- The Member for Heathcote, Mr Lee Evans MP;
- Mr Chris Hanger, Director, Office of Regional Development, NSW Trade and Investment; and
- Mr John Moore, Rail Trails for NSW,

in support of the community initiative to establish an Otford Stanwell Park Tunnel Rail Trail.

- 2 Council write to the Minister for Transport and Minister for the Hunter The Hon Gladys Berijikian MP, seeking support from her office to further investigate the prospect of having the Otford Rail Tunnel become part of the Grand Pacific Walk's footprint.
- 3 Council write to the Deputy Premier, Minister for Trade and Investment, Minister for Regional Infrastructure and Services, Minister for Tourism and Major Events, Minister for Gaming and Racing and the Minister for the Arts, the Hon Troy Grant MP, explaining the intent and seeking his support for this great initiative.

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- 4 The letters to Ministers Berijikian and Grant advise that this is only a scoping study at present. The intent is to establish whether it would be feasible to put in place a pedestrian easement or lease agreement so that this project can offer an undeniable addition to the shared pathway experiences NSW has to offer.

**Variation** *The variation moved by Councillor Colacino (the addition of Parts 2, 3 and 4) was accepted by the mover and seconder.*

## **DEPARTURE OF COUNCILLORS**

During debate and prior to voting on Councillor Takacs' Foreshadowed Motion for Item B, Councillor Blicavs departed and returned to the meeting, the time being from 8.20 pm to 8.21 pm.

During debate and prior to voting on Councillor Takacs' Foreshadowed Motion for Item B, Councillor Dorahy departed the meeting, the time being from 8.24 pm.

## **ITEM B – NOTICE OF MOTION – COUNCILLOR CURRAN – COUNCIL MEETING STRUCTURE AND CYCLE**

A PROCEDURAL MOTION was moved to allow Councillors additional time to address the meeting in relation to Item B –

- Moved Councillor Colacino seconded Councillor Dorahy – an additional 5 minutes for Councillor Curran.
- Moved Councillor Blicavs seconded Councillor Dorahy – an additional 1 minute for Councillor Brown.
- Moved Councillor Merrin seconded Councillor Dorahy – an additional 5 minutes for Councillor Petty.
- Moved Councillor Crasnich seconded Councillor Colacino – an additional 5 minutes for Councillor Blicavs .
- Moved Councillor Crasnich seconded Councillor Merrin – an additional 5 minutes for Councillor Connor.
- Moved Councillor Merrin seconded Councillor Petty - an additional 3 minutes for Councillor Curran.

MOVED by Councillor Curran seconded Councillor Petty that –

- 1 Wollongong City Council Councillor Briefing Sessions to be held on the second and third Monday of the Council meeting cycle in 2015 be renamed Committee of Council Meetings and the relevant meeting provisions of the Local Government Act, the Regulation and

Minute No.

Wollongong City Council's Code of Meeting Practice govern its procedure.

- 2 Wollongong City Council Councillor Briefing Sessions be scheduled for Thursdays when need arises for Council to workshop certain complex matters.

At this point, Councillor Takacs' FORESHADOWED a MOTION should Councillor Curran's Motion be defeated.

In favour  
Against

Councillors Curran and Petty

Councillors Kershaw, Connor, Brown, Takacs, Merrin, Blicavs, Dorahy, Colacino, Crasnich and Bradbery

Following the defeat of Councillor Curran's MOTION, Councillor Takacs' FORESHADOWED MOTION then became the MOTION.

MOVED by Councillor Takacs seconded Councillor Merrin that -

- 1 Agendas for Briefing Sessions be made publicly available via the website subsequent to the holding of Briefing Sessions.
- 2 A report come to Council outlining options for improving procedural fairness for Briefing Sessions.
- 3 Council commission the services of an independent external consultant on probity and compliance to assess the conduct of Councillor Briefing Sessions to ensure they comply with the Local Government Act.

Variation

*The variation moved by Councillor Bradbery (the addition of Part 3) was accepted by the mover and seconder of both the motion and the amendment.*

6

**COUNCIL'S RESOLUTION** – An AMENDMENT was MOVED by Councillor Kershaw seconded Councillor Brown that -

- 1 Agendas for Briefing Sessions be made publicly available via the website subsequent to the holding of Briefing Sessions.
- 2 The options for improving Briefing Sessions be an item for a future briefing session.
- 3 Council commission the services of an independent external consultant on probity and compliance to assess the conduct of Councillor Briefing Sessions to ensure they comply with the Local Government Act.

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A PROCEDURAL MOTION was moved by Councillor Blicavs seconded by Councillor Colacino that the motion be put.

The PROCEDURAL MOTION on being put the vote was CARRIED.

Councillor Kershaw's AMENDMENT was then put to the vote and was CARRIED.

**In favour** Councillors Kershaw, Connor, Brown, Blicavs, Colacino, Crasnich and Bradbery

**Against** Councillors Takacs, Merrin, Curran and Petty

Councillor Kershaw's AMENDMENT then became the MOTION.

The MOTION on being put to the vote was CARRIED UNANIMOUSLY.

## DEPARTURE OF COUNCILLORS

During debate on Item C, Councillors Merrin and Crasnich departed the meeting, the times being 8.32 pm and 8.33 pm respectively. Councillors Merrin and Crasnich were not present during the calling of a seconder for Item C.

## ITEM C – NOTICE OF MOTION - COUNCILLOR CURRAN - DELEGATION OF COUNCIL FUNCTIONS

MOVED by Councillor Curran that –

- 1 A report be submitted to Council:
  - a outlining and describing the functions delegated to the General Manager as well as any sub-delegations and mechanisms for recording and reporting to Council currently in place; and
  - b which lists policies, protocols and/or procedures that guide the delegated decision-making process and method and date for their review.
- 2 The General Manager provide Councillors with a weekly newsletter that provides information about decisions made under delegation and sub-delegation and other matters that would be of interest to Council or in Council's responsibility to oversee.

There was no seconder for Item C and therefore Councillor Curran's motion lapsed.

Minute No.

## DEPARTURE AND ATTENDANCE OF COUNCILLORS

Due to a prior disclosure of interest, Councillor Colacino departed the Chamber and was not present during any debate or voting on Item D.

During debate and prior to voting on Item D –

- Councillor Curran departed and returned to the meeting, the time being from 8.34 pm to 8.38 pm.
- Councillors Crasnich and Merrin returned to the meeting, the times being 8.35 pm and 8.38 pm respectively.

## ITEM D – NOTICE OF RESCISSION – COUNCILLORS PETTY, CURRAN AND MERRIN – DRAFT PLANNING PROPOSAL – FUNCTION CENTRE, LOT 1 LADY WAKEHURST DRIVE, LILYVALE

MOVED by Councillor Petty seconded Councillor Takacs that Council rescind its resolution of 24 November 2014 (Minute No 215) relating to Item 4 of Council General Business – Draft Planning Proposal – Function Centre, Lot 1 Lady Wakehurst Drive, Lilyvale.

The NOTICE OF RESCISSION on being PUT to the VOTE was LOST.

In favour  
Against

Councillors Connor, Takacs, Merrin, Curran and Petty

Councillors Kershaw, Brown, Blicavs, Crasnich and Bradbery

Due to votes being tied, the Lord Mayor used his Casting Vote to vote against Councillor Petty's Notice of Rescission.

## ITEM 1 – AUDIT COMMITTEE INDEPENDENT MEMBERSHIP AND APPOINTMENT OF CHAIRPERSON

**7** **COUNCIL'S RESOLUTION** – RESOLVED UNANIMOUSLY on the motion of Councillor Petty seconded Councillor Blicavs that –

- 1 Council appoint Dr Philip Ross and Ms Kylie McRae to the Audit Committee for a three year period.
- 2 Council formally acknowledge the contribution and commitment of outgoing members to the Audit Committee.
- 3 Mr Jim Mitchell be appointed Chairperson of the Audit Committee.

Minute No.

## ITEM 2 – REVISED INTERNAL AUDIT CHARTER

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 4).

**COUNCIL'S RESOLUTION** – The revised Internal Audit Charter be adopted.

## ITEM 3 – QUARTERLY REPORT ON DEVELOPMENT APPLICATIONS INVOLVING VARIATIONS TO DEVELOPMENT STANDARDS

**8** **COUNCIL'S RESOLUTION** - RESOLVED UNANIMOUSLY on the motion of Councillor Takacs seconded Councillor Brown that Council note the report.

## ITEM 4 – PROPOSED ACQUISITION OF PORTION OF LOT 29 DP 8450 NO 229 LAWRENCE HARGRAVE DRIVE, COALCLIFF FOR ROAD WIDENING PURPOSES

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 4).

**COUNCIL'S RESOLUTION** –

- 1 Council authorise the acquisition of the portion of Lot 29 DP 8450 No 229 Lawrence Hargrave Drive, Coalcliff, shown shaded dark grey on the attachment to the report, subject to the following conditions:
  - a Purchase price of \$22,000 (GST exc).
  - b Council be responsible for all costs including valuation, survey, plan lodgement, transfer and legal costs.
- 2 Upon completion of the acquisition, the land be dedicated as public road in accordance with Section 10 of the Roads Act 1993.
- 3 Authority be granted to affix the Common Seal of Council to the transfer documents and any other documentation required to give effect to this resolution.

## **ITEM 5 – PROPOSED NAMING OF LANE 62 OFF HOPETOUN STREET, WOONONA**

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 4).

**COUNCIL'S RESOLUTION** – Action be taken under Section 162 of the Roads Act 1993 to give formal notice of the proposal to name the lane known as Lane 62 off Hopetoun Street, as shown shaded dark grey on the attachment to the report, as “Pitman Lane”.

## **ITEM 6 – FUNDING AGREEMENT FOR THE ROUND 3 LOCAL INFRASTRUCTURE RENEWAL SCHEME – WEST DAPTO ACCESS**

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 4).

### **COUNCIL'S RESOLUTION** –

- 1 The information contained in the report relating to the LIRS borrowing program be received.
- 2 Council borrow an amount of \$15M at a fixed rate over a 9.5 year term with a quarterly repayment schedule.
- 3 Council's General Manager be delegated authority to negotiate appropriate loan terms in accordance with this report and resolution.
- 4 Authority be granted to affix the Common Seal of Council to the loan documents and any other documents required to give effect to the loan agreement.
- 5 The General Manager be delegated the authority to finalise the terms of the Funding Agreement with the NSW Premier and Cabinet – Office of Local Government.
- 6 Authority be granted to affix the Common Seal of Council to the Local Infrastructure Renewal Scheme documents and any other documents required to give effect to this agreement.

## **ITEM 7 – ALLANS CREEK FLOODPLAIN RISK MANAGEMENT COMMITTEE CHARTER FOR FLOODPLAIN RISK MANAGEMENT COMMITTEES**

**9 COUNCIL'S RESOLUTION** – RESOLVED UNANIMOUSLY on the motion of Councillor Brown seconded Councillor Crasnich that –

- 1 Two (2) Councillors and a Chairperson be elected to the re-formed Allans Creek Floodplain Risk Management Committee.
- 2 The Charter – Floodplain Risk Management Committee be adopted for all Floodplain Risk Management Committees.

Nominations were received for Councillors Dorahy and Martin to be elected as members of the Allans Creek Floodplain Risk Management Committee and there being no further nominations, Councillors Dorahy and Martin were elected.

A nomination was received for Councillor Dorahy to be elected as Chairperson of the Allans Creek Floodplain Risk Management Committee. Councillor Dorahy was subsequently elected.

## **ITEM 8 – LAKE ILLAWARRA ESTUARY MANAGEMENT COMMITTEE UPDATE**

A PROCEDURAL MOTION was MOVED by Councillor Kershaw seconded Councillor Merrin that this matter lay on the table.

*Note: The mover of the motion asked that prior to the matter being reconsidered by Council, the Lord Mayor and Deputy Lord Mayor hold discussions with their counterparts at Shellharbour City Council.*

## **ITEM 9 – DECEMBER 2014 FINANCIALS**

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 4).

### **COUNCIL'S RESOLUTION** –

- 1 The report be received and noted.
- 2 Proposed changes in the Capital Works Program be approved.

## **ITEM 10 – STATEMENTS OF INVESTMENTS – NOVEMBER AND DECEMBER 2014**

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 4).

**COUNCIL'S RESOLUTION** – Council receive the Statements of Investments for November and December 2014.

## **ITEM 11 – ADMINISTRATION OF 2016 ELECTIONS OF LORD MAYOR AND COUNCILLORS**

**10 COUNCIL'S RESOLUTION** – RESOLVED UNANIMOUSLY on the motion of Councillor Brown seconded Councillor Blicavs that –

- 1 The New South Wales Electoral Commissioner be engaged to administer Council's next scheduled Election of Lord Mayor and Councillors.
- 2 Pursuant to section 296(2) and (3) of the Local Government Act 1993 ("the Act") an election arrangement be entered into by contract for the Electoral Commissioner to administer all elections of the Council.
- 3 Pursuant to section 296(2) and (3) of the Act, as applied and modified by section 18, a council poll arrangement be entered into by contract for the Electoral Commissioner to administer all Council polls of the Council.
- 4 Pursuant to section 296(2) and (3) of the Act, as applied and modified by section 18, a constitutional referendum arrangement be entered into by contract for the Electoral Commissioner to administer all constitutional referenda of the Council.
- 5 Authority be granted to the General Manager to conduct negotiations with the Electoral Commissioner as to the terms of the engagement and to enter into a contract with the Commissioner on behalf of Council to a maximum of \$885,000 (excluding GST).
- 6 Authority be granted to affix the Common Seal of Council to the contract document and any other documentation, should it be required to give effect to this resolution.

*Variation* The variation moved by Councillor Petty (the addition of the words "... to a maximum of \$885,000 (excluding GST) to Item 5)" was accepted by the mover and seconder.

Minute No.

## **ITEM 12 – BI MONTHLY TABLING OF RETURNS OF DISCLOSURES OF INTEREST AND OTHER MATTERS**

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 4).

**COUNCIL'S RESOLUTION** – Council note the tabling of the Returns of Disclosures of Interest as required by Section 450A of the Local Government Act 1993.

## **ITEM 13 – FINANCIAL ASSISTANCE POLICY MINOR UPDATE**

**11 COUNCIL'S RESOLUTION** – RESOLVED on the motion of Councillor Curran seconded Councillor Merrin that this policy be the subject of a Briefing Session Workshop.

**In favour** Councillors Kershaw, Brown, Takacs, Merrin, Blicavs, Colacino, Crasnich, Curran and Petty  
**Against** Councillors Connor and Bradbery

## **THE MEETING CONCLUDED AT 9:23 PM**

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Confirmed as a correct record of proceedings at the Ordinary Meeting of the Council of the City of Wollongong held on 23 February 2015.

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Chairperson

### 1 INTRODUCTION

Lake Illawarra lies in the Local Government Areas of Wollongong City and Shellharbour City Councils. The Lake Illawarra Estuary Management Committee has been established to provide advice and support to Wollongong City and Shellharbour City Councils on the preparation and implementation of a strategic coastal zone management plan for Lake Illawarra. The Committee comprises people interested in the sustainable management of the health of Lake Illawarra.

### 2 AUTHORITY

The Lake Illawarra Estuary Management Committee will provide advice, feedback and support to Wollongong City and Shellharbour City Councils in developing, implementing and monitoring a coastal zone management plan and projects for Lake Illawarra, that are primarily focused on protecting estuary health.

The Committee does not have decision making authority, the power to bind the two Councils or the power to incur expenditure.

### 3 RESPONSIBILITIES AND FUNCTIONS

The responsibilities and functions of the Lake Illawarra Estuary Management Committee are to:

- assist Wollongong City and Shellharbour City Councils to develop a Coastal Zone Management Plan for Lake Illawarra in accordance with the NSW Government guidelines;
- develop a better understanding of estuary health and identify issues which need to be addressed;
- assist in developing suitable strategies to address estuary and coastal zone management issues;
- monitor and evaluate the implementation of the Coastal Zone Management Plan; and
- provide advice on planning proposals and major capital works proposed to take place in the Lake Illawarra catchment.

Routine operational and maintenance matters relating to Lake Illawarra will not be the business of the Lake Illawarra Estuary Management Committee. These matters are to be followed up using the Customer Service functions operating at Wollongong City and Shellharbour City Councils.

### 4 PRIORITIES

The immediate priority of the Lake Illawarra Estuary Management Committee is to oversee the completion of the Lake Illawarra Coastal Zone Management Plan in accordance with NSW Government guidelines. Upon completion, the Lake Illawarra Coastal Zone Management Plan shall be submitted to both Councils for adoption, and implementation in line with their business priorities.

### 5 COMPOSITION OF THE LAKE ILLAWARRA ESTUARY MANAGEMENT COMMITTEE

The Lake Illawarra Estuary Management Committee is proposed to be made up of:

- THREE (3) councillors from each of the two Councils. One of the three Wollongong councillors is to be a member of its Estuary and Coastal Zone Management Committee;
- TWO (2) community members from each LGA;
- ONE (1) Aboriginal community representative;
- TWO (2) independent scientific advisors;
- representatives from each of the following State Government agencies – Office of Environment and Heritage, Department of Lands (Crown Lands), Department of Primary Industries (Fisheries), and Department of Planning;
- one representative from the Roads and Maritime Services;
- one representative of the South East Local Land Services; and
- one representative from Sydney Water.

Hosting of the Committee will alternate between the two Councils every two years, and the Chairperson will be appointed by the host Council from its councillor representatives.

Vacancies that occur on the Committee will be filled by nomination.

Staff from the two councils will attend meetings as observers, to provide information to the Committee or to fulfil an administrative function (eg taking minutes and/or distributing minutes within the two Councils and to Committee members). These individuals will act as ex-officio members. Administrative support for the Committee will be provided by the host Council staff.

Term of appointment for the Committee is to the election of new councils in 2016.

## 6 APPOINTMENT OF MEMBERS

### Councillors

Three councillors each are to be appointed by the Wollongong City and Shellharbour City Councils. One of the Wollongong councillors is to be a member of its Estuary and Coastal Zone Management Committee.

### Community Members

The community member positions available for each LGA will be advertised by the respective Council at the start of the Committee's term. The applications will be assessed by the respective Council staff and recommendations made for appointment by their corresponding Council. The selection criteria for community members will be:

- Demonstrated interest in and knowledge of estuary management issues.
- Demonstrated ability to dedicate time to attend meetings and perform tasks related to committee business.
- Demonstrated ability to contribute positively and constructively within an agreed management framework.
- Demonstrated contact with a cross-section of the local community for the purpose of passing on information and receiving feedback.
- Resident/rate payer in the LGA for which they are applying.

### Aboriginal Community Representative

The Aboriginal community representative will be appointed after consultation between the two Councils' Aboriginal Liaison Officers.

### Independent Scientific Advisors

The Independent Scientific Advisor positions will be advertised by the Council hosting the Committee at the start of its term. The applications received will be assessed jointly by staff from the two Councils and a recommendation made for endorsement by both Councils. The selection criteria for the Independent Scientific Advisors will be:

- High-level experience in research or management of estuaries.
- Demonstrated ability to dedicate time to attend meetings and perform tasks related to committee business
- Demonstrated ability to provide sound scientific advice and a high level of personal commitment while engaged in an honorary position.
- Independence from Council, government, developers or any other group with a vested interest in the management of estuaries.

### State Agency Representatives

The host Council at the start of the Committee's term will invite the State Agencies listed to nominate a representative to the Committee.

# TERMS OF REFERENCE

## LAKE ILLAWARRA ESTUARY MANAGEMENT COMMITTEE



### 7 OBLIGATIONS OF MEMBERS

Members of the Lake Illawarra Estuary Management Committee, in performing their duties, shall:

- Act honestly and in good faith;
- Participate in the work of the Committee;
- Perform their duties in a manner that ensures public trust in the integrity, objectivity, and impartiality of the Committee;
- Exercise the care, diligence and skill that would be expected of a reasonable person;
- Comply with the Committee's Terms of Reference; and
- Comply with the two Council's Code of Conduct.

### 8 MEETINGS AND MINUTES

The Committee shall meet at least four times a year to progress the work involved in the Lake Illawarra Estuary Management Process.

A quorum will consist of ten (10) of the Committee members.

Meetings will be chaired by the Council appointed chairperson. If the chairperson is absent from a meeting, the first business of every such meeting is to elect a chairperson from the members present to preside over such meeting.

The Lake Illawarra Estuary Management Committee has an advisory role to the two Councils and will make recommendations by consensus. In the absence of consensus, advice from the Lake Illawarra Estuary Management Committee may be presented with supporting and dissenting views of members.

Meeting agendas will be distributed at least one week prior to the meeting.

### 9 REPORTS

The minutes of the Lake Illawarra Estuary Management Committee meetings will be provided to all Councillors and executive management of both Councils for information. Minutes will also be distributed to all Lake Illawarra Estuary Management Committee members.

Advice and recommendations of the Lake Illawarra Estuary Management Committee relating to specific Council projects will be reported to the two Councils as part of their project reporting process.

Any matters arising that require a separate decision of one or both Councils may be reported to the respective Council(s) by managerial staff at their discretion.

### 10 EVALUATION AND REVIEW

A review of the Lake Illawarra Estuary Management Committee will be undertaken every 12 months to ensure the purpose, membership and operation of the Committee is effective and to make appropriate changes.

### 11 COMMITTEE RESOURCING

Resources required to progress the work of the Committee will be considered and made available by one or both Councils, in line with their budgetary constraints and other business priorities. Where both Councils agree to contribute to a program or works, the proportion of funding will be negotiated at 2:1 Wollongong to Shellharbour. External grant funding may be sought to supplement council contributions.

### 12 REMUNERATION AND EXPENSES

There is no remuneration for members.

Reasonable expenses incurred by the Lake Illawarra Estuary Management Committee members in relation to their responsibilities as members of the Committee will be met by prior approval. These expenses should relate directly to tasks completed for the Lake Illawarra Estuary Management Committee business and will be reimbursed at the discretion of one or both Councils.



**Key**

- Aboriginal Place
- Plan of Management Area

Drawn By: J Lewis
Date: 11.04.12
GIS ref: PlanOfManagementLocal
Date of Aerial Photography: 2011



## SUMMARY OF SUBMISSIONS

Number & Type	Submission Contents	Reply
1 Paul Mason Jones Park Committee	<p><b>Paul Mason Jones</b> - The PoM has two generous inclusions - page 22 and pages 98 and 99 recognising Paul Mason Jones. Our community appreciates and recognises these positive inclusions. The acceptance of Geographical Names Boards criteria would indicate that this document will be consistent with other Council's in NSW. A pro-forma is recommended to clearly lead any individuals or groups through the naming process, thereby streamlining the process and hopefully reducing frustrations. Currently there is an absence of records and photos that present to our citizens and our visitors, the backgrounds of individuals already chosen to have the honour of having areas named in their memory. Such records are critical for future generations to learn of our city's rich heritage.</p>	<p><b>Reply 1: Change to the PoM? Yes – Minor</b></p> <p>Since exhibition of the draft PoM, Council adopted an updated Community Recognition Program Policy on 13 October 2014 which includes the Naming of Community Facilities and Parks (including Sportsgrounds and Natural Areas) Management Policy which adheres to Geographical Names Board criteria. References to these policies have been included in the draft PoM.</p> <p>The support of the draft PoM in relation to the additional information provided regarding the accomplishments of Paul Mason Jones is noted. Council's Local Studies Collection at the Wollongong Central Library includes information on many historical figures that have been honoured with the naming of parks or sporting grounds.</p>
2 Resident	<p><b>SPATE:</b> Sandon Point - the sacred site that is there should be marked and due respect shown. The tent embassy shacks should go... The shacks have to go because they breach every building code and health standard. Flying an aboriginal flag has been a licence to break the law. The shack occupants cannot cherry pick State and Federal laws and then put up the Aboriginal flag and claim it gives them immunity from prosecution... Respecting and preserving sacred sites, the only way to establish if these sites are sacred is to dig part of them up and with European technology try to establish their date and ethnic origin.</p>	<p><b>Reply 2: Change to the PoM? No</b></p> <p>The importance of the Sandon Point Aboriginal Place is evident by the Office of Environment and Heritage's 2005 declaration that was the result of Archaeological study and consultation with the Aboriginal Community from 1992 onwards. Previously, Council on 25 November 2002 and on 28 June 2004, resolved not to take action to remove the Tent Embassy. The revised draft PoM permits Aboriginal Cultural Uses and Developments which uphold the values of the Sandon Point Aboriginal Place and acknowledges that these uses and developments will change form and function over time to meet the evolving needs of the Aboriginal community.</p> <p>The Sandon Point Aboriginal Place Joint Management Agreement Partners, (Wollongong City Council, Illawarra Local Aboriginal Land Council, Korewal Elouera Jerrungarah Tribal Elders Aboriginal Corporation, Sandon Point Aboriginal Tent Embassy, Wadi Wadi Coomaditchi Aboriginal Corporation and Wodi Wodi Elders Council) are working together to manage cultural uses and developments that uphold the values of the Sandon Point Aboriginal Place and meet the needs of the Aboriginal community over the long term. Under the revised draft PoM, Aboriginal Cultural Uses and Developments cannot impact on burials, re-burials or impede on a designated beach access point. The Draft PoM also acknowledges that, while it may negate First People's Sovereignty principles, obtaining development consent and entering into a licence with Council would provide certainty regarding SPATE's occupation that does not exist currently. The main concern for the Joint Management</p>

Number & Type	Submission Contents	Reply
		<p>Agreement Partners is that the burials and re-burials could be desecrated if no one is occupying the Aboriginal Place. How to manage that pivotal concern will be part of ongoing discussions at Joint Management Agreement meetings.</p>
<p>3 Resident</p>	<p><b>Dogs on Beaches:</b> I do not see addressed in this revised PoM for McCauley's beach the recent general proposal to change the dog walking green zone currently in place for McCauley's beach. I feel the present "green zone" is totally appropriate.</p>	<p><b>Reply 3: Change to the PoM? Yes – Minor</b></p> <p>The draft PoM as exhibited did not propose any changes to the use of McCauley's Beach as a dog off leash beach. Language has been added to the draft PoM to clarify this position. The only way McCauley's Beach would change its off leash status is through amendment of Council's current Dogs on Beaches and Parks Policy, which was recently reviewed and resulted in Council resolving the following on 27 November 2014:</p> <p><i>"The current Dogs on Beaches and Parks Policy be maintained; this includes the current off-leash parks and off-leash beaches and current green, orange and red zonings.be maintained; this includes the current off-leash parks and off-leash beaches and current green, orange and red zonings."</i></p>
<p>4 Resident</p>	<p><b>Concern over tree clearing:</b> We have noticed recent tree-clearing to open up the 'views' from the new estate on Sandon Point. I applaud the aim of keeping the wetland area intact;</p> <p><b>Speed of cyclist:</b> ...there is a big difference between leisure cyclists and cycle clubs racing along this path. It is almost too dangerous to walk on the path many times - pedestrians have to keep on the grass, out of the way of speeding cyclists who make no attempt to slow, or warn, pedestrians. Some 'Slow' signs maybe?</p>	<p><b>Reply 4: Change to the PoM? No</b></p> <p>Installing safety related signage along the shared way is permissible under the draft PoM.</p>
<p>5 Resident</p>	<p><b>Consultation:</b> ...Genuine public consultation is not merely procedural to satisfy a policy or legislative requirement. ...If Council is genuinely committed to the consultation process the final decisions will be guided by and follow objective consideration and assessment of the views of the parties that make a contribution... Councillors represent all constituents - Local Councillors are elected to represent the views of the constituents that elect them in Council. The personal views or beliefs of the councillor should not prevent the Councillors from representing the views of the majority of the persons that elected them. In relation to the Plan of Management the Councillors should pay special attention to the community submissions that originate from their own constituents and be guided by the views contained therein. A Councillor who cannot support the views of the majority of the constituents that they represent should abstain from voting on the issues where conflict exists...</p> <p><b>SPATE:</b> ...The existing semi-permanent settlement is an eye sore and cannot be allowed to remain and has</p>	<p><b>Reply 5: Change to the PoM? No</b></p> <p><b>Consultation:</b> The community consultation processes used during the making of this draft PoM are contained in sections 1.1, 1.2 and Appendix D of the document and were more extensive than the legislated requirements. This report constitutes another stage in the PoM making process. Comments related to how Councillors should represent their constituency are beyond the scope of the draft PoM.</p> <p><b>SPATE:</b> (Refer to response to Submission 2).</p> <p><b>Private Vehicles:</b> In relation to vehicle traffic on the shared way, the draft PoM requires a permit and Council is working with the Joint Management Agreement Partners to implement a permit process.</p>

Number & Type	Submission Contents	Reply
	<p>been established without consent and as such there are no limitations to how many structures of various types may be established and over what size area...- There should be some form of permanent monument that recognises the original inhabitants of this land and the persons buried beneath the site. - Favourable consideration should be given to establishing a permanent kiosk type of structure that provides a place for Aboriginal groups to hold meetings and to be able to provide the public with information about the Aboriginal history of this area... There should be no residential accommodation included at this site unless a justification is made as to why people need to live at this place or camp there for any period of time.</p> <p><b>Private Vehicles:</b> ...There are already signs prohibiting motor vehicle access but these restrictions are more observed in the breach. Council appears to have provided tacit approval to the illegal use of motor vehicles in this area or at least not enforced the restrictions. I have noticed a number of dangerous situations involving children nearly being harmed by motor vehicles on the site and with the large number of families with young children in the McCauley's estate the risks of serious harm have increased greatly. ...Immediate action should be taken to protect all persons using this area. Only vehicles for essential services be permitted on this site and that Council ensure that appropriate barriers are in place and maintained to prevent any unauthorised access. In addition Council establish an effective enforcement policy and strategy to ensure compliance.</p>	
<p>6 Resident</p>	<p><b>Antisocial Behaviour:</b> I oppose the use of Sandon Point McCauley's Beach (SPMB) for any overnight accommodation, in tents or otherwise. It is a haven for undesirables to gather and drink alcohol. There is nothing to address issues of consuming alcohol like every other beach and community area.</p> <p><b>Private Vehicles:</b> The shared use of vehicles is a deluded thought - how dangerous. Would you put cars on a footpath outside a school? There have already been reports of abusive car loads of people running people off the road, including children, and council are ok with this? How will it be policed?</p>	<p><b>Reply 6: Change to the PoM? No</b></p> <p><b>Antisocial Behaviour:</b> Antisocial behaviour such as drinking excessive alcohol in a public reserve and causing a public nuisance to others is a NSW Police matter that can be managed by reporting incidents as they occur to the police.</p> <p>For long term management of the issue of antisocial behaviour across the Wollongong City Council Local Government Area, Council works with the NSW Police when establishing No Alcohol Free Zones (these apply only to footpaths) and when identifying areas in parks, sportsgrounds and natural areas that would benefit from "no alcohol from sunset to sunrise" regulatory signage that greatly assists the police in these matters.</p> <p>Already across all patrolled beaches and any beaches where dogs are permitted to be walked under the Dogs on Beaches Policy there is regulatory signage related to prohibiting alcohol use.</p> <p><b>Private Vehicles:</b> The draft PoM provides for a permit system, better safety signage and proposes capital improvements to the shared way as indicated in the Access Plan.</p>

Number & Type	Submission Contents	Reply
7 Resident	<p><b>Antisocial Behaviour:</b> I oppose the use of SPMB for any overnight accommodation, in tents or otherwise. It will be a haven for undesirables to gather and drink alcohol and light camp fires during Fire restrictions - as they have done for the past few years - with all the authorities turning a blind eye to it. There is nothing to address issues of consuming alcohol unlike every other beach and community area.</p> <p><b>Private Vehicles:</b> The shared use of vehicles and pedestrians is a disaster waiting to happen... There has already been reports of abusive car loads of people running people off the footpath in this area, including children, and council are ok with this? How will it be policed? I paid Council a 1% fee over \$4,000 odd dollars to build our house... we don't even have any Parks in this estate for the children to play in, another planning oversight blunder by Council. ...There is already a perfectly good area with a car park and plenty of grassed areas at Sandon Point which they could gather for special events. They could stay in Motels or the nearby Caravan Park like everyone else...</p>	<p><b>Reply 7: Change to the PoM? No</b></p> <p><b>Antisocial Behaviour:</b> Concerns about alcohol use, overnight camping have been addressed in replies to submissions numbered 2 and 4-6.</p> <p>If you have concerns about open fires please contact Council Rangers when an open fire is occurring.</p> <p><b>Private Vehicles:</b> Refer to replies 5 and 6.</p>
8 Resident	<p>The plan unfortunately only serves a few - whereas the area is used by many...</p> <p><b>Beach Access:</b> Council needs to ensure MULTIPLE AND ADEQUATE pathways are created. Insufficient number of pathways will lead to the creation of new paths and further conflict...</p> <p><b>Vegetation Management:</b> The planting of plants inflammatory, antagonistic and outright unfair. How would you feel if you bought property and built your dream home all for someone to come along and plant a row of trees, blocking your million dollar view of one of the nicest parts of the world?...</p> <p><b>SPATE:</b> NO ACCOMMODATION provisions should be provided, I also draw Council to the actions and behaviours of SPATE Users (provocations) fuelling a negative, un-accommodating response from local community.</p> <p><b>Antisocial Behaviour:</b> It has become a haven for alcohol consumption and gathering of unsavoury characters. There is no mention of "Alcohol free" signage, or the signage, which refers to the fines that can be issued. No mention of who will regulate the alcohol free zone.</p> <p><b>Private Vehicles:</b> Additional unacceptable behaviour includes car loads of yahoos running children off the bike track and yelling out of the windows - I saw this with my own eyes and was horrified. The offence that will be committed should a vehicle fall to possess a permit. - If Council insist that the POM permit vehicle usage, how will compliance be monitored? I'm sorry but a couple of signs will not be adequate to provide for the safety of pedestrians and cyclists, least of all my son and daughter ...look at school zones... Regular Police patrols, speed signs and flashing lights should be a minimum requirement if considering shared use. To conclude: No overnight</p>	<p><b>Reply 8: Change to the PoM? No</b></p> <p>Concerns about anti social behaviour, alcohol use, overnight camping have been addressed in replies to submissions numbered 2 and 4-6.</p> <p>McCauley's Beach will always be a public beach open to all persons who wish to visit its foreshore. The issue is how the public should access the sandy beach. The draft PoM addresses this issue with the Access Plan which designates informal and formal beach access points. When a person does not use a designated public access point that person runs the risk of destroying the fabric of a midden or walking over a grave. Middens are usually located in coastal dunes and tell Aboriginal people things about how their ancestors used the area in question and for how long. It is like a historical marker like the one at Sandon Point about the Jetty. So repeated walking over a significant midden area in the dunes is like defacing with graffiti the historical jetty marker on the point. Very few people would find graffiti acceptable in a historical marker.</p> <p>Walking over a grave is frowned upon in almost all cultures, the difference being that within the Sandon Point Aboriginal Place, the cemetery is not marked with a fence or headstones, however the vegetation does the same thing a headstone does, it marks the area, if you know the rules behind it. Information about vegetation in this context is sacred cultural information that is in the ownership of Aboriginal Community Elders, not Wollongong City Council or the general public, unless Aboriginal people want to share this information. In the past when such information</p>

Number & Type	Submission Contents	Reply
	<p>accommodation and no motor vehicles on the BIKE track. It is just insane I am all for the viewing platform, plaques whatever to be up near the Sandon Point area - where there are sealed parking spaces and toilet facilities.</p>	<p>has been shared with non Aboriginal people the significant location or item has often been destroyed, so there is reluctance, unless the area is under immediate threat, to share that kind of information.</p> <p>The Sandon Point Aboriginal Place Joint Management Agreement Partners explained the importance of the existing vegetation and their support of the Sandon Point and McCauley's Beach Vegetation Plan in this way:</p> <p><i>"We are under an obligation to care for that burial (the burial revealed in 1998 by a storm in the dunes at McCauley's Beach) ...care is taken by recreating the resource rich environment that would have existed at the time of the person's life" (Meeting of 26 November 2014).</i></p> <p>As Wollongong wasn't settled by colonist until early 1800s, paintings of the 1840s are the closest records Council has of what the vegetation would have been like 6,000 years ago.</p> <p>As demonstrated by the applying for and securing of native vegetation or caring for country grants since 1998, the Aboriginal community has been striving to uphold this cultural obligation. Agreeing to uphold the Council vegetation plan represents a significant compromise from the Aboriginal community in regards to how to meet cultural obligations as it limits the types of vegetation that can be planted instead of leaving it entirely up to cultural dictates. Asking them to willingly cut down vegetation that signifies the area's sacredness and thereby make it easier for the general public to walk over graves or degrade a large existing midden or makes it harder for cultural ceremonies or gatherings to be held by Aboriginal people, in an area designated as an Aboriginal Place for those reasons by NSW law, is too far a compromise for the Aboriginal community at this time.</p> <p>Under the vehicle permit system, Council Rangers are able to issue penalty notices to vehicle owners who do not display a permit while on the shared way and who are driving vehicles not clearly marked with a Council or Sydney Water symbol or logo. Rangers can only issue penalties when they themselves see the offence. Council encourages members of the public to report any vehicles driving on the shared way without permits so that Rangers can determine the best times to undertake patrols.</p> <p>The PoM proposes infrastructure improvements to separate modes of transport on the shared way.</p>

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Resident	<p>Aboriginal area should be extended to include the foreshore. Improve signage of the existing areas to provide protection of PROVEN culturally significant areas.</p> <p><b>No Reduction in Access pathways:</b> Access pathways to McCauleys beach should be formalised without a reduction in access at both ends to prevent unnecessary dune erosion. The beach foreshore itself should not be included as aboriginal place as this will only open the way to eliminating general use of the beach by all Australians and possibly creating negative impact on the aboriginal place by the surrounding community. ...Do not do anything to make this area less attractive for everyone, residents, those with aboriginal heritage, new migrants and the dogs.</p>	<p>McCauley's Beach will always be a public beach open to all persons who wish to visit its foreshore. The issue is how the public should access the sandy beach. The draft PoM addresses this issue with the Access Plan which designates informal and formal beach access points. Council designates public access point to many of our more popular beaches as a means to protect the dune system and to provide for safe access to the beach regardless of the timing of high or low tide. At McCauley's Beach the designated public beach access points accomplish those goals as well as being a means to protect the middens and burials within the Aboriginal Place. Harm to a burial or midden could mean a significant monetary fine or imprisonment under the National Parks and Wildlife Act, 1974.</p> <p>The boundaries of the Sandon Point Aboriginal Place were determined by NSW Gazettal on 15/2/2005 and are not determined by Council.</p>
10	<p><b>No Dogs off Leash:</b> This area has a rich history and the future health of this area has to be carefully managed so as to protect and improve the natural values for our future generations to appreciate and enjoy. I have lived in Corbett Avenue, overlooking McCauley's Beach for 47 years, all my life my family have lived in Thirroul for four generations. My wife and I used to enjoy taking family and friends for quiet peaceful walks along McCauley's Beach around to the rock platform at Sandon Point. Now we find it is always unpleasant around McCauley's Beach and Sandon Point simply due to the constant annoyances from off-leashed dogs, ...dogs chasing birds, especially annoying when this is happening in the red zone of the Sandon Point rock platform an area environmentally sensitive and is supposed to be protected from off-leashed dogs... Many dog owners are not following Council regulations by respecting the traffic light system in place on and around this area at present. Rock platforms, Aboriginal midden/burial grounds, bush land and coastal estuaries are being used as natural barriers for off-leashed dogs. Off-leashed dogs are not compatible with birds or the Aboriginal cultural significant sites on and around McCauley's Beach and the Sandon Point area. ...The increase of population of people is causing erosion to many beach access points; many are in areas they should not be for example, through the Aboriginal midden/burial ground at the Southern end of McCauley's Beach. There are also other tracks to McCauley's Beach causing erosion, near Hewitt's Creek and near the Council Reserve at Corbett Avenue. This erosion has rapidly increased since 2006 when Wollongong City Council made McCauley's Beach an off-leash beach for dogs..., it was rare to see many native birds at all. Now with all the beautiful trees along Tramway Creek, Hewitt's Creek and around Sandon Point together with the wetland area directly behind McCauley's Beach the native bird life is now incredible, if these birds could</p>	<p><b>Reply 10: Change to the PoM? No</b></p> <p>The draft PoM as exhibited did not propose any changes to the use of McCauley's Beach as a dog off leash beach. Unleased dogs are only allowed on the sandy beach area and not on the rock platforms, dunes or vegetated areas.</p>

have a chance of breeding, resting and feeding in their natural habitats in peace without the presence of so many off-leashed dogs.... In the past I have witnessed Possums, Blue Tongued lizards, Echidnas and have also seen on a couple of occasions Wallaby tracks in mud. Once was where 'McCauley's Beach Estate' is now and the other sighting was on the 23rd of August 2014. As you can see this area has huge natural potential if managed correctly and respectfully. Sandon Point and McCauley's Beach was declared an Aboriginal place in 2007.

**Support for Aboriginal Presence:** The Aboriginals presence at McCauley's Beach is like the heart of McCauley's Beach. It is clearly evident with Aboriginal artefacts all over the Plan of Management area that the Aboriginals have a very long association with this area. We must show them the respect they deserve; they have lost so much of their culture with the Sandon Point and the McCauley's Beach Estate housing developments. The largest concern for the Plan of Management area is for the protection and enhancement of the natural qualities of this special...

11

**Lack of Costings:** ...The Plan of Management 1. No costings or program for implementation has been included which would make the POM more effective... There is no commitment by WCC to do anything ... The heading in Table 6 of Section 5 refers to a section 4.5 which was not apparent.

**Car parking Corbett Ave:** 3. Car parking in Corbett Ave must be seriously considered in the short term. This is a crucial issue that needs to be added... I have had cars backed into while parked parallel to the kerb and know of many other instances of the same thing happening. The problem is that the cars that park adjacent to the park (usually at a 45 degree angle) reverse back too far. The narrow width of the road does not allow a sufficient reversing space. b) Section 7.1 of the POM talks about 90 degree parking. This does not happen and there are no systems in place to identify this or enforce it. Clearly marked spaces on a bitumen surface is the only responsible way to address this issue - with the necessary sign posting. c) On the frequent busy days in Summer and on weekends many cars park across driveways making it dangerous for the residents to safely access the road and their properties. Clearly marked boundaries for parking are essential on the road. d) By not considering this site further for sealed car parking displays no short or long-term strategic vision...

**Support for more biodiversity by more plantings better VMP:** ...The fauna of the management area is very poorly considered. ...Council will be negligent in its environmental stewardship if this is not seriously considered. ...Evidence of wallaby presence at the site shows there is more fauna than has been acknowledged by Council... the areas flora is limited only to the human effects. There is far too little consideration of the benefits of the environment on the entire community, or for the fauna. The individually planned coastal developments in the northern suburbs

**Reply 11: Change to draft PoM? Yes - Minor**

Table 6 is the Action Plan and the reference to section 4.5 is incorrect, it should be 4.1.

In regard to Corbett Avenue, Table 8 of the Access Plan, titled "Access Points – Proposed Treatments" includes the following "As part of a stabilisation of Corbett Avenue against coastal erosion and asset failure, improvements within the road reserve for parking and within the dune area shown marked in Figure 28 (typographical error it is figure 30 – the Access Plan Improvements within the PoM area) are proposed treatments. The sentence "This draft Access Plan does not propose any additional sealed parking" has been deleted as a small amount of sealed parking may occur as a result of future stabilisation works if resources are allocated to this project in future budgets.

Acknowledging the history of the area, both European and Aboriginal through improvements to the area's amenity is a permissible use or development in the revised draft PoM.

Council has installed signs to discourage vegetation vandalism. The perpetrators of vegetation vandalism can be prosecuted under the National Parks and Wildlife Act 1947 for harm to an Aboriginal Place and the Threatened Species Act 1995. The VMP does not prohibit natural regeneration.

The revised draft PoM's objectives and the progress towards achieving them will be monitored primarily through Council's Community Strategic Planning processes,

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	<p>has caused much of the coastal environment (including the fauna) to be irreplaceably lost. In the POM area there is a unique opportunity to restore an area and encourage the regeneration, initially with the assistance and later through natural processes... Briefly my comments on the VMP are: a). Toughen up on tree vandals!!! e) Table 2 certainly looks like a 'cop out' by Council with timeframes mentioned as "ongoing or within 1-2 years subject to future resources"... Section 6 states that plants will be restricted to vegetation that grows to 1 metre tall. I find this very restrictive (and not like Westmacott's painting at all). Such vegetation limits the fauna that must have taller vegetation for roosting and feeding... In Section 7.1 Council states that planting of tall shrubs/trees is not permitted "because they are not listed in Appendix 1"... seems more interested in viewing from benches or tables than vegetation. This point should be deleted. j) Appendix 1 'MU53 and MU54' PAGE 40 - ... seems to cater for 'views' and not the natural environment and habitat creation. 6. McCauley's beach once had a system of dunes between the two creeks. These were flattened in the 1970's when the (now) Sydney Water was installing the sewerage to the northern suburbs. For a healthy coastal environment these dunes should be rebuilt and vegetated. Including this lost landform would be of immense importance to the flora, fauna and the community as a whole... 7. European heritage... This is just as important as the aboriginal history and may be of equal interest to the community. The area has had over 200 years of European settlement and the POM area has had various significant uses. Already heritage items have been lost forever due to inconsiderate development. Things such as early railways, coke manufacture, maritime uses (shipping, whaling and surfing), farming and recreation pursuits have all occurred but the POM makes no mention of these. The old jetty that many residents remember is a very significant part of the areas identity and this needs a prominent inclusion. 8. The old boat sheds are identified as being in use since the 1940's. This is very inaccurate and these have been in use since the mid to late 1800's. 9. The POM infers that if the grand old Norfolk Island Pines will not be added to if they die (or are killed). Such trees as this are an iconic part of the Australian beach collective memory... In fact, the area that the trees stand once surround a house that George Adams (of Tattslotto fame) once lived. More of these trees should be planted throughout the POM area to give the place more character. ...The type and heights (as well as age) are important factors for the roosting and nesting of birds. One of the objectives of this POM should be to bring the area back to life with native animals. If the area is not made safe and friendly for them does WCC expect that they'll just go somewhere else?... Sandon Point Aboriginal Place 12. I'm disappointed that such a large and disproportionate emphasis has been attributed to the Aboriginal Place in this POM. ...Having this POM as an Aboriginal Place Management Plan is lazy and confuses the entire issues of the site and this is apparent throughout the POM.</p>	<p>including quarterly and annual reporting. Each year Council adopts a new Annual Plan and Budget which can include capital works and operational budgets to implement actions outlined in the draft PoM.</p> <p>PoMs adopt a 10 to 15 year planning time horizon, but are usually reviewed every five years, to determine if changing social, economic ecological conditions and needs require an amendment of the PoM.</p> <p>For Dogs on Beaches reply refer to Submission 3.</p> <p>The vegetation management plan has been removed from the revised draft PoM and is now a stand alone operational document as per Council resolution on 23 June 2014.</p>
	<p><b>No Dogs off Leash:</b> 14. Dogs on the beach a) This</p>	

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	<p>POM should consider the effects of the dogs on beaches. It is not good enough saying it is a Policy of Council. WCC policy can, and should, be challenged and changed in review of this draft ...2. 20. In Figure 31 Access Point photographs 1, 2 and 3 show the access from Corbett Ave, It also shows a poor bank that does not safely allow beach access. Included in this POM work should be prioritised for this park. 21. Timeframe to Amend the POM. WCC has not in this draft acknowledged that the POM will need amending in the future as community needs change. For clarity, and to provide WCC with the reason to revisit the POM, a timeframe for this to be considered by the community. If this was to be revisited, at least, every 5 years it will keep the POM area a relevant and active document. The POM itself draws on the initiatives of others (ie Kuraji material) in its preparation even though huge amounts of 'studies' have been undertaken on the area over the recent past. ...The Plan of Management is a great idea but the draft needs serious amendments to make it a relevant active document. ...As a part of this POM Council has the opportunity to correct the errors that can be corrected. The main travesty of protecting the POM environment has been allowing dogs anywhere near the beaches and rock platforms. Council does not seem to have the internal capacity or internal will to actively 'police' the policy that has been poorly developed and approved...</p>	
12 Resident	<p><b>Safety of shared way:</b> I would like to comment on two issues. Safety on the shared pathway at McCauleys beach where it crosses the creek. As a person that uses the shared pathway as a pedestrian and cyclist the reeds where the pathway crosses the creek impede the vision of all users. I have witnessed near misses and disputes between people using the pathway. The pathway is a great facility used by visitors and residents alike it provides a link between suburbs and a place of exercise for joggers, walkers, cyclists, skaters and scooters. Personal safety on the pathway has also been compromised with the density of the vegetation providing a potential haven for people with criminal intent, making users of the pathway feel uncomfortable at different times. Vehicles that use the pathway are generally cautious but there are many exceptions to the rule, particularly in holiday times. Why does Wollongong City Council allow vehicles to use the pathway as a road to the Aboriginal Embassy?</p> <p><b>Health:</b> The density of the vegetation and the rubbish that is allowed to accumulate around and between the Aboriginal Embassy and the pathway provide a haven for rodents.</p> <p><b>Sanitation concern:</b> I would also like to know what sanitary provisions are in place at the Aboriginal Embassy as this is a genuine health concern to all people that use the creek area.</p>	<p><b>Reply 12: Change to PoM? No</b></p> <p>SPATE relies on a self-composting toilet.</p> <p>Council's Community Safety Officer did a site assessment of the shared way along the curved section and determined there are no greater risks than in other vegetated areas in Council reserves.</p> <p>The revised draft PoM does not prohibit lighting along the shared path, although from a resource perspective it is unlikely to occur.</p>
13 Resident	<p><b>Beach Access:</b> ...I have a bad hip and I have to be extremely careful when I go down to the beach that I don't slip down the rocks and concrete that have been put there to access the beach! I feel so envious when I</p>	<p><b>Reply 13: Change to draft PoM? No</b></p> <p>Vegetation cutting at Woonona and Bulli has occurred because of Council's adopted by</p>

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	<p>visit any of the neighbouring beaches to McCauley's, as they have all got great access which enhances the entrance to the beaches...</p> <p><b>Vegetation Management:</b> ...I want to state how disillusioned I am about the way the area has been let go and the amount of trees that have grown east of the cycleway at Tramway Creek... I have... noted that lots of trees along the cycleway in front of housing commission have been removed or cut back. They have a great view and wonderful safe access to the beach at Bellambi! I can't believe that Council wants McCauleys area to stay looking as it is as present with all the dense bushes, mess and unsafe areas! ... I no longer feel safe walking the cycleway past the aboriginal tent embassy ...Please we are appealing to you to do something with this heavily wooded area and make it equally as beautiful and safe for everyone as what has been done at Bulli beach and Woonona and all up and down the coastline.</p>	<p>resolution "Wollongong Dune Management Strategy for the patrolled swimming areas of 17 Beaches." McCauley's Beach as it is not a patrolled beach.</p> <p>Report antisocial behaviour to the NSW Police.</p>
<p>14 Resident</p>	<p><b>SPATE:</b> It is embarrassing because it looks like a tip, not a nature reserve. It is unsafe because there are lots of vegetation to hide behind and to obscure the view of cyclists etc. It is unfair because one group of people have been given "special exemption from the normal rules" and everyone else has not, and antagonistic because the same groups had deliberately planted vegetation to obstruct the view of the estate under the guise of dune protection. Firstly I do not believe anyone should be able to live in a shack as they currently are behind the sand dune at McCauley beach. My understanding is that this is illegal in any case but no one has the will to enforce it. I want a Council that has the will to enforce it. I want a Council that treats all its citizens equally. The current buildings should be demolished and it made perfectly clear that any new structure will also be demolished and that no one is allowed to stay overnight. I want no permanent structures, no flagpoles, no campfire sites, no showers no nothing. Vegetation "hiding" these activities should be destroyed. The height of the vegetation at Wonoona would be in my opinion the correct height for vegetation along the foreshore. No car or vehicle - besides those of emergency services and Sydney Water - should be allowed to use the bike path.</p> <p><b>Beach Access:</b> The existing paths to the beach need to be upgraded as they are very eroded. There needs to be a proper path from the McCauleys Beach Estate to the beach. This path would pass right through the current squatter's camp.</p>	<p><b>Reply 14: Change to PoM? No</b></p> <p>Refer to replies to 2, 4-6 and 8.</p> <p>The Access Plan does provide for the upgrading of beach access to McCauley's Beach subject to future Council budgets or the securing of grants. However, there is no designated public beach access point through the current SPATE location.</p>
<p>15</p>	<p><b>SPATE:</b> For Sandon Point/Kuradji to fulfil its potential as an important place where Koori culture is empowered, recognised and respected... every effort needs to be made to enable Koori culture, especially in regard to any hard decisions... the Sandon Point Aboriginal Tent Embassy has served as a virtual sanctuary for Koori people seeking to keep key aspects of their culture alive. Given the 200 years of</p>	<p><b>Reply 15: Change to the draft PoM? No</b></p> <p>Council is pursuing a Joint Management Agreement for the Sandon Point Aboriginal Place as per the 23 June 2014 Council resolution.</p>

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	<p>denial of their language, culture and ways of life, it is imperative that Council implement a genuine spirit of reconciliation by providing assistance to SPATE in forms of their choosing. Council derives enormous revenues from rates on land wrongfully expropriated from the traditional indigenous owners. In the 21st Century we must adopt new ways aimed at healing the damage colonisation has caused to this country's First Peoples. The Aboriginal Place at Sandon Point provides our city with an opportunity to show what we Gubbas (non-indigenous people) can do when we turn our minds to healing social relationships.</p>	
16	<p><b>Vegetation Management:</b> ...This revised draft PoM is a complete rejection of the issues raised by residents living adjacent to PoM area in the Sandon Point and McCauleys Beach Housing Estates. During the initial consultation from the PoM the Sandon Point and McCauleys Beach Residents' Group prepared a detailed submission of the agreed position of 133 local residents including a survey of 80 residents. The concerns of the residents detailed in this report and in many other submissions prepared by local residents have been rejected by Council in the preparation of the latest draft PoM... Sixty one of the public submissions from the first consultation (70%) asked that the vegetation in this area be removed and replaced with low growing plants to improve the sight lines on the shared path and protect the ground surface. I am disappointed and cannot understand why Council has asked for no further public comment on this matter. I noticed there are a few tall trees (Casuarinas and Coastal Wattles) greater than three metres in height on the beach side of this tall patch of vegetation that are ready to fall at any time. The soil under these trees has washed away undermining the roots of the trees presenting an immediate safety hazard to beach goers. These trees if they were to fall on someone could cause serious injury. The tall trees are not preventing erosion of the beach; the low growing grasses on the beach appear to be providing a better defence against erosion on the beach.</p> <p><b>Shared Pathway Safety:</b> I am concerned about my personal safety and that of my two young step children because of the continued presence of cars and cyclists at the blind corner on the shared pathway at the Tramway Creek crossing. This concern was raised in 45 submissions during council's consultation for the first draft PoM. Council's solution to trim the reeds in this area does not resolve the issue of poor sight lines caused by the presence of tall vegetation at this location. Before the tall vegetation existed in this area it was possible to see vehicles and cyclists on the track for a safe distance... Unlike any other housing estate that I am aware of in Wollongong LGA the residents living in Sandon Point Housing estate were required to build their homes to ensure that access to viewing corridors between dwellings and up the coast was achieved. The whole design for the subdivision of the housing estate was prepared on this premise. I ask that Council develop an alternate vegetation management plan for the area in partnership with the</p>	<p><b>Reply 16: Change to the draft PoM? No</b></p> <p>Council considered the comments on vegetation management at its meeting of 23 June 2014 and by resolution Councillors noted an operational Vegetation Management Plan for Sandon Point and McCauley's Beach and endorsed the revised draft PoM for exhibition for further comment that did not include a vegetation management plan as those management issues had already been determined when assessing the comments on the first draft PoM.</p> <p>The Tall vegetation at Tramway creek forms protected EEC and is in keeping with the values of the Sandon Point Aboriginal Place as declared by the NSW Office of Environment and Heritage; cutting down vegetation and replacing it is not supported by the VMP. Please see the reply to submission 8 regarding the significance of the existing tall vegetation to the Aboriginal community.</p>

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	<p>local community that will maintain/or enhance the said ecological value of the area and provide a more balanced outcome to meet the needs of all community groups. It is not possible to maintain and/or improve the integrity of the EEC using lower growing species? I am sure the residents group would contribute time, skills and resources to support Council in looking after this area.</p>	
17 Resident	<p><b>Vegetation Management:</b> ...The vegetation has affected major stakeholders being residents and the surfing community who have voiced their opposition. Where the vegetation has not been deemed an Endangered Ecological Community can this vegetation be removed, maintain views with low growing vegetation and still meet the needs of biodiversity. Views on Bald Hill or along Trinity Row would not be screened out with vegetation so how has this been allowed to happen on Sandon Point. The Revised Vegetation Plan offers no compromises for major stakeholders. Enjoying views is not a crime.</p>	<p><b>Reply 17: Change to PoM? No</b></p> <p>Refer to reply to submission 16 in regards to vegetation management. The VMP allows for vegetation trimming and/or removal subject to relevant approvals in section 7.2 for sight lines at the patrolled Sandon Point Beach, for formal beach access, for sight lines along the shared path, to create or maintain a viewing area in front of park benches/tables that cannot be easily relocated to an area near a formal beach access point, and to maintain areas designated as low growing vegetation areas.</p>
18 Resident	<p><b>Vegetation Management:</b> ...Since we purchased our block of land from Stockland in October 2002 we note that practically all the well documented issues raised by us together with our neighbours who live at "The Point" estate have been and continue to be overlooked and ignored by Council... Our concerns even go back to the departures from the original Development Control Plan 94/17 for Land Between Sandon Point and East Thirroul. (In force 26 February 1997 as Amended 15 December 2004). ...Council readily charges us high premium rates payable on our high-valued properties and accepts our rates payments yet does not give any weight or consideration to the local community members' views who live in the two estates closely impacted by the PoM... yet readily accepts the concerns and views of minority groups especially the "residents" of the SPATE site who do not pay rates?</p> <p><b>Private Vehicles:</b> Unauthorised vehicles still continue to drive along the bike/pedestrian track (have done so for over 10 years) mainly due to "missing bollards" continually being removed and not replaced by people using the SPATE site as a place of residence. The new Draft PoM refers to permits being required for any vehicle excluding those clearly identified by sign or symbol. Could you please tell us how this will be policed and by whom? History shows that unauthorised vehicles on the track has never been properly policed and goes on unabated. Another issue of concern.</p> <p><b>Sanitation Concerns:</b> What happens to sanitation at the SPATE site? We trust our concerns will be given some serious consideration rather than being completely ignored again.</p>	<p><b>Reply 18: Change to PoM? No</b></p> <p>Development Control Plan 94/17 did apply to the area. However, Sandon Point development was approved by the Land and Environment Court. The McCauley's Beach development was rezoned and approved by the NSW Department of Planning.</p> <p>DCP 94/17 was replaced in 2010 by the Wollongong DCP 2009.</p> <p>Stocklands did not include the Tall Vegetated Tramway Creek area in any development applications submitted to Council. All DAs related to the residential developments at The Point and McCauley's Beach submitted by Stocklands to Council have been determined by Land and Environment Court decisions. See reply to submission 8 in regards to how a vehicle permit system would be policed by Council Rangers.</p> <p>SPATE uses a self composting toilet.</p>
19 Resident	<p><b>SPATE:</b> ...SPATE We believe that is no longer necessary for anyone to reside or occupy the SPATE</p>	<p><b>Reply 19: Change to the draft PoM? No</b></p>

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site for the following reasons, the area is declared an Aboriginal Place and has all the protection that is required to secure it for all communities and this secures the area for the future. However, we have serious concerns in the following areas if there is ongoing habitation of the site namely, sanitation pollution, rubbish (paper, food), chopping trees for firewood and personal hygiene. We believe that SPATE can receive a higher degree of cultural recognition if they were more visible to the regions communities. There is currently one obscure sign at the entrance to the residence site. This could be accomplished by locating a Cultural Centre at Sandon Point and incorporating ongoing education and historic activities to continually promote the local culture. If the area is uninhabited this would easily support the PoM plan of beach access in the designated areas.

**Vegetation Management:** ...promote suitable vegetation to restrict access to the beach area is understandable but then to promote high growth trees to restrict viewing corridors for the residents in the areas creates the potential for a major bush fire (open fires from SPATE residents) from McCauleys Beach up through Tramway Creek... The PoM... makes comment on suitable vegetation for the area but there is no explanation of weed control, bushfire management, access track clearing, and storm damage. We believe a full vegetation management plan must be established and communicated to all residents in the Sandon Point and McCauleys Beach Estates.

**Bushfire Threat:** ...any bushfire in the area could place many residents' homes at risk from fire damage.

**Shared Way:** ...Vehicle traffic accessing SPATE along the bike/pedestrian track. The corner at Tramway Creek is a blind spot and as regular walkers at the spot we have on many occasions had to avoid cars, speeding bikes, dogs and runners all competing for the right of way. The PoM (and WCC) must make traffic/bike and pedestrian management at Tramway Creek a priority. We would support the widening of the corner and including a chicane type arrangement at the corner to slow down bikes and protect pedestrians... Recent newspaper articles alleging criminal activity by residents of SPATE is a serious safety concern for our family... The police will confirm they provide regular patrols though the estate. While McCauleys Beach continues as an unpatrolled beach we believe the PoM should consider emergency vehicle beach access either at the Sandon Point end near Tramway Creek or at the Northern end at Hewitts Creek suitable to handle any type of safety emergency...

The NSW Rural Fire Service has provided advice to Council that the land does not represent a significant bushfire threat at this time.

The support of widening the shared way is noted.

A cultural centre is not prohibited by the draft PoM.

Criminal matters are handled by the NSW Police.

Refer to replies 2, 4-6, 8 and 16 for vegetation and SPATE matters.

20 Resident	<p><b>Beach Access:</b> ...I support the improvements to the beach access at the southern end of McCauleys Beach. The current improvised access is dangerous especially after rain.</p>	<p><b>Reply 20: Change to the draft PoM? No</b> Refer to replies to submission 16, 2, 4-6 and 8.</p>
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**Shared Way:** 2. Safety on the bike track is a major concern for me particularly on the bend that crosses

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Tramway Creek near the Water Pumping Station... Often the bike riders come around this bend at speed and one has to jump out of the way at risk of being knocked over. I have seen this happen to a young family, they were ridden over. The vegetation on the corner is thick and height, one can't see through it or over it giving fair warning to those using the bike path. The group planting these trees in this thoughtlessly planted it without the consideration of users of the bike path... I believe the Council needs to look closely at this unsuitable vegetation planted in this area that was planted without consideration to the OH&S laws and the Rural Fire Services Regulations... Another OH&S issue, cars moving quickly along the bend in question and bike riders not seeing them in time, a recipe for an accident.

**SPATE:**... I'm sure those living in these appalling conditions would much prefer better living conditions. If the aboriginal residents feel they need to be close to the site then an appropriate dwelling should be considered for their existence near the site and this should be of high consideration with reference to the educational value of the site offers. Excursions could be conducted from this dwelling for facility.

**Vegetation Management:** The residents in the Sandon Point Estate are your typical hard working families. Both Dad and Mum work to pay the mortgage, they have kids that go to school, many are involved in the community, and they are what many in our community strive to be. They are normal down to earth people.... why plant out the view of such a beautiful coastline, you can't see the beach or ocean. Imagine if it was planted appropriately, a Woodland setting, hedges to protect the aboriginal site, grasses and the odd tree, with picnic tables to take in the vista, bringing in the tourists to the Northern Beaches. I suppose that vision was blurred by those that did the planting because of their own vision of the area. It's too bad, the extra people visiting the area would have been educated about the aboriginal site and the aboriginal people living in the area past and present. The beauty of the spot would have brought many to see both attractions enhancing Wollongong as a place to visit, not to mention the tourist dollars to the area and jobs...

21  
Resident

**SPATE:** ...I believe that it is no longer necessary for anyone to reside at SPATE for the following reasons: 1. The area is now a declared Aboriginal Place and has all of the protection that it needs to ensure nothing is done in that area without permission by the appropriate authorities and with the agreement of the Aboriginal Groups. 2. This protection could be further enhanced with the planting of thick low growing vegetation to prevent foot traffic and dogs accessing the burial sites, which seems to be a major source of angst among the Aboriginal Groups. 3. Sanitation is a major issue here and any building on this site should have to undergo the normal building approvals by Council... I support periodic Cultural Events at the site provided the necessary approvals from Council are obtained prior to an event. 6. I support a Cultural

**Reply 21: Change to PoM? No**

Refer to replies to submission 16, 2, 4-6 and 8. Your support of an Aboriginal Cultural Centre at Sandon Point Headland is noted instead of SPATE structures.

The Threatened Species Conservation Act protects both remnant and revegetated EECs.

Council refused the Sandon Point Residential Development in 2001. The matter then went to the Land and Environment Court. The Land and Environment Court created the DA consent conditions rather than WCC.

A development application for vegetation is not required and the residential development

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Centre and Keeping Place but having it in this location will result in a continuance of the issue of vehicles on the shared pathway. A better location would be near the Sandon Point Car Park where you have existing parking and the necessary services. 7. Schools have strict requirements that need to be met in relation to out of school excursions. If a proper structure was created in the right location then it could become a place where schoolchildren, when doing their Aboriginal Studies, would be able to visit on-site for teachings by a qualified Aboriginal Education Officer. Additionally, an area could be created within the Aboriginal Place where a walk was created that included information about Aboriginal Culture and History in the area.

**Vegetation Management:** ...continues to a primary concern for many people. The current outcome has ruined one of the great views of the magnificent Illawarra Coastline where the escarpment runs down to the Sea... Residents of The Point Estate had to adhere to strict requirements by both Stocklands and Council to ensure that viewing corridors to the north were maintained. The whole focus of the estate is to the north to take advantage of the magnificent view ...and paid a premium price for that. Architectural House Designs were done at great expense to meet the building conditions and also try and take full advantage of the location. The current outcome is very different to our expectations at the time and has had a major impact on house prices in the area and is very difficult to sell... I believe that the species chosen has been done to deliberately block views from the Estate. ...We feel that we are the victims in the dispute between Stocklands and the local groups when all we actually did was legally buy a block of land and meet all the required conditions... I support thick vegetation in this area but its primary purpose should be protect the creek area and beach from erosion and protect the burial sites. The existing vegetation does none of these things. The aboriginals themselves in their meetings with Council and submission to Council have complained that the burial sites are not being protected from human traffic or dogs which must prove that the wrong species has been planted (instances mentioned below). The thick canopy and species of the existing trees result in minimal undergrowth leaving the area easily accessible to foot and dog traffic... the existing vegetation is not serving what should have been its primary purpose. I am a little surprised that trees with deep root systems have been planted in a site which is reported to contain burial sites. The 1997 development control plan 94/17 for land between Sandon Point and East Thirroul clearly stated (11a Aboriginal Middens Management Plan) 'planting of landscaping plants, provide that the majority is maintained as open space. That the species used will involve minimal root stock disturbance to underlying deposits'... why has this been ignored?? the area is a "Manufactured EEC" that was declared an EEC in 2004 following the plantings... lands. A report in 2001 by Connell Wagner found no EEC east of the shared Pathway at Tramway Creek. An EEC could still have been achievable with the planting of different species... The trees are only

application lodged by Stockland did not include the disputed Tramway Creek vegetation.

Stocklands did execute a Coastcare Funding Agreement as noted in a letter to the Northern Illawarra Residents Action Group dated 20 March 2000 (copy provided in the supplemental materials exhibited with the revised draft PoM). The tall vegetation originates from that funding agreement and/or the earlier one executed by Sydney Water in 1999 when they owned the land. Council did not own the land until December 2010.

young and will continue to grow. They may not be deemed to be a bushfire risk at present but they may become one in the future... Council needs to come up with alternate vegetation plan for this area that achieves a more balanced outcome or this will be an on-going festering issue. ...I will guarantee that none of the supporters of the trees are actually impacted by them...actually plant out their own ocean view with trees. Interestingly, there is very little vegetation in front of the SPATE structures.

**Shared Way:** ...Unauthorised vehicles on the Bike Track. This is a regular occurrence with vehicles accessing SPATE... Non-replacement of the bollard has also resulted in young people accessing the area at night in their vehicles for parties in the bush/beach which has resulted in the lighting of fires and rubbish being left behind in this protected area. Only authorised vehicles that will adhere to the safety protocols should be accessing this area... 2. I don't believe that having a group of men, regardless of their background, camp uninhibited in the bush next to the beach and bike track is in the interest of community safety or the safety of the inhabitants themselves... Many walkers on the shared pathway now avoid this area, particularly outside of peak times. They walk to the south where it is more open rather than through this area. The tall vegetation has given the area an isolated feel and the houses can no longer see if there was an incident occurring on the pathway...

**Beach Access:** I agree with council's proposal to limit the access points to the beach and appreciate that there is proposed improved access to McCauley's Beach at the southern end which is currently difficult for the elderly and children, particularly when slippery.

22

**Vegetation Management:** ...Council's revised draft Plan of Management (PoM) 'straight out' ignores the concerns and views of the residents who live in the area which were outlined in the submission prepared by the Sandon Point and McCauleys Beach Residents Group. This submission was the agreed position of the views of 133 local residents and included a petition signed by 214 people and a survey of 80 residents. The views of the 133 resident/ratepayers who make up this group have been completely disregarded by Council whereas the lives of the ratepayers are being impacted every day by Council's decisions relating to this area... The issues of concern included a loss of views from the residents' homes, loss of sight lines on the shared pathway and decreased personal safety in the area... In 1992 Council had a study of the area done by Gutteridge, Haskins and Davey which said the area east of the shared pathway at Tramway Creek was "devoid of high vegetation and the dominant species [as] exotic grasses, interspersed with low herb and shrub species. As most of the area is cleared it has an open, windswept character". Another study by Connell and Wagner in 2001 showed that the two Eucalyptus trees characteristic of the Endangered Ecological Community (EEC) MU35 Alluvial Swamp Mahogany listed in Council's initial draft PoM were not

**Reply 22: Change to draft PoM? No**

Refer to replies to submission 16, 2, 4-6 and 8 and 21.

found. This study actually only found two shrubs characteristic of the Sydney Coastal Estuary Swamp Forest Complex (EEC). The vegetation currently at this site has been planted in recent years by bushcare groups and certainly cannot be reasonably described by Council as that representative of an earlier known state. I notice that Council has included a painting by Westmacott 1840 into the revised draft PoM that is shown many times throughout the document and as being characteristic of an earlier known state for the area east of the shared pathway at Tramway Creek. It is impossible to identify the plants in this painting and there is no way to claim that it was the same as the vegetation that has been planted by bushcare groups in recent years. It is personally insulting to me to think that Council would treat the community with such little respect by suggesting this. I ask that Council prepare an alternate vegetation management plan for this area that provides a more balanced outcome to meet the needs of all groups...

**Shared Way:** ...the presence of cars where the shared pathway goes over Tramway Creek. ...Council has failed to address the real issue here which is the presence of tall vegetation that stops people from being able to see for a safe distance around the corner. I cannot believe that Council thinks that it is OK to increase the use of this area through the Grand Pacific Walk Project without adequately addressing the safety issues. For the public record I feel the need to say it again, "Residents are very concerned that a potentially serious or even fatal accident could occur. Do we need to wait until it happens for Council to get rid of the tall trees... The residents were able to keep any eye on the area. The tall vegetation creates an area many women now avoid because of concerns for their personal safety (good one Council another Puckey's? has unnecessarily been created)..."

**Bushfire Threat:** ...The trees are still young and will grow and in time will almost surely become a bushfire threat to homes. Dangerous bushfire conditions usually come with hot north-westerly winds that would place the houses in the direct path of embers capable of travelling a lot further than the 44 metre exclusion zone...

23  
Resident

...It is pleasing to see that the revised PoM has been simplified and generally recognises the community concerns and strategies embodied in the previous plans, yet continues to support the key actions. I am concerned that Council is still under pressure from certain sections of the community to relax environmental and cultural objectives which are so important on this site, and I urge you to continue to support best practice.

**Surf Club possible expansion:** I support the changes to the permissible uses of the Surf Club...

**SPATE:** ...It is good to see that uses and developments which support the values of the SPATE have been recognised and incorporated. Management by the Aboriginal community, as determined by the

### Reply 23: Change to PoM? Yes – Minor

The general support of the revised PoM is noted. Hill Street is within the PoM area as shown in the PoM maps. It is categorised as Park and has been so since a resolution of Council on 26 July 2011. Corrections have been made when referencing Paul Mason Jones. The Access Plan will remain as exhibited. A mirror is an option, it is not a requirement. The revised PoM area will not change and the Access Plan deals with the PoM area, not beyond it, except to acknowledge Wilkies Walk as a long standing pathway used by the public which its continued use was part of the consent conditions for the McCauley's Beach residential development.

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	<p>Aboriginal community is a co-management framework with Wollongong City Council seems the appropriate way to move forward.</p> <p><b>Access Plan:</b> I agree with the revised Access Plan providing that SPATE's vehicles are clearly allowed to have continued use. Managing the vehicle use of the shared path is better than ignoring the issue or placing further restrictions on access. The removal of the whale watching platform and plans to upgrade the pedestrian bridge is agreed...</p> <p><b>Vegetation Management:</b> I agree it is appropriate that the Revegetation and Restoration Plan is a separate operational Vegetation Management Plan (VMP), though I would like to see more recognition of the need to protect and prevent vandalism (poisoning) of the existing revegetated areas and the EEC. ...community groups have worked for years to preserve and regenerate native habitats in accordance with Ecologically Sustainable Development (ESD) principles. It is good the revised PoM and Supplementary Materials recognises this. The area provides a variety of habitats and is increasingly scarce and valuable for many species of migratory birds. The management plan could be stronger on the importance of identifying and conserving the remaining habitats so that biodiversity is retained (flora and fauna gene pool, species and ecosystem diversity). I appreciate the clarification of misinformation about the timing of the community and Council revegetation work in the "McCauleys Beach North" Vegetation Management Zone 2 area and the inclusion of the grants and timing in the Supplementary materials. Unfortunately, Stockland has continued to deny that the plantings following their purchase of the Water Board land was with their full agreement and cooperation...</p> <p><b>Hill Street Land:</b> Although the area at the end of Hill Street (Lot 2003 DP 1047366) is now shown on some of the maps its status is unclear in many parts. e.g Table 1, page 11, does not include Lot 2003 at all though it is shown in blue on Figure 2 on page 13. Consequently the total PoM area of 166, 177.9m<sup>2</sup> appears to be in error... I feel it would be appropriate to recognise in the PoM that this lot was, at NIRAG's insistence, dedicated to the community (on 24/3/2011) as Public Open Space by Stockland as required by the LEC conditions of development consent...</p> <p><b>Keeping Place:</b> Although WCC does not have a legal role in resolving the issue of a Keeping Place, I consider that it must be a Council priority to have this issue resolved at the same time as the PoM. Appendix A, page 74, of the PoM still does not include reference all of the studies that have been carried out (eg as part of the GHD Sandon Point Local Environmental Study, and the Hiscock Report) or show the existence of the Aboriginal Tool Making site that was destroyed during Stages 2 - 6 of the Stockland development (copies attached). Many of the "new" residents appear to be completely unaware of Aboriginal history and the significant extent of the whole site.</p> <p><b>Paul Mason Jones Reserve:</b> ...I am supportive of the</p>	<p>No other pathway outside of the PoM area has such a status and has therefore not been formally referenced. The Keeping Place is not a Council matter. The referenced or reviewed documents will remain as listed as it reflects the documents reviewed during the initial pre draft formulation of the draft PoM from 2011/12 by the contracted consultant.</p> <p>Regular trimming of the vegetation has been hindered by the availability of the bank mower. Recently a REF has been updated to provide for the use of hand tools which will provide Council with an avenue to mow and/or trim the reeds along the curved section more often than has occurred in 2014 if the bank mower is not available.</p>

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formal naming of Paul Mason Jones Park and retention of the boatsheds and Norfolk Island Pines. Note however, that in several places the PoM refers to Paul "Masson" Jones incorrectly.

**Access Plan:** ...Pages 29 and 30, pages 60 and 61, should include the informal paths leading to the McCauley Beach estate and Wilkies Walk. I note that despite a Council commitment to keep the bulrushes trimmed east of the causeway, to improve sight distance, these have only been cut once by Council in 2014. More regular maintenance of the bulrushes and any other growth on the eastern side of the curve would help reduce complaints and ensure safe sight distance for walkers and cyclists. There is no need to include a \$5,000 mirror under Table H7, page 96, Funding...

24 and 25 Residents

**Vegetation Management:** ...the revised PoM seeks to justify the current profile of the area and has completely ignored the concerns raised by residents. The VMP ...is no longer open to public comment despite significant concerns raised in the initial PoM. The current vegetation of tall trees within VMP Zone 2 is inconsistent with other beachfront areas in the Council LGA and does not provide any assistance in mitigating damage to the Aboriginal burial site. The size of the current trees have allowed for "unofficial" pathways to be created through the vegetation as there is minimal undergrowth to prevent foot and dog traffic... it is in Council's best interest to have low-lying dense vegetation to protect not only the cultural significance of the area to the Aboriginal people but also to prevent erosion of the dunes. Justification for not removing the existing vegetation centres on it being classified as ecologically endangered communities; however, the trees of Tramway Creek have only been planted in the last 10 years. ...the species planted were deliberately chosen to block out the views from homes in Sandon Point Estate. Historical photos of the area show that the vegetation was almost entirely grasslands.

**SPATE:** ...originated as a place of protest against development of the Sandon Point Estate in order to protect the cultural significance of the area to the Aboriginal people. Recognition of the Aboriginal heritage of the area has now occurred with the area being a declared Aboriginal Place. The estate has also now been fully developed through all the necessary approvals... SPATE has now become a place of residence in a structure that would fail any rigorous building approval test by Council. The lighting of open fires occurs regularly at SPATE which provides risks to the area given the proximity of SPATE to the tall vegetation east of Tramway Creek.

**Cultural Education Centre:** ...I support... a Cultural Centre and Keeping Place but it needs to be in a location that is readily accessible to the general public. The most appropriate option would be near the Sandon Point car park as it not only provides parking but also facilities the public can use.

**Reply to 24 and 25: Change to draft PoM? No**

Refer to replies to submission 16, 2, 4-6 and 8. The permit system will replace the prior agreed protocols if the draft PoM is adopted as exhibited. The use of a spotter is no longer required once a permit system is operational. Vehicles on the shared way displaying a permit are required to give way to pedestrians and cyclist and travel at or below 10 k/ph.

Shared Zone signage or pathway markings should increase awareness of the need of vehicles to give way to pedestrians, cyclists and for all users of the shared way to be generally aware of each other and the need for speeds 10 k/ph for vehicles and cyclists at this location.

The draft PoM does not prohibit the lighting of the shared way along the curved section and northward.

See reply 16 for vegetation management and reply 8 for the vegetation's significance to the Aboriginal community.

In regard to the position that SPATE is no longer a place of protest, is the following: In a SPATE April 2014 meeting the Elders put forth the view that SPATE continues to have a cultural obligation for custodianship of the wider Sandon Point area (including the Sandon Point Aboriginal Place) which led to its formation in 2000. (*For example the ARV land would be in the wider Sandon Point area and is land which may be developed in the future according to its zoning under a SEPP*) Sandon Point is culturally the Kuradji burial and others, midden sites, extensive tool making site, a women's site within the Turpentine Forest/corridor, an ochre pit, sacred trees, a medicine bowl, significant stories relating to its use as an occupation site at the foot of the descent into the Illawarra. These culturally important areas need to be protected in the

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	<p><b>Shared path:</b> As a result of the tall growth of vegetation east of Tramway Creek, the corner of the bike track near Sandon Drive has now become quite dangerous. It has effectively now become a blind corner where I have seen many near misses between cyclists and pedestrians...</p> <p><b>Bushfire Risk:</b> The vegetation also presents a bushfire risk. A known trigger for bushfires is hot north-westerly winds which would put Sandon Point Estate in the direct path of any ember attack. This risk is exponentially increased by SPATE continuing to light open fires near the vegetation.</p> <p><b>Private Vehicles:</b> Vehicular access to the cycleway presents council with a significant safety risk and potential legal liability if an incident was to occur. SPATE Vehicle Access Protocols requires that the bollards off Sandon Drive are to be replaced immediately. This rarely occurs and in fact the centre bollard is currently padlocked to the nearby fence making this area unrestricted for vehicle access. A 'spotter' is also required to walk in front of vehicles as they are driving, as a safety precaution given this is a bush pedestrian and cyclist thoroughfare, I have never seen this occur. As a family friendly area there are a number of young children who enjoy the use of the cycleway and would not anticipate that vehicles would be driven along the cycleway. Council should also be monitoring the area as per the protocol. Lighting along the bike track north of Sandon Point is non-existent. I believe Council should consider the installation of lighting along this section of the bike track to improve safety...</p>	<p>view of SPATE.</p>
<p>26 Resident</p>	<p><b>Beach Access:</b> ...The current beach access at the southern end of McCauleys Beach is dangerous especially in the wet and I would be grateful for a safe upgrade.</p> <p><b>Shared path:</b> ...Safety ....especially on the blind corner where it crosses Tramway Creek. The pathway bends around and because the bush is very thick you can't see what's coming. Large groups of bike riders sometimes use the path and come around the corner in a bunch, before you know it they are upon you and near misses have occurred. The trees blocking the view around the corner need to be taken out to the point that the line of sight on the bend is vastly improved.</p> <p><b>Private Vehicles:</b> ...this is not a very safe place on the pathway especially if bike riders also appear at the same time as the cars.</p> <p><b>SPATE:</b> ...Is the Tent Embassy still necessary? The people who live there don't have running water, sewer or power and they live on Council land. Isn't the protest long over? Can't Council offer them an appropriate alternative? Maybe the construction of an Aboriginal Education facility in a more assessable area offering parking for school excursions etc.</p> <p>e) <b>Vegetation Management:</b> ...the planting out of the foreshore along Aragan Circuit. No one can</p>	<p><b>Reply 26: Change to the PoM? No</b></p> <p>Refer to reply 16 for vegetation management and reply 8 for the vegetation's significance to the Aboriginal community.</p>

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	<p>understand that such a beautiful area was damaged by the planting of this scrub... a thicket of low hedging plant impenetrable by humans, with the odd tree and grass. I believe it's called a Woodland. This would complement the beauty of the area where locals and visitors alike could enjoy the views and the historical site, the hedging offering sanctuary to many small animals and birds. Now it's just scrub, ugly, uninspiring, a place to be avoided and seen as unsafe for women... a Woodland... would ... attract... people to the area, many tourists and this part of Wollongong would have benefited by the influx of these tourists creating job opportunities and giving Wollongong a good reputation as an enlightened Council. Instead we have scary scrub, a place to avoid. The gum trees are also a concern as they grow and become a fire risk; they were planted too close to residential properties. g) I believe the area needs to be reassessed and the scrub replaced with a woodland making it safe and a must see place to visit with an Aboriginal educational facility for school children and adults alike. I would like to see BBQ areas a viewing seat in the area, making it family friendly.</p>	
27 Resident	<p><b>Vegetation Management, Shared Way, Anti-Social Behaviour and Private Vehicles:</b> ...the welfare and well-being of local residents and people who continually use this area is not a major issue for Wollongong Council... A number of safety issues have been created within the area caused by the location of SPATE and the vegetation that has been planted and is yet to be addressed by Council. a) The blatant use of the bike track for unauthorised vehicular access to the SPATE embassy on a daily basis and the vegetation which obscures clear vision of not only the drivers of these vehicles but also bike riders, skateboarders, joggers and walkers will surely lead to a disastrous incident. No doubt Council would be liable if anything untoward should happen after being notified by local residents about this issue. The bollards are continually removed by unauthorised persons for vehicular access to the embassy. Why do these unauthorised people have access to keys to unlock these bollards?</p> <p><b>SPATE:</b> ...Permanent residency in the declared Aboriginal place is not warranted and is absolutely a health and safety hazard to not only the inhabitants in this place but to all who frequent McCauleys beach and bike track for leisure activities. No sanitation or removal of refuse, structures without DA approval and the transient people who reside in this area at different times pose great risks to the community. A second community which was established in this area (some structures now removed) adds to the anxiety of using the bike track especially after witnessing dogs aggressively running out from these structures and the inhabitant yelling abuse... the growth of the tall vegetation has created secluded sections that had previously been in easy sight of houses within the estate. This made one feel more confident in using this area due to passive surveillance from the houses but it is now an area to be avoided after peak times. I do</p>	<p><b>Reply 27: Change to PoM? : No</b></p> <p>Refer to replies 24, 25, 16, 8, 4-6 and 2.</p> <p>As noted in your submission a second community was removed from the area because of antisocial behaviour and attacking dogs. Police, Council and SPATE worked together in that instance.</p> <p>Report anti-social behaviour to NSW Police.</p>

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acknowledge the SPATE site as an area of cultural importance that needs to be preserved... the current use, structures and planting of inappropriate vegetation is not preserving the site. The site is easily accessible to human and animal traffic as there is minimal undergrowth amongst the tall trees thus allowing desecration of the area. Dense, thick low growing vegetation would be a more appropriate alternative as it would inhibit access and preserve the area from desecration and beach erosion. The current structures are a Work, Health and Safety issue that create serious risks to those who reside there or attend cultural events at the site... risk management plans created for any cultural events, educational purposes or for residency here, would definitely illustrate that the area would be a high risk area for serious injury. The area could not even be used for educational purposes for students to study Aboriginal perspectives that have been suggested at different forums. The Department of School and communities require risk management plans to be created for excursions and criminal record checks for persons working with children... Therefore ...in the best interest of all, in discussion with Aboriginal community, that cultural events should be held in an alternative area... the VMP has been removed from the Revised Draft PoM....one of the main issues raised in public submissions ... The current outcome has ruined one of the great views of the magnificent Illawarra Coastline... Residents of the Point Estate had to adhere to strict requirements by both Stockland and Council to ensure that viewing corridors to the north were maintained. The whole focus of the estate is to the north to take advantage of the magnificent view and also be able to see the dolphins and the whales during their annual migration. People... paid a premium price for that. Architectural House Designs were at great expense to meet the building conditions... the current outcome is very different to our expectations at the time and has had a major impact on house prices in the area and is very difficult to sell....all potential buyers mention the trees, never in a complimentary manner... a) The vegetation was planted by the same group of people who had vigorously demonstrated against the Stockland Estates ...that the species chosen has been done to deliberately block views from the Estate. Tall trees have been planted all the way to the beachfront, which is unheard of when you take dune management into account. We feel that we are the victims in the dispute between Stockland and the local groups when all we actually did was legally buy a block of land and meet all the required conditions. b) I support thick vegetation in this area but its primary purpose should be protect the creek area and beach from erosion and protect the burial sites... The aboriginals themselves in their meetings with Council and submissions to Council have complained that the burial sites are not being protected from human traffic or dogs which must prove that the wrong species has been planted...

28  
Resident

...For many years, Council saw its interests aligned with Stockland and successive corrupt state

**Reply 28: Change to draft PoM? No**

The PoM area will not be expanded to include

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	<p>governments while the public interest was abandoned... Council needs a genuine "Acknowledgement of Country" as well as its "Charter" by learning to act with respect towards the Aboriginal and wider community of the Illawarra...</p> <p><b>Keeping Place:</b> The Aboriginal Keeping Plan/Cultural Centre is a priority of consulting with the Aboriginal community... Council could resolve this standoff by including the Hill Street site property in the AP/POM area and negotiating honestly with the Aboriginal community.</p> <p><b>Hill Street Property:</b> Lot 2003 DP1047366)... must be included in the POM/AP area...</p> <p><b>Picket Memorial:</b> ...I would like [a Picket Memorial ]... reconsidered by Council.</p> <p><b>SEPP Zoning E2 Areas:</b> ...In 2009 the Minister for Planning rezoned Sandon Point Riparian zones E2. The zones covered all creeks, environs and the Turpentine Forest and included Stockland-owned land that was bought back by Council in 2009... all E2 riparian zones must be included in the POM... Acquisition of Ray Hannah's Land although Council does not want to discuss Sandon Point outside the POM/AP site areas, it cannot hope to make progress without resolving some of them. Hannah Land must be acquired by Council for the community at a fair price... existing identified middens along McCauleys Beach, which must all be included in the Aboriginal Place. ...Why was beachfront land with known cultural significance excluded from the adjacent Aboriginal Place? ...<i>(The rest of the submission relates to the residential development process related to ARV land, Sandon Point residential development, McCauley's Beach Residential Development, all issues outside the PoM area and therefore is not included in this summary of submissions).</i></p>	<p>the ARV and Ray Hannah Land or SEPP Zone E2 areas. The existing PoM area has been resolved by Council resolution authorising exhibition. The Hill Street property is included in the revised draft PoM, but does not form part of the declared Aboriginal Place. Council has no authority to set Aboriginal Place boundaries. The PoM does not prohibit general amenity improvements such as a Picket memorial, however, community consultation has identified other pressing needs such as improved public beach access and upgrading the shared path to fix water ponding and safety concerns for example - re Council does not have the financial resources to build all requested amenity improvements in the LGA each year.</p> <p>A Keeping Place is permissible under the revised draft PoM in accordance with the relevant section 90 permit.</p>
29 Resident	<p><b>Beach Access:</b> ...Wilkie's walk is a valuable pedestrian connection between McCauleys Beach estate and the bike track and beach... [the comment relate to how Wilkie's Walk can be formalised which is outside the scope of the PoM and is not included in this summary]... The proposed upgrading of the existing pedestrian access point at the southern end of McCauleys Beach to be the main pedestrian and potentially ATV access point for the beach is a sensible proposal. This access point is currently used by a large portion of residents of The Point Estate and also people who park their vehicles in the estate and access the beach.</p> <p><b>Shared Way: Safety:</b> ...Council proposals to improve safety on the bike track, particularly around the crossing of Tramway Creek, are positive. However there are practical difficulties with their implementation, and... not fully resolve the safety hazards... regular cutting of the reeds on the inward side of the bend to improve sight lines cannot be guaranteed... proposed permit system... cars regularly come and go from SPATE on the bike track... some days there are multiple movements... The practicality of</p>	<p><b>Reply 29: Change to PoM? No</b></p> <p>Refer to replies 25, 16, 8, 4-6 and 2 for SPATE, Vegetation and shared way safety.</p> <p>The revised draft PoM acknowledges Wilkie's Walk. The permit system makes the drivers aware of the conditions of the permit, requires giving way to pedestrians, cyclists and travelling at 10 k/ph or less and demonstrates to other shared path users that the vehicle is authorised. It also provides a clear method to Council Rangers to determine who is authorised and who is not, which will make enforcement easier to undertake.</p> <p>The intensity and scale limitations on SPATE are to not impact on burials or designated access points to the beach.</p> <p>There are Action Plan objectives relating to SPATE. Please refer to Action Plan objectives 2 and 6 as they apply to SPATE as an Aboriginal Cultural use and development listed in the Permissible Uses/Future Development</p>

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communicating Council's proposed permit system to visitors to SPATE, ...of those people apply to Council for a permit... of Council having the resources to issue such permits, probably at short notice, makes Council's proposed permit system an unrealistic aspiration. The lax observance and enforcement of the existing protocol that is meant to be in place is an indication of the difficulties that Council will face when trying to implement a permit system for visitors to SPATE. If a permit is sought and issued, how will the issue of the permit minimise the risk of a collision between a vehicle and a cyclist or pedestrian? When Sydney Water uses the bike track for access to its pumping station there are traffic controllers in place on either side of the bend at the crossing of Tramway Creek. Is that how Council envisages the permit system to be implemented? From a legal perspective, if Council proposes a permit system but fails to properly implement it, the probability of a successful negligence claim against Council will be increased. The only practical solution to improving safety on the bike track is to either: (a) separate pedestrians and vehicles, or (b) relocate SPATE.... there is a present need for this (a) to occur...

**SPATE:** Council should reconsider negotiating with SPATE to relocate it to a more appropriate location (see comments below)... I support the removal from the previous draft POM of the previous 4 options for further development of SPATE... However I wonder whether there is any real difference between those options and the proposal in the amended POM to permit such development that meets the evolving needs of the Aboriginal community. There appear to be no specific, objective limits on the nature, scale or intensity of future development at SPATE. SPATE is located on environmentally sensitive and hazardous land within the riparian zone of Tramway Creek and within a coastal erosion impact zone. It has impacts on users of the bike track and, on occasions, its occupants have been extremely anti-social. SPATE was established without necessary planning approval under NSW planning laws. I suspect that if a development application has been lodged for SPATE it would not have been approved. There are conflicting statements in the draft POM about Council's position on the need for development consent for the existing SPATE. The draft POM says on the one hand that Council supports regulatory compliance by existing users of the POM area with existing laws, but on the other hand says that council may or may not choose to take action against existing non-conforming uses (ie SPATE and the boatsheds). These statements are neither objectives or performance targets with respect to the land as required by section 36(3)(b) of the Local Government Act 1993. There does not appear to be any performance target in relation to regularising existing unauthorised uses in the action plan part of the draft POM. Management action no. 3 mentions existing uses, but does not state how regularisation is to be achieved or measured. Before proceeding any further with the draft POM Council should seek legal advice on whether the draft POM complies with the requirements of the Local Government Act 1993 in

Table.

The revised draft PoM meets the requirements of the Local Government Act 1993.

Council considered the arguments for and against the Tramway Vegetation presented during submissions at its meeting of 23 June 2014 when it determined to note the operational VMP and authorised the exhibition of the revised draft PoM. The revised draft PoM includes the policy intent to keep the vegetation mix as it was during the making of the Plan so an operational VMP cannot be significantly altered from that outcome.

Modifying the vegetation at Tramway Creek would require assessment under the TSCA as well as the National Parks and Wildlife Act because the vegetation is within the Aboriginal Place. Neither approval is guaranteed to be granted if Council resolved to apply for it. The existing vegetation is strongly supported by the Aboriginal community.

respect of Council's position on unauthorised uses within the POM area. There could be a risk that the draft POM, if adopted, could be declared invalid if challenged. The reality is that the occupiers of SPATE are unlikely to ever seek or obtain approval for the existing SPATE. Council is in a very difficult situation, but Council should decide now, before adopting the draft POM, whether or not it will seek to regularise the past unlawful construction and use of SPATE... the more difficult it will be for Council to do something at a later date. Council has the means to work with the Aboriginal people to assist them to comply with planning laws. The proposal by the Sandon Point residents' group that council construct a purpose built cultural centre on the headland for the Aboriginal people would solve some of the issues about the suitability and impacts of the current SPATE site.

**Vegetation Management:** ...I do not support the removal from the draft POM of the Revegetation and Restoration Plan (RRP) and the proposed adoption in its place of an operational Vegetation Management Plan (VMP) as a separate process to the POM. The RRP is an essential part of the POM, it is the document that sets the performance target for the management of vegetation in the POM area (management action 5). If the RRP is separated from the POM, it can be changed at any time without an amendment to the POM and without the community consultation that such an amendment entails. I assume that the VMP will not be open to review and comment by affected landowners. A change to the VMP could have a significant impact on the performance targets and the means of achieving those targets, and for that reason should remain in the draft POM... That vegetation has had a devastating impact on water views from some houses. The removal of the RRP from the POM has denied them of the opportunity to have a say in the constitution of that vegetation. The fact that the vegetation growing on the southern bank of Tramway Creek at its eastern end is an ecologically endangered community does not mean it cannot be modified. "Swamp Sclerophyll Forest" can comprise a variety of different species, not all of which are tall trees. The final determination of the NSW Scientific Committee which listed the species as an EEC contains the following passage: "The structure of the community is typically open forest, although partial clearing may have reduced the canopy to scattered trees. In some areas the tree stratum is low and dense, so that the community takes on the structure of scrub." This description of the EEC suggest that Council has the opportunity to address the current community angst and minimise potential ongoing vandalism of the trees in this area by modifying the vegetation in such a way that maintains its status as an EEC and satisfies the local community's desire to maintain views of the ocean. Council should consider seeking advice from an ecologist on whether such a modification is possible.

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	<p>pleasing to see that the revised PoM has been simplified and generally recognises the community concerns and strategies embodied in the previous plans, yet continues to support the key actions. I am concerned that Council is still under pressure from certain sections of the community to relax environmental and cultural objectives which are so important on this site, and I urge you to continue to support best practice.</p> <p><b>Surf Club:</b> ...NIRAG supports the growth of the Surf club to match the growth of population...</p> <p><b>SPATE:</b> ...It is good to see that uses and developments which support the values of the SPATE have been recognised and incorporated. Management by the Aboriginal community, as determined by the Aboriginal community in a co-management framework with Wollongong City Council seems the appropriate way to move forward.</p> <p><b>ACCESS PLAN:</b> NIRAG agrees with the revised Access Plan providing that SPATE's vehicles are clearly allowed to have continued use...</p> <p><b>Shared Path:</b> Managing the vehicle use of the shared path is better than ignoring the issue or placing further restrictions on access...</p> <p><b>Vegetation Management:</b> ...it is appropriate that the Revegetation and Restoration Plan is a separate operational Vegetation Management Plan (VMP), though we would like to see more recognition of the need to protect and prevent vandalism (poisoning) of the existing revegetated areas and the EEC.</p> <p><b>Hill Street:</b> Although the area at the end of Hill Street (Lot 2003 DP1047366) is now shown on some of the maps its status is unclear in many parts. eg Table 1, page 11, does not include Lot 2003 at all though it is shown in blue on Figure 2 on page 13. Consequently the total PoM area of 166, 177.9m<sup>2</sup> appears to be in error. On Figure 3, page 17 and Figure 4, page 18 Lot 2003 is included in the PoM area, but it is not classified as Open Space, Park etc, and it is not a road reserve. It is shown as RE1 Public Recreation on Appendix figure E1 page 83. I feel it would be appropriate to recognise in the PoM that this lot was, at NIRAG's insistence, dedicated to the community (on 24/3/2011) as Public Open Space by Stockland as required by the LEC conditions of development consent. ...The management plan should be stronger on the importance of identifying and conserving the remaining habitats so that biodiversity is retained (flora and fauna gene pool, species and ecosystem diversity). NIRAG appreciates the clarification of misinformation about the timing of the community and Council revegetation work in the "McCauleys Beach North" Vegetation Management Zone 2 area and the inclusion of the grants and timing in the Supplementary materials. Unfortunately, Stockland have continued to deny that the plantings land following purchase of the Water Board land was with their full agreement and cooperation.</p> <p><b>Keeping Place:</b> ...Although WCC does not have a legal role in resolving the issue of a Keeping Place, we</p>	<p><b>Minor</b></p> <p>Typographical errors will be corrected. Lot 2003 DP 1047366 is categorised as park by Council resolution.</p> <p>Refer to reply 11 for other issues raised.</p>

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	<p>consider that it must be a Council priority to have this issue resolved at the same time as the PoM. NIRAG appreciates Council's efforts in attempting to resolving this issue.</p> <p><b>References to Studies:</b> Appendix A, page 74, of the PoM still does not include reference all of the studies that have been carried out (eg as part of the GHD Sandon Point Local Environmental Study, and the Hiscock Report) or show the existence of the Aboriginal Tool Making site that was destroyed during Stages 2 - 6 of the Stockland development (copy attached). Many of the "new" residents appear to be completely unaware of Aboriginal history and the significant extent of the whole site.</p> <p><b>Paul Mason Jones Reserve:</b> ...NIRAG is supportive of the formal naming of Paul Mason Jones Park and retention of the boatsheds and Norfolk Island Pines. Note however that in several places the PoM refers to Paul "Masson" Jones incorrectly.</p> <p><b>Wilkie's Walk:</b> ...Figures 29 and 30, pages 60 and 61, should include the informal paths leading to the McCauley Beach estate and Wilkie's Walk.</p> <p><b>Shared Pathway:</b> ...despite a Council commitment to keep the bulrushes trimmed east of the causeway, to improve sight distance, this has only been cut once in 2014. More regular maintenance of the bulrushes and any other growth on the eastern side of the curve would help reduce complaints and ensure safe sight distance for cyclists. There is no need to include a \$5,000 mirror...</p>	
31 Resident	<p>I am pleased with the overall plan... Great to note importance of natural areas. I believe that no dogs can be allowed if these areas are to be retain Biodiversity. Recognition should be given to the Aboriginal tool site with at least an informative Plaque erected; this site is proof of an ongoing culture. NSW Department gave permission without considering the report and information on cultural and archaeological importance.</p>	<p><b>Reply 31: Change to PoM? No</b></p> <p>Council is working with the joint Management Agreement partners, to tell the story of the Aboriginal Place.</p>
32 Resident	<p>...Whilst I will set out my objections and concerns below, may I first take this opportunity to commend the efforts of, and congratulate, a number of the current Council Members for recently giving up their own free time to come and see/hear first-hand the concerns of a representative group on behalf of a large community of local residents most affected by the current situation. Particular thanks, but in no particular order, to Cr Gordon Bradbery, Cr Janice Kershaw, Cr Greg Petty, Cr Michelle Blicavs, Cr David Brown, Cr John Dorahy, Cr George Takacs, Cr Chris Connor and Cr Leigh Colacino. (My apologies if I have omitted anyone who took the time when I was not present). ...I was enticed back to the Illawarra by the opportunity to build a home at Sandon Point with "never to be built out ocean views". In so doing, I found I was subject to, and made to comply with, numerous strict guidelines imposed by both the Stockland group and Wollongong Council relating to utilisation of certain building materials</p>	<p><b>Reply 32: Change to PoM? No</b></p> <p>Refer to replies 25, 2, 4-6, 8 and 16.</p>

(presumably to ensure that the resulting residential community had an aesthetically pleasing and appealing appearance and to benefit local industry) and to strictly protect the ocean and escarpment "corridor views" of fellow residents. Over the past few years I have sadly witnessed first-hand the buck-passing of responsibility between Council and the Stockland Group and the apparent free reign of groups such as the... SPATE and ...NIRAG to carry out what must be non supervised, non compliant and therefore illegal and vengeful planting and also non approved infrastructure works. Having now been resident at Sandon Point for the past 4 years and a part of what would otherwise be a local residential community that is friendly, welcoming and supportive, my only disappointment is the lack of wider harmony that would otherwise be in existence if there were not such a sense of distrust and suspicion in relation to any movement in and around the progressively illegally and overplanted area East of Tramway Creek... Residents avoid approaching the area for fear of accusation of trespass and interference and, despite attempts to work in a spirit of compromise with local Aboriginal groups, "activist" groups such as NIRAG and the Wollongong Council itself to arrive at and maintain an effective and mutually beneficial outcome, it appears the local residents are the only group willing to do so... it does appear to me that the Council has wilfully avoided addressing many of the real concerns of the parties most effected on a day to day basis by the eventual plan. This "path of least resistance" approach cow-towing to more vociferous activist groups will see Council miss out on an amazing opportunity to create not only a major showpiece for the Illawarra Area but also for the wider Aboriginal Community and a shining example of binding a community in a spirit of compromise. The current revised draft plan would appear an attempt to justify an existing situation that has been allowed to get out of hand rather than instigating any remedial actions and arrive at real and long term solutions.

**SPATE:** ...I remain respectful of Aboriginal Culture and Heritage and, indeed, I currently work with Indigenous communities in the Pilbara Region and far North Queensland. I am aware of the significance of the area to the local Aboriginal community. I understand the SPATE group was formed originally to protest the Stockland development and are now continuing to occupy the site under the guise of providing protection of a burial site... I am not opposed to some more formal recognition of the site in terms of its Aboriginal significance by way of area appropriate signage, monument and perhaps educational boardwalk around the burial site with a lower lying, though still dense planted vegetation to make foot traffic otherwise impractical in a burial site protected area... there remains no genuine need for residential occupation at SPATE given that:- 1)The initial rationale for "occupation" was to protest the Stockland development. Clearly, that point is moot as the development has been in existence for in excess of 10 years... 2) The area is a declared Aboriginal Place and carries all the relevant protections yet, Council staff are

unable to monitor and regulate protest site expansion, sanitation, nor adherence to standards that would be required if the place was ever genuinely to be considered an educational site; 3) The site is clearly being utilised for opportunistic squatting by the most dominant and "squeakiest wheel" in the local Aboriginal Community; 4) Having a group of men, regardless of heritage, living unsupervised or monitored in a brush area next to a beach and walking track is not best practice in terms of community safety. Many walkers in the area avoid this portion of the track in dwindling light or darkness... Local residents have recommended a compromise solution that would provide educational benefit and respectful access approaching and around the site without disturbing the "protected burial area"...should a keeping place be established it would be more practical to have it located adjacent to car park and toilet facilities on Sandon Point alongside the surf club. These views appear to have been given short shrift...

**Private Vehicles:** ...I remain concerned that protocols relating to vehicular access to the SPATE site are ignored. The non-replacement of numerous occasions of the bollard affording access from Sandon Point drive result in (presumably) young people accessing the bike track and beach area at night in cars and on (non plated) motor bikes and we have witnessed the lighting of fires and remnant rubbish in the mornings thereafter. Councillor Dorahy witnessed the flagrant breach of vehicular access protocols in his visit to the area yet the revised PoM seems not to acknowledge nor address these public safety concerns nor invoke any regular monitoring procedures. Page 13 of the PoM states that there has been a reduction in vehicular access in recent months however I defy Council to justify this absolutely glib statement without around the clock monitoring given what residents witness on a day to day basis and given the lack of supervision, scrutiny and this compliance in relation to the bollards as controls. Every Councillor that has visited the area (many of these have been separate visits) has seen for themselves that the bollards are not utilised.

**Vegetation Management:** ...Vegetation... This is the burning issue and the major blockage to peaceful co-existence between activist groups, the local Aboriginal Community, unaffected wider Illawarra community members and local residents. ...The vegetation planted is not reminiscent of the farmland that the site historically was: (b) The vegetation is predominantly tall-timbered and thus deep rooted which if anything acts as a disturbance to the burial site and is unheard of in terms of dune management; (c) The inappropriate selected and over planted vegetation, now growing tall, drops spines that poison and otherwise stifle low growing vegetation which would be the norm for protection of midden locations and sand dune movement. It is undeniable that the current vegetation is not in keeping with the beach front on any other beach between Towradgi and Stanwell Park and the erosion evident along McCauleys Beach everywhere other than in front of the Tent Embassy and north of that point (where natural coastal grasses are planted)

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is evidence of the ineffectual planting. In fact it lends credence to the little admitted but long understood view that the current planting was a vengeful act by protestors seeking to sabotage resident's coastal views. It is both hurtful and grossly inaccurate to hear claims by activist groups that the trees should not be disturbed "...to protect the views of rich people..." Having lived in the estate for 4 years now, my fellow residents are a mix of normal, hardworking labourers, teachers, bankers, small business owners and semi-professional and professional people. In most cases we have borrowed to the hilt to acquire a lifestyle and access to one of the great Illawarra coastline views... to ensure "corridor view access" for all estate residents. The local residents and thus ratepayers should not be penalised by activists and protestors whose only objective is spite and sabotage. I am in disbelief that any right thinking person could be proud of the appearance of the Lantana, Blackberry and out of character tall timbered hotch-potch of planting that currently exists. In its present state it is historically out of character, contrary to any sensibly considered dune and coastal management and self-defeating in terms of site protection and access minimisation. In short, it is an embarrassing eye-sore... Myself and local residents have expressed to all parties that will listen that we would donate our own time and some resourcing to efforts to make it so. ...I am continually questioning the ongoing safety of myself and my family members... that the height and/or density of the vegetation as it currently stands (let alone allowing for its rapid rate of growth and expansion) prevents "passive surveillance" and thus is a contributing factor, indeed an enabler, of criminal or, at the very least, anti-social behaviour. I have already witnessed rocks being thrown at houses from trees, under-age drinking and door-bell "knock and run" activity all, "enabled" in part by the ability to escape "into the jungle". I have also witnessed angry words being exchanged between "bushcare" groups and cycleway users and am fearful that, if Council does not give weight to the local residents views... and give consideration to Councils... ...Chapter E2: Crime Prevention through Environmental design (2009), then aggression may escalate and community harmony and public safety will be adversely impacted...

33  
Resident

SPATE: ...it is no longer necessary for individuals to permanently reside at SPATE for the following reasons: (a) The housing development over which the SPATE group was established to oppose are now well and truly established... (b) ...the site is no longer being used as a base for the organisation of activism but rather being availed of by individuals who appear to be doing little more than talking advantage of the system... I don't believe it is in the best interests of community safety or at all appropriate for a group of men, regardless of their personal circumstances, to be camping uninhibited in the bush next to an unpatrolled beach and bike track. (d) The area is now a declared Aboriginal Place and has all of the protection that it needs... (e) Sanitation is a major issue here and any building on this site should have to undergo the normal

**Reply 33: Change to PoM? No**

Refer to replies 25, 2, 4-6, 8 and 16.

building approvals by Council. This area would fail every test...

**Vegetation Management:** ...The vegetation was one of the main issues raised in public submissions to the initial Plan of Management and continues to a primary concern for many people. (a) The height and density of the trees in this area look offensive, create significant safety issues for pedestrians on the cycleway and provide safe haven for vandals/criminals to engage in antisocial behaviour. There is no longer any passive surveillance of the beach area due to the height of the existing vegetation... Walkers on the shared pathway now avoid this area, particularly outside of peak times. They walk to the south where it is more open rather than through this area. The tall vegetation has given the area an isolated feel and the houses can no longer see if there was an incident occurring on the pathway... The trees which are planted in Zone 2 were chosen specifically for the purposes of blocking views and devaluing land. The species and density are inconsistent with those of any other coastal bushcare sit in the area... I purchased land and built a house at Sandon Point specifically for the views on offer. I was sold land with an ocean view and I paid accordingly for that privilege. The residents were made to custom build our homes to maximise view sharing corridors amongst neighbouring dwellings. The approval process by Stockland and council was extremely arduous to ensure that all such guidelines had been met. The residents of Sandon Point are decent, hard-working people who have invested their life savings and significant borrowings to purchase land and build in this area. The current outcome is vastly different to that which we bought into. We feel we are victims in the dispute between Stockland and the local groups... I acknowledge the importance of the land to Aboriginal people and understand that the Zone 2 area encompasses a burial site. I also understand that the indigenous community would prefer less foot traffic in that area as a result. I respect this position but I don't accept that the current tree situation achieves the desired outcome... it is entirely possible to plant vegetation dense enough to be virtually impervious to foot traffic that is not so tall that residents living in close proximity can't see over it..."Manufactured ECC" that was declared an ECC in 2004 following the plantings. Photos which date back to the 1930's show the area as being almost entirely grasslands. A report in 2001 by Connell Wagner found no ECC east of the shared Pathway at Tramway Creek. An ECC could still have been achievable with the planting of different species. (f) There appears to be no control by Council over the activities of the Bushcare Group which is very concerning, particularly when decade-long personal agendas come into play.

**Bushfire Risk:** ...If the existing vegetation is allowed to grow it will become a significant bushfire risk...

**Private Vehicles:** ...Unauthorised vehicles on the Bike Track. This is a regular occurrence with vehicles accessing SPATE. Protocols involving the bollard and a walker in front of the vehicles never occur... (b) Non-replacement of the bollard has also resulted in young

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	people accessing the area at night in their vehicles for parties in the bush/beach which has resulted in the lighting of fires and rubbish being left behind in this protected area...	
34 Resident	<p>...[the submission includes discussion of the history of the Sandon Point Residential Development and opinions on colonial Australia and the state of our present worldwide environment and comments on regional planning initiatives of NSW government, which is outside the scope of this revised draft PoM and therefore does not appear in this summary]. The PoM contains no mention of what is being done to protect the Koori Toolmaking Site. There is also no mention of Professor Hiscock's study of the area. In which the country is named as one of the most significant Aboriginal areas on the east coast. This should be done for educational purposes for those now living in this suburb... The Council, via this report is to be commended in its support and recognition of the Aboriginal Tent Embassy, Aboriginal history and natural areas in the area... What would be appreciated from Council in this PoM is a sign that it has understood this argument, understood where we are, what the choices are, what the ends of each option - infinite growth and sustainable society are, that it has decided to be informed and to help work on a solution as part of an intelligent and rational community.</p>	<p><b>Reply 34: Change to PoM? No</b></p> <p>The issues you have raised are beyond the scope of the PoM.</p> <p>The Koori Toolmaking Site was destroyed by stages 1-6.</p>
35 Resident	Please leave our beaches as they are now.	<p><b>Reply 35: Change to the PoM? No</b></p> <p>The revised draft PoM does not change Sandon Point or McCauley's Beach designation as a dog off leash beach.</p>
36 Resident	<p>SPATE: For Sandon Point/Kuradji to fulfil its potential as an important Aboriginal Place in our Northern Suburbs it must be a place where Koori culture is implored, recognised and respected... every effort needs to be made to enable Koori culture, especially in regard to any decisions and to give effect to Koori wishes in the management of this special place... SPATE has served as a virtual sanctuary for Koori people seeking to keep key aspects of their culture alive. Given the 200 years of denial of their language, culture and ways of life, it is imperative that Council implement a genuine spirit of reconciliation by providing assistance to SPATE in forms of their choosing. Council derives enormous revenues from rates on land wrongfully expropriated from the traditional indigenous owners. In the 21st Century, we must adopt new ways aimed at healing the damage colonisation has caused to this country First Peoples. The Aboriginal Place at Sandon Point provides our city with an opportunity to should what we Gubbas (non-indigenous people) can do when we turn our minds to healing social relationships.</p>	<p><b>Reply 36: Change to the PoM? No</b></p> <p>Council is working with the Aboriginal Community to manage Sandon Point.</p>
37 Resident	...Wilkie's Walk is the track used by residents that starts near the Sturdee St bridge and continues to	<p><b>Reply 37: Change the PoM? No</b></p>

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	<p>McCauley's beach, branching to many options once it gets to the Sydney water site. It would be more correct to describe point 3 as an informal access, as you do in point 3 on Figure 30, to avoid confusion. If you are going to use the Wilkies Walk term, it would be more precise to add that it is a small portion of Wilkies walk, the remainder of which is still to be constructed by Stockland before it is then managed by Council... Perhaps it could be better stated as the informal walkway from the end of Wilkies Street to join up to Sydney Water informal road/path.</p>	<p>Wilkies Walk is outside of the PoM area and current references are to acknowledge that it is used and will continue to be used by the general public to access the beach.</p>
<p>38 Resident</p>	<p>...As residents and ratepayers of Sandon Point/McCauley's Beach, we are writing to express our strong concerns, disappointment and objection to the PoM... Over the last two-three years we have attended many meetings with fellow residents and council representatives regarding the proposed PoM... Unfortunately, we don't feel Council listened to us at all; in fact we feel our concerns and suggestions were completely disregarded and ignored by Council... it is most disheartening and unjust. The latest version of the POM unfairly and unnecessarily disadvantages the SPMBRG residents. We are particularly outraged at council's decision to remove the vegetation management plan from the revised POM and restrict any further comment on the matter... we were hoping the Vegetation Management Plan would be a blueprint for future management of this once beautiful area that would acknowledge both its cultural value and be an inviting recreational area that would benefit all. The revised draft Plan of Management does not do this and we remain very concerned...</p> <p><b>Vegetation Management and Shared Way:</b> ...When we moved here in 2006, we were able to enjoy the coastal views from our home and were lead to believe these views were protected by legislation and council regulations. We had to comply, at great cost, to very strict building and planning requirements to ensure that viewing corridors facing to the north were maintained for all residents in the estate. Over the years, inappropriate tree plantings between the cycleway/pathway and the beach which have been tolerated and allowed by Council, have seriously impacted on the beauty of the area, destroyed the coastal views, and consequently our enjoyment of this seaside lifestyle... Many plants are not native to this area and are a safety hazard as well as a visual pollutant. Who gave permission/approval for trees of this type and height to be planted here? When was approval granted? ...the vegetation that has been planted here is inconsistent with other vegetation that has been planted along other beachfront areas in the Illawarra that have adjacent residential areas. If the correct, appropriate plantings had have been carried out initially, there would be no need for this costly, amended vegetation management plan now... bring it back to be similar to how it was when approval for the Sandon Point Development was granted, and current and future plantings consistent with other coastal vegetation in the area. There is no need for tall trees in this high wind area and they do nothing to improve and</p>	<p><b>Reply 38: Change to the PoM? No</b> Refer to replies 2, 4-6, 8, 16 and 25.</p>

enhance the area... Our safety concerns with this forest of trees/vegetation relate to the rubbish (broken bottles, used syringes, drink cans, etc.) that lay hidden in the dense forest growth; the possibility of concealment of persons up to no good; the opportunity for assaults and serious injuries; and in extreme heat conditions, one lit match or cigarette but could cause a serious fire threat. Also, we are aware that Council is at present removing vegetation from beaches along the coastline to improve public safety. Surely, this is of equal importance for the community at McCauley's Beach where there are no lifesaving facilities. Having the beach and coastline visible from the road for passive surveillance may help save lives in the future.

**Private Vehicles:** ...the fact that motor vehicles are allowed to share the cycle/pathway with young children on bikes, scooters, skateboards, etc. and other persons jogging, walking, wheeling prams or waling. It is an accident waiting to happen. The safety bollards that have been installed to prevent unauthorised vehicles from using this shared cycle/pathway are not doing their job as they are more often than not, removed and left lying on the grass. The tall, overgrown nature of the trees here blocks the view of oncoming vehicular traffic from the cyclists/walkers and should be cut back or removed...We believe that council would be very exposed to potential costly legal action if an accident was to occur in this area that involved a motor vehicle accessing shared pathway. Therefore, these safety issues need to be resolved immediately. The issues of health and hygiene also concern us as no sewerage is connected to his area...

**Antisocial Behaviour:** ...antisocial behaviour of some occupants of SPATE are also a great concern to many residents with many expressing concerns about their safety in this area outside of peak times due to the feeling of isolation and no line of sight from adjoining homes... We are well aware of, and supportive of, the special significance this area has to the original owners of this land and their Aboriginal Culture. We are in complete agreement to acknowledging this in a manner that is acceptable to both the Aboriginal people, local residents and the general public. However, this acknowledgment should not allow SPATE to continue to disregard Council planning laws. This "temporary" tent embassy has gone from a place of protest to a place of residence and each year more and more illegal structures are erected and more people are moving in and residing there. Council must find a solution that allows SPATE to live in harmony with the rest of the community, legally, whilst complying with Council planning laws. The impression we have from the draft POM is that council has no intention of doing anything to regulate the existing and future development or occupation of SPATE and that SPATE can determine for itself what is best for SPATE. If Council does nothing about the existing unauthorised use of SPATE then what hope has Council got of preventing further illegal structures and uses in the future. Relocation of SPATE to a more suitable location within the POM area, such as an area next to the car park at the Sandon Point headland, with

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plaques that acknowledge and tell the Aboriginal history of this area would be an excellent way of recognising the significance and history of this special area and of informing visitors of its history. An Aboriginal Cultural/Information Centre containing Aboriginal artefacts and historical items would also be another way of supporting and acknowledging the original owners of this land while at the same time teaching future generations of the area's historical significance. This would also be a great environment for local school children to learn, via school excursions, the history of the area and of Aboriginal Culture. As it is now, it is definitely NOT conducive to positive learning outcomes and, in fact, gives a negative impression of Aboriginal Culture. Visitors to this area have no way of knowing the special significance of this Aboriginal Place, and could inadvertently offend the original owners of this land by this lack of knowledge. A suitable plaque would remedy this... We would like to see a plan adopted that reflects the wishes and concerns of the general public in this area, and that its also acceptable to the local Aboriginal people, and that will continue to enhance and improve this area for generations to come... and we would welcome the opportunity to work with Council and interested parties to come up with a more balanced solution that works for all.

39  
SPMBRG

...Objection to Council's revised draft PoM for the Sandon Point and McCauley's Beach... The Sandon Point and McCauley's Beach Residents Group (SPMBRG) is a group of 146 owners and occupiers of dwellings in The Point and McCauley's Beach housing estates. This submission reflects the view of the vast majority of these people. SPMBRG strongly object to council's revised draft plan of management (POM) for the Sandon Point and McCauley's Beach area. The draft POM does not properly resolve the very real issues associated with use of this Council land that are continuing to trouble many of the residents of the area. SPMBRG has offered credible solutions to these issues in its previous submission, which have been rejected outright by council without any apparent justification. The draft Plan is a complete rejection of SPMBRG's initial submission and demonstrates Council's complete disregard for the residents. The latest version of the POM unfairly and unnecessarily disadvantages the SPMBRG residents. Council's decision to remove the vegetation management plan from the revised POM and restrict any further comment on the matter is divisive and unreasonable. Further the POM is offensive to many SPMBRG members by implying that the group is made up of tree vandals. SPMBRG requested that Council convene a meeting of stakeholders to work through some of the difficult issues to find balanced solutions for all and disappointingly to date Council has not bothered. Additionally, our initial submission included a paper that detailed enhancements for Aboriginal Education in the area, but this too has been ignored. While there are some good elements in the draft Plan, such as improved beach access to McCauley's Beach the

**Reply 39: Change to PoM? Yes - Minor**

The title caption to Figure 24 in the draft revised PoM will be changed from "Vandalism from Anger over Loss of Views of Ocean" to "Example of Vegetation Vandalism in the Sandon Point Aboriginal Place" in light of some SPMBRG taking offense how the revised draft PoM discusses the threat of vegetation vandalism, where no offense was intended.

Refer to replies 2, 4-6, 8, 15 and 25 for other issues raised. Reply 8, in particular explains the significance of the existing vegetation at Tramway Creek to the Aboriginal Community.

Council Officers also met with some SPMBRG representatives on 22 October to discuss their concerns and some Councillors have discussed these matters with SPMBRG at other times.

Council, since the October 2014 meeting, has been providing SPMBRG notifications of the working days of the Sandon Point Bushcare group and will continue to do so into the future. If grant funds become available and more vegetation activities beyond those of the Bushcare group occur, Council will keep SPMBRG informed of those working days as well. Any future vegetation management activities are required to be in accordance with the VMP which prohibits the planting of trees, except to replace those that have been vandalised.

Group continues to have significant concerns about public safety on that part of the shared pathway between Sandon Drive and SPATE and the proposed retention of the existing vegetation at Tramway Creek. There are alternative to the management of these aspects of the plan that we believe will achieve the same results but have far less impact on the local residents and users of the shared pathway. SPMBRG also supports the following aspects of the draft POM: a) removal of the whale watching platform b) removal of the possible expense around the vegetation on the southern bank of Tramway Creek c) proposed retention of low vegetation on the embankment at the southern end of McCauley's Beach and south of the rock platform d) the deletion of the 4 redevelopment options for SPATE. SPMBRG's major issues of concern rejected by Council in relation to the POM are vegetation management and safety on the shared pathway, as explained below.

**VEGETATION MANAGEMENT** The vegetation management plan generated the most public submissions during the initial consultation for the POM and still remains as an issue of great concern to SPMBRG. The tall vegetation located at Tramway Creek east of the shared pathway which is proposed to be retained under the draft POM is causing the greatest concern. The Council's apparent justification for retaining this vegetation in its present form is that it was planted by Bushcare volunteers with Government funding, it provides protection for the Aboriginal burial site and that someone has declared it to be an ecologically endangered community (EEC) under the Threatened Species Conservation Act 1979. What the draft POM doesn't acknowledge is that the presence of this vegetation has a devastating impact on the views obtained from residences in The Point Estate, and hence on land values, prevents casual surveillance of (and hence safety on) the southern end of McCauley's Beach, and is failing to prevent erosion of the dunes. We question also whether the vegetation is in fact providing protection for the Aboriginal burial site because the under-story in parts is devoid of any groundcovers and low shrubs due to the over-abundance of casuarina species poisoning the ground with fallen nettles. Residents of the new McCauleys Beach Estate have also expressed concern that planting is occurring that will also block their views. The Aboriginal Groups themselves, in previous meetings and submissions, have complained that the burial sites are not protected from foot traffic and dogs. Surely, this is proof that the vegetation is not protecting this area as it should. Also, the erosion on the beach where it is undermining the roots of these trees is also evidence that the present vegetation is not performing the task that it should. It is difficult to understand how the planting of tall trees right to the beachfront can be justified. It seems to be the opposite of what should occur in relation to Dune Management as evidenced by the types of vegetation along other beachfronts. Additionally, it is difficult to understand why trees with deep-root systems would be planted in what is supposed to be a burial site. The residents of The Point housing estate were required to build their

homes to comply with very strict planning requirements by both Stockland and Council to ensure that viewing corridors facing the north were maintained for all residents in the estate. The residents paid a premium price for any blocks that had north-facing ocean views. It is completely unreasonable for Council to disregard the residents' loss of views given that the estate was planned, designed and built to incorporate the views. The residents have not come along "out of the blue" to request that tall trees be chopped down to create a view that wasn't previously there or planned for. The residents have previously provided photos of the exact site to Council from the early 1900's to show the tall vegetation never existed in this area. We have again included some historic and recent photos in this submission (Attachment 2). The historical photos show the lack of tall vegetation in this area. The 2003 photo was taken at a time when the blocks of land were for sale and shows that the vegetation was extremely low at this point in time. Buyers had an expectation that this would be the view that they would retain and had no knowledge of the forest that this would become. We would never have expected that this would be done to such a beautiful location. Additionally, whilst the area is not currently deemed to be a bushfire risk, those trees are only young and will continue to grow. In bushfire conditions which are usually accompanied by hot North-Westerly winds the estate will be in the direct path of any embers. The early painting from around the 1840's that Council has then implied were of the area in the latest POM is insulting and farcical, though what is interesting is that it shows a creek running to the beach with low growing vegetation on either side of the creek bank for quite some distance. The trees are well set back from the beachfront as you would expect.

STATUS OF VEGETATION AS AN EEC UNDER THE TSC ACT We question whether the vegetation in this area is truly an EEC under the TSC Act. In June 2014 SPMBRG queried the origins of the identification of this land as an EEC with the NSW Office of Environment and Heritage. In its letter dated 16/07/2014, OEH advised that: "Nominations to the NSW scientific committee for listing species, populations and ecological communities on the TSC act are confidential so we are unable to provide you with the details of the nominated individual ecological communities. It also should be noted that individual patches vegetation are not nominated, rather vegetation communities described in the nomination and final determination and any vegetation community meeting that description within a defined geographic area is considered to be part of that EEC". The vegetation management plan (VMP) associated with (but now not formally part of) the draft POM identifies the vegetation located on the southern bank of Tramway Creek east of the shared pathway as "Alluvial Swamp Mahogany Forest AKA Swamp Sclerophyll Forest" (MU35). The VMP (p9) then states that: "This plan uses the mapping units [for EEC's] used by the NPWS in the 'Bioregional Assessment Study Part I: Native Vegetation for the Illawarra Escarpment and Coastal Plan' (2002) to represent the vegetation communities in this plan." However the 2002 NP&WS Bioregional

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Assessment found that the only remnant of the vegetation community known as "Alluvial Swamp Mahogany Forest AKA Swamp Sclerophyll Forest" (MU35) in the Wollongong LGA was located at Bellambi Lagoon. Which means that the statement on page 9 of the VMP is misleading and mischievous and needs to be corrected. In 2001 consultants Connell Wagner undertook a Flora and Fauna Assessment of the Stages 1 - 7 of the then Stockland's land holding and the Cookson Site. This included a part of Tramway Creek east of the shared pathway (but not all the way to the beach). Connell Wagner found no EEC east of the shared pathway, although they did say the vegetation was consistent with the definition of an EEC - but not "Swamp Sclerophyll Forest". Connell Wagner did map an EEC west of the shared pathway. The draft POM (p27) states that "the significant vegetation observed and described by the 2010 Kuradji VMP consultant in the VMP area included Swamp Sclerophyll Forest". There is a clear conflict between the 2001, 2002 and 2010 ecological studies of the area. This inconsistency needs to be resolved before Council adopts a public document such as the draft POM recognising the land as an EEC. Rather than blindly accept the 2010 study as gospel, council should determine for itself, based on its own ecological advice and proper survey, whether the vegetation on the southern bank of Tramway Creek or indeed elsewhere in the POM area, is in fact an EEC. AN ALTERNATIVE RE-VEGETATION PLAN Assuming that the vegetation in this area is a Swamp Sclerophyll Forest; a quick scan of the NSW Scientific Committee's Final Determination for that community reveals that the composition of Swamp Sclerophyll Forests varies according to locality and context, and is not necessarily comprised of tall vegetation. A copy of the final determination can be found at: <http://www.environment.nsw.gov.au/determinations/SwampSclerophyllEndSpListing.htm> The final determination contains the following description of the EEC: "The structure of the community is typically open forest, although partial clearing may have reduced the canopy to scattered trees. In some areas the tree stratum is low and dense, so that the community takes on the structure of scrub. The community also includes some areas of fernland and tall reedland or sedgeland, where trees are very sparse or absent. Typically these forest, scrubs, fernlands, reedlands and sedgelands form mosaics with other floodplain forest communities and treeless wetlands, and often they fringe treeless floodplain lagoons or wetlands with semi-permanent standing water e.g. Pressey 1989a)." SPMBRG has obtained advice on options for management of the vegetation on the southern bank of Tramway Creek from an experienced ecologist. The ecologist has advised that, assuming that it is classified as an EEC, some degree of thinning of the vegetation is possible without significant effect on the EEC. The degree of thinning that would be acceptable needs to be determined by a detailed investigation and analysis of the type and number of species presently growing in the area, and the preparation and implementation of a revegetation plan showing trees that may be removed

and additional species, of a low growing variety within the listed species forming Swamp Sclerophyll Forest, that needs to be re-planted. In addition to the proposed thinning we propose that the vegetation along the beachfront area be replaced with more suitable species that will help to prevent the erosion that is presently occurring in that area. The low-growing species to be planted would have such a thickness that it completely prevents intrusion by humans or dogs so as to protect the burial sites. The members of SPMBRG are more than happy to facilitate the preparation and implementation of such a revegetation plan. SPMBRG put this option forward as a credible way of managing Council's land in a way that achieves Council's objectives of environment conservation and protection of the Aboriginal burial site, but in a way that also satisfies resident's concerns of impact on views and property values, and passive surveillance of the beach and shared pathway. SPMBRG is aware that Council is at present removing vegetation from beaches along the coastline to improve public safety; surely this is of equal importance for the community at McCauley's beach where there are no surf lifesaving facilities. This proposed way forward is what should have happened prior to the planting that occurred by the volunteer Bushcare group in the early 2000's. Investigations carried out by SPMBRG members' shows quite clearly that there was an absence of any meaningful oversight of the number and type of trees and other vegetation planted by the bushcare group. Despite statements to the contrary in the draft POM, SPMBRG has been advised by the previous owner of the land on which the vegetation is planted (Stockland) that it only agreed to the funding application, and not the detailed landscape plan. Although we can only speculate as to the motives of the Bushcare group, the timing of the planting coinciding as it did with significant objections to the Stockland's development, suggest to us that the planting was another form of protest designed to punish Stocklands and ultimately subsequent owners within the estate. Stockland's now has no interest in the land and it is the owners within the estate that are now bearing the fall consequences of conflict that occurred in the early 2000s. The land in the Point Estate was priced according to its coastal views. Photographs submitted to Council by the group in its first submission on the draft POM, and again in this submission, highlight the stark difference between the views available from the estate at the time it was released and now. Many owners are now faced with the reality of reduced or at least stagnant land values. Council now has the opportunity to correct the damage done by the earlier protests if it follows our suggestion to develop an alternative revegetation plan.

**EXCLUSION OF VMP FROM DRAFT POM** It does not make any sense whatsoever that council has removed the VMP from the POM and restricted any further public comment when this issue was a greatest concern to the community. We also question whether Council is permitted at law to exclude the VMP from the draft POM in light of Council's obligation under the Local Government Act 1993 (s36(3)(c)) to ensure that the draft POM identifies "the means by which the

council proposes to achieve the plan's objectives and performance targets." Surely the VMP is the means by which the council proposes to achieve the objectives and performance targets identified in the draft POM. Otherwise how does the community know what is proposed to occur on this important Council land. The draft POM is not a generic plan; rather it is a site-specific plan for which there are specific objectives and performance targets. SPMBRG can only assume that the exclusion of the VMP is a cynical attempt to muzzle debate on the vegetation management in the draft POM area. In relation to the status of the VMP, SPMBRG requests that: a) the VMP be reinstated to form part of the draft POM; b) that the draft POM not be adopted until an alternative revegetation plan is developed in accordance with our earlier suggestion and incorporated into the VMP.

**PERSONAL SAFETY ON THE SHARED PATHWAY**

Safety on the shared pathway, particularly between Sandon Drive and Thirroul, is a major concern to the community that has been brought to Council's attention since the initial engagement for the POM. Most of the safety issues present on the shared pathway stem from uncontrolled access by vehicles accessing SPATE. Other vehicles use the shared pathway to access the Sydney Water pumping station; however these vehicles are generally well controlled by traffic management personnel and less common. SPMBRG members regularly use the shared pathway and have first-hand experience of the problems that vehicles are causing. One member recently reported an incident involving a near collision between a young child on bicycle and a vehicle on the shared pathway leaving SPATE. A complaint was made to the Mayor which advised the person to speak to the Police. When the complaint was made with the Police the person was told that the matter was political and that the Police could not take any action without the vehicle registration. Unfortunately this incident was not an isolated one. SPMBRG members observe vehicles coming and going from SPATE on a regular basis. It is only a matter of time before someone is injured. The shared pathway is public land which all members of the community have a right to use safely. We believe that Council would be very exposed to potential costly legal action if an accident was to occur in this area that involved a motor vehicle accessing the shared pathway. SPMBRG believes that safety would be improved by removal of the tall vegetation east of the crossing of Tramway Creek to improve sight distances. Council's short to medium term proposed actions in the latest draft POM are not a solution. Requiring a permit to be obtained prior to each and every time a person drives a vehicle on the shared pathway track is completely unrealistic, to the point of being laughable. There is no way that it can be properly enforced. This proposal by council gives us the impression that Council is not serious about finding a solution to the safety issues that users of the shared pathway track must live with on a daily basis. Council's short to medium term proposed actions do not address the cause of the safety issues which is the presence of SPATE and the tall vegetation located along the shared pathway. Council is proposing to intensify the

use of this area with the roll out of the Grand Pacific Walk project, community safety in this area should be of paramount importance to Council. There are also other safety issues associated with antisocial behaviour of some occupants of SPATE. In recent times the community has had to put up with an abusive female resident living at SPATE who has aggressive and unrestrained dogs that have attacked both adults and children whilst they were walking past. Fortunately this person has now moved from SPATE, whether by force or voluntarily we don't know. Many residents have also expressed that they feel unsafe in this area outside of peak times due to the feeling of isolation and no line of sight from adjoining homes. Many now avoid this area and walk to the south instead where it is more open and has a safer feel.

**CURRENT AND FUTURE USE OF SPATE**

The significance of Sandon Point to the Aboriginal people is undeniable. The area is now a declared Aboriginal Place. We acknowledge that the Aboriginal people have a right to protect the burial site. However that right should not allow SPATE to continue to disregard planning laws. The presence and use of the SPATE site has progressed down a 'slippery slope'. It has gone from a place of protest to a place of residence and each year more and more illegal structures and people are popping up. If SPATE was a good neighbour and was not causing problems, then perhaps no one would mind if it continued in its present form. But the reality is that it is causing problems, as outlined above. Council must find a solution that allows SPATE to live in harmony with the rest of the community. Apart from causing friction with local residents, SPATE is also located on probably the most environmentally unsuitable location for a Tent Embassy within the POM area. It is located on flood-affected land on the bank of a sensitive coastal stream; it is surrounded by EECs and is located within a high hazard coastal erosion zone. From an environmental perspective, it should not be there. To say that Council may or may not require SPATE to obtain planning approvals for the existing unauthorised development provides not certainty for SPATE or the community, nor does it comply with Council's obligations under the Local Government Act to identify performance targets for the land and the means by which Council proposes to meet those targets. The impression that we have from the draft POM is that Council has no intention of doing anything to regulate the existing and future development or occupation of SPATE and that SPATE can determine for itself what is best for SPATE. If Council does nothing about the existing unauthorised use of SPATE then what hope has Council got of preventing further illegal structures and uses. Sanitation for the Creek and Beach is also a major issue here. Also, we would also ask what legal liability could Council incur if something was to happen involving a resident of SPATE, either as a victim or as an offender. We don't believe that allowing a group of men to camp uninhibited in the bush by the beach, regardless of their race, is in the interest of anyone's safety including their own. Council needs to make a decision about the unauthorised development at SPATE now. Council is setting an unreasonable and

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unrealistic precedent by not requiring limits to the scale or intensity of future development or requiring that users of the site obtain a DA, lease or license to use the site. If Council was serious about finding a solution to the existing problems caused by SPATE it would consider the suggestion made in SPMBRG's submission to the first exhibition. That is, Council should enter discussions with SPATE with a view to relocating it to a more suitable location within the POM area. We have suggested next to the car park at the headland. This would be an excellent position culturally, environmentally and socially. The headland was the traditional meeting place for the Aboriginal people and council has the opportunity to recreate that special connection between the Aboriginal people and their land. What better way of making all people aware of the specialness of Sandon Point to the Aboriginal than placing an Aboriginal cultural centre and keeping place in this prominent location. Additionally it could be a place of education where school children doing Aboriginal Studies could come here on excursions and learn about Aboriginal Culture and History in the area from a qualified Aboriginal Education Officer. We support occasional Cultural Events on the site as long as the normal permits are obtained from Council in advance. SPMBRG would welcome the opportunity to work with Council and interested parties to come up with more balanced solution that work for all.



# **Sandon Point and McCauley's Beach**

**~~Revised Draft~~**

## **Plan of Management**

**includes the Sandon Point Aboriginal Place  
Management Plan**

**Wollongong City Council  
~~June 2014~~ February 2015**

## Message from the Lord Mayor



In 2013, Council exhibited Wollongong's first draft Plan of Management for a declared Aboriginal Place. The land at Sandon Point and McCauley's Beach has special meaning to all who see its natural foreshore beauty.

For Australia's oldest culture, Sandon Point demonstrates a past, present and future connection to Country that is rare and in need of protection as acknowledged by the declaration of the Sandon Point Aboriginal Place by the NSW Office of Environment and Heritage. Council wants to ensure its future management acknowledges both its cultural value and recreational purpose for the benefit of all.

Following community input, in 2014 Council revised and amended the draft Plan and sought additional community input.

Council has now finalised the Plan of Management and will use it to guide future activities at this important site.

Lord Mayor  
Councillor Gordon Bradbery OAM

February 2015

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## Acknowledgement of Country

***Wollongong City Council would like to show their respect and acknowledge the traditional owners of the Land, of Elders past and present, and extend that respect to other Aboriginal and Torres Strait Islander people.***

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# SANDON POINT AND McCAULEY'S BEACH PLAN OF MANAGEMENT

## 1. INTRODUCTION

The Sandon Point and McCauley's Beach area is a beautiful, rugged piece of the Illawarra coastline, situated in the suburbs of Bulli and Thirroul, which is valued and fiercely championed by all who use the area for a variety of purposes ranging from traditional beach activities such as swimming and surfing to advocating for Aboriginal Heritage and Cultural protection. The land to which this Plan of Management (PoM) applies is shown in Figure 1.

Community consultation activities undertaken by Wollongong City Council during the preparation and exhibition of the draft Plan of Management revealed a desire by the community for the area to retain its natural character and unique identity, while providing opportunities to increase public amenity and to acknowledge the area's history.

### 1.1 THE MAKING OF THE PLAN OF MANAGEMENT

In November 2011, Council sought the community's help in preparing a draft Plan of Management (PoM) for community land at Sandon Point and McCauley's Beach. Over 400 people had input into developing the first draft of the PoM. The first draft PoM was exhibited from 1 December 2012 for 90 days with submissions taken until 15 March 2013. 180 submissions or survey replies and one petition were received.

The exhibited draft PoM proposed new community land categories for the PoM area; by increasing the amount of land categorised as an area of cultural significance and introducing a general community category for the Sandon Point Surf Life Club. A public meeting for the community land category changes was held on 27 February 2013 at the Thirroul Community Centre with independent chairperson Gerry Holmes conducting the meeting. There were 80 attendees. No objections to the proposed community land categories were received during the exhibition period, but many other issues were raised including vehicle use of the shared path, protection of Aboriginal Culture and Heritage and vegetation management.

Following the exhibition period, Council reviewed the issues raised in the submissions, surveys, petition, public meetings and stakeholder discussions, which resulted in many changes and amendments to the original draft document.



#### 1.1.1 CHANGES TO THE DRAFT PLAN OF MANAGEMENT SINCE ITS FIRST EXHIBITION

The revised draft PoM **was** reorganised and simplified, while still keeping the Values approach in the area's future management by Council. The revised draft PoM consolidates volumes 1, 2 and 4 (the former Plan of Management, Access Plan and Sandon Point Aboriginal Place Management Plan) into one plan.

Within the revised draft PoM, there **were** changes regarding permissible uses/developments/licenses in relation to Sandon Point Surf Club and Sandon Point Tent Embassy. The surf club has requested the ability to consider future building expansion in the

next 10 – 20 years and references to SPATE options 1 – 4 **were** removed with more information about SPATE's purposes has been added.

Aboriginal Cultural uses and developments which support the values of the Sandon Point Aboriginal Place are permissible under the revised draft PoM and it is appropriate that they are defined and managed by the Aboriginal community in culturally appropriate ways that are determined by the Aboriginal community in a co-management framework with Wollongong City Council.

Changes to the Access Plan include providing an access point type (either designated or formalised) to identify the type of future track upgrade or maintenance. There are now 14 identified access points to the beach, instead of the previous 17 because either the slope is too great for cost effective construction and maintenance or its use at high tide is not advisable. Additionally, the whale watching and surf viewing platforms and proposed upgrade of the pedestrian bridge have been removed, while strategies to better manage limited vehicle use of the shared path have been added. Changes to the management strategies for the Sandon Point Aboriginal Place have been made as a result of NSW Office of Environment and Heritage (OEH) feedback relating to when an Aboriginal Heritage Impact Permit (AHIP) is required under the National Parks and Wildlife Act 1974 legislation.

As a consequence of the PoM being simplified to focus on legislatively required elements, information about the PoM area and its relationship with the surrounding area over time has been moved to a Supplemental Materials document. This supplemental information is provided in response to the community's desire to continue an ongoing discussion about the wider Sandon Point area that has been the subject of many Land and Environment Court cases over the last 15 years. The surrounding areas are a mix of recently developed residential lots and natural areas with a history that has shaped how the PoM area is currently used. The information does not form part of the PoM but may assist in the public's consideration of the contents of the revised draft PoM.

The previous, volume 3, the Revegetation and Restoration Plan, has been simplified as a stand-alone operational Vegetation Management Plan (VMP) and removed from the draft PoM. The changes to volume 3 are consistent with Council's development process for other operational Vegetation Management Plans such as the Vegetation Management Plan for Hargraves Creek in Stanwell Park. Copies of the revised Sandon Point and McCauley's Beach VMP can be downloaded from Council's website. The VMP identifies what plants can be planted by Council staff, Council contractors (such as the Illawarra Local Aboriginal Land Council), and volunteers (such as the Sandon Point and McCauley's Beach Bushcare group) within the area. The VMP has been simplified, focuses on weed reduction to assist natural regeneration and excludes tall plants from plant eligibility lists. The VMP seeks to maintain the current mix of open and vegetated areas and protect the identified Ecologically Endangered Communities.

*On 23 June 2014, Council considered a report on the submissions received during the exhibition period and the public hearing report. Council considered the issues raised and resolved that:*

- 1 *The revised draft Sandon Point and McCauley's Beach Plan of Management be exhibited for a minimum period of 42 days, subject to the following:*
  - a *An amendment to Section 4 and Section 7 of the Plan of Management to limit vehicular access of the shared pathway to Sydney Water, Council and Emergency Services vehicles. Any other vehicle access must seek permission for a permit from Council for the specific day of required day of access.*
  - b *The removal of Point 3 on page 10 which refers to the possibility of McCauley's Beach being patrolled.*
- 2 *Following the exhibition period, a report on submissions be presented to Council to enable the revised draft Plan of Management to be finalised.*
3. *The draft Sandon Point and McCauley's Beach Vegetation Management Plan be noted and used to guide vegetation management activities by Council staff, contractors and bush care volunteers.*

4. Letters be sent to the Illawarra Local Aboriginal Land Council (ILALC), Korewal Elouera Jerrungarah Tribal Elders Aboriginal Corporation (KEJ), Sandon Point Aboriginal Tent Embassy (SPATE), Wadi Wadi Coomaditchie Aboriginal Corporation and Wodi Wodi Elders Council advising that Council is interested in pursuing a Joint Management Agreement for the management of Sandon Point Aboriginal Place and seeking their support and involvement.

The revised draft Plan of Management was exhibited from 30 July to 10 October 2014 and 39 submissions were received. On 23 February 2015 Council considered a report on the issues raised in submissions. Council resolved that:

*[resolution to be inserted after meeting]*

## **1.2 THE SANDON POINT AND MCCAULEY'S BEACH PLAN OF MANAGEMENT PURPOSE**

A Plan of Management (PoM) is a statutory document under the Local Government Act 1993. The general purpose of any Site Specific Plan of Management is to outline to the community how Wollongong City Council plans to manage a significant area into the future. The draft Plan reviews the current condition of the land, lists the current uses and existing community infrastructure, and then sets future permissible uses or developments while setting goals and objectives for the area's future management.

What sets this site specific area of Illawarra coastline apart from any other community land in the Wollongong Local Government is its Aboriginal Place declaration. Within the PoM area, covering a substantial portion of land (Figure 1, outlined in red) is the Sandon Point Aboriginal Place.

The OEH's Place Declaration defines the values of the Sandon Point Aboriginal Place and provides a rationale for why the mix of existing and future uses/developments/amenities under this PoM are unlike any other coastal area in the Wollongong Local Government Area. To protect the Values of the Place, this Plan of Management includes the requirements of the OEH "Guidelines for Developing Management Plans for Declared Aboriginal Places" (February 2011). The PoM area includes many Aboriginal Heritage Objects and Sites outside and inside the Place boundaries as well. The primary purpose of this site specific PoM is to manage the PoM area with the highest level of protection for its Aboriginal Cultural and Heritage significance that is feasible for its recreational coastal location and Council's available resources.

## **1.3 THE VALUES OF THE SANDON POINT ABORIGINAL PLACE**

The purpose of an Aboriginal Place declaration is to conserve the declared values of the place. OEH has defined the values of the Sandon Point Aboriginal Place as follows:

*"The values of the Aboriginal place include a meeting place for Aboriginal groups; a 'chiefs' meeting place, a midden, and burials of Aboriginal people." "It is a place that has a history reflecting a resource rich environment where Aboriginal groups traditionally gathered for meetings, ceremonies and other activities, including camping and fishing. The whole of Sandon Point area is considered a significant meeting place, and a story site located on the Sandon Point headland was a place where two leaders of two Aboriginal groups met. Further, the McCauley's Beach midden is the surviving remnant of an extensive coastal midden, which includes an Aboriginal burial and re-burial site. The declaration of the Sandon Point Aboriginal Place acknowledges these values."*

Council has worked with the Aboriginal community to develop this PoM by considering their submissions on the exhibited draft PoM and holding meetings with Aboriginal groups. It is acknowledged that Council is bound by legislative requirements that may be inconsistent with Aboriginal views, beliefs and customs.

This Plan of Management, with its emphasis on the Sandon Point Aboriginal Place Values, shows support of Aboriginal Heritage and Culture. Additionally, continuing use of the area by Aboriginal People and ongoing communication between Council and the Aboriginal community about uses in the PoM area demonstrates appreciation of the Sandon Point Aboriginal Place

values. Furthermore, in the PoM Action Plan and in section 6 of this PoM, Council proposes ways to manage threats to the values of the Sandon Point Aboriginal Place to demonstrate how, on an operational level, Council will work with the Aboriginal community as well as comply with the National Parks and Wildlife Act 1974 provisions to protect the Place and any Aboriginal Sites and Objects within the PoM area. The management strategies put into effect how Council will strive for the highest level of protection for the area's Aboriginal Cultural and Heritage significance that is feasible for its recreational coastal location and Council's available resources.

## **1.4 THE PLAN OF MANAGEMENT AREA**

Sandon Point and McCauley's Beach is located approximately 14 kilometres north of Wollongong City, on the northern Illawarra coastal strip, with Bulli Pass located almost directly to the west.

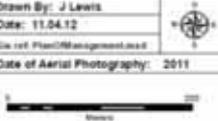
The Plan of Management covers an area of approximately 17 hectares of community land and Crown Land, (as shown in Figure 1), including the foreshore and natural areas between Slacky Creek, Bulli in the south to Woodland Avenue, Thirroul in the north. It also covers low headlands (Sandon Point), beaches (McCauley's Beach and Sandon Point Beach), low dunes, coastal creeks (parts of Hewitts, Tramway and Slacky Creeks) and small areas of associated wetlands.

There are portions of land within the Plan of Management area that are road reserves under the Roads Act 1993, but function as part of the recreational areas. This includes part of the Sandon Point car park, as well as a small portion of the grassed area east of Beach Street.

Figure 1 shows the boundaries of the Plan of Management area and the Sandon Point Aboriginal Place. The Sandon Point Aboriginal Place boundaries were gazetted by the NSW Office of Environment and Heritage. This Plan of Management is also a Sandon Point Aboriginal Place Management Plan, and provides a framework for ensuring that Council and other users of the area respect the significance of the Place and protect Aboriginal Culture and Heritage Objects and Sites within the Plan of Management area while enjoying the coastline as a recreational or natural area.

**FIGURE 1: PLAN OF MANAGEMENT AREA AND ABORIGINAL PLACE BOUNDARY**



	<p><b>Key</b></p> <p><span style="border: 1px solid red; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Aboriginal Place</p> <p><span style="border: 1px solid blue; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> Plan of Management Area</p>	<p>Drawn By: J Lewis</p> <p>Date: 11.04.12</p> <p>Site ref: PlanOfManagement.doc</p> <p>Date of Aerial Photography: 2011</p>	
		<p>0 100 200</p> <p>Meters</p>	

The Plan of Management applies to 31 properties owned by Council, which are mapped in Figure 2 and described in Table 1. In addition the Plan of Management applies to a strip of Crown Land (Lot 7017 CrownID 1053538) at the northern end of McCauley's Beach which has an area of 1.481 hectares.

**TABLE 1: PLAN OF MANAGEMENT LAND PARCEL DETAIL TABLE**

<b>Parcel Details</b>	<b>Property Address</b>	<b>Area (m<sup>2</sup>)</b>
Lot 22 DP 7133	McCauley's Beach Corbett Avenue THIRROUL NSW 2515	1,385
Lot 25 DP 7133	McCauley's Beach Corbett Avenue THIRROUL NSW 2515	581.7
Lot 26 DP 7133	McCauley's Beach Corbett Avenue THIRROUL NSW 2515	581.7
Lot 27 DP 7133	McCauley's Beach Corbett Avenue THIRROUL NSW 2515	581.7
Lot 28 DP 7133	McCauley's Beach Corbett Avenue THIRROUL NSW 2515	543.8
Lot 1 DP 7813	Lot 1 Point Street BULLI NSW 2516	613.4
Lot 2 DP 7813	Lot 2 Point Street BULLI NSW 2516	638.6
Lot 3 DP 7813	Lot 3 Point Street BULLI NSW 2516	632.8
Lot 4 DP 7813	Lot 4 Point Street BULLI NSW 2516	632.8
Lot 5 DP 7813	Lot 5 Point Street BULLI NSW 2516	689.2
Lot 6 DP 7813	Lot 6 Point Street BULLI NSW 2516	771.4
Lot 7 DP 7813	Lot 7 Blackall Street BULLI NSW 2516	986.4
Lot 8 DP 7813	Lot 8 Blackall Street BULLI NSW 2516	866.3
Lot 9 DP 7813	Lot 9 Blackall Street BULLI NSW 2516	853.6
Lot 10 DP 7813	Lot 10 Blackall Street BULLI NSW 2516	904.2
Lot 11 DP 7813	11 Blackall Street BULLI NSW 2516	853.6
Lot 12 DP 7813	Lot 12 Blackall Street BULLI NSW 2516	853.6
Lot 13 DP 7813	Lot 13 Blackall Street BULLI NSW 2516	853.6

<b>Parcel Details</b>	<b>Property Address</b>	<b>Area (m<sup>2</sup>)</b>
Lot 14 DP 7813	Lot 14 Blackall Street BULLI NSW 2516	809.4
Lot 15 DP 7813	Lot 15 Blackall Street BULLI NSW 2516	758.8
Lot 16 DP 7813	Lot 16 Blackall Street BULLI NSW 2516	739.8
Lot 17 DP 7813	Lot 17 Blackall Street BULLI NSW 2516	739.8
Lot 18 DP 7813	Lot 18 Blackall Street BULLI NSW 2516	739.8
Lot 19 DP 7813	Lot 19 Blackall Street BULLI NSW 2516	739.8
Lot 103 DP 7813	Sandon Point Surf Club Point Street BULLI NSW 2516	24,281.1
Lot 238 DP 1048602	Lot 238 Aragan Circuit BULLI NSW 2516	11,060
Lot 3 DP 588060	McCauley's Beach Aragan Circuit BULLI NSW 2516	1,526
Lot 4 DP 588060	McCauley's Beach Aragan Circuit BULLI NSW 2516	24,700
Lot 3 DP 417807	Sandon Point Beach Beach Street BULLI NSW 2516	19,270
Lot 102 DP 268549	Public Reserve Hamilton Road THIRROUL NSW 2515	38,550
Lot 1 DP 231244	Sandon Point Point Street BULLI NSW 2516	28,440
<b>Total</b>		<b>166,177.9</b>



## 1.5 WOLLONGONG COMMUNITY STRATEGIC PLAN

The development of the Sandon Point and McCauley's Beach PoM has been guided by the Community Strategic Plan, Wollongong 2022.

In 2012, Council endorsed the following vision:

### **Our Community Vision from Wollongong 2022**

*From the mountains to the sea, we value and protect our natural environment and we will be leaders in building an educated, creative and connected community.*

To support the achievement of our community vision, Council endorsed the following six interconnected goals:

We value and protect our environment;

We have an innovative and sustainable economy;

Wollongong is a creative, vibrant city;

We are a connected and engaged community;

We are a healthy community in a liveable city; and

We have sustainable, affordable and accessible transport.

The Community Strategic Plan guides the preparation of the five year Delivery Plan and Annual Plan and budget.

## 2. PLAN OF MANAGEMENT PROVISIONS

Under the Local Government Act 1993 all Council owned land is required to be classified as community land or operational land. Council may make a Plan of Management over community land which applies to many land parcels in a generic way or to apply only to specific land parcels. Areas of Culture Significance require a site specific Plan of Management. A "Site Specific PoM" builds on the requirements of a "Generic PoM" as demonstrated in Table 2. Section 36 of the Local Government Act identifies what a PoM for community land must include.

Since this PoM will also act as a Management Plan for the Sandon Point Aboriginal Place, OEHP management requirements have also been listed in Table 2. *(Please note OEHP Management Plan requirements are not legislatively defined; however, there are OEHP guidelines on how to develop an Aboriginal Place Management Plan and the suggested requirements of such a plan are listed in the guidelines).*

**TABLE 2: GENERIC PLAN OF MANAGEMENT, SITE SPECIFIC PLAN OF MANAGEMENT AND ABORIGINAL PLACE MANAGEMENT PLAN ELEMENTS**

Generic PoM	Site Specific PoM	Sandon Point Aboriginal Place Management Plan	Requirement	Location in PoM
✓	✓		Category of land identified as: sportsground, park, general community use or type of natural area - foreshore, bushland, escarpment, watercourse or wetland.	Figure 4
✓	✓		Objectives and performance targets identified with proposed means by which they are met and methods for assessment of progress.	Action Plan
✓	✓		May require the prior approval of the Council to the carrying out of any specified activity on the land.	Appendix
	✓		Description of the condition of the land, and any building or improvements on the land as at the date of the adoption of the plan.	Section 3, Figures 18 and 19
	✓		Specify the purposes for which the land and any such improvements will be permitted to be used.	Uses Table
	✓		Specify the purpose for which any further development of the land will be permitted, whether under lease or licence or otherwise.	Uses Table
	✓		Describe the scale and intensity of any such permitted use or development.	Uses Table
		✓	Statement of cultural values of the Aboriginal Place.	Section 2.1
		✓	Threats to the place, an assessment of risk of harm and ways in which significant threats will be treated. <i>(Harming actions are defined by NPWS Act 1974 legislation, the regulations and OEHP policies).</i>	Section 6
		✓	Activities that may require AHIPs issued	Sections

Generic PoM	Site Specific PoM	Sandon Point Aboriginal Place Management Plan	Requirement	Location in PoM
			under Part 6 of the National Parks and Wildlife Act 1974, and maps where these activities are authorised under a permit. <i>(These actions are defined by NPWS Act 1974 legislation, the regulations and OEH Policies.)</i> Council and the Aboriginal community can suggest conditions to apply to if OEH grants an AHIP and can suggest what actions should be prohibited by OEH by not issuing an AHIP.	7, 8, 9
		✓	The treatment of culturally sensitive information in accordance with a section 161 notice	Appendix F
		✓	Ongoing management goals, actions, responsible parties, consultation arrangements, resource availability.	Action Plan, Sections 7, 8, 9

## 2.1 COMMUNITY LAND CATEGORIES UNDER THIS PLAN OF MANAGEMENT

Section 46(2) of the Local Government Act 1993 requires that Council can only grant a lease, licence or another estate (other than in respect of public utilities) for a purpose that is consistent with the legislatively defined core objectives applying to each category of community land.

Sandon Point and McCauley's Beach Plan of Management area is currently categorised as a combination of park, natural area watercourse, natural area foreshore, and area of Cultural Significance, (as shown in Figure 3) under Council's Generic Plan of Management. The eastern end of Point Street at Sandon Point is still a road reserve and is not classified or categorised as it is not community land.

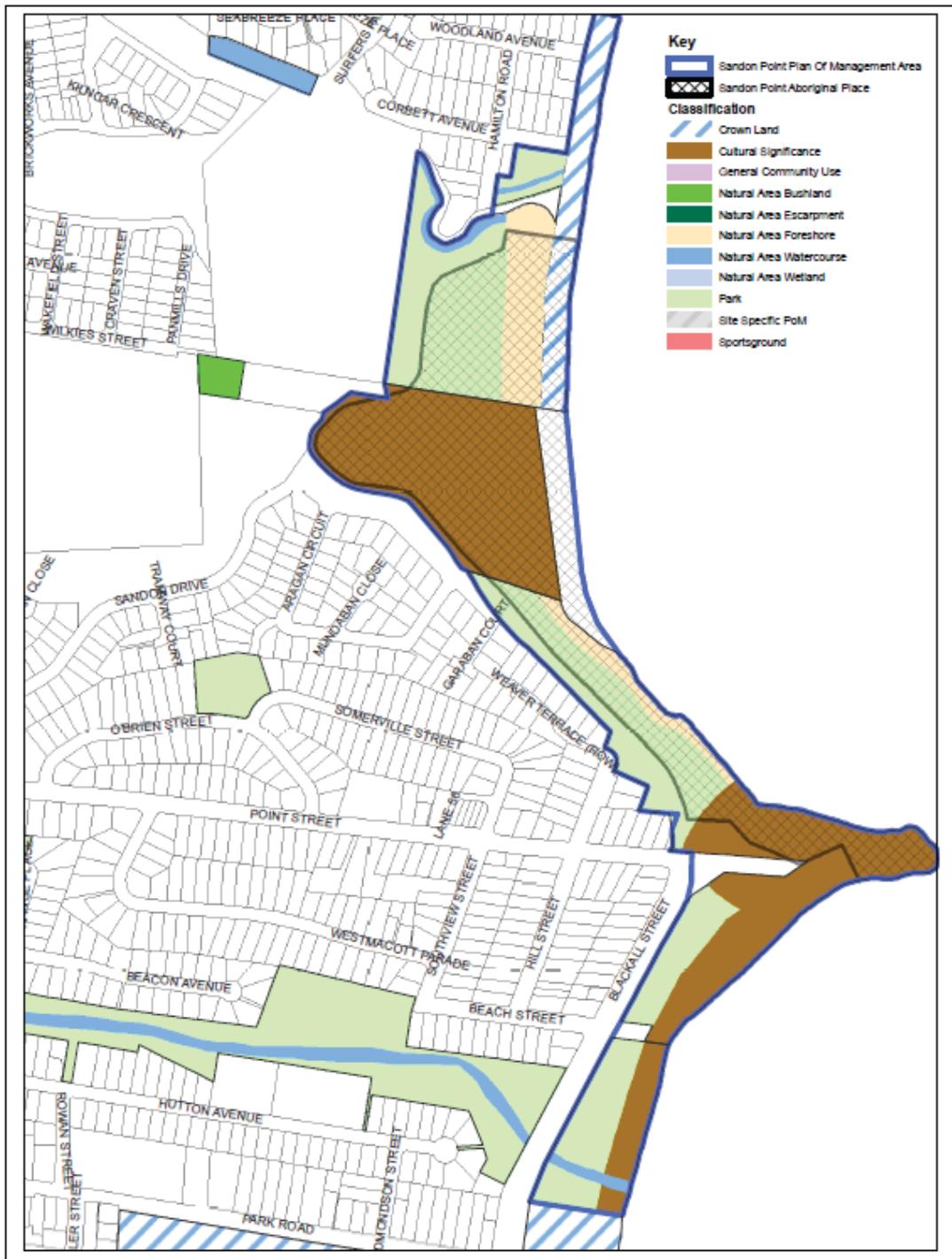
The Plan of Management increases the area that is categorised as an area of Cultural Significance while changing the category of the land occupied by the Sandon Point Surf Club from Area of Cultural Significance to General Community Use to provide for the granting of a community land license to the Sandon Point Surf Club or an affiliated regional or national surf club organisation.

The community land categories under this Sandon Point and McCauley's Beach Plan of Management are found in Figure 4. Changing the community land categories requires the holding of a public hearing or public meeting, which was held on 27 February 2013. The relevant core objectives for each community land category under this Plan of Management are provided below.

## 2.2 CORE OBJECTIVES OF COMMUNITY LAND BY CATEGORY UNDER THIS PLAN OF MANAGEMENT

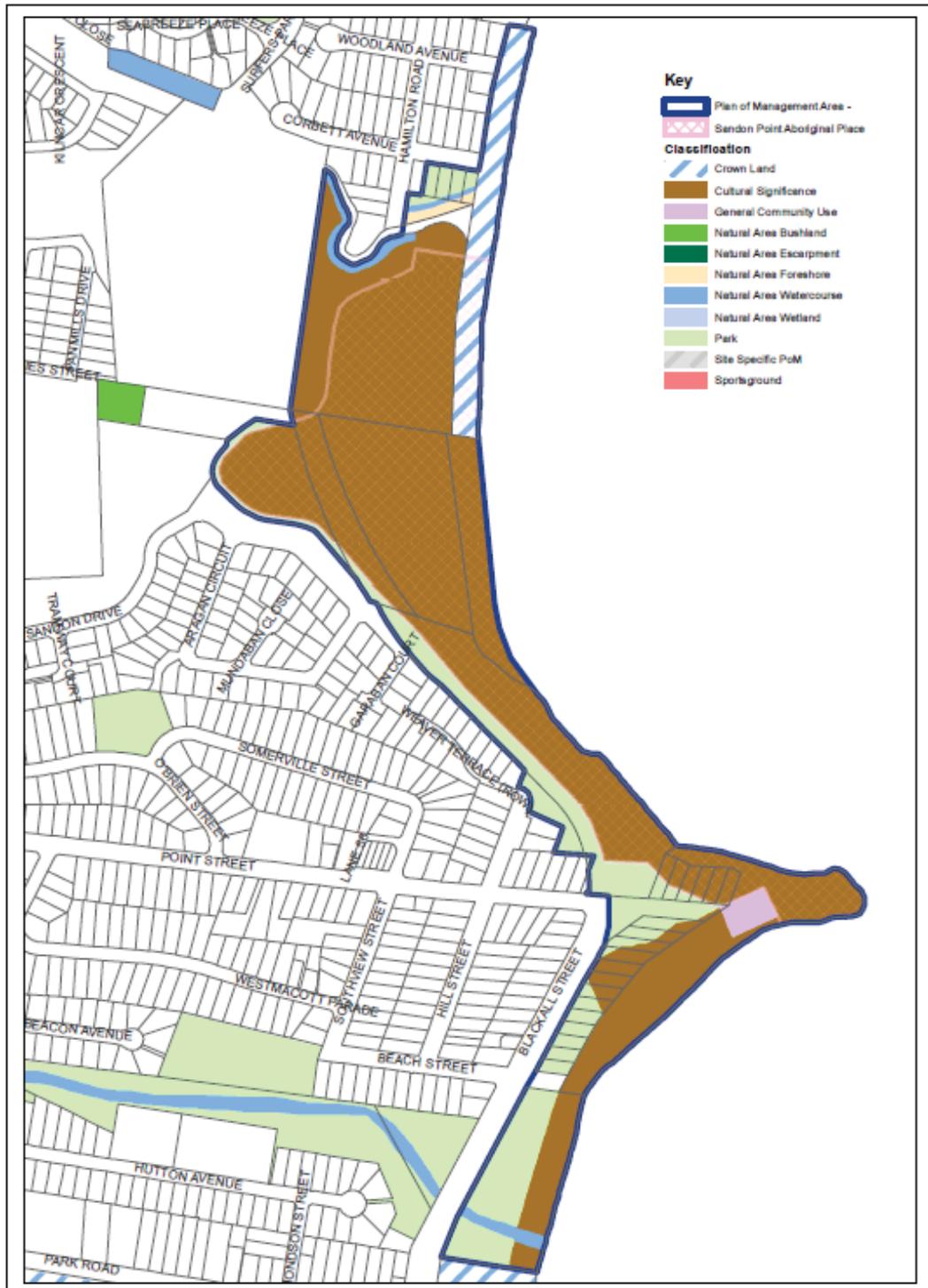
The legislatively defined Core Objectives of each community land category (described below) assist Council in making management decisions regarding the land consistent with the Local Government Act 1993. Management objectives and performance targets related to these Core Objectives are detailed in the PoM's Action Plan.

**FIGURE 3: LAND CATEGORISATION UNDER THE 2011 GENERIC PLAN OF MANAGEMENT**



	<b>Community Land Categorisation - Past</b>	Drawn By: J Lewis Date: 02.11.12 File ref: CL_ManaCategories.mxd	
			

**FIGURE 4: ADOPTED COMMUNITY LAND CATEGORISATION 2015**



	Community Land Categorisation - Final		
	Drawn By: H Jones Date: 12.11.12		
	Site ref: Sandon P Cadastral.mxd		 0 120 Meters

## **2.3 AREA OF CULTURAL SIGNIFICANCE CORE OBJECTIVES (SECTION 36H) (SHADED BROWN)**

- (1) *The core objectives for management of community land categorised as an area of cultural significance are to retain and enhance the cultural significance of the area (namely its Aboriginal, aesthetic, archaeological, historical, technical or research or social significance) for past, present or future generations by the active use of conservation methods.*
- (2) *Those conservation methods may include any or all of the following methods:*
  - (a) *the continuous protective care and maintenance of the physical material of the land or of the context and setting of the area of cultural significance,*
  - (b) *the restoration of the land, that is, the returning of the existing physical material of the land to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material,*
  - (c) *the reconstruction of the land, that is, the returning of the land as nearly as possible to a known earlier state,*
  - (d) *the adaptive reuse of the land, that is, the enhancement or reinforcement of the cultural significance of the land by the introduction of sympathetic alterations or additions to allow compatible uses (that is, uses that involve no changes to the cultural significance of the physical material of the area, or uses that involve changes that are substantially reversible or changes that require a minimum impact),*
  - (e) *the preservation of the land, that is, the maintenance of the physical material of the land in its existing state and the retardation of deterioration of the land.*
- (3) *A reference in subsection (2) to land includes a reference to any buildings erected on the land.*

The areas which are categorised as an Area of Cultural Significance under this PoM relate to its value as an Aboriginal Place, the existence of Aboriginal artefacts and objects outside of the Aboriginal Place, the location of Sandon Cottage, landscape feature Norfolk Pines, the existing boatsheds as evidence of long standing economic and recreational use of the ocean and foreshore by the community and the Bulli jetty and related tramway.

## **2.4 PARK CORE OBJECTIVES (SECTION 36G)**

- (a) *to encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and*
- (b) *to provide for passive recreational activities or pastimes and for the casual playing of games, and*
- (c) *to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.*

## **2.5 GENERAL COMMUNITY USE CORE OBJECTIVES (SECTION 36I)**

*The core objectives for management of community land categorised as general community use are to promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public:*

- (a) *in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and*
- (b) *in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).*

## **2.6 NATURAL AREA – CORE OBJECTIVES (THESE APPLY TO ALL NATURAL AREA SUB CATEGORIES) (SECTION 36E):**

- (a) *to conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area, and*
- (b) *to maintain the land, or that feature or habitat, in its natural state and setting, and*
- (c) *to provide for the restoration and regeneration of the land, and*
- (d) *to provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion, and*
- (e) *to assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the Threatened Species Conservation Act 1995 or the Fisheries Management Act 1994.*

## **2.7 NATURAL AREA – FORESHORE CORE OBJECTIVES (SECTION 36N)**

- (a) *to maintain the foreshore as a transition area between the aquatic and the terrestrial environment, and to protect and enhance all functions associated with the foreshore's role as a transition area, and*
- (b) *to facilitate the ecologically sustainable use of the foreshore, and to mitigate impact on the foreshore by community use.*

## **2.8 NATURAL AREA – WATERCOURSE CORE OBJECTIVES (SECTION 36M)**

- (a) *to manage watercourses so as to protect the biodiversity and ecological values of the in-stream environment, particularly in relation to water quality and water flows, and*
- (b) *to manage watercourses so as to protect the riparian environment, particularly in relation to riparian vegetation and habitats and bank stability, and*
- (c) *to restore degraded watercourses, and*
- (d) *to promote community education, and community access to and use of the watercourse, without compromising the other core objectives of the category.*

## **2.9 NATURAL AREA – WETLAND CORE OBJECTIVES (SECTION 36K)**

- (a) *to protect the biodiversity and ecological values of wetlands, with particular reference to their hydrological environment (including water quality and water flow), and to the flora, fauna and habitat values of the wetlands, and*
- (b) *to restore and regenerate degraded wetlands, and*
- (c) *to facilitate community education in relation to wetlands, and the community use of wetlands, without compromising the ecological values of wetlands.*

### 3. EXISTING USES, CONSENTS AND LICENCES

#### 3.1 CURRENT USES

Section 36 (a) (i) and (ii) of the Local Government Act 1993, requires a PoM to detail existing uses, consents and licences within the PoM are:

Current uses, developments, and other improvements within the Plan of Management area are shown on the maps in Figures 18 and 19 and as explained in this section. The figures enable an assessment of the condition of all existing uses, improvements, developments at the time this PoM was prepared.

**At Sandon Point, Sandon Point Beach and McCauley's Beach the following uses or activities or developments occur or exist in 2014:**

**Beach-related activities** such as swimming, surfing, surf lifesaving, exercising dogs on the off-leash portion of the beach, fishing, and even occasional coastal Para glider practice;

There are **existing boatsheds**, on the northern side of Sandon Point. The boatsheds related to fishing activities on Sandon Point Beach that have been used by individuals since the 1940s. The shed structures have heritage value related to the area's recreational and economic history and are listed as local heritage items in the Wollongong LEP 2009.

**FIGURE 5A, B, C: BOATSHEDS**



A - Historic Boatsheds 2011



B - 2014 photo



C - 2014 photo

**Wedding ceremonies or other celebratory or special event gatherings** of family, friends or like-minded individuals supporting a worthy cause. Wedding ceremonies are often held on Sandon Point headland in the open lawn areas and occasionally at McCauley's Beach only in a designated area outside of the northern boundary of the Aboriginal Place.

**Various Monuments, Markers as shown in Figures 6, 7, 8 and 9:** Along with a Trig Station shown in Figure 6, there are markers commemorating the role of the Bulli Jetty to the Illawarra

economy, one marker for James John “Fuzz” Hughes, a 16 year old surfer who lost his life while surfing the point and one for Paul Mason “Jinxy” Jones who was a founding member of the Sandon Point Board Riders Association. In September 2009, a community group called the Paul Mason Jones Reserve Committee, made an application to the Geographical Names Board of New South Wales to name parklands to the east of the Sandon Point car park and outside of the declared Aboriginal Place, as the Paul Mason Jones Reserve. This Plan of Management supports the installation of a Paul Mason Jones Reserve sign within the PoM area in recognition of Mr Paul Mason Jones’ life and efforts at Sandon Point **in accordance with the Community Recognition Program Policy and the Naming of Community Facilities and Parks (including Sportsgrounds and Natural Areas) Management Policy**. Mr Paul Mason Jones was a highly respected citizen whose dream was to restore the headland at Sandon Point. He was born on 18 December 1951 and died on 15 May 1979. After Mr Jones’ untimely death, the community improved the foreshore area for recreational purposes in his honour; leaving the headland grassed by moving the location of the parking lot to its present location.

**FIGURE 6: TRIG STATION ON HEADLAND**



**FIGURE 7: BULLI JETTY INFORMATION MARKER**



**FIGURE 8: MEMORIAL TO JAMES JOHN HUGHES**



**FIGURE 9: PAUL MASON JONES MEMORIAL**



**Viewing wildlife and coastal scenery.**

**Volunteer revegetation or bushcare activities** to promote soil stability and biodiversity.

**Sealed car park** (capacity approximately 85 vehicles) located at Sandon Point, accessed off Point Street.

**FIGURE 10: SEALED CAR PARK**



**Sandon Point Surf Life Saving Club**, located on the southern side of Sandon Point at the base of the headland. The surf club was extensively renovated recently and was reopened in April 2013. Council Lifeguards also use the surf club for a basis of their patrols of Sandon Point Beach.

**FIGURE 11: SANDON POINT SURF LIFE SAVING CLUB**



**Shared path**, a walking/bike path that runs the full length of the Sandon Point and McCauley's Beach site - generally aligned along the western boundary of the site.

**FIGURE 12: A PORTION OF THE SHARED PATH WITH PEDESTRIAN CAUTION MARKINGS**



**Several beach accesses**, formalised as developed paths and/or steps and stairs or as desire lines over grassed slopes.

**Park and picnic furniture**, various picnic tables, benches, signs throughout the PoM area of differing levels of condition.

**FIGURE 13: PICNIC TABLE NEAR CAR PARK**



**FIGURE 14: BENCH SEAT, SIGN - OVERGROWN VEGETATION**



**Open grassed areas and heavily vegetated areas** throughout the entire Management Plan area which are used by the public for recreational, cultural, social, environmental and educational purposes.

#### **Aboriginal Cultural Uses and Developments.**

Aboriginal Cultural Uses and Developments are those relating to the protection of burials, middens, artefacts, practicing traditional customs and ceremonies, and maintaining a contemporary connection to the land as an expression of how the Aboriginal Culture is constantly changing like all cultures.

Council acknowledges that uses and developments which support the values of the Sandon Point Aboriginal Place are best defined and managed by the Aboriginal community in culturally appropriate ways that are determined by the Aboriginal community themselves. Through the PoM development process, a dialogue between the Aboriginal community and Council about the Sandon Point Aboriginal Place has been opened and will continue into the future.

Primarily the conversation between Council and the Aboriginal Community has occurred with the five following groups because of their association with the Sandon Point Court case related to the residential development of the wider Sandon Point Area and their listing as an Aboriginal community group to be negotiated with regarding the form and location of the Aboriginal Keeping Place required by Stockland Development Pty Ltd's section 90 permit number 2130:

- Illawarra Local Aboriginal Land Council (ILALC);
- Korewal Eloura Jerrungarah Tribal Elders Aboriginal Corporation (KEV);
- Sandon Point Aboriginal Tent Embassy (SPATE);
- Wadi Wadi Commaditchi Aboriginal Corporation; and
- Wodi Wodi Elders Council.

Any of these groups, or other Aboriginal custodians not named, may be conducting cultural uses within the PoM area and this PoM supports their access to the PoM area in keeping with the declared values of the Sandon Point Aboriginal Place.

One group, the Sandon Point Aboriginal Tent Embassy, has a development within the PoM area which supports the declared values of the Sandon Point Aboriginal Place as described in

section 1.3. The Illawarra Local Aboriginal Land Council has said, “*The Tent Embassy must be maintained as a cultural hub for community. It is a place to meet and gather, for ceremony and cultural business, a base for cultural guided tours and educational activities.*” The following sign was installed by the Land Council at SPATE’s entry to describe its functions and history:

**FIGURE 15: WELCOME TO KURADJI SIGN, DESCRIBES ESTABLISHMENT OF SANDON POINT OR KURADJI TENT EMBASSY**



**FIGURE 16: SPATE EXISTING STRUCTURES**

(PICTURE FROM WEBSITE <http://seacliffcoast.com.au/sandon-point>)



SPATE ascribes the following purposes and meanings to its organisation and its structures as described in Table 3, Figure 17 and the associated text:

**TABLE 3: SPATE PURPOSE AND MEANING ACCORDING TO OWN ORGANISATION LITERATURE**

<b>Political</b>	A symbol for all, indigenous and non indigenous people. It is a symbol of Aboriginal cultural and political struggle for recognition and sovereignty. Its tin structure is an echo of the houses in which many local Indigenous people grew up in around Coomaditchie and Red Point (Hill 60) and reminds all visitors of the lifestyle imposed on Aboriginal people after colonisation. Its structures support the political idea of practicing sustainable living, by its use of recycled timber and tin, its reliance on solar power and by the composting and recycling of waste.
<b>Cultural</b>	A place of gathering for all local Aboriginal people, where culture can be explored, protected, maintained and nurtured following the appropriate protocols.
<b>Social</b>	A place for Conciliation, where Indigenous and non-Indigenous people can gather, share and learn about each other on an individual and community basis and about Aboriginal culture and its connection with the environment, in particular the coastal landscape at Sandon Point and McCauley's Beach.

SPATE is also part of a national sovereignty movement to protect Aboriginal Cultural Heritage sites. According to the website (<http://nationalunitygovernment.org/content/sovereign-union-foundation-kuradji-25th-may-2012>): “A meeting of representatives from across the continent gathered to confirm their intent to form a National Unity Government of the Sovereign Union of First Nations Peoples in Australia. This intent was confirmed with representatives formally signing an Act of Sovereign Union between First Nations Peoples in Australia on the 25th May 2012 (at Kuradji).” Member organisations are shown in the following map from website: <http://nationalunitygovernment.org/content/tent-embassy-map>.

FIGURE 17: FIRST NATIONS SOVEREIGN EMBASSY MOVEMENT MAP INCLUDING KURADJI

## First Nations Sovereign Embassies



This PoM does not seek to examine or endorse the issues surrounding the Sovereignty movement; it is mentioned here to provide an example of the Sandon Point Aboriginal Place being used as a contemporary meeting place for the Aboriginal community and to provide the wider community with information relating to the purposes of the Sandon Point or Kuradji Tent Embassy.

### Dogs on Beaches and Parks Policy Note:

Council reviewed its Dogs on Beaches and Parks Policy and resolved on 24 November 2014:

“The current Dogs on Beaches and Parks Policy be maintained; this includes the current off leash parks and off leash beaches and current green, orange and red zonings”.

Dog walking in accordance with the current or any future Dogs on Beaches and Parks Policy is a general existing recreational activity within the PoM area.

FIGURE 18: CURRENT LAND USES - NORTH



The Current Uses South Map (Figure 19) uses aerial photography from 2011, and shows a temporary gravel road down to the surf club. That road has been removed and the grasses have been reinstated as shown in Figures 20 and 21. The condition demonstrated in this photo, represents the way Council wants to manage the headland into the future.

The surf club uses this grassed area to occasionally bring supplies and equipment to and from the surf club and this will continue; the wear and tear on the ground should not exceed the level shown in the photograph. Towards this goal, the area should not be used in time of recent heavy rain and periodic reseeding may need to occur. Consultation with Council and the Aboriginal community will need to occur if the area loses its grassed appearance and other ground treatments are considered in the future. The access way includes portions of the Sandon Point Aboriginal Place. Maintaining a grassed headland provides protection for the Aboriginal Place value and the recreational value of the headland.

FIGURE 19: CURRENT LAND USES – SOUTH



**FIGURE 20: SANDON POINT HEADLAND 2014**



**FIGURE 21: SANDON POINT SURF CLUB EQUIPMENT STORAGE (NORTHERN SIDE OF BUILDING)**



## **4. PLAN OF MANAGEMENT AREA VALUES AND THEIR RELATIONSHIP WITH PERMISSIBLE USES/DEVELOPMENTS**

Plan of Management Values are what make a place important to the community. This PoM will use the following Values when considering permissible activities/developments and their scale and intensity, management actions and granting leases and licenses throughout the PoM area. These are in addition to OEH declared Values of the Sandon Point Aboriginal Place. The coastline of Sandon Point and McCauley's Beach is of outstanding value and meaning to the community.

### **Respect for Aboriginal Culture and Heritage**

To show this respect, Council acknowledges that Aboriginal sites have been impacted or destroyed at Sandon Point and McCauley's Beach by the colonising of NSW and the resulting expanding non Aboriginal population over the course of hundreds of years. More recently, sites have been destroyed by industrial and residential development. The history of Australia's treatment of Aboriginal people, combined with the significance of the story site, burials, middens and tool artefacts at Sandon Point and McCauley's Beach create an environment where protecting the remaining Aboriginal Heritage sites within the PoM area is very important to the Aboriginal Community and Council. Efforts to maintain the current recreational amenity of the PoM area and to improve the safety of the shared path and public access to the beach will be pursued with the intent to have the least impact on Aboriginal Culture and Heritage possible.

### **Respect for the Coastal Environment and Biodiversity**

Five EECs have been recorded within the PoM area and Council is legally required to protect any EECs which occur on its land, regardless of when the EEC community presents in a particular location under the Threatened Species Conservation Act 1997. The EECs are Swamp Sclerophyll Forest; Swamp Oak Floodplain Forest; Themeda Grassland on Seacliffs and Coastal Headlands; Sydney Freshwater Wetlands, and Floodplain Wetland.

Council will demonstrate respect for the area's Coastal Environment and Biodiversity by protecting these EECs and implementing the Sandon Point and McCauley's Beach Vegetation Management Plan. The current mix of open and heavily vegetated areas in the PoM in 2014 are to remain to balance the recreational needs of the community with the desire to provide habitat to endangered fauna that use the wide variety of habitats provided by the EECs.

### **Respect for the Open Space and Recreational Uses**

"Beautiful Sandon Point, Bulli Estate" was subdivided and an auction sale held on 26 December 1913. A flyer from the time promoted its surfing beaches, public reserves and commanding view of the coastline. Recreational use of the coastline and the appreciation of a coastal view have only increased over time.

Council demonstrates respect for this PoM value by maintaining the current open vistas in the PoM area through Vegetation Management Plan implementation, the recent refurbishment of the Sandon Point Surf Club and the permissible uses set out in the PoM relating to coastal and recreational pastimes.

## **4.1 PLAN OF MANAGEMENT OBJECTIVES**

The Plan of Management has the following objectives:

- To increase the community's awareness and appreciation of the site's Aboriginal cultural heritage significance and of the continuing importance of the area to Aboriginal people today.
- To work with Aboriginal people and groups in managing the area's Aboriginal cultural heritage values and sites and in presenting these, where appropriate, to the community.
- To maintain the site as a low-key and less-developed area of coastal open space providing an attractive venue for a range of appropriate leisure and information recreation activities.

- To provide for safe, convenient, low-impact and sustainable access to area's beach and foreshore.
- To balance the needs of managing and protecting vegetation communities and species legislated as having high conservation value or of conservation significance with maintaining and enhancing the area's scenic values, vantage points and views.
- To accommodate appropriate cultural, recreational, social, educational or special use activities.
- To maintain the site's accessibility and promote pedestrian and bicycle links to adjacent areas.
- To promote and enhance residents, visitors and the community's appreciation and understanding of the areas values.

## **4.2 PLAN OF MANAGEMENT PERMISSIBLE USES, DEVELOPMENTS, LEASES AND LICENCES**

Existing and Future Uses and Developments as described in sections 3, 3.1 and 4 or shown or described in Figures 5 - 21 are permissible under this Plan of Management, with the following exceptions:

- paragliding
- any new boat storage activities or structures as shown in Figure 5C.
- vehicular access of the shared pathway by any other vehicles, besides Sydney Water, Council and Emergency Service vehicles, without a permit from Council.

Generally, uses and developments upon land will require different levels of legislative review and approval depending on the scale and intensity, its impact on the environment or Aboriginal significance, or other existing uses. For activities or developments on community land, typical legislative approvals are development consent under the Environmental Planning and Assessment Act 1979 or approval under Section 68 of the Local Government Act 1993 and/or the granting of a lease or license for a certain area of land or a certain use.

For the existing and future uses, activities and developments that are listed as permissible under this PoM in Table 4, each proponent will need work with Council to determine the applicable legislation to apply and then seek compliance within the relevant framework. Table 4 also contains current development consents and licensing information.

### **4.2.1 HERITAGE AND CULTURAL USES OR DEVELOPMENTS CONSIDERATIONS**

Heritage and cultural uses or developments like the boatsheds at Sandon Point and the SPATE structures do not easily sit within the current legislative and regulatory framework that Council uses to manage its Community land, although they are consistent with one or more of the values of this PoM. Users of the Sandon Point boatsheds and the SPATE structures are doing so at their own risk. Council may choose to take no action against persons who use a boatshed with a license under the Local Government Act or occupy a SPATE structure that does not have development consent, but that does not absolve the individual of the risk of not complying with current Council policies and applicable legislation. It is acknowledged that Council is bound by legislative requirements that may be inconsistent with Aboriginal views, beliefs and customs.

Council supports the seeking of regulatory compliance by all users as a means to limit risk to themselves and to limit their own personal liability for possibly harming others, as it completely rests on the individual users. The Wollongong Local Environment Plan 2009 includes provisions relating to Aboriginal Places and listed heritage items that identify a means for applying for development consent.

Additionally, as a PoM is a planning document, not all permissible uses or developments will eventuate or remain over time due to changing needs or priorities and/or lack of resources (both financial and social). But setting permissible uses and developments for community land does give an indication of what is valued about the area and what the future could possibly hold.

If in the future, an appropriate use, activity or development (not specifically described in this Plan of Management) can be proven to support the Plan of Management values and fits within

the character of the community land area and compliance with applicable legislation can be obtained; it is permissible subject to a future Council resolution rather than amendment of this Plan of Management. This provision would not affect the Not Permissible Statements below.

**Not Permissible Statements**

Paragliding is not permitted as it is unlikely to obtain an exemption from flight conditions mentioned in paragraph 4.7 of Civil Aviation Order 95.8. There is an alternative paragliding training area at Bell's Point, Austinmer with development consent; it is expressly not a permissible future use under this Management Plan.

Vegetation management not in compliance with Council's Vegetation Management Plan for the area is prohibited.

**TABLE 4: PERMISSIBLE USES/FUTURE DEVELOPMENT TABLE**

Permissible Use, Development	Existing	Possible Future Change	Scale and Intensity	Council Comment
<b>Sandon Point Surf Life Saving Club</b>	Yes	Expand in 10 – 20 years (2024-2034) to meet increased demand by members. (The club has requested the PoM include this expansion as permissible in the event that it is needed. The club believes expanding the southern boundary of the building may be necessary.)	Design for least impact on Aboriginal Heritage and Cultural Values. Consultation with Aboriginal community required.	Funding for such an expansion rests with the club itself and not Council. Any future expansion of the building has the potential to impact on an Aboriginal site. Being listed as permissible does not mean the structure will be expanded in the future, it means it is a possibility. If the ability to expand the club building was not listed as permissible, it could not occur without amending the PoM. DA and amended lease/licence will be required.
<b>Aboriginal Cultural Use and Development</b>	Yes	Changing forms and functions to meet the evolving needs of the Aboriginal community related to the Values of the Sandon Point Aboriginal Place (Chiefs Meeting Place, Middens, Burial and Re-burial, Resource rich area for ceremony, camping and meeting) Examples: current: The Sandon Point Tent Embassy, possible future: A Keeping Place.	Uses and developments which support the values of the Sandon Point Aboriginal Place are best defined and managed by the Aboriginal community in culturally appropriate ways that are determined by the Aboriginal community. Not to impact on burials. Not to impede on a designated Beach Access.	It is noted that the existing sanitation method of the SPATE structures, a self-composting toilet, severely limits the nature of any future change related to SPATE.

Permissible Use, Development	Existing	Possible Future Change	Scale and Intensity	Council Comment
Shared path	Yes	<p>Possible to redesign current shared path to rectify existing water ponding and separation of vehicles from pedestrian and cycle traffic.</p> <p>One possible way is to leave the existing shared path as it is for cyclists (and occasional use by vehicles) and construct about 30m of boardwalk (2.5m wide) on the western edge of the cycle track for pedestrian use. This would improve safety and provide pedestrians with a dry footway after rain at a very reasonable cost.</p> <p>Alternatively, as Sydney Water vehicles use the ponding portion of the shared path on a regular basis, the design has to accommodate the weight of a vehicle and the cost of this level of construction may prohibit an alternate pedestrian path.</p> <p>Implementation of better signage to inform public about safe use by all – vehicles, bicycles and pedestrians. The portion used by three modes of traffic to become a shared zone with appropriate signage.</p> <p>Consideration can be given to installation of lighting along the shared path along the curved section to the pedestrian bridge.</p>	<p>Any shared path Redesign or improvement to have the least impact on the Values of the Sandon Point Aboriginal Place.</p> <p>Better signage locations planned for least impact on the Values of the Sandon Point Aboriginal Place.</p> <p>Consultation with Aboriginal Community and wider community required.</p> <p>Ongoing use of the shared way by vehicles other than clearly identifiable Council, Sydney Water and Emergency Services Vehicles requires a Council permit for the specific day of required access. Permit process to be developed by Council and the Aboriginal community who participate in pursuing a Joint Management Agreement for the Sandon Point Aboriginal Place with the aim of upholding the values of the Sandon Point Aboriginal Place “where Aboriginal groups traditionally gathered for meetings, ceremonies, and other activities, including camping and fishing. (see section 1.3 for more information).</p>	<p>Redesigning the shared path is a long term goal rather than a short term goal. Improved signage should occur over the next 6 months to a year.</p> <p>Installation of lighting along a portion of the shared path would require specialised equipment that would have minimal ground impact relative to other lighting devices. Would only be possible with grant funding and Aboriginal and wider community support.</p>
Historic Boat Sheds	Yes	No change.	Consistent with boatshed photograph.	Recently, a boat has been stored outside of a

Permissible Use, Development	Existing	Possible Future Change	Scale and Intensity	Council Comment
				boatshed as shown if Figure 5C. The extra boat is not considered part of the Heritage listing of the boatsheds.
Learn to Surf Instructors	Yes	No change.	Consistent with development consent of DA-2011/1334.	
Outdoor Personal Fitness Trainers	Yes	No change.	To remain within the area shown in Figure 19.	
Vegetation Management	Yes	Existing view corridors from 2013 to be retained. EECs protected. Better defined Beach Access Points through dunes.  Use of site as part of a Biocertification or Biobanking agreement.	In compliance with the Vegetation Management Plan for the area. Consultation with Aboriginal community required.	Implementation of the Vegetation Management Plan to be subject to obtaining future grant funds and seeks to maintain the current mix of heavily vegetated areas and low vegetated areas as are present at the time of the making of the PoM.
General Park and Foreshore Operational Maintenance and Management of existing	Yes	Suitable to enhance the values of the PoM to acknowledge the history of the area increase level of amenity such as public toilets, or undertake Access Plan improvements.  Additional signage:  Aboriginal Place, Paul Mason Jones,	Not to significantly impact on the values of the Place.  Consultation with Aboriginal community required.  Consultation with wider community required regarding proposed locations of public toilets or other new	In the short to medium term, Council will be focusing on maintaining current infrastructure rather than introducing new infrastructure. The installation of a Sandon Point Aboriginal Place

Permissible Use, Development	Existing	Possible Future Change	Scale and Intensity	Council Comment
and future improvements		Share way use, Beach safety, Dogs on beach, etc.	infrastructure.	sign and a Paul Mason Jones Reserve sign is proposed in the next 6 months to a year, subject to finding suitable location and funding.
Walking, Running, Cycling, Surfing, Swimming, recreational uses Personal Events (e.g. weddings)	Yes	As population increases over time, more people will undertake these types of activities.	Not to significantly impact on the values of the Place. Consultation with the Aboriginal community required for special events that could use some part of the Aboriginal Place.	The Sandon Point Boardriders Association and the Sandon Point Surf Lifesaving club routinely discuss protecting the values of the Sandon Point Place with the Local Aboriginal Land Council and SPATE when they hold conduct club activities.

**TABLE 5: CURRENT DEVELOPMENT CONSENTS AND LICENSING INFORMATION**

Activity or Development	Conditional Approval	Approval Date	Consent End Date	Current License or Lease	Current License or License Holder (or Council Booking Agent)
<p><b>Community event - annual fun run from Bulli Beach to Thirroul and back along the shared path.</b> <b>Event raises funds for a variety of charities.</b></p>	<p>Yes – This Special Event DA consent has been provided as an example of a large community event requiring DA consent within the Plan of Management area. In 2012 the event had 405 participants.</p>	<p>25 May 2011</p>	<p>This consent permits the event to be held once annually until 31 December 2016. It is a one day event.</p>	<p>Council booking.</p>	<p><b>Private commercial operator.</b></p>
<p><b>Commercial Fitness Training Activities on and above Sandon Point Beach (Lot 3 DP 417907 – in a designated area south of Beach Street), excluding the sand dunes and dune stabilisation areas.</b></p>	<p>Yes – In accordance with Council Minute 151 at its 26 October 2010 meeting. For example, general public use to take precedence over commercial operations.</p>	<p>26 Oct 2010</p>	<p>On-going.</p>	<p>Prior to the commencement of the fitness training operation the commercial users of the site must enter into an appropriate licence arrangement with Council. Council will call for tenders and appoint users. This process will ensure compliance with various legislation such as the <i>Local Government Act 1993</i> and <i>Crown Lands Act 1989</i>.</p>	<p><b>A “Commercial Fitness Training Operator’s Licence Agreement” will be valid for a period of not less than six (6) months and not greater than five (5) years and will authorise each trainer to use designated public open space for commercial fitness training activities in accordance with <i>Council’s Policy of Commercial Fitness Training Activities on Public Open Space</i> or its future replacement policy, on a non-exclusive basis. One commercial operator, Shade Pty Ltd, currently holds an annual license.</b></p>
<p><b>Renewal of Sandon Point Surf Life Saving Club and use of top floor as a place of public</b></p>	<p>Yes – There was also an Aboriginal Heritage Impact Permit granted (Number 1131363) issued by the Office of Environment and</p>	<p>25 Aug 2009. 27 Feb 2012 for modification.</p>	<p>Completed. AHIPS concludes on 11 January 2014.</p>	<p>Once a PoM is adopted, a lease or license will be required.</p>	<p><b>Sandon Point Surf Life Saving Club or a regional/national surf lifesaving club organisation. No lease or licence in place at present, during the Surf Club’s refurbishment.</b></p>

Activity or Development	Conditional Approval	Approval Date	Consent End Date	Current License or Lease	Current License or License Holder (or Council Booking Agent)
<b>entertainment and modification to remove the retaining wall and footpath and steps on northern corner of the building.</b>	Heritage Metropolitan Branch, dated 13/01/2012, including as varied by the AHIP Notice of Variation No. 1131482, issued by the same OEH Metropolitan Branch, dated 18/01/2012.				
Commercial Surf School Activity on and above McCauley's Beach – south of Corbett Avenue and at Sandon Point Beach.	Yes – Use in compliance with license conditions and Council's <i>Commercial Surf School Activities on Foreshore Public Open Space Policy</i> (and/or other relevant Council policies) on a non-exclusive basis. Use of dune area prohibited.	2 Dec 2011	On-going.	No current license holder. Council is seeking a new surf school provider in process similar to that applying to fitness trainers. Essential Surf School and Sea Australian Pty Limited have been offered 3 year licenses in May 2014.	<b>A commercial surf school operator's licence agreement will be valid for a period not greater than five (5) years. No current license holder.</b>

#### **4.2.2. ABORIGINAL KEEPING PLACE**

The NSW Office of Environment and Heritage has notified Council that the Aboriginal objects recovered at Sandon Point are currently housed in the Australian Museum, which is, in effect, a temporary Keeping Place until appropriate arrangements are made for the return of these objects to Aboriginal communities or establishing a permanent Keeping Place.

The development of an “Aboriginal Keeping Place” is a requirement placed on Stockland Ltd as a condition of various consents issued in January 2002 under section 90 of the National Parks and Wildlife Act 1974 (consents to destroy, deface or damage an Aboriginal relic/place), and reconfirmed by the Land and Environment Court, as part of the approval process for residential development west of the Sandon Point area.

The section 90 permit process required that the form and location of the Aboriginal Keeping Place, and a plan for its management, be negotiated with the following five Aboriginal community groups – Illawarra Local Aboriginal Land Council, Korewal Elouera Jerrungarah Tribal Elders Aboriginal Corporation, Sandon Point Tent Embassy, Wadi Wadi Coomaditchie Aboriginal Corporation and Wodi Wodi Elders Council.

An Aboriginal Keeping Place is permissible under this Plan of Management, in accordance with the requirements of the section 90 permit.

#### **4.2.3 POSSIBLE LEASES OR LICENSES OF PERMISSIBLE USES**

Council has the authority to grant a booking, license, lease or other estate for activities related to permissible uses or developments as described in this Plan of Management in accordance with the Local Government Act 1993, its regulations, and the requirements of this Plan of Management and all its components. Furthermore, Council has the authority to grant a lease or license or accept a Council booking for a casual short term use for such existing or future uses and developments.

#### **4.2.4 GENERAL INFORMATION REGARDING LEASES AND LICENSES OVER COMMUNITY LAND**

Community land may not be leased or licensed for a period of more than 30 years under the Local Government Act 1993. Except for some limited temporary and casual uses as defined by the regulations, before granting a lease or license over community land Council must publically exhibit each proposed lease or license including its location, term and purpose in clearly understood language and consider the community feedback prior to determining whether or not to grant the proposed lease or license.

If a lease or license period is for more than five years and there is an objection to the proposal during the public exhibition period, the consent of the Minister for Local Government is required to be obtained. Additional guidelines for the granting of leases, licences or other estates over community land are provided in Clauses 116 and 117 of the *Local Government (General) Regulation 2005*.

A lease over a section of community land, or a facility within that land, enables more exclusive use of that land or facility than a license allows. A long term lease or license may be required due to the scale of investment, by the lessee or licensee, for close scrutiny of management and operation, to relieve demands on Council, for security measures, or for a range of other reasons. Conditions may be included in either a short term or long term lease or license to promote multiple or shared use of an area and the availability of a site/facility to other activities and user groups. A lease or license can also require certain management responsibilities, such as maintenance and bookings, over to the lessee as well as containing specific conditions, required standards or performance criteria. More than one licence may apply to the same area at the same time, provided there is no conflict between them.

Council bookings are in the form of casual licensing that generally enables shorter term use of an area, or part of an area, such as seasonal or scheduled activities often at specified times (typically sport uses or community events as well as one off special events/activities or scheduled/occasional commercial uses).

#### **4.2.5 LEASE OR LICENSE LIMITATIONS ON NATURAL AREAS**

The Local Government Act 1993 specifically limits the ability to lease or license Natural Area Foreshore, wetland, watercourse, bushland, and escarpment in the following manner:

##### ***Legislated Natural Area Leasing and Licensing Restrictions (section 47B)***

The Local Government Act 1993 prescribes the following restrictions on all community land that is categorised as a natural area, be that foreshore, watercourse, wetland, bushland, or escarpment.

- (1) *A lease, licence or other estate must not be granted, in respect of community land categorised as a natural area:*
  - (a) *to authorise the erection or use of a building or structure that is not a building or structure of a kind prescribed by this section or the regulations, or*
  - (b) *to authorise the erection or use of a building or structure that is not for a purpose prescribed by this section or the regulations.*
- (2) *A lease, licence or instrument granting any other estate is void to the extent that its provisions are inconsistent with this section.*
- (3) *In this section, "erection" of a building or structure includes rebuilding or replacement of a building or structure.*
- (4) *The following buildings and structures are prescribed for the purposes of subsection (1) (a):*
  - (a) *walkways,*
  - (b) *pathways,*
  - (c) *bridges,*
  - (d) *causeways,*
  - (e) *observation platforms,*
  - (f) *signs.*
- (5) *The following purposes are prescribed for the purposes of subsection (1) (b):*
  - (a) *information kiosks,*
  - (b) *refreshment kiosks (but not restaurants),*
  - (c) *work sheds or storage sheds required in connection with the maintenance of the land,*
  - (d) *toilets or rest rooms.*
- (6) *Despite subsection (1), a lease, licence or other estate may be granted, in respect of community land categorised as a natural area, to authorise the erection or use of any building or structure necessary to enable a filming project to be carried out, subject to the conditions prescribed by subsection (7) and the regulations.*
- (7) *It is a condition of any lease, licence or other estate referred to in subsection (6):*
  - (a) *that any building or structure so erected must be temporary in nature, and*
  - (b) *that as soon as practicable after the termination of the lease, licence or other estate:*
    - (i) *any building or structure erected must be removed, and*
    - (ii) *any damage to the land caused by the erection or use of a building or structure must be made good, and*
    - (iii) *the land must be restored as nearly as possible to the condition that it was in at the time the lease, licence or other estate was granted,*

*at the expense of the person to whom the lease, licence or other estate was granted.*

## 5. PLAN OF MANAGEMENT ACTION PLAN

**TABLE 6: ACTION PLAN**

	<b>Objective (Refer section 4.5)</b>	<b>Performance Target</b>	<b>Means of Achievement</b>	<b>Manner of Assessment</b>
1	To increase the community's awareness and appreciation of the site's Aboriginal cultural heritage significance and of the continuing importance of the area to Aboriginal people today.	Implementation of the Aboriginal Place Management Strategies.  All organised organisations who are users of the area (surf club, fitness training organisations, learn to surf operator etc.) attend an Aboriginal Place Induction	Work cooperatively with the Aboriginal community to enable implementation of the Management Strategies.  Seek Aboriginal Heritage Impact Permits as required for implementation of the Plan of Management.  Develop an Aboriginal Place Induction process in cooperation with Illawarra Local Aboriginal Land Council.	Relevant Aboriginal Heritage Impact Permits obtained.  Number of Aboriginal Place Inductions held.
2	To work with Aboriginal people and groups in managing the area's Aboriginal cultural heritage values and sites and in presenting these, where appropriate, to the community.	Aboriginal significance is safeguarded and explained.	Securing funding to enable the design, construction and use of signs and structures that reflect the Aboriginal significance of the area.  Working cooperatively with the Aboriginal community to develop and manage proposed permissible uses.  Discuss with the Aboriginal community a co-management framework to protect the values of the Sandon Point Aboriginal Place.	Presence of infrastructure that reflects the Plan of Management areas connection to the Aboriginal community  Progress towards co-management strategies to protect the Values of the Sandon Point Aboriginal Place.
3	To maintain the site as a low-key and less-developed area of coastal open space providing an attractive venue for a range of appropriate leisure and information recreation activities.	Existing uses enhanced and new development/uses implemented with minimal environmental impact.	Minimal additional proposed permissible uses.  Adherence to applicable legislation.  Community consultation for implementation of permissible uses.	Community satisfaction.
4	To provide for safe, convenient, low-	Implementation of the Plan of	Securing funding to enable the formalisation	Number of formal access

	<b>Objective (Refer section 4.5)</b>	<b>Performance Target</b>	<b>Means of Achievement</b>	<b>Manner of Assessment</b>
	impact and sustainable access to area's beach and foreshore as a means of increasing public amenity and as a risk mitigating factor to harming middens, burials or artefact scatters.	Management Access Plan.	of beach accessways.	points/viewing areas improved or constructed in accordance with the Access Plan.
5	To balance the needs of managing and protecting vegetation communities and species legislated as having high conservation value or of conservation significance with maintaining and enhancing the area's scenic values, vantage points and views.	Implementation of the <b>Vegetation Management Plan</b> .	Future vegetation management works is undertaken in accordance with the Vegetation Management Plan.  Enhance educational opportunities for Bushcare activities.	Reduction in vegetation vandalism.
6	To accommodate appropriate cultural, recreational, social, educational or special use activities.	Permissible uses implemented with minimal environmental impact.	Secure funding for proposed improvements.  Work with relevant groups to achieve compliance with relevant legislative requirements.	Relevant approvals in place.  Community satisfaction.
7	To maintain the site's accessibility and promote pedestrian and bicycle links to adjacent areas.	Implementation of the Plan of Management Access Plan.	Secure funding to enable upgrades to the shared path as identified in the Access Plan.  Work with relevant landowners/stakeholders to formalise access for Wilkies Walk.	Shared path upgrade completed.  Wilkies walk formalised.
8	To promote and enhance residents, visitors and the community's appreciation and understanding of the areas values.	Greater understanding of the significance and values of the area.	Installation of interpretive and educational signage and displays in consultation with stakeholders.	Installation completed.
9	To adhere to the legislated core objectives of the relevant community	Managing the areas of cultural significance, park, general community	Increasing awareness of the area's importance by the general public.	When people use the area in the future they are aware of the

	<b>Objective (Refer section 4.5)</b>	<b>Performance Target</b>	<b>Means of Achievement</b>	<b>Manner of Assessment</b>
	land categories shown in Figure 4.	use and natural area foreshore without losing its cultural value, environmental or recreational purpose.		area's past and the fragile nature of the coastal environment.

## 6. THREATS TO THE SANDON POINT ABORIGINAL PLACE AND OTHER ABORIGINAL SITES WITHIN THE PLAN OF MANAGEMENT AREA

Almost all of the PoM's Action Plan's objectives, performance targets, and means of achievements are related to addressing a threat to the values of the Sandon Point Aboriginal Place or a threat to Aboriginal sites within the wider PoM area. In accordance with OEH's Guidelines for Developing Management Plans for declared Aboriginal Place, these threats are now examined in more detail to develop strategies to limit the harm that may occur in the future to the values of the place.

### **Threat 1: Visitors to the Sandon Point Aboriginal Place may unknowingly cause harm**

**Discussion:** Currently, there is no Council sign which indicates a visitor to Sandon Point is entering a declared Aboriginal Place. Without appropriate signage, visitors cannot readily tell that this coastal area is any different from other foreshores. During the making of the PoM, this issue was raised often. Additionally, it is likely a visitor to Sandon Point and McCauley's Beach will not know that they are entering an Aboriginal Place or if their behaviour while in the Place is harmful or not. For example, the McCauley's Beach midden is unknowingly harmed each day when someone walks over the dunes to access the beach and unleashed dogs are the worst offenders.

**Management of Threat:** To lessen the amount of potential harm, community awareness needs to be raised. Appendix A to this PoM provides information on known Aboriginal sites that are not confidential. This information increases the awareness of the significance of this coastal area to the Aboriginal people. Council proposes to formalise a limited number of existing informal beach access points to McCauley's Beach and to close others as shown in the Access Plan (Figure 29). Formalising access points creates safer beach access points and lessens the rate of coastal erosion of the dune, which assists in maintaining the integrity of the midden and stabilises the foreshore. Combining Aboriginal Place signage with formal beach access points is a very effective tool to manage the threat of harm.

Other examples of activities that could destroy, deface or damage and/or otherwise harm an Aboriginal Place or Object are:

Visitors to the Place interfering with middens or other Aboriginal objects by touching them or moving them or collecting them\*;

Human interference (vandalism, pilfering) with burial grounds, cemeteries or burial places of known ancestors\*;

Removing trees that contribute to the special significance of the site\*;

Developing or maintaining roads or pathways;

Constructing dwellings;

Fire and managing fire;

Recreational activities such as, motorbike riding, four wheel driving;

Damming, pumping and diverging waterways;

Most major landscape changes to the place such as clearing or burning of trees;

Infrastructure development.

A person or an organisation cannot harm an Aboriginal Place or Aboriginal Object without the granting of an Aboriginal Heritage Impact Permit or AHIP by the Office of Environment and Heritage. The activities marked with an "\*" would be activities for which it is highly unlikely that an Aboriginal Heritage Impact Permit (AHIP) would be granted by the Office of Environment and Heritage. The penalties for harming an Aboriginal Place or Object have been recently

increased and could include time in prison. The penalties for persons and corporations breaching the National Parks and Wildlife Act 1974 can be found in Appendix C.

**Management of Threat:** Because the definition of harm is so wide ranging, Council will need to apply for an AHIP to manage the place, as it is not possible or desirable to exclude the general public from the popular coastal foreshore area. To manage the risk of the general public's use of the Sandon Point Aboriginal Place, an Access Plan has been developed to designate the routes which the general public should take to access the foreshore as a means to protect the values of the place (the middens, the burials, storylines, place of ceremony, etc.).

**Threat 2: Visitors to the Sandon Point Aboriginal Place may knowingly cause harm**

**Discussion:** The connection between Aboriginal people and the natural environment is very different from a “non-indigenous” view of the relationship between environment and mankind. Where early settlers to the Illawarra region sought to clear the land for grazing or farming to feed their family or to earn money, Aboriginal people sought to live in its bushland, near creeks, swamps and the ocean to feed, clothe and house themselves through use of plants, animals and fish.

The more abundant the plant and animal life was in any area (i.e. the richer the biodiversity of the area), the more the Aboriginal community felt connected to that “Country”. According to OEH's 2006 *Working to Protect Aboriginal Cultural Heritage* document, “*Aboriginal culture and heritage involves conserving Country with and by Aboriginal people and communities, and ensuring that connections to Country are recognised, respected and can be maintained*”.

The results of the grant funded revegetation and restoration projects that have occurred within the Sandon Point Aboriginal Place are in keeping with the declared Values of the Place. **The presence of this vegetation at Tramway Creek at McCauley's Beach has led to acts of vegetation vandalism which constitute harm to an Aboriginal Place.** The perpetrators of vegetation vandalism can be prosecuted under the National Parks and Wildlife Act 1984 and the Threatened Species Act 1995 as there are Ecologically Endangered Communities (EECs) within the contested vegetation. Some community members content that the coastal area should remain as shown in Figure 22. The area will remain as shown in Figure 23. Anger over the presence of trees has resulted in actions as shown in Figure 24.

**FIGURE 22: VIEW FROM NEARBY RESIDENTIAL DEVELOPMENT FROM EARLY 2000S COMPARED WITH 2012 VIEW**



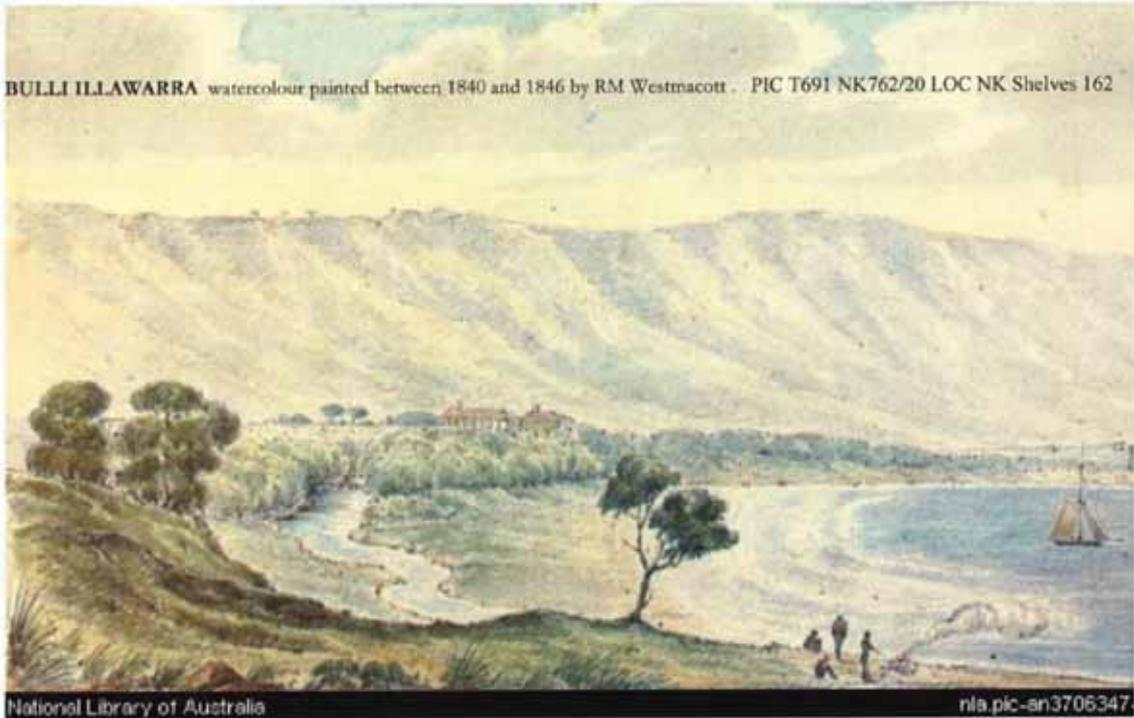
**FIGURE 23: VIEW FROM NEARBY RESIDENTIAL DEVELOPMENT FROM EARLY 2000S COMPARED WITH 2012 VIEW**



**FIGURE 24: EXAMPLE OF VEGETATION VANDALISM IN THE SANDON POINT ABORIGINAL PLACE**



**FIGURE 25: 1840s ART WORK**



A “resource rich environment” has been created similar to the one shown in a 1840s era art work by RM Westmacott, who lived from 1801-1870. He was an amateur artist and draughtsman with a military background, who was very important to the Illawarra region as a pictorial chronicler of the period 1837-1847. His art work titled Bulli Illawarra (figure 25) services as a record of early settlement homesteads, early landscapes and the use of the area by Aboriginal people in the 1840s.

**FIGURE 26: VEGETATION IN 2012 (NOTE SIMILARITY TO 1840S PAINTING)**



**Management of Threat:** Council has installed signs to discourage vegetation vandalism. Council has also developed an operational Vegetation Management Plan for the area which protects EECs while maintaining the existing open vistas.

**There is also the threat of people deliberately causing harm by removing tool making artefacts or even burials.** Many Aboriginal Elders will not disclose the location or the nature of the significance of an Aboriginal Object or an Aboriginal Site for fear that it will be vandalised or destroyed. The threat posed is real and it is the most difficult threat to manage as Council has limited resources and determined individuals are difficult to stop.

**Management of Threat:** Confidential Aboriginal Heritage Sites are not shown in the Plan of Management maps. The Access Plan has been developed to encourage the general public not to enter areas of high Aboriginal Heritage and Cultural value.

**Threat 3: There is a concern in the Aboriginal community that future development to cater for increased visitor numbers to the PoM area could result in the destruction of the values of the Place like the destruction of middens, burials, and tool making sites. Outside of the PoM area, Aboriginal Heritage Impact Permits (AHIPS) were granted and many artefacts and ceremonial places were destroyed against the wishes of some members of the Aboriginal community.**

**Discussion:** In March 1998, a significant 6,000 year old burial of a clever man was uncovered during a storm at McCauley's Beach. The existence of that burial, along with the other known Aboriginal sites in the area, has cemented the area's importance to the Aboriginal community that culminated in the OEH declaration of the Sandon Point Aboriginal Place on 16 February 2007. The values declaration noted the presence of middens, burials, and acknowledged the area was a resource rich place of meetings, ceremonies, camping and fishing for the Aboriginal community. It is the intent of Wollongong Council to manage the area with the highest degree of protection for the Place as feasible for its recreational use. Council now knows much more about how important this area is after taking two years to develop the Plan of Management and seeks to transparently manage the area.

**Management Strategy:** Clearly identify what an AHIP could be applied for under this PoM which is also a Place Management Plan in accordance with OEH Guidelines. Pursue the development of a co-management framework with the Aboriginal community to protect the values of the Sandon Point Aboriginal Place through continued and regular communication between Council and the Aboriginal community.

## **6.1 ACTIONS THAT WILL NOT HARM THE VALUES OF THE SANDON POINT ABORIGINAL PLACE AND THAT WILL NOT REQUIRE AN AHIP**

Recreational, social, community activities that do not break the ground surface, do not occur on the dunes, and occur in the open, grassed, areas of the Place. Examples include, but are not limited to, picnicking, walking, sitting and viewing the natural beauty of the area.

Repairing or installing signage or park furniture on existing sign poles or existing concrete pads (i.e. when there is no breaking of the ground surface). Signs would be related to public safety or history of the area in keeping with surroundings.

Major "making good" works after a storm or erosion damage conducted under the State Emergency and Rescue Management Act 1989 exemption provisions.

Aboriginal people and their dependents undertaking non-commercial traditional cultural activities as provided for under exemption provisions of 87B of the National Parks and Wildlife Act 1974.

## **6.2 ACTIONS THAT WOULD HARM THE VALUES OF THE SANDON POINT ABORIGINAL PLACE AND WOULD NEED AN AHIP, BUT MAY BE ACCEPTABLE IN CERTAIN SITUATION AND WITH CERTAIN CONTROLS**

1. **Routine park/reserve management operations** that involve ground disturbance, such as, but not limited to: mechanical slashing; mowing over areas with artefact scatters, drainage or erosion control works, irrigation; returfing; weed removal; staking; aerating, top dressing, fertilising and conditioning of soil; installation of pegs/stakes for erosion control matting, vegetation trimming, spraying, soil testing, pest and vermin control, disease control, rubbish removal, street sweeping, beach raking, repairs to existing park facilities (repainting etc.).
2. **Leisure, recreation uses and events** (including temporary facilities or equipment on or above current ground surface or having superficial surface impacts). Examples of leisure and recreation uses are the provision of lifeguard services at a designated patrolled beach within the PoM area, Surf Lifesaving Club patrols of the beach or board rider activities. An example of a superficial surface impact would be the installation of a sun shade tent for watching a Sandon Point Surfboard Association event that will be removed at the end of the event.
3. **Maintenance and repair** to the Sandon Point Surf Life Saving Club, existing park furniture, existing formalised access points to the foreshore or new park furniture or new formalised access points to the foreshore installed in accordance with an OEH approved AHIP.
4. **The use and maintenance of the vehicle access route used by the Surf Club and Council Lifeguards** to access the Sandon Point Surf Life Saving Club when loading and unloading operational supplies or equipment on an occasional, not daily occurrence. During long periods of wet weather, use of access way is to be avoided. Required maintenance of access route to be above ground. Access route to be maintained as grassed area.
5. **Upgrading an existing path to the foreshore that is designated in the Access Plan.**
6. **Planting coastal vegetation to implement any current Council vegetation management plan within the PoM area as a means to promote or protect the values of the Sandon Point Aboriginal Place.**
7. **Installing new signage related to public safety or the history of the area, located with as little harm to the Aboriginal Place as possible, consistent with Aboriginal community consultation outcomes.**
8. **Improvements to Corbett Avenue Reserve relating to provision of better public access to the beach and dune stabilisation to protect the existing road asset.**

***Please note:** Items 1-8 could form the basis of an area AHIP application. Management Strategies to mitigate harm to the values of the Aboriginal place are dependent on more site specific information being provided in future AHIP applications. Council is committed to adopting management strategies that are agreeable to the Aboriginal community when considering how to carry out future improvements in accordance with this PoM.*

Buildings or major items of park infrastructure in any part of the Sandon Point Aboriginal Place would require an individual AHIP. Locations of buildings or major items of park infrastructure (i.e. new art work, new concrete paving, public toilets, an addition to surf club, etc.) would need to be located and constructed with as little harm to Aboriginal sites and the Sandon Point Aboriginal Place as possible.

### **6.3 ANY HARMING ACTIONS FOR WHICH COUNCIL WOULD REQUEST THAT OEH GENERALLY REFUSE TO ISSUE AN AHIP**

Activities not related to cultural practices of the Aboriginal community that would impact Burials.

Activities that cause destruction of the McCauley's Beach Midden within the Sandon Point Aboriginal Place that are not related to upgrading (i.e. formalising by means of plank laying, etc.) an existing path to the foreshore that is designated in the Access Plan or planting low growing coastal vegetation to close desire paths to the foreshore that are NOT designated in the Access Plan.

## 7. ACCESS PLAN

The public can access Sandon Point and McCauley's Beach Plan of Management area by foot, cycle or car. The area is heavily used on a daily basis for a variety of purposes by many different people. **Implementation of the Access Plan will** change the way people move across and through the Plan of Management area. This will have a positive impact on environmental values, provide protection for Aboriginal Heritage items and improve general public safety.

The Access Plan includes:

- an outline of existing access arrangements;
- a map that identifies the existing beach access points (Figure 29); and
- proposed access improvements, permissible under the Plan of Management (Figure 30).

### 7.1 EXISTING ACCESS AND MOVEMENT

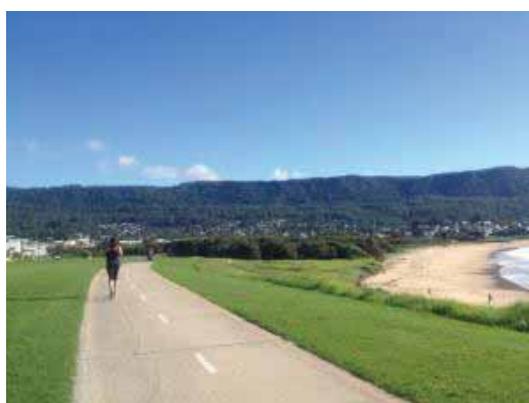
#### Parking

Many people use their car to visit the area. There is a sealed car park with a capacity for 85 vehicles, situated at the eastern end of Point Street, Bulli at the intersection of Blackall Street. This parking area is the closest to the Sandon Point Surf Club and is frequently used on a daily basis.

A smaller informal parking area is located on Corbett Avenue north of Hewitts Creek. This area has capacity for approximately 12 vehicles with 90° roadside parking. Parallel parking is also available along Blackall Street in the south, as well as more limited parallel parking on Corbett Avenue and Hamilton Road in the north. There is little space or opportunity for parallel parking along the newer residential streets behind the south end of McCauley's Beach, such as Aragan Circuit, Garaban Court and Weaver Terrace. **The Access Plan** does not propose any additional sealed car parking.

#### Sandon Point Surf Club Access

The surf club has been recently redeveloped and includes accessibility via ramps and there is easy paved parking as noted earlier. During construction, a gravel access driveway was used to reach the ground level of the building. This gravel driveway has been replaced with grass to replicate its condition prior to the start of construction. **The Access Plan** acknowledges that the surf club requires periodic vehicular access for operational reasons such as equipment removal and storage and provides for that use; it is hoped that this periodic vehicular use can be managed in a respectful manner in acknowledgement of the values of the Sandon Point Aboriginal Place. The access pathway transverses across known artefacts as well as occurs with the OEH designated Sandon Point Aboriginal Place. This periodic use of vehicle access by the Sandon Point Surf Club to the ground level of the building was occurring under the Aboriginal Heritage Impact Permit No. 1131363 which lapsed in January 2014. Council is proposing to continue this periodic use in compliance with applicable legislation and in cooperation with the Aboriginal community, the Sandon Point Surf Life Saving Club and Office and Environment and Heritage through a future AHIP application.

**FIGURE 27: SHARED PATH PHOTO****FIGURE 28: SHARED PATH PHOTO**

A sealed shared path designed for cycle and pedestrian users runs roughly north-south through the area, generally along the western boundary of the Plan of Management area. The shared path joins onto Hamilton Road in the north, and continues within foreshore parkland to the south after crossing Slacky Creek. Sealed paths link the shared pathway to Weaver Terrace/Hill Street and Sandon Drive. The shared path is also readily accessible from adjacent streets. The shared path crosses Tramway Creek in a sweeping curve with a sharper bend at the creek crossing itself. The pathway's piped crossing over Tramway Creek is a low-point that is often flooded for long periods after rain, otherwise the pathway is in a state of good physical condition.

The shared path is the most heavily used community infrastructure in the area. Please find below examples of uses of the shared path found currently and in the recent past.

1. Walking their dogs on a leash;
2. Cycling for pleasure or commuting to and from work;
3. Walking or running for fitness or social interaction or appreciating natural coastal setting;
4. Driving slowly (and giving way to pedestrians and cyclists) to reach the Sydney Water Sewer Pumping Station for maintenance of utility provision;
5. Driving slowly (and giving way to pedestrians and cyclists) with plants, tools, herbicides to areas of re-vegetation and restoration activities;
6. Driving slowly (and giving way to pedestrians and cyclists) to visit the Sandon Point Aboriginal Tent Embassy for bringing in supplies, to participate in meetings, ceremonies, education or protection activities in a respectful manner appropriate to the Sandon Point Aboriginal Place;
7. Driving too fast and otherwise "hooning around" (especially NOT giving way to pedestrians and cyclists) by car, ute or motorcycle with the aim to access the beach or SPATE or Ray Hannah's land without any respect for the Place or others using the area or living nearby;
8. Walking their dogs without a leash anywhere along the shared path; and
9. Cyclists riding at speeds too fast for the weather conditions, number of other users on the shared path and limited sight lines near Tramway Creek.

Shared path uses numbered 7, 8, and 9 are not permitted under this PoM explicitly, although these actions are already prohibited by Council's existing policies, it is stated here to reinforce the bans. Shared path use examples 5 and 6 will require a permit in line with Council's resolution of 23 June 2014.

Council will work with the Aboriginal community who participate in pursuing a Joint Management Agreement for the Sandon Point Aboriginal Place to develop a permit process (see Management Strategy E in Table 7 below) that upholds the values of the Sandon Point Aboriginal Place “where Aboriginal groups traditionally gathered for meetings, ceremonies, and other activities, including camping and fishing. (see section 1.3 for more information on the place values). Any vehicle, not clearly identified as either a Council vehicle, Sydney Water vehicle or emergency services vehicle, will need a permit to use the shared path.

As limited vehicle use of the shared path cannot be avoided (Sydney Water must access its sewer pumping station and SPATE currently uses the shared path occasionally under this PoM) it will be better managed as set forth in this Access Plan by the following actions and possible future capital improvements listed in Table 7.

**TABLE 7: ACCESS PLAN VEHICLE USE OF SHARED PATH MANAGEMENT STRATEGIES**

Access Plan vehicle use of shared way Management Strategies	Completed <input checked="" type="checkbox"/> or Progressing <input checked="" type="checkbox"/> or <input type="checkbox"/> ?
A. Regularly cut high reed growth along Tramway Creek portion of shared path; acknowledging that rainy periods, mechanical breakdowns and schedules of tractor mowing in other Council reserves may result in periods of high reed growth beyond Council’s control.	<input checked="" type="checkbox"/>
B. Paint hazard signs on shared path near the Tramway Creek portion of shared path.	<input checked="" type="checkbox"/>
C. Install shared zone signage with give way to pedestrians and designated speed limit.	<input type="checkbox"/>
D. If necessary to improve sight lines for vehicles entering shared path from Sandon Drive, seek relevant approvals (if any) for vegetation removal.	<input type="checkbox"/>
E. Requiring a permit for any vehicle, excluding clearly identified ( <i>by sign or symbol on actual vehicle</i> ) Council, Sydney Water or Emergency Services Vehicles, on the shared way.	<input type="checkbox"/>
F. Redevelopment of the shared path to better accommodate the modes of traffic and decrease the water ponding that occurs during most rain events. Design would seek to limit the impact on the values of the adjacent Sandon Point Aboriginal Place.	Would require community consultation on design, and inclusion in a future Council capital budget and/or grant funds to progress.
G. Installation of a convex mirror at the north western blind corner of the shared path	This measure would only occur if regular weed cutting and hazard paintings on shared path do not adequately address line of sight issues.

## 7.2 ACCESS TO THE BEACH

Pedestrian access to the beaches is provided by designated beach access ways and numerous informal tracks. Along the open grassed areas either side of Sandon Point, the access ways to the beach are direct, short routes (albeit very numerous routes to the beach). Pedestrians walking from north of Mundaban Close, or using Wilkies Walk from farther west who make a

short cut to the beach, walk through the existing heavy vegetation to access the beach via three existing desire trails.

The heavily vegetated area is in need of the most protection in terms of Aboriginal Culture and Heritage based on OEH's Aboriginal Heritage Information Management System, therefore access through to the beach in this area be removed as a risk management strategy to protect the site. Whilst general public access to the beach through the heavily vegetated area is not provided in this draft Access Plan, there are access points to the south and north of the area that are proposed to be upgraded for easier public use.

The public access points to McCauley's Beach north of the vegetated area will acknowledge an existing desire track from the shared path across the wider coastal plain to an existing track in the dune. Another designated general public access way is from the bridge over Hewitts Creek, across the dune.

Developed beach access ways are provided at six locations (five on Sandon Point and one on Sandon Point Beach) as formalised paths of board-and-chain and/or steps or stairs. Most of these are fenced.

There are also five partially developed or formalised beach access tracks, two accessing Sandon Point Beach, two accessing the south end of McCauley's Beach and one off the Corbett Avenue parkland. Some of the partially formalised access ways used by the public are informal works by local residents or beach users.

Finally, there are another 22 informal trample tracks used to access the beaches and rock platforms elsewhere across the Plan of Management area. Many of these informal tracks have been impacted by erosion.

Unmanaged beach and foreshore access can generate a number of management issues, including:

- clearing or damage to vegetation (including mature plants, native seedling and revegetation sites);
- possible impacts on Aboriginal cultural heritage sites (notably middens);
- exacerbating foreshore erosion and coastal/geotechnical hazards;
- introducing and spreading of weeds (continuing soil disturbance favours weed invasion and traffic risks the translocation of weed propagules);
- soil compaction by track formation and constant trampling;
- the potential for introducing soil pathogens;
- user safety issues; and
- visual impacts.

Consequently there is a need to manage foreshore access by identifying appropriate ways for the public to access the beach and closing inappropriately located trample tracks through rehabilitation and/or fencing to discourage their use. The primary approach under this Access Plan is to improve the designated informal and formalised public access points to make them more attractive for the general public to use, rather than to actively close trample tracks by vegetation planting or fencing.

The Sandon Point Surf Life Saving Club has highlighted the need for a suitable access point for surf rescue 'all-terrain vehicles' to the south end of McCauley's Beach for emergency response purposes and there have been requests for emergency access improvements to the bridge over Hewitts Creek. There are currently no identified funding sources for these types of access improvements. Beach users have also expressed the desire for improved access to the south end of McCauley's Beach for elderly or less mobile visitors as well people carrying surf craft. These viewpoints can be considered when designing future works to formalise beach access points in accordance with this Plan.

Figure 28 identify proposed formal access points for Sandon Point and McCauley's Beach for maintenance and improvement. The aim of these access points is to rationalise and improve beach access for easier east west and north south movement. All Access Plan improvements would be subject to future funding. In light of Council receiving submissions questioning the need for a whale watching platform, that proposal has been removed from the revised Access Plan.

There were also submissions against any additional fencing throughout the PoM area, in particular the Aboriginal Place. Council reserves the right under this PoM to install fencing to formalise access points identified in the Access Plan and to protect the Aboriginal Place and Aboriginal Objects as required under any future AHIP conditions. Any fencing would be designed appropriately for its coastal setting and to have minimal impact on the existing coastal views and Aboriginal objects. First priority for any fencing would be to identify public access points to Sandon and McCauley's beaches. To protect the Sandon Point Aboriginal Place, Council will consider constructing pedestrian barrier fencing if necessary; but it is not a preferred first option.

### **Access to McCauley's Beach from the west over privately owned land**

Wilkie's Walk is an existing well used pathway through privately owned land to McCauley's Beach, just north of Tramway Creek. The community has however raised concerns that Wilkie's Walk access to the Plan of Management area will be closed because of nearby residential development and that it traverses over privately owned land before it reaches McCauley's Beach. Notably though, this Access Plan supports a connection to McCauley's Beach via Wilkie's Walk.

Council has received submissions asking about additional access over private land to McCauley's Beach **from the McCauley's Beach Residential Development**. Council does not own the land over which any pedestrian path would need to **traverse** in order to meet up with Council land. Stockland is encouraged to contact the land owner to discuss such matters. It is not a Council responsibility to pursue such an access and only note that any new pedestrian path over privately owned land should not encourage use of non-designated access points to the beach by its location or design.

**FIGURE 29: EXISTING ACCESS POINTS TO THE SANDON POINT BEACH AND MCCAULEY'S BEACH**



**FIGURE 30: ACCESS PLAN IMPROVEMENTS TO WITHIN THE POM AREA**



**Sandon Point and McCauleys Beach Access Plan**

- █ Public access point designated Formal
- █ Public access point designated Informal
- █ Surf club access designated operational
- █ Shared Pathway

Drawn By: H. Jones	
Date: 07.04.14	
Date of Aerial Photography: 2012	
Geo ref: PlanOManagement A3 Access 07-04-14.mxd	
 Meters	

Table 8 below details proposed treatments for the designated access points. The record of the existing condition of each designated access point is contained in photos under Figure 31.

**TABLE 8: ACCESS POINTS – PROPOSED TREATMENTS**

Access Point Number and Existing Description	Access Point proposed treatments	Area of Impact related to Aboriginal Heritage and Culture
1. Formal access stairs (northern end, off Corbett Avenue).	As part of a stabilisation of Corbett Avenue against coastal erosion and asset failure, improvements within the road reserve for parking and within the dune area shown marked in Figure 28 for formalised beach access.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 31 as highlighted and labelled as Public Access Point 1.
2. Informal designated Access Point at the low point in the dunes near the pedestrian bridge.	None other than designation within the Access Plan.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 2.
3. A path through to McCauley's Beach (the original Wilkie's Walk beach access). The existing path ranges from wide to a footpath along high vegetation closer to the beach.	Marking the path by means which create the least amount of impact on the values of the Sandon Point Aboriginal Place, subject to seeking required approvals. Undertake limited vegetation removal or pruning (subject to seeking required approvals) along designated access path to assist with pathway identification and for ease of public's use of path. At times this access point will not be suitable when a lagoon forms and as such it is not suitable for formalization beyond designation. Aboriginal community monitors present if undertaking vegetation removal or track marking.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 3.
4. There is a semi formalised path of concrete over gabion baskets and associated sewer out let pipe. There is a sign and over grown vegetation along path.	Improve access point as the main public access point to McCauley's Beach from the south, suitable for pedestrians with leashed dogs and pedestrians of varying abilities of mobility and consider possibility of emergency all-terrain vehicle use in design of future upgrade. Design for least amount of impact on the values of the Sandon Point	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 4.

Access Point Number and Existing Description	Access Point proposed treatments	Area of Impact related to Aboriginal Heritage and Culture
	Aboriginal Place suitable is designation as a main access point to keep traffic away from known Aboriginal sites. Aboriginal community monitors present if undertaking activities related to path upgrading.	
5. Semi-formal track (near change in cycleway surface, with off-leash sign, with some steps, but some steep unmanaged sections).	Designated informal Access Point to the beach. Maintenance of path as required.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 5.
6. Existing Formal beach access point heading to the historic boatsheds.	Maintenance and repair of existing formal access, along with possible vegetation trimming or removal (subject to obtaining relevant approvals if required) to make access point easy for public use. Aboriginal community monitors present if undertaking vegetation removal.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 6.
7. Operational access for Sandon Point Surf Club.	Maintenance and repair as needed. The surf club operational access to maintain the grassed appearance (i.e. do not use track in times of recent heavy rainfall, occasional use by limited number of volunteers, not regular use by any club member). Consultation with the Aboriginal community required if changes to the track are proposed. There is already wear and tear from surf club vehicle use evident in the site picture.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 7.
8. Concrete steps and chain fence at most eastern point of Sandon Point headland.	Maintenance and repair of existing formal access, along with possible vegetation trimming or removal (subject to obtaining relevant approvals if required) to make access point easy for public use. Aboriginal community monitors present if undertaking vegetation	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 8.

Access Point Number and Existing Description	Access Point proposed treatments	Area of Impact related to Aboriginal Heritage and Culture
	removal.	
9. Refurbished Surf Club beach access.	Maintenance, repair, upgrade as needed in consultation with Sandon Point Surf Life Saving Club and the Aboriginal community if proposal will impact on an Aboriginal site. Removal of the timber posts may be considered.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 9.
10. Formalised Beach Access Stairs south of Surf Club building.	Maintenance, repair, upgrade as needed in consultation with Sandon Point Surf Life Saving Club and the Aboriginal community if proposal will impact on an Aboriginal site. Removal of the timber posts may be considered.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 10.
11. Formalised Beach Access south of Access Point 10.	Maintenance, repair, upgrade as needed in consultation with Sandon Point Surf Life Saving Club and the Aboriginal community if proposal will impact on an Aboriginal site. Removal of the timber posts may be considered.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 11.
12. Informal Beach Access Point that is grassed – Dune Crew uses it for vehicle access to beach.	Lawn mowing.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 12.
13. Existing Formal Beach Access with wooden steps, posts and linking chains.	Maintenance, repair, upgrade as needed in consultation with Sandon Point Surf Life Saving Club and the Aboriginal community if proposal will impact on an Aboriginal site.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 13.
14. Existing Informal Beach Access through low profile dune.	Lawn mowing.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted and labelled as Public Access Point 14.
Shared path Water Ponding Improvement Area (Area shaded Brown).	Engineering solution for water ponding problem suitable for limited vehicle weight bearing.	Detail to be provided in future AHIP application generally consistent with area shown in Figure 28 as highlighted brown.

**FIGURE 31: PHOTOS OF 13 ACCESS POINT SITES**

**Access Point 1 Site Photos**



**Access Point 2 Site Photo**



**Access Point 3 Site Photos**

near share path



path through vegetation



path narrows going east



path end point



**Access Point 4 Site Photos**



**Access Point 5 Site Pictures**



**Access Point 6**



**Access Point 7 Site Photos: Surf Club Operational Access**



**Access Point 8 Site Photo**



**Access Point 9 Site Photos**





**Access Point 10 Site Photo**



**Access Point 11 Site Photo**



**Access Point 12 Site Photo**



**Access Point 13 Site Photo**



**Note:** There is no photo of Access Point 14 as it is a natural path that will be managed by mowing – no changes are proposed for this access point.

## **8. IMPLEMENTING THIS PLAN OF MANAGEMENT - MONITORING OF PROGRESS**

The Sandon Point and McCauley's Beach draft Plan of Management objectives and the progress towards achieving them will be monitored primarily through Council's Community Strategic Planning processes, including quarterly and annual reporting. Each year Council adopts a new Annual Plan and Budget which can include capital works and operational budgets to implement the actions outlined in the draft Plan of Management.

This draft Plan of Management signifies Council's commitment to the Sandon Point and McCauley's Beach area however Council has many obligations across the Local Government Area. Not all permissible uses and developments under this Plan of Management will eventuate unless there are additional resources and community commitment over the long term. Council will continue to work cooperatively with the community to ensure activities and developments are well placed, thoughtfully designed and meet health and safety and other legislated requirements when projects receive grant funding, donations and/or are included in Council's service plans and budgets.

Plan of Managements adopt a 10 to 15 year planning time horizon, but are usually reviewed every five years, to determine if changing social, economic, ecological conditions and needs require an amendment of the Plan of Management.

## 9. REFERENCE / BACKGROUND DOCUMENTS

The following documents assisted in the preparation of the Plan of Management:

BMT WBM Pty Ltd, 2012, **Wollongong Coastal Zone Management Plan: Management Study - Final Draft Report**, Wollongong City Council, Wollongong.

Cardno Lawson Treloar Pty Ltd, 2010, **Wollongong City Council Coastal Zone Study**, Wollongong City Council, Wollongong.

Comber, J., 2007, **Archaeological Survey and Cultural Heritage Assessment - Extension to the Sandon Point Surf Club**, report by Comber Consultants Pty Ltd for Wollongong City Council, Wollongong.

Cumberland Flora and Fauna Interpretive Services, 2010, *Sandon Point Aboriginal Place and Kuradji Lands Vegetation Management Plan*, unpublished report to Illawarra Local Aboriginal Land Council (with Wollongong City Council and Southern Rivers Catchment Management Authority), Wollongong.

Department of Environment, Climate Change and Water, 2010, **Aboriginal Cultural Heritage Consultation Requirements for Proponents 2010**, DECCW, Sydney.

Don Fox Planning, 2006, Volume 2 - **Environmental Assessment Report, Concept Plan Application - Sandon Point**, Stockland Developments Pty Ltd, Sydney.

Don Fox Planning, 2007, **Environmental Assessment Report, Project Plan Application - Sandon Point**, Stockland Developments Pty Ltd, Sydney.

Fullagar, R. and Donlon, D., 1998, *Archaeological Salvage Excavation at McCauley's Beach, Thirroul, NSW - Preliminary Report*, unpublished report for NSW National Parks and Wildlife Service, Sydney.

Graham Brooks and Associates Pty Ltd, 2001, **Heritage Impact Assessment, McCauley's Beach, Sandon Point**, report to Rose Consulting Group for Stockland Constructors Pty Ltd, Sydney.

Gutteridge, Haskins and Davey Pty Ltd, 1993, **Local Environmental Study Sandon Point**, Wollongong City Council, Wollongong.

Gutteridge Haskins and Davey Pty Ltd, 2007, **Estuary Management Plan for Several Wollongong Creeks and Lagoons Estuary Processes Study**, Wollongong City Council, Wollongong.

Kass, T., 2010, **A Thematic History of the City of Wollongong – Final Report**, Wollongong City Council, Wollongong.

Kate Sullivan and Associates and Mary Dallas Consulting Archaeologists, 1995, *Wollongong City Council Aboriginal Heritage Workshops Workbook*, unpublished training manual, Wollongong City Council, Wollongong.

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Lemmon, J, 2010, **Illawarra Biodiversity Strategy 2010**, joint project of Wollongong City Council, Shellharbour City Council and Kiama Municipal Council, Wollongong City Council, Wollongong.

Museums and Galleries NSW, 2011, **Keeping Places and Beyond: Building Cultural Futures in NSW**, M and G NSW, Sydney.

Navin, K., 1992, **Assessment of Aboriginal Archaeological Resource: Sandon Point, Wollongong NSW**, report by Navin Officer Archaeological Resource Management to Gutteridge, Haskins and Davey Pty Ltd for Wollongong City Council, Wollongong.

Navin Officer Heritage Consultants, 2001, **Sandon Point Residential Subdivision, Stage 1 Development Area, North of Wollongong, NSW: Archaeological Subsurface Testing Program**, report to Rose Consulting Group for Stockland Constructors Pty Ltd, Canberra.

NSW National Parks and Wildlife Service, 2002, **Bioregional Assessment Study Part 1: Native Vegetation of the Illawarra Escarpment and Coastal Plain**, NPWS, Sydney.

Office of Environment and Heritage, 2011a, **Aboriginal Places Policy**, OEH, Sydney.

Office of Environment and Heritage, 2011b, **Code of Practice for Archaeological Investigation of Aboriginal Objects in NSW**, OEH, Sydney.

Office of Environment and Heritage, 2012, **Guidelines for Developing Management Plans for Declared Aboriginal Places**, OEH, Sydney.

Quality Environmental Management Pty Ltd, 1992, **Local Environmental Study Sandon Point, Bulli/Thirroul, Flora and Fauna Assessment**, report to Gutteridge, Haskins and Davey Pty Ltd for Wollongong City Council, Wollongong.

Tramway Wetlands Planning Committee, 2003, *Sandon Point - A Community Vision: Bushland Management Strategy 2003 and Beyond*, unpublished community plan by the Tramway Wetlands Planning Committee with Natural Habitats Ecosystem Management and the Northern Illawarra Residents Action Group, Wollongong.

WBM Oceanics Australia, 2006, **Wollongong Coastal Creeks and Lagoons – Data Compilation and Review**, Wollongong City Council, Wollongong.

Wollongong City Council, 2002, **Hewitts Creek – Incorporating Slacky, Tramway, Woodlands and Thomas Gibson Creeks – Floodplain Risk Management Study and Plan**, Wollongong City Council, Wollongong.

Wollongong City Council, 2011, **Strategic Directions 2011-14**, Wollongong City Council, Wollongong.

## **10. APPENDICES**

- APPENDIX A: KNOWN ABORIGINAL SITES MAP**
- APPENDIX B: SANDON POINT ABORIGINAL PLACE DECLARATION**
- APPENDIX C: OEH FACT SHEET – PROTECTION OF ABORIGINAL SITES**
- APPENDIX D: COMMUNITY CONSULTATION**
- APPENDIX E: OTHER LEGISLATIVE REQUIREMENTS**
- APPENDIX F: OTHER COUNCIL STUDIES AND STRATEGIES**
- APPENDIX G: GEOLOGY, SOILS AND LANDFORMS AND HYDROLOGY IN THE PLAN OF MANAGEMENT**
- APPENDIX H: HOW COUNCIL FOLLOWED THE 11 STEPS FOR DEVELOPING MANAGEMENT PLANS FOR DECLARED ABORIGINAL PLACES IN ACCORDANCE WITH OEH GUIDELINES**
- APPENDIX I: PAUL MASON JONES MEMORIAL INFORMATION FROM COMMUNITY GROUP**
- APPENDIX J: BIRD OBSERVATION LIST BY COMMUNITY VOLUNTEER**

**APPENDIX A: KNOWN/RECORDED ABORIGINAL HERITAGE SITES**  
 (NOTE: CONFIDENTIAL SITES INFORMATION ARE NOT SHOWN)



Please note: These known sites are the results of consultation with the Aboriginal community and review of existing Archaeological Surveys and Cultural Heritage Assessments:

Comber, J., 2007, **Archaeological Survey and Cultural Heritage Assessment-Extension to the Sandon Point Surf Club**, report by Comber Consultants Pty Ltd for Wollongong City Council.

Fullagar, R. and Donlon, D, 1998, **Archaeological Salvage Excavation at McCauley's Beach, Thirroul, NSW-Preliminary Report**, unpublished report for NSW National Parks and Wildlife Service, Sydney.

Graham Brooks and Associates Pty Ltd, 2001, **Heritage Impact Assessment, McCauley's Beach, Sandon Point**, report to Rose Consulting Group for Stockland Constructors Pty Ltd, Sydney.

Navin, K., 1992, **Assessment of Aboriginal Archaeological Resource: Sandon Point, Wollongong, NSW**, report by Navin Officer Archaeological Resource Management to Gutteridge, Haskins and Davey Pty Ltd for Wollongong City Council, Wollongong.

Navin Officer Heritage Consultants, 2001, **Sandon Point Residential Subdivision, Stage 1 Development Area, North of Wollongong, NSW: Archaeological Subsurface Testing Program**, report to Rose Consulting Group for Stockland Constructors Pty Ltd, Canberra.

Kate Sullivan and Associates and Mary Dallas Consulting Archaeologists, 1995, **Wollongong City Council Aboriginal Heritage Workshops Workbook, unpublished training manual**, Wollongong City Council, Wollongong.

Council is of the opinion that additional subsurface archaeological testing is unnecessary if the sole objective is to prove the area's type or level of significance. Consultation with the Aboriginal community, the Place declaration and existing studies demonstrates its value. Council will work within existing impacted areas (for example, where there is existing concrete slabs or existing sandy paths through shrub/grassland to reach the beach) when pursuing the goals and objectives of the PoM.

## APPENDIX B: SANDON POINT ABORIGINAL PLACE DECLARATION

### NATIONAL PARKS AND WILDLIFE ACT 1974

#### Sandon Point Aboriginal Place

IN pursuance of the powers vested in me under section 84 of the National Parks and Wildlife Act 1974, I, the Minister for the Environment, do, by this my Order, declare such of the lands described hereunder as an Aboriginal Place.

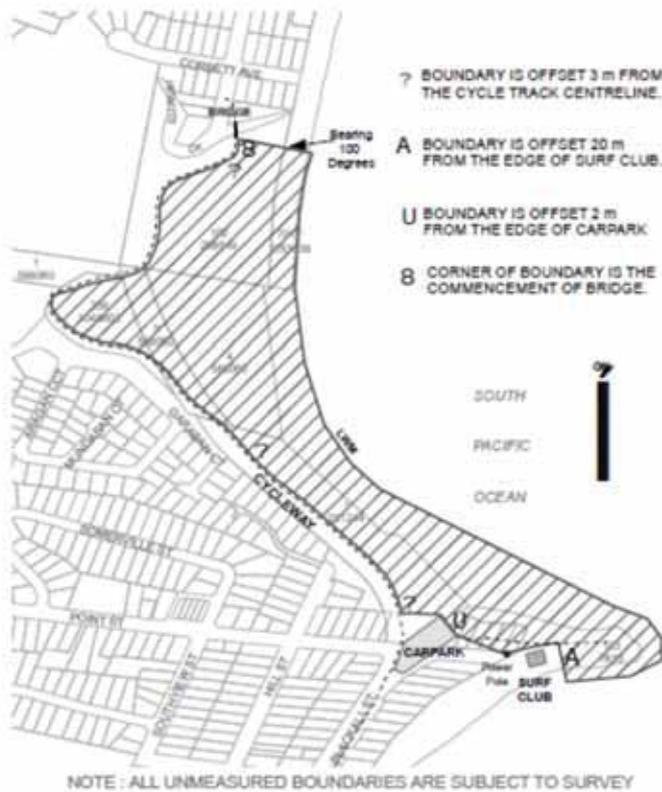
The values of the Aboriginal Place include a meeting place for Aboriginal groups, chiefs meeting place, midden and burials of Aboriginal people.

BOB DEBUS, M.P.  
Minister for the Environment

#### DESCRIPTION

*Land Districts – Kiama and Metropolitan; LGA – Wollongong*

Counties Camden and Cumberland, Parishes Woonona and Southend, at Bulli, about 14 hectares, being the area shown by hatching in the diagram following.



## APPENDIX C: OEH FACT SHEET – PROTECTION OF ABORIGINAL SITES



### National Parks and Wildlife Act 1974

### Fact sheet 3

## Better law enforcement for the protection of Aboriginal heritage, national parks and threatened species in New South Wales

Recent amendments to the *National Parks and Wildlife Act 1974* (NPW Act) have brought its compliance and enforcement provisions more into line with those in other NSW environmental protection and heritage legislation, and with those in some other states.

### Offences and penalties for harming or desecrating Aboriginal objects and declared Aboriginal Places

The new and existing Aboriginal cultural heritage offences and the penalty for each offence are summarised below.

Offence	Maximum penalty: Individual	Maximum penalty: Corporation
A person must not harm or desecrate an Aboriginal object that the person knows is an Aboriginal object.	2,500 penalty units (\$275,000) or imprisonment for 1 year 5,000 penalty units (\$550,000) or imprisonment for 2 years or both (in circumstances of aggravation)	10,000 penalty units (\$1,100,000)
A person must not harm or desecrate an Aboriginal object (strict liability offence).	500 penalty units (\$55,000) 1,000 penalty units (\$110,000) (in circumstances of aggravation)	2,000 penalty units (\$220,000)
A person must not harm or desecrate an Aboriginal Place (strict liability offence).	5,000 penalty units (\$550,000) or imprisonment for 2 years or both	10,000 penalty units (\$1,100,000)
Failure to notify DECCW of the location of an Aboriginal object (existing offence and penalty)	100 penalty units (\$11,000). For continuing offences a further maximum penalty of 10 penalty units (\$1,100) applies for each day the offence continues.	200 penalty units (\$22,000). For continuing offences a further maximum penalty of 20 penalty units (\$2,200) applies for each day the offence continues.
Contravention of any condition of an Aboriginal Heritage Impact Permit	1,000 penalty units (\$110,000) or imprisonment for 6 months, or both, and in the case of a continuing offence a further penalty of 100 penalty units (\$11,000) for each day the offence continues	2,000 penalty units (\$220,000) and in the case of a continuing offence a further penalty of 200 penalty units (\$22,000) for each day the offence continues

The amendments also provide for:

- an offence for delaying or obstructing a person carrying out a remediation direction
- a cost recovery provision which states that where the recipient of a remediation direction is not the person who caused the damage, the costs of complying with the direction can be recovered from the person who caused the relevant damage.

### Statute of limitations

An additional provision has been included to allow for a two-year period to prosecute following the evidence of the alleged offence first coming to the attention of an authorised officer.

### Civil and criminal enforcement

#### Introduction of ancillary offence provision

New sections in the NPW Act and the *Threatened Species Conservation Act 1995* (TSC Act) allow prosecution of a person who aids, abets, attempts and/or conspires to commit an offence against the NPW Act or TSC Act.

#### Restraint of breaches

Section 176A of the NPW Act and s.147 of the TSC Act have been amended to clarify that proceedings may be brought in the Land and Environment Court for an order to remedy or restrain a breach or a threatened or apprehended breach of the Act or related Regulations. Previously the legislation only allowed proceedings to be taken to restrain actual breaches of the Acts.

#### Interim protection orders and stop work orders

Under Part 6A of the NPW Act the Minister administering this Act can make an interim protection order or stop work order in respect of land. It is an offence to fail to comply with an interim protection order or stop work order. A provision has been incorporated in the NPW Act creating an offence for *causing or permitting* a person to fail to comply with an interim protection order or stop work order.



W. Meyers/DECCW

## **APPENDIX D: COMMUNITY CONSULTATION**

Community consultation has occurred in stages, pre-draft, first draft and revised draft.

### **Pre-Draft Community Activities**

To help develop the draft PoM, pre-draft consultation activities primarily asked the question, "Tell us why the Sandon Point and McCauley's Beach foreshore is important to you".

During the pre-draft consultation phase from November 2011 to July 2012, 400 persons gave us feedback through:

Attending a meeting with Council staff or Gondwana Consulting representative to talk about Sandon Point and McCauley's Beach (14 meetings in total with representatives from 12 local groups);

Attending a Community Information Session at Thirroul District and Community Library held on 30 November 2011;

Attending an on-site community kiosk on 4 December 2011;

Writing a pre-draft submission to Council; and

Completing an on-line survey (from November to end of February 2012).

A total of 290 people completed Council's Sandon Point and McCauley's Beach on-line survey. Below is a summary of how they used the area:

- 234 respondents visited the area on both weekdays and weekends. 100 of these people visit between two and four days a week, whilst 103 visit daily for between five and seven days a week;
- 236 respondents use the shared pathway, making it the most popular Council asset in the area;
- 139 respondents use the Sandon Point car park;
- 133 respondents use the picnic tables;
- 67 respondents use the surf club building;
- 210 respondents walk or run along the shared path;
- 195 respondents swim at Sandon Beach;
- 150 respondents cycle along the shared path;
- 143 respondents use the area as a meeting place;
- 123 respondents surf in the area;
- 102 respondents walk the dog in the area;
- 97 respondents use the area for picnics;
- 52 respondents attend community events;
- 35 respondents undertake surf club activities;
- 34 respondents participate in bush regeneration activities; and
- 14 respondents undertake group exercises.

Overall community consultation confirmed that the area is greatly valued in its present condition, despite disagreements over vegetation management or how to express the area's history. A challenge for the future will be safeguarding the area's open space and natural beauty in the face of a predicted increase in visitor use and enjoyment in light of nearby residential development and the desire for more people to understand the area's Aboriginal cultural and heritage values.

### First draft Plan of Management community consultation activities

<b>26 November 2012</b>	Council resolved to exhibit a Draft Plan of Management for Sandon Point and McCauley's Beach for 90 days.
<b>1 December 2012</b>	Start of Exhibition Period. Advertisement in Mercury. Copies in Libraries and via Website. Submissions taken via email, letter, and on line.
<b>January 2013</b>	Letters to property owners of Bulli, Thirroul and Woonona and Aboriginal community.
<b>2 February 2013</b>	On Site Kiosk at Sandon Point Car park - 70 attendees.
<b>9 February 2013</b>	Aboriginal community meeting at Bellambi Neighbourhood Centre with Council officers – 9 attendees.
<b>13 February 2013</b>	Information Night at Thirroul Community Centre with Council officers – 80 attendees.
<b>23 February 2013</b>	Aboriginal community meeting with Public Meeting Chairperson Gerry Holmes – 5 attendees.
<b>28 February 2013</b>	End of exhibition period.
<b>15 March 2013</b>	Closing date for submissions.
<b>Stakeholder meetings regarding first draft</b>	15 meetings with 6 community groups: WCC Aboriginal Reference Group; Sandon Point Resident Group; NIRAG; KEJ; SPATE; and Illawarra Local Aboriginal Land Council.
<b>First draft exhibition Submissions</b>	180 submissions via email, letter or community feedback form or on line survey. (1 of the 180 submissions included a petition signed by 214 persons).

### Revised draft Plan of Management community consultation activities

<b>23 June 2014</b>	Council resolved to exhibit the revised draft Plan of Management for 42 days
<b>30 July to 10 October 2014</b>	Exhibition period.
<b>Revised draft exhibition Submissions</b>	39 submissions.

## APPENDIX E: OTHER LEGISLATIVE REQUIREMENTS

This Appendix provides an overview of the legislative and policy framework, as well as existing Wollongong City Council plans and the current and future pressures, within which this Plan of Management has been developed.

### Environmental Planning and Assessment Act 1979

The Environmental Planning and Assessment Act 1979 provides the framework for planning and development across NSW. The Act is the principal legislation governing environmental land use planning and assessment in NSW; it includes the preparation of planning instruments and the environmental impact assessment process. Any works proposed for Sandon Point may require development consent under part 4 or an approval under part 5 of the Act.

Part 3 of the Act relates to the preparation of planning instruments which provide a basis for development control including:

- State Environmental Planning Policies (SEPPs);
- Local Environmental Plans (LEPs); and
- Development Control Plans (DCPs).

Guidelines for the preparation of these planning instruments include the requirement that Aboriginal heritage matters, including known sites of significance, should be assessed and considered in the planning process. The Act requires that development and use of community land must comply with all relevant SEPPs, LEPs and DCPs as well as the requirements of this Plan of Management.

With respect to Aboriginal heritage the Act provides protection by considering impacts in land use and planning decisions. Although the objects of the Act do not specifically refer to Aboriginal heritage or even cultural heritage matters generally, there are a number of mechanisms within the Act of relevance for Aboriginal heritage management in a local government context. These principally relate to the preparation of planning instruments, the development assessment and decision-making process of both local and state government, and the assessment of environmental impacts.

Local government's central role in the management of cultural heritage was detailed in a 1985 policy and procedures document from the then Department of Environment and Planning (Circular No.84 – G21 Conservation of Environmental Heritage and Ecologically Significant Items and Areas) which directed that despite specific roles for State agencies such as the (then) Heritage Council and National Parks and Wildlife Service that "the major responsibility for conservation rests with local government".

Part 4 of the Act guides the development assessment and approval activities of local government, when acting as a consent authority. Section 79C lists the matters that a consent authority should take into consideration when determining a development application. These include:

*"the likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality"* (section 79C (1) (b)); and

*"the public interest"* (79C (1) (e)).

Part 4 of the Act also addresses the "integrated development approval" process where non-complying or other proposals can require development consent from a number of agencies or authorities (under section 91 of the Act). The Office of Environment and Heritage is a consent or concurrence body for such proposals that are likely to impact Aboriginal objects or places, with proponents having obligations to provide adequate information to the Department of Planning and Infrastructure to allow it to formulate a decision and any associated conditions. However section 91(2) (a) of the Act specifically excludes "a relic" or Aboriginal object that is uncovered during the development process, and that was not known during the assessment stage, from triggering the integrated development approval process.

Part 5 of the Act governs the decision making process by State government (determining) authorities in relation to the assessment and approval of proposed developments, land uses and activities. Under Section 111 of the Act, agencies are required to consider environmental impacts, and subsequently determine whether the level of impact is sufficient to require the preparation of an Environmental Impact Statement. The definition of “environmental impacts” in NSW includes Aboriginal heritage values and items.

### **Wollongong Local Environmental Plan 2009**

A Plan of Management may place more limits on the use and development of community land than existing planning laws, but it cannot permit prohibited land uses.

The Wollongong Local Environmental Plan 2009 (LEP) is Council's key local land use planning document. It describes land use objectives as well as permitted and prohibited developments and uses according to land use zones.

The Wollongong LEP 2009 covers the Sandon Point and McCauley's Beach area, the majority of which is zoned “RE1 Public Recreation” apart from a small portion at Tramway Creek zoned “W1 Natural Waterways” (Figure C.1). Development on land to the west in the McCauley's Beach estate is controlled under SEPP (Major Developments) 2005.

For a use or development to be permitted within the Sandon Point and McCauley's Beach Plan of Management area in the future it must be in compliance with the Plan of Management permitted uses and developments as well as any adopted LEP zoning permitted uses and developments.

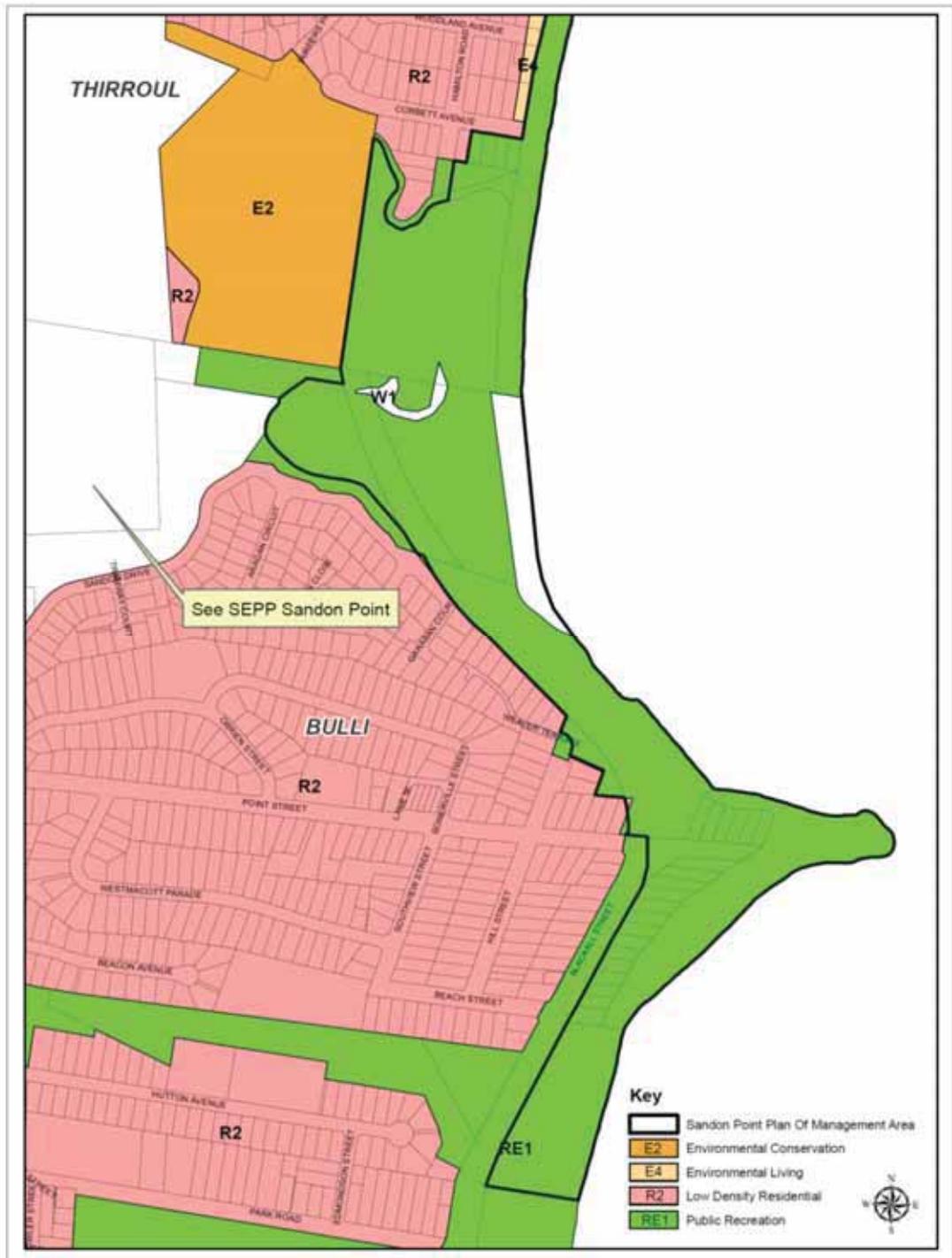
Section 5.10 of the LEP enables Council to grant consent to development for any purpose of a building that is a heritage item or of the land on which such a building is erected, or for any purpose on an Aboriginal place of heritage significance, even though development for that purpose would otherwise not be allowed by this Plan, subject to a number of considerations being satisfied. An Aboriginal place of heritage significance includes (but is not limited to) places that are declared under section 84 of the National Parks and Wildlife Act 1974 to be Aboriginal Places for the purposes of that Act.

Schedule 5: Environmental Heritage of the LEP lists three heritage items in the Plan of Management area, all of local significance:

- Boat sheds at Sandon Point (no. 6487),
- Norfolk Island Pine beach front planting in Point Street, Bulli Point (no. 6161), and
- the site of Captain Westmacott's homestead (or possibly O'Brien's original dwelling) at Sandon Point Trig Station (no. 6358).

The LEP also includes provisions regarding development within the coastal zone (Part 5 Clause 5.5), flood planning areas (Part 7 Clause 7.3) and the temporary use of land (Part 2, Clause 2.8).

APPENDIX FIGURE E 1 CURRENT LAND ZONING



## APPENDIX TABLE E 1 LAND USE TABLE FOR CURRENT ZONES

### ZONE RE1 PUBLIC RECREATION

1. Objectives of zone:
  - To enable land to be used for public open space or recreational purposes.
  - To provide a range of recreational settings and activities and compatible land uses.
  - To protect and enhance the natural environment for recreational purposes.
  - To cater for the development of a wide range of uses and facilities within open spaces for the benefit of the community.
2. Permitted without consent:

Nil.
3. Permitted with consent:

Boat sheds; Camping grounds; Caravan parks; Child care centres; Community facilities; Environmental facilities; Environmental protection works; Extensive agriculture; Helipads; Information and education facilities; Kiosks; Markets; Recreation areas; Recreation facilities (indoor); Recreation facilities (major); Recreational facilities (outdoor); Respite day care centres; Restaurants or cafes; Roads; Signage; Take away food and drink premises; Water recreation structures.
4. Prohibited:

Any development not specified in item 2 or 3.

### ZONE W1 NATURAL WATERWAYS

1. Objectives of zone
  - To protect the ecological and scenic values of natural waterways.
  - To prevent development that would have an adverse effect on the natural values of waterways in this zone.
  - To provide for sustainable fishing industries and recreational fishing.
2. Permitted without consent:

Nil
3. Permitted with consent:

Environmental facilities; Environmental protection works; Moorings pens; Moorings; Recreation areas; Water recreation structures.
4. Prohibited:

Business premises; Hotel or motel accommodation; Industries; Multi dwelling housing; Recreation facilities (major); Residential flat buildings; Restricted premises; Retail premises; Seniors housing; Service stations; Warehouse or distribution centres; Any other development not specified in item 2 or 3.

## Clause 5.10 “Heritage Conservation” of the 2009 LEP

This clause provides for conservation of Aboriginal and non-Aboriginal heritage, including Aboriginal Places declared under section 84 of the National Parks and Wildlife Service Act, 1974. Clause 5.10 states the following:

### (10) Conservation incentives

*The consent authority may grant consent to development for any purpose of a building that is a heritage item or of the land on which such a building is erected, or for any purpose on an Aboriginal place of heritage significance, even though development for that purpose would otherwise not be allowed by this Plan, if the consent authority is satisfied that:*

- (a) the conservation of the heritage item or Aboriginal place of heritage significance is facilitated by the granting of consent, and*
- (b) the proposed development is in accordance with a heritage management document that has been approved by the consent authority, and*
- (c) the consent to the proposed development would require that all necessary conservation work identified in the heritage management document is carried out, and*
- (d) the proposed development would not adversely affect the heritage significance of the heritage item, including its setting, or the heritage significance of the Aboriginal place of heritage significance, and*
- (e) the proposed development would not have any significant adverse effect on the amenity of the surrounding area.*

## **Wollongong Development Control Plan 2009**

The Wollongong Development Control Plan (DCP) 2009 provides more detailed development controls and guidelines for permissible development. Part E of the DCP contains chapters on issues including, access for people with a disability, Aboriginal heritage, water sensitive urban design, preservation and management of trees and vegetation, threatened species impact assessment, earthworks, crime prevention through environmental design, soil erosion and sediment control, riparian land management and landscaping.

## **National Parks and Wildlife Act 1974**

The National Parks and Wildlife Act 1974 (NPW Act) is the principal legislation governing the protection and management of Aboriginal heritage in NSW. This legislation is administered by the Office of Environment and Heritage, which includes the NSW National Parks and Wildlife Service (NPWS). The Sandon Point Aboriginal Place Management has been developed to manage the area in compliance with the Act.

All Aboriginal objects, including sites with physical evidence and mobile heritage items, are protected under the Act regardless of their size or level of significance or land tenure.

If an Aboriginal Place or Object is to be impacted on by proposed development an application for an Aboriginal Heritage Impact Permit (AHIP) should be made. The application can make reference to the Management Plan for the Aboriginal Place.

Key sections in the Act which are of direct relevance for management of an Aboriginal Place include the following:

- sections 85 and 86 – providing legal protection for all Aboriginal places;
- sections 86 and 87 – regarding harming or desecrating Aboriginal objects/places including the defences of “due diligence” and acting in accordance with an Aboriginal Heritage Impact Permit;
- section 87B – exempting Aboriginal people from penalties related to harming or defacing Aboriginal objects/places if undertaking traditional cultural activities (except commercial activities);

- section 89A – requiring that the Director of the OEH is notified of any newly located Aboriginal objects;
- section 90 – enabling the Director of the OEH to issue Aboriginal Heritage Impact Permits allowing the damage or destruction of Aboriginal objects/places, moving Aboriginal objects or in relation to other activities and lands; and
- section 91AA – enabling the Director of the OEH to issue stop-work orders against actions likely to significantly affect an Aboriginal object/site or place.

A copy of the Aboriginal Place declaration is contained in Appendix B.

### **Threatened Species Conservation Act 1995**

OEH is responsible for administering the Threatened Species Conservation Act 1995 (TSC Act). The Act aims to protect terrestrial threatened species, populations and ecological communities. The main objectives of the Act are to:

- conserve biological diversity and promote sustainable development;
- prevent the extinction of native plants and animals;
- protect habitat that is critical to the survival of endangered species;
- eliminate or manage threats to biodiversity;
- properly assess the impact of development on threatened species; and
- encourage cooperative management in the conservation of threatened species.
- The Act achieves these objectives in the following ways:
- by listing species, populations and ecological communities;
- by habitat protection - the Act provides a vehicle to improve degraded environments, and protect areas of high conservation value and areas critical to the survival of threatened species;
- by developing strategies to tackle biodiversity loss; and
- by integrating threatened species into the land use planning and approval systems.

The Act applies where a threatened species or endangered local community (as listed by the Act) occurs on community land, or has its habitat on community land. The Revegetation and Restoration Plan has been developed with compliance with the TSCA in mind.

### **Local Government Act 1993 - Section 68 Requirements**

Some activities that may occur with the Plan of Management could also require approval under section 68 of the *Local Government Act 1993*, which relates to the following activities on community land or elsewhere:

- engaging in a trade or business;
- public theatrical, musical or other entertainment (including erecting temporary enclosure associated with such entertainment);
- playing a musical instrument or singing for money/reward;
- using a loudspeaker or sound amplifying device;
- holding a public meeting or a religious service, or delivering a public address;
- installing or operating amusement devices;
- Conducting sales from a vehicle; and
- Operating a camping ground.

## **Crown Lands Act 1989**

A small parcel of land within the far northern end of the Sandon Point and McCauley's Beach Plan of Management area – along beach front below Woodland Avenue (as previously shown in Figure 1) – is Crown land which in effect is managed by Wollongong City Council, and is not community land.

Crown land under Council's control is managed in accordance with the public purposes of the land and the principles as set out in section 11 of the Crown Lands Act 1989. These principles specify:

- Environmental protection principles be observed in relation to the management and administration of Crown land;
- The natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible;
- Public use and enjoyment of appropriate Crown land be encouraged;
- Where appropriate, multiple use of Crown land be encouraged;
- Where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained in perpetuity; and
- Crown land be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the State consistent with the above principles.

## **Heritage Act 1977**

The Act provides the means to protect the State's natural and cultural heritage. Aboriginal places or objects that are recognized as having high cultural value are listed on the State Heritage Register. Listing on the Register ensures that a place is protected. Approval by the Heritage Council is required for any changes or demolitions. So that places continue to live and be used by current and future generations, exemptions can be arranged for cultural practices by communities.

The Heritage Act 1977 does not specifically refer to Aboriginal heritage items (in fact, Aboriginal relics are specifically excluded from the definition of "relics" as employed by the Act).

However it includes references to the "cultural" value and "archaeological" value of items or places, both of which may include Aboriginal heritage values, in the assessment of both state and local heritage significance (section 4A (1)). Items listed on the State Heritage Register, or subject to an Interim Heritage Order, are afforded protection from a range of damaging or disruptive activities – except with the prior approval of the NSW Heritage Office. The Heritage Act can provide protection for Aboriginal heritage when:

- a tangible Aboriginal cultural site is known, recorded or under further investigation – supplementing the provisions of the National Parks and Wildlife Act;
- an Aboriginal cultural site is of mythological, spiritual or historic significance but with no tangible/relic material (and hence where the National Parks and Wildlife Act cannot be invoked); and
- a site is under threat of destruction or significant damage – using the Act's Emergency or Interim Heritage Order provisions.

Sandon Point Aboriginal Place is not listed on the State Heritage Register but is however registered as an Aboriginal Place by OEH. The OEH is responsible for the protection and preservation of all Aboriginal places and objects in NSW. The State Heritage Register protects particular places and items that the community has formally recognised as being of high cultural value. The State Heritage Register protects any listing against any damage or destruction. There are heavy penalties for offences under the Heritage Act.

## **State Environmental Planning Policy (Infrastructure) 2007**

The State Environmental Planning Policy (Infrastructure) 2007 (the Infrastructure SEPP) identifies planning provisions and development controls for 25 specific types of infrastructure works or facilities. These include – among others – parks and other public reserves, waterway or foreshore management activities flood mitigation works, soil conservation works and stormwater management systems.

The Infrastructure SEPP outlines the planning “rules” for these works and facilities, including:

- where such development can be undertaken;
- what type of infrastructure development can be approved by a public authority under Part 5;
- what type of infrastructure development can be approved by a public authority following an environmental assessment (called “development without consent”);
- what type of development can be approved by the relevant local council, Minister for Planning or Department of Planning under Part 4 of the Environmental Planning and Assessment Act 1979 (or “development with consent”);
- what type of development is exempt or complying development; and
- the relationship of other statutory planning instruments to the Infrastructure SEPP.

The SEPP was intended to assist and support local councils in providing urban utilities through providing greater flexibility in where services can be provided, streamlining and simplifying planning requirements, and increasing the scope of exempt development enabling basic works to be undertaken more quickly and efficiently. However relevant approvals, licences or permits under other legislation must still be obtained for infrastructure works.

## **NSW Sea Level Rise Policy Statement 2009**

The Sea Level Rise Policy Statement supersedes the 1988 NSW Coastline Hazard Policy. Most of the objectives from the 1988 policy have been included in the NSW Coastal Policy 1997 and it remains current. Other objectives from the original NSW Coastline Hazard Policy are updated by this Sea Level Rise Policy Statement.

The objective of the Statement is to assist coastal communities to adapt to rising sea levels in a manner that minimises the resulting social disruption, economic costs and environmental impacts. To assist in meeting this objective, the Government proposes to support local councils and the community in adapting to sea level rise by:

- promoting an adaptive risk-based approach to managing the impacts of sea level rise;
- providing guidance to local councils to support their sea level rise adaptation planning;
- encouraging appropriate development on land projected to be at risk from sea level rise;
- continuing to provide emergency management support to coastal communities during times of floods and storms; and
- continuing to provide up-to-date information to the public about sea level rise and its impacts.

The Statement provides details of how it will undertake these commitments.

## **NSW Coastal Policy 1997**

This Policy outlines the context in which provision is made for population growth and economic development whilst protecting the natural, cultural, spiritual and heritage values of the coastal environment. The Policy provisions are based on the principles of ecologically sustainable development (ESD). The Policy provides a framework for balanced and coordinated management of the coast's physical, ecological, cultural and economic attributes.

The Policy addresses a number of key coastal themes including:

- population growth in terms of physical locations and absolute limits;
- coastal water quality issues, especially in estuaries;
- disturbance of acid sulfate soils;
- establishing an adequate, comprehensive and representative system of reserves;
- better integration of the range of government agencies and community organisations involved in coastal planning and management;
- indigenous and European cultural heritage; and
- integration of the principles of ESD into coastal zone management and decision making.
- The policy identifies the following goals to:
  - protect, rehabilitate and improve the natural environment;
  - recognise and accommodate natural processes and climate change;
  - protect and enhance the aesthetic qualities of the coastal zone;
  - protect and conserve cultural heritage;
  - promote ecologically sustainable development and use of resources;
  - provide for ecologically sustainable human development;
  - provide for appropriate public access and use;
  - provide information to enable effective management; and
  - provide for integrated planning and management.

The Policy further defines a range of key actions to address these goals, some of which are the responsibility of local councils to undertake.

As directed by the Minister for Planning, local councils in the coastal zone preparing a draft Planning Proposal are required to include provisions that give effect to and are consistent with the Coastal Policy.

### **State Environmental Planning Policy No. 71 Coastal Protection 2002**

This Policy has been created to ensure:

- development in the NSW coastal zone is appropriate and suitably located;
- there is a consistent and strategic approach to coastal planning and management; and
- there is a clear development assessment framework for the Coastal Zone.

### **Other State or Commonwealth Legislation and State Planning Controls**

Following is a list of the principal legislation and planning controls which may be of relevance to the management of Sandon Point:

- Protection of Moveable Cultural Heritage Act 1986;
- Federal Environment Protection and Biodiversity Act 1999;
- Native Title Act 1993;
- Commonwealth Disability Discrimination Act, 1992;
- NSW Native Vegetation Act 2003;
- NSW Fisheries Management Act 1993;
- NSW Rural Fires Act 1997;
- NSW Protection of the Environment Operations Act, 1997; and
- NSW Noxious Weeds Act, 1993.

## APPENDIX F: OTHER COUNCIL STUDIES AND STRATEGIES

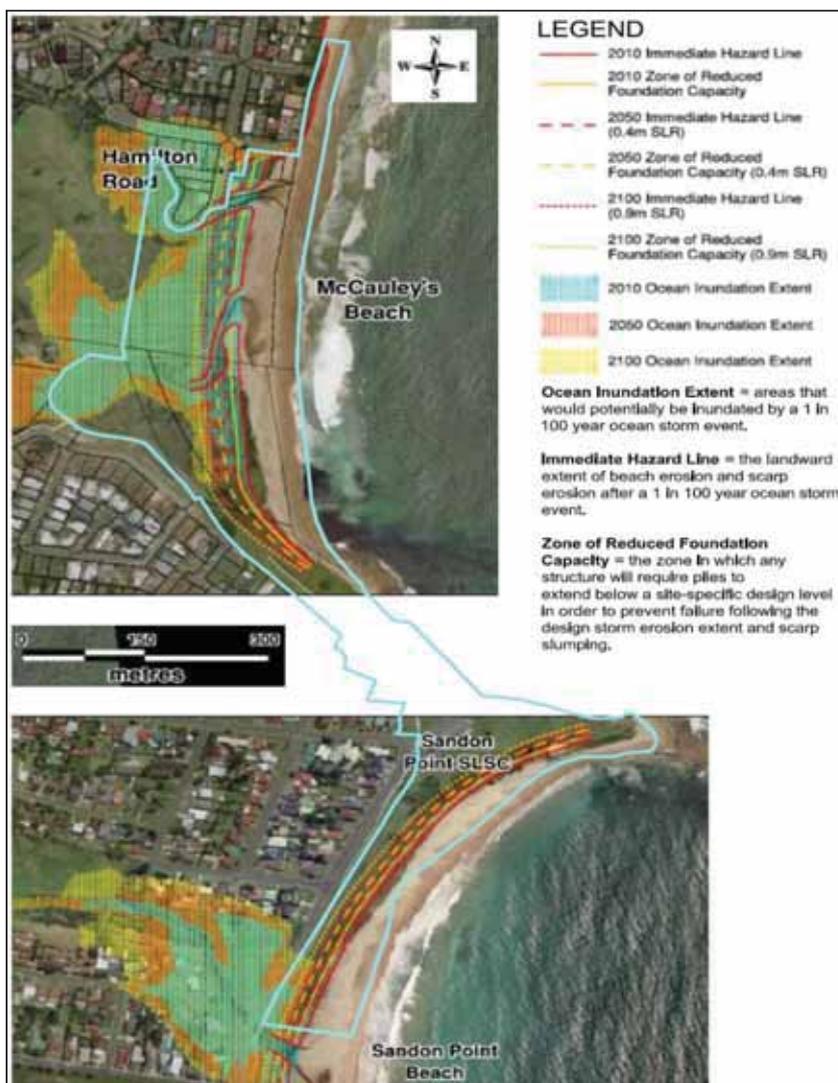
### Coastal Zone Study and Coastal Zone Management Plan 2010

Council is at present preparing a Coastal Zone Management Plan for Wollongong. Stage One is complete and was endorsed by Council in July 2010. A major focus of the study was the identification of the hazards potentially impacting on Wollongong's coastline from coastal processes, climate change and sea level rise.

The hazards considered include coastal erosion and recession, ocean inundation and geotechnical instability (in the event of a 1 in 100 year ocean conditions) and sea level rises (of 40 cm to 2050 and 90 cm to 2100 above the 1990 mean sea levels). The areas potentially impacted have been mapped.

The maps below show the significant impacts of sea level rise by 2100 and erosion hazards extents:

### APPENDIX FIGURE F 1 COASTAL EROSION HAZARD LINES AND PREDICTED EXTENT OF OCEAN INUNDATION (2010, 2050 AND 2100) (SOURCE: WCC COASTAL ZONE STUDY 2010)



## Planning People Places - Open Space Recreation Study, Volumes 1 and 2, 2006

The Study divides the LGA into nine planning areas. Sandon Point is located within Planning Area 3. The major strategic direction for this area relating to Sandon Point is:

*define, enhance and promote recreation destinations along the coastline, such as Sandon Point....*

## APPENDIX FIGURE F 2 COASTAL INFLUENCE GEOTECHNICAL RISKS (SOURCE: WCC COASTAL ZONE MANAGEMENT PLAN 2010)



These planning areas are further clustered into districts; Sandon Point is located in District One. The main directions for this district include emphasis on:

- improving the quality of larger parcels of open space (Sandon Point Reserve is nominated); and
- strengthening the open space connections, particularly along the coastline.

Specific directions also include:

- do not overdevelop the coastal open space and maintain a strong link to the natural environment.

The study also includes guidelines for development, an action plan and directions for implementation.

## **APPENDIX G: GEOLOGY, SOILS AND LANDFORMS AND HYDROLOGY IN THE PLAN OF MANAGEMENT AREA**

### **Geology, Soils and Landforms**

The site includes three major landform types - low headlands, beaches and associated dunes and low lying wetland areas.

The site is underlain by Quaternary age soils and rocks of the Permian Illawarra Coal measures (according to 1:100,000 scale geological mapping by the Department of Mineral Resources). The beach areas are typically underlain by Quaternary deposits of medium to coarse grained marine quartz sand with shelly fragments. The fore-dune areas are typically underlain by fine to medium grained marine quartz sands. Some inter-dune silts and sands may also be found behind the fore-dune areas. The geology of the sea cliffs and rock platforms consist of inter-bedded sandstones with some claystone, siltstone and coal layers. The rock quality underlying the beaches can be variable and, in places, deep weathered residual profiles consisting of sandy clays are evident.

Broad scale soil landscape mapping indicates that the site is dominated by three soil landscapes – specifically Wollongong, Fairy Meadow, Gwynneville soil landscapes, as well as areas of “disturbed terrain”. The Wollongong soil landscapes generally occur along the fore-dunes with the Fairy Meadow soil landscape on gentle slopes and flats behind the fore-dunes. The Gwynneville soil landscapes are found on the headlands and elevated lands. “Disturbed terrain” soil landscapes have been identified where soils have been disturbed through filling and/or erosion processes or other human interventions. The underlying geology and soils influence the vegetation as well as coastal erosion risk.

The area’s landforms - low headlands, beaches, low dunes, and watercourses and minor wetlands - underpin the visual appeal of the area. The headlands provide ideal vantage points for viewing coastal scenery and the ocean. The less developed wetlands, beaches and dunes provide a contrast to the surrounding residential/urban development.

### **Hydrology**

The Sandon Point and McCauley’s Beach area includes the lower reaches and mouths of Hewitts and Tramway Creeks and associated wetlands, as well as a small part of the Slacky Creek mouth in the south. The catchment of Hewitts Creek originates in the Illawarra Escarpment to the west of the site. Tramway Creek’s catchment is more localised, draining from the immediate surrounds. The mouth of both Hewitts and Tramway Creeks are described as intermittently closed and open lagoons. An estuary condition assessment conducted as part of the Coastal Zone Management Study found Hewitts Creek and Tramway Creek to be in good condition despite being impacted by stormwater and runoff from the surrounding urban areas.

The sections of creek near the mouth follow a semi-natural course. However further upstream, and outside the Council owned community land, they have been physically modified with culverts, straightening, and diversion to facilitate stormwater management. These modifications have altered the natural flows of the creeks. Some of the wetter areas between the two creeks have also been filled. Despite these modifications the wetlands and waterways provide important wildlife habitat, especially for birds.

Several stormwater outlets are located at the mouth of Hewitts Creek.

Council’s Coastal Zone Study (Cardno 2010) indicate that the creeks are likely to be affected by coastal erosion and ocean inundation within the life of this Plan.

## **APPENDIX H: HOW COUNCIL FOLLOWED THE 11 STEPS FOR DEVELOPING MANAGEMENT PLANS FOR DECLARED ABORIGINAL PLACES IN ACCORDANCE WITH OEH GUIDELINES**

### **Guidelines for developing Management Plans for Aboriginal Places (OEH 2012)**

#### **Define the relevant stakeholders and affected parties**

Council has defined the following as stakeholders and affected parties in relation to the Sandon Point Aboriginal Place Management Plan:

- Office of Environment and Heritage.
- Council and Council's Aboriginal Reference Group.

The Aboriginal Community Generally (defined as any Aboriginal person or group interested in Sandon Point and McCauley's Beach as noted by a survey response, written correspondence or attendance at a pre-draft consultation meeting or event from November 2011 and beyond).

Specifically, the Aboriginal Groups listed on the "Keeping Place" Section 90 permit issued to a private land owner/developer (Stocklands) by OEH for residential development west of the Sandon Point area:

- Illawarra Local Aboriginal Land Council,
- Korewal Elouera Jerrungarah Tribal Elders Aboriginal Corporation,
- Sandon Point Tent Embassy,
- Wadi Wadi Coomaditchi Aboriginal Corporation,
- Wodi Wodi Elders Council.

#### **Prepare a general statement of management**

In accordance with the OEH Guidelines, a general statement of management provides a summary of an Aboriginal community's vision for the management of a gazetted Aboriginal Place. Council has used the text from the OEH declaration letter and gazettal for this purpose as it provides a good summary of the importance of the Place and was confirmed by Aboriginal Groups during community consultation from November 2011 to July 2012.

#### **Prepare a statement of cultural values of the Aboriginal Place**

Council referred to the OEH declaration letter and gazettal for the cultural values of the Sandon Point Aboriginal Place. This was confirmed by Aboriginal Groups during community consultation from November 2011 to July 2012.

#### **Identify the Aboriginal community's management goals**

The main management goal of the Aboriginal Place Management Plan is to protect the cultural values of the Place as well as Aboriginal Objects. Additionally, continuing the connection to Country for Aboriginal people and Aboriginal Organisations is important as well as increasing the wider non Aboriginal community's knowledge of the area in relation to its great significance to Aboriginal people is also important. Council will be actively pursuing licensing and/or leasing community land for Aboriginal Cultural and Heritage activities and developments in the future and look forward to working with the community.

#### **Identify the types of activities that may harm the Aboriginal Place and the Associated cultural values**

These activities are explained in section 6 of the PoM.

#### **Identify what values objects and areas must be conserved**

The declared values of the Sandon Point Aboriginal Place are to be conserved and threats to the values are to be managed as set out in section 6 of the PoM.

Burials and Re-burials should not be disturbed.

The entire Sandon Point and McCauley's Beach Plan of Management Plan has been designed with protecting and sharing the Aboriginal Cultural and Heritage Value with others in mind.

### **Identify what works and ongoing management activities are required**

The permissible uses under the Sandon Point and McCauley's Beach Plan of Management are designed to identify what works and ongoing management activities are required. For example, it is not permissible to for an Outdoor Personal Fitness Trainer to use or have a license within the Sandon Point Aboriginal Place, while it is a permissible use, in compliance with existing development consent, on the lawn areas of community land south east of Beach Street. Management strategies include increasing the public awareness of both Council Staff and the general public about the values of the Aboriginal Place, undertaking actions to reduce coastal erosion of the coastal dunes by designating formal access points to the beach and permitting the planting of low growing vegetation and requiring consultation with the Aboriginal Community on any changes in use of the place.

The Access Plan does not provide for general public access through to the beach in areas that contain burials or reburials. General public access to McCauley's Beach is being rationalised and kept to existing disturbed areas. It is a permissible use to develop physical or built expressions of the importance of the Sandon Point Aboriginal Place to promote the importance of the area to the wider community.

### **Identify other matters that may need to be negotiated between all identified groups**

Council will need to negotiate with Aboriginal Community members on matters relating to future licenses, compliance with the Sandon Point and McCauley's Beach Plan of Management components (which includes this OEH plan) and on ways to increase the wider non Aboriginal community's understanding of the importance of the area.

Council welcomes the opportunity in the future to collaborate with Elders and other Aboriginal community members to acknowledge and protect the values of the Sandon Point Aboriginal Place. Installing a Sandon Point Aboriginal Place sign is the first priority for collaboration. As needed into the future, subject to funds being available, the Aboriginal Community and Council may undertake other capital works to protect and/or promote the values of the Aboriginal Place. Furthermore, negotiation between Council and the Aboriginal community will be undertaken to develop proposed management strategies for OEH to consider in any future AHIP application lodged by Council.

### **Define ways in which culturally sensitive information will be treated**

Information already in the public domain has been provided so that areas in need of protection or careful management are identified. Specific Aboriginal Elders/Persons have not been quoted to explain the area's importance (even if information was provided on the OEH website) out of respect for their knowledge and their own ability to share information with the general public as they determine is appropriate. Confidential Aboriginal Sites have not been included in any PoM maps.

Council will continue to work with the Aboriginal Community to protect the area and tell the story of the place to the general public by means that are permissible under the Plan of Management and in compliance with this Sandon Point and Aboriginal Place Management Plan.

### **Explain if funding and resources are available for conservation projects through grants and the ways in which the funds will be used**

Council currently has operational funds for routine park and beach/foreshore maintenance, including regulatory signage or minor safety improvements.

Improvements requiring capital funding to protect and/or promote the values of the Aboriginal Place will require inclusion in a future Capital budget and partnering organisations with their own funds or grant funds to put towards the relevant projects. Every future improvement within the Sandon Point Aboriginal Place has to contend with significant land constraints that will increase its cost and require extensive community consultation in terms of limiting harm to the Place, location, design and construction methods and future ongoing management of the asset.

Permissible use improvements built within the Community Land at Sandon Point and McCauley's Beach will only be possible with community commitment and future grant funding. If the improvements could be built, they have been listed as a permissible use/development in the draft Plan of Management; however the costs of meeting all the constraints may be prohibitive.

Under the Plan of Management it is permissible to do the following to acknowledge the Aboriginal Cultural and Heritage importance of the area:

**Table H 7 Funding and Resource Needs for Conservation Projects**

<b>Conservation Projects that could Acknowledge or Conserve the Aboriginal Significance of the Sandon Point Aboriginal Place</b>	<b>Estimated cost without project plans, design plans, engineering reports, etc. based on past similar costs incurred by Council.</b>
AHIP application preparation and consultation with the Aboriginal Community in accordance with section 6 of the PoM to protect the values of the Place.	\$40,000 - \$100,000, depending on the number of AHIPs required for future improvements.
Activities under taken by the Aboriginal community to promote the values of the Sandon Point Aboriginal Place, (website or pamphlet creation, event management strategies, oral history projects, etc.).	\$500 - \$20,000 per community awareness project, depending on scale.
Signs, decorative pathways and/or other art work depicting its history and the ongoing cultural connection to country.	\$10,000 - \$50,000 depending on scale.
Construction or upgrade of formal access points to Sandon Point Beach and McCauley's Beach in accordance with the Access Plan. Eliminating other informal access points by low growing vegetation planting or fencing as a last resort as needed in consultation with the Aboriginal Community and OEH.	\$5,000 – \$200,000 depending on scale.
Widening or otherwise improving the portion of the shared path used by Aboriginal Groups or Persons to access the current Sandon Point Tent Embassy to address water ponding issues and to better manage the use of shared path by pedestrians, bicycle riders and occasional vehicles.	\$30,000 to \$500,000 – may include purchasing a small amount of private land to the west and there are considerable constraints to manage, as well as AHIP permit application.
Installation of convex mirror for improved site lines for authorised vehicles, walkers and cyclists. Designed to be less ground impacting.	\$5,000 for design and installation.
Improvements to allow SPATE to meet the evolving needs of the Aboriginal Community as appropriate for the values of the NSW Sandon Point Aboriginal Place declaration.	\$ 2,000 to \$200,000 depending on scale of change.
A Keeping Place as described in the Section 90 Permit Consent # 2130 issued to Stockland Development Pty Ltd and shown in appendix 5.	It is a Stockland requirement of the section 90 permit. Stockland would be financing the structure if built. Depending on the form and location, and its management strategy, the Keeping Place may be a building or an area

<b>Conservation Projects that could Acknowledge or Conserve the Aboriginal Significance of the Sandon Point Aboriginal Place</b>	<b>Estimated cost without project plans, design plans, engineering reports, etc. based on past similar costs incurred by Council.</b>
	where artefacts are re-interred and there are interpretive signs/walkways/paths.

**List contacts**

This information will be provided to OEH directly rather than listed in this public document.

**APPENDIX I: INFORMATION THE PAUL MASON JONES RESERVE COMMITTEE WOULD LIKE TO SHARE ABOUT PAUL MASON JONES**

**Pictures of Headland before and after the community restoration in honour of Paul Mason Jones**





### **The Sandon Point Headland Restoration in Memory of Paul Mason Jones**

Paul Mason Jones “Jinxy” 1952 – 1979

Husband and Father

Coal Mining’s Youngest Electrical Engineer

Past President of Southern Pacific Boardriders

Founding President of Sandon Point Boardriders

Charged the Point when the surf was big

Often spoke of rehabilitating the Point

Community love and respect for Jinxy

restored the Headland in his memory

**DEARLY MISSED and NEVER FORGOTTEN**

Paul Jones inadvertently created this Reserve through the love and friendship he gave to all segments of our community. After his accidental death in 1979 this friendship and respect inspired many people, industry leaders and local surfers alike, to rehabilitate the Point and create the Reserve in his memory. Whenever a working group was organized the response was often more than 100 people. Most materials and all earth moving and other equipment were freely supplied by local industry leaders. The initial restoration was solely a community designed and executed project but with complete Council blessing.

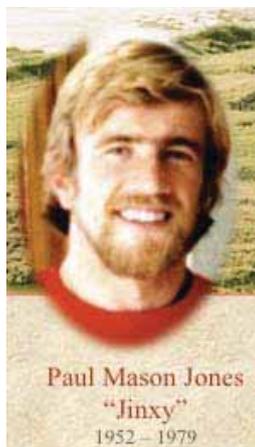
Over 4000 tons of topsoil were used to create the contours of the Reserve and cover the old gravel road and car-park down by the trig post. Hundreds of tons were to repair a headland badly eroded by heavy traffic: large erosion holes were filled, the southern and front slopes of the headland rebuilt and the whole headland capped. Thousands of feet of turf were rolled and transported by volunteers to quickly stabilize the extensive repair east of the trig-post. All earthworks and landscaping in the upper Reserve area were carried out by local residents and

the present day car-park was designed and built by them and later paved by Council. No amount of work seemed too much for anyone who had come to know Paul.

Home improvers and Surf Club stabilization had depleted the beach rocks protecting the SE side of the headland. With colliery support a convoy of trucks and many cars drove to the Shoalhaven River dam site. A long chain of willing arms loaded and unloaded over 100 tons of river rocks piled high from the dam excavation and used them to protect the southern base of the headland. These are often buried under growing sand dunes which will be washed away by that rare but inevitable south mega-swell. The rocks will help diffuse wave energy preventing future headland erosion and yet look natural when uncovered.

Years of tree and shrub planting by locals and Council have managed to stay ahead of the growing traffic and vandalism which tend to accompany greater numbers of people. Planting and maintenance are an on-going concern and volunteers are always welcome to help in any way. Please enjoy the Paul Mason Jones Reserve and take care of it. We hope anyone using the Reserve will respect and uphold all aspects of culture, environment and public health in this area. Please leave only sand and rocks on the beach and footprints on the grass. Though it was short, a special life lived well inspired this Reserve and with your respect for the area the value of that life will endure.

Our deeds live on in the minds of others.



## APPENDIX K: COMMUNITY VOLUNTEER BIRD SURVEY

### Bird list for Sandon Point and surrounds List collated by Jill Molan 2004, updated January 2007

RA †	Species	Scientific Name	Source
S	Brown Quail	<i>Coturnix ypsilophera</i>	2, 6, 7, 16
	Black Swan	<i>Cygnus atratus</i>	Ross Dearden 1/11/03 x5
C	Australian Wood Duck	<i>Chenonetta jubata</i>	3, 7, 9, 15
C	Grey Teal	<i>Anas gracilis</i>	1, 4, 6
MC	Chestnut Teal	<i>Anas castanea</i>	6, 7
C	Pacific Black Duck	<i>Anas superciliosa</i>	2, 3, 5, 6, 7, 9, 15
C	Australasian Grebe	<i>Tachybaptus novaehollandiae</i>	6
MC	Little (Fairy) Penguin	<i>Eudyptula minor</i>	7, 9 <sup>1</sup>
C	Fluttering Shearwater	<i>Puffinus gavia</i>	7 <sup>2</sup>
U	Sooty Shearwater	<i>Puffinus griseus</i>	9 <sup>3</sup>
C	Short-tailed Shearwater	<i>Puffinus tenuirostris</i>	7, 9 <sup>4</sup>
R	White-tailed Tropicbird	<i>Phaethon lepturus</i>	12 <sup>5</sup>
S	Darter	<i>Anhinga melanogaster</i>	7, 6, 8, 7, 9, 8, 13, 9, 17
C	Great Cormorant	<i>Phalacrocorax carbo</i>	1, 2, 4, 7, 9, 15
C	Little Black Cormorant	<i>Phalacrocorax sulcirostris</i>	2, 6, 7, 9, 15, 16
C	Little Pied Cormorant	<i>Phalacrocorax melanoleucos</i>	6, 7, 9, 15, 16
U	Pied Cormorant	<i>Phalacrocorax varius</i>	1, 2, 4, 5, 7, 9
C	Australian Pelican	<i>Pelecanus conspicillatus</i>	7, 8, 9
MC	Australasian Gannet	<i>Morus serrator</i>	7
MC	Great Egret	<i>Ardea alba</i>	1, 2, 4, 6, 7, 15
R	Intermediate Egret	<i>Ardea intermedia</i>	9 <sup>10</sup>
C	Cattle Egret	<i>Ardea ibis</i>	1, 2, 4, 5, 6, 7, 9, 15, 16
S	Little Egret	<i>Ardea (Egretta) garzetta</i>	6, 9
S	Eastern Reef Egret	<i>Ardea (Egretta) sacra</i>	3, 15
C	White-faced Heron	<i>Ardea novaehollandiae</i>	1, 2, 5, 6, 7, 9, 15, 16
U	White-necked Heron	<i>Ardea pacifica</i>	3, 7, 11, 12, 15
U	Rufous (Nankeen) Night Heron	<i>Nycticorax caledonicus</i>	7 <sup>12</sup>
R	Little Bittern	<i>Ixobrychus minutus</i>	9 <sup>13</sup>
R	Australasian Bittern	<i>Botaurus poiciloptilus</i>	7 <sup>14</sup>

<sup>1</sup> 1 bird beachwashed McCauley's beach: 01.01.98.

<sup>2</sup> Several huge rafts of thousands of birds feeding both out to sea and close off the rock platform north of Sandon Point: 03.11.02.

<sup>3</sup> A raft of birds resting behind breakers off McCauley's beach: December 1998.

<sup>4</sup> Beachwashed birds: 01.01.98 and early Summer each year; 03.11.01 one beachwashed.

<sup>5</sup> October 1998: sitting on handrail of cycleway over Hewitt's Creek. Flew away uninjured, appeared healthy and strong.

<sup>6</sup> Hewitts Creek: 28.01.02.

<sup>7</sup> One female flew in and landed in estuary lagoon at eastern end of Tramway Creek, 06.11.01. Observers Jill Molan, Eva and Maurice Sempe.

<sup>8</sup> Hewitts Creek: 10.11.01.

<sup>9</sup> Hewitt's Creek lagoon: 3.12.99.

<sup>10</sup> Tramway Creek lagoon: November 1997.

<sup>11</sup> Woodlands Creek at the point of diversion towards Hewitt's Creek, one bird: 25.08.01.

<sup>12</sup> Roosting in casuarinas Hewitts Creek 22.12.01.

<sup>13</sup> Hewitt's Creek near Surfer's Parade roundabout. 24.2.03.

RA †	Species	Scientific Name	Source
MC	Royal Spoonbill	<i>Platalea regia</i>	3, 6, 15
U	Yellow-billed Spoonbill	<i>Platalea flavipes</i>	E (H)
C	Australian White Ibis	<i>Threskiornis molucca</i>	3, 6, 15
MC	Straw-necked Ibis	<i>Threskiornis spinicollis</i>	1, 4, 15
U	Whistling Kite	<i>Haliastur sphenurus</i>	6
MC	White-bellied Sea-eagle	<i>Haliaeetus leucogaster</i>	6, 7, 9, 14 <sup>15</sup>
U	Swamp (Marsh) Harrier	<i>Circus approximans</i>	1, 4, 6, 7, 18 <sup>16</sup>
MC	Black-shouldered Kite	<i>Elanus axillaris</i>	1, 2, 3, 5, 7, 8, <sup>17</sup> 9, 15, 16
MC	Brown Goshawk	<i>Accipiter fasciatus</i>	7, 16
MC	Grey Goshawk	<i>Accipiter novaehollandiae</i>	9, <sup>18</sup> 7 <sup>19</sup>
MC	Australian Kestrel	<i>Falco cenchroides</i>	2, 3, 5, 7, 9, 15
U	Australian Hobby	<i>Falco longipennis</i>	3, 9, 15
U	Peregrine Falcon	<i>Falco peregrinus</i>	7 <sup>20</sup> , 9
U	Brown Falcon	<i>Falco berigora</i>	3, 15
MC	Dusky Moorhen	<i>Gallinula tenebrosa</i>	2, 3, 5, 6, 7, 9, 15, 16
C	Purple Swamphen	<i>Porphyrio porphyrio</i>	1, 2, 4, 6, 7, 9, 15, 16
MC	Eurasian Coot	<i>Fulica atra</i>	3, 15
S	Lewin's Rail	<i>Dryolimnas pectoralis</i>	2, 3, 7, <sup>21</sup> 15
U	Buff-banded Rail	<i>Gallirallus philippensis</i>	3, 11 <sup>22</sup> , 14 <sup>23</sup> , 12, <sup>24</sup> 15
MC	Ruddy Turnstone	<i>Arenaria interpres</i>	8 <sup>25</sup>
S	Latham's Snipe	<i>Gallinago hardwickii</i>	1, 2, 4, 5, 7, <sup>26</sup> 8 <sup>27</sup> , 10, <sup>28</sup> 15
LC	Bar-tailed Godwit	<i>Limosa lapponica</i>	12 <sup>29</sup>
U	Whimbrel	<i>Numenius phaeopus</i>	7 <sup>30</sup>
MC	Black-winged Stilt	<i>Himantopus himantopus</i>	6

- <sup>14</sup> 1 bird flushed north of pumping station on Woodlands Creek, flew south west up Tramway Creek until disappeared behind vegetation: 20.10.01. Observers Darryl McKay, Jill Molan, Terrill Nordstrom.
- <sup>15</sup> Dominic Leahy 7.04.02 One adult. Seen from Sandon Point surf club as it fished offshore and along McCauleys beach where it caught at fish at the exit of Tramway Creek. Then flew to the turpentine forest.
- <sup>16</sup> Hunting over Woodlands Creek, NW of pumping station: 10.11.04.
- <sup>17</sup> Nesting winter 2001. Two young fledged. Nested again spring-summer 2001. Two young fledged.
- <sup>18</sup> White phase.
- <sup>19</sup> Grey phase, south of Hewitt's Creek, east of Woodlands Creek Diversion: 20.10.01. Observers Darryl McKay, Jill Molan, Terrill Nordstrom.
- <sup>20</sup> Hewitt's creek eastern end, bird with prey item (bird), 29.09.01.
- <sup>21</sup> 29.09.01; 20.10.01 near the confluence of Tramway and the unnamed creek north of Cookson's Plibrico. Observers Darryl McKay, Jill Molan and Terrill Nordstrom. Flushed from reeds 23.03.02 DM:JM: Sally Forsstrom.
- <sup>22</sup> In his backyard, Hill St, Bulli over a period of weeks: 1998.
- <sup>23</sup> Reported in Illawarra Bird Observers' Club newsletter 2001. Sighting by John Bisset in wetland on Woodlands Creek, 02.03.01.
- <sup>24</sup> Alex Peterson, from 20.08.02 onwards, frequent sightings near the mouth of Hewitt's Creek.
- <sup>25</sup> Pass through on northerly migration route to northern hemisphere (our Autumn). Gather in small flocks and feed before departing.
- <sup>26</sup> Two birds, Woodlands creek, level with pumping station, 29.09.01.
- <sup>27</sup> One bird flushed from the western edge of cylceway crossing Tramway Creek, 5.45am, 31 10.01. Observers Jill Molan and Stefanie Hoy.
- <sup>28</sup> Tramway Creek Lagoon: 29.11.00, 8-9am; 28.12.00, 8am. Marcel van Wijk. Woodlands Creek: 29.9.01, 4pm. Jill Molan and Darryl McKay 2 birds flushed from Woodland Creek just north of the pumping station, flew south west and landed in Tramway creek.
- <sup>29</sup> Mouth of Hewitt's Creek 06.11.06.
- <sup>30</sup> Solitary bird. Several sightings around the period 25.09.01 to 4.10.01.

RA †	Species	Scientific Name	Source
MC	Sooty Oystercatcher	<i>Haematopus fuliginosus</i>	3, 8, 9, 15
MC	Red-capped Plover	<i>Charadrius ruficapillus</i>	3, 6, 8 <sup>31</sup> , 15,
C	Masked Lapwing	<i>Vanellus miles</i>	1, 2, 4, 5, 7, 9, 15, 16
MC	Artic Jaegar	<i>Stercorarius parasiticus</i>	9 <sup>32</sup>
S	Pacific Gull	<i>Larus pacificus</i>	9
MC	Kelp Gull	<i>Larus dominicanus</i>	2, 3, 6, 7, 9, 15
C	Silver Gull	<i>Larus novaehollandiae</i>	1, 2, 4, 6, 7, 9, 15, 16
C	Crested Tern	<i>Sterna bergii</i>	3, 6, 7, 8, 9, 15
U	Common Tern	<i>Sterna hirundo</i>	7
MC	Topknot Pigeon	<i>Lopholaimus antarcticus</i>	9 <sup>33</sup>
MC	Crested Pigeon	<i>Ocyphaps lophotes</i>	3, 9
C	Feral Pigeon* (Rock dove)	<i>Columba livia</i>	1, 4, 5, 7, 9, 16
C	Spotted Turtle-dove*	<i>Streptopelia chinensis</i>	1, 2, 5, 7, 9, 15, 16
MC	Yellow-tailed Black-Cockatoo	<i>Calyptorhynchus funereus</i>	7, 8, 9, 16
LC	Long-billed Corella	<i>Cacatua tenuirostris</i>	7, 9
LC	Little Corella	<i>Cacatua sanguinea</i>	2, 7, 9, 16
MC	Sulphur-crested Cockatoo	<i>Cacatua galerita</i>	2, 3, 7, 9, 15, 16
C	Galah	<i>Cacatua roseicapilla</i>	1, 2, 4, 5, 7, 9, 15
MC	Rainbow Lorikeet	<i>Trichoglossus haematodus</i>	5, 7, 9, 16
R	Scaly-breasted Lorikeet	<i>Trichoglossus chlorolepidotus</i>	9 <sup>34</sup>
U	Little Lorikeet	<i>Glossopsitta pusilla</i>	9 <sup>35</sup>
MC	Australian King Parrot	<i>Alisterus scapularis</i>	7, 9
C	Crimson Rosella	<i>Platycercus elegans elegans</i>	7, 9, 16
C	Eastern Rosella	<i>Platycercus eximius</i>	E (H)
U	Red-rumped Parrot	<i>Psephotus haematonotus</i>	E (H), 8 <sup>36</sup>
R	Swift Parrot	<i>Lathamus discolor</i>	E <sup>37</sup>
C	Fan-tailed Cuckoo	<i>Cacomantis flabelliformis</i>	1, 2, 4, 7, 8, 9
MC	Horsefield's Bronze-Cuckoo	<i>Chrysococcyx basalis</i>	9 <sup>38</sup>
MC	Common Koel	<i>Eudynamys scolopacea</i>	7, 8, 9
MC	Channel-billed Cuckoo	<i>Scythrops novaehollandiae</i>	7, 8, 9
C	Southern Boobook	<i>Ninox novaeseelandiae</i>	3
U	Barn Owl	<i>Tyto alba</i>	7 <sup>39</sup> , 12 <sup>40</sup>
MC	Tawny Frogmouth	<i>Podargus strigoides</i>	3
MC	White-throated Needletail	<i>Hirundapus caudacutus</i>	E (H)
U	Azure Kingfisher	<i>Alcedo azurea</i>	7, 9, 12 <sup>41</sup>
C	Sacred Kingfisher	<i>Todiramphus sanctus</i>	3, 6, 9, 15
C	Laughing Kookaburra	<i>Dacelo novaeguineae</i>	2, 3, 7, 9, 15
MC	Dollarbird	<i>Eurystomus orientalis</i>	7, 9

31 Intermittent sightings McCauley's beach e.g. 21.07.01 and 22.07.01.

32 Offshore Thirroul beach: December 1997.

33 North side McCauley's hill: 5.2.00.

34 Just after the big storm - 2 birds: 18.08.98.

35 Pine trees, McCauley's Hill: 12.11.00.

36 3 birds seen nearby in Park Rd Bulli Dec 2000.

37 Per Chris Chafer.

38 Base of track behind pumping station: 01.09.00.

39 Located in trees western side Woodlands Creek diversion, flew westward: 14.07.01 early afternoon.

40 Alex Peterson and Gill Voza near Woodlands Creek diversion: 04.08.01 noon.

41 Hewitt's Creek.

RA	Species	Scientific Name	Source
†			
C	White-throated Treecreeper	<i>Cormobates leucophaeus</i>	2
C	Superb Fairy-wren	<i>Malurus cyaneus</i>	1, 2, 4, 5, 7, 9, 15, 16
MC	Variegated Fairy-wren	<i>Malurus lamberti</i>	1, 2, 4, 7, 9
U	Southern Emu-wren	<i>Stipiturus malachurus</i>	1, 2, 4, 5, 6, 7 <sup>42</sup> , 9, 16
C	Spotted Pardalote	<i>Pardalotus punctatus</i>	2, 7
C	White-browed Scrubwren	<i>Sericornis frontalis</i>	1, 2, 4, 5, 7, 9, 16
C	Yellow (Little) Thornbill	<i>Acanthiza nana</i>	3, 5, 7, 9, 15
C	Striated Thornbill	<i>Acanthiza lineata</i>	1, 2, 4, 5, 9
C	Yellow-rumped Thornbill	<i>Acanthiza chrysorrhoa</i>	8 <sup>43</sup>
C	Brown Thornbill	<i>Acanthiza pusilla</i>	2, 7
C	Red Wattlebird	<i>Anthochaera carunculata</i>	5, 7, 9, 16
MC	Little Wattlebird	<i>Anthochaera chrysoptera</i>	1, 2, 4, 7, 9, 15, 16
MC	Noisy Friarbird	<i>Philemon corniculatus</i>	E (H)
C	Noisy Miner	<i>Manorina melanocephala</i>	E (H)
C	Lewin's Honeyeater	<i>Meliphaga lewinii</i>	3, 7, 9, 15, 16
C	Yellow-faced Honeyeater	<i>Lichenastomus chrysops</i>	2
C	New Holland Honeyeater	<i>Phylidonyris novaehollandiae</i>	1, 2, 4, 5, 7, 9, 16
S	White-cheeked Honeyeater	<i>Phylidonyris nigra</i>	1, 2, 4, 5, 7 <sup>44</sup> , 9
C	Eastern Spinebill	<i>Acanthorhynchus tenuirostris</i>	1, 2, 4, 5, 7, 9, 15
U	Scarlet Honeyeater	<i>Myzomela sanguinolenta</i>	9 <sup>45</sup>
C	Eastern Yellow Robin	<i>Eopsaltria australis</i>	2, 7, 9
C	Eastern Whipbird	<i>Psophodes olivaceus</i>	3, 7, 9, 15, 16
MC	Golden Whistler	<i>Pachycephala pectoralis</i>	7 <sup>46</sup>
C	Grey Shrike-thrush	<i>Colluricincla harmonica</i>	7 <sup>47</sup> , 9 <sup>48</sup>
MC	Black-faced Monarch	<i>Monarcha melanopsis</i>	E <sup>49</sup>
MC	Leaden Flycatcher	<i>Myiagra rubecula</i>	18 <sup>50</sup>
MC	Rufous Fantail	<i>Rhipidura rufifrons</i>	9 <sup>51</sup> , 17, 8 <sup>52</sup>
C	Grey Fantail	<i>Rhipidura fuliginosa</i>	1, 2, 4, 5, 7, 9, 15
C	Willie Wagtail	<i>Rhipidura leucophrys</i>	1, 2, 4, 5, 7, 9, 15, 16
U	Spangled Drongo	<i>Dicrurus bracteatus</i>	7, <sup>53</sup> 9 <sup>54</sup>
C	Magpie-lark	<i>Grallina cyanoleuca</i>	1, 2, 4, 5, 7, 9, 15, 16
C	Black-faced Cuckoo-shrike	<i>Coracina novaehollandiae</i>	2, 3, 7, 9, 15
#	Barred Cuckoo-shrike	<i>Coracina lineata</i>	9 <sup>55</sup>
U	Figbird	<i>Sphecotheres viridis</i>	9 <sup>56</sup>

<sup>42</sup> Some sightings near eastern end Hewitt's Creek (quite close to bridge) 11.02.01 (4 birds including 2 male); north of pumping station 18.02.01 (4 birds including 1 male); 24.03.01.

<sup>43</sup> August 2002.

<sup>44</sup> Two birds, causeway Tramway creek, 29.09.01.

<sup>45</sup> seen nearby in Waterloo St Bulli: March 1998.

<sup>46</sup> Turpentine forest 27.1.02.

<sup>47</sup> Public walkway up beside turpentine forest 20.4.02.

<sup>48</sup> McCauley's Hill.

<sup>49</sup> Uses habitat similar to Rufous Fantail, recorded nearby in Wharton's Creek.

<sup>50</sup> Wilkie's walk, in Casuarina trees and woodland. 3.11.04.

<sup>51</sup> Hewitt' Creek: 24.03.01.

<sup>52</sup> With Stefanie Hoy. On grassland off cycleway 10 metres from the picket. Resting on the ground, not injured. Flew away when approached. May have been feeding on the numerous flies around that morning: 01.11.04.

<sup>53</sup> Near the confluence of Hewitts creek and the Woodlands Creek diversion 20.4.02.

<sup>54</sup> Hewitt's Creek: 27.06.98.

<sup>55</sup> McCauley's Hill Figtrees: 24-26.11 00.

RA †	Species	Scientific Name	Source
R	White-breasted Woodswallow	<i>Artamus leucorhynchus</i>	9 <sup>57</sup>
MC	Grey Butcherbird	<i>Cracticus torquatus</i>	7, 9, 15, 16, 18 <sup>58</sup>
C	Australian Magpie	<i>Gymnorhina tibicen</i>	2, 3, 7, 9, 15, 16
C	Pied Currawong	<i>Strepera graculina</i>	2, 3, 7, 9, 15, 16
C	Australian Raven	<i>Corvus coronoides</i>	1, 2, 4, 5, 7, 9, 15, 16
C	Satin Bowerbird	<i>Ptilonorhynchus violaceus</i>	7
LC	Skylark*	<i>Alauda arvensis</i>	2, 3, 15
C	Australian Pipit	<i>Anthus novaeseelandiae</i>	2, 3, 4, 7, 9, 15
U	Zebra Finch	<i>Taeniopygia guttata</i>	3, 5, 6, 15
U	Double-barred Finch	<i>Taeniopygia bichenovii</i>	9 <sup>59</sup>
C	Red-browed Finch	<i>Neochmia temporalis</i>	1, 2, 4, 7, 9, 15, 16
U	Chestnut-breasted Mannikin		9 <sup>60</sup>
C	House Sparrow*	<i>Passer domesticus</i>	2, 3, 5, 7, 9, 15, 16
MC	European Goldfinch*	<i>Carduelis carduelis</i>	2, 5, 7, 9, 15, 16
MC	Mistletoebird	<i>Dicaeum hirundinaceum</i>	E (H)
C	Welcome Swallow	<i>Hirundo neoxena</i>	1, 2, 4, 5, 6, 7, 9, 15, 16
U	Fairy Martin	<i>Hirundo ariel</i>	3, 9, 7, 15
MC	Clamorous Reed-Warbler	<i>Acrocephalus stentoreus</i>	2, 3, 6, 7, 9, 15, 16
U	Little Grassbird	<i>Megalurus gramineus</i>	2, 6, 8, <sup>61</sup> 9, 15, 16
MC	Golden-headed Cisticola	<i>Cisticola exilis</i>	1, 2, 4, 5, 6, 7, 9, 15, 16
U	Rufous Songlark	<i>Cincloramphus mathewsi</i>	5
C	Silvereye	<i>Zosterops lateralis</i>	1, 2, 4, 5, 7, 9, 15, 16
MC	Red-whiskered Bulbul*	<i>Pycnonotus jocosus</i>	1, 2, 4, 5, 7, 9, 15, 16
C	Common Starling*	<i>Sturnus vulgaris</i>	1, 2, 4, 5, 7, 9, 15, 16
C	Common Mynah*	<i>Acridotheres tristis</i>	1, 2, 4, 5, 7, 9, 15, 16
U	Common Blackbird*	<i>Turdus merula</i>	7

RA† = Regional Abundance in the Illawarra Area according to Chafer et al. 1999 (see below).

\* introduced species

# only recorded once before in 1998, is 400km south of its natural southern distribution.

### Sources

1. QEM, Local Environmental Study: Sandon Point, Bulli/Thirroul. Flora & Fauna Assessment 1992.
2. Rowles, *cited in QEM 1992*. 1982-92. pp. 3.9-3.12.
3. Glynn and Wady, *cited in QEM 1992*. 1991. pp. 3.9-3.12.
4. Huggett, *cited in QEM 1992*. 1992. pp. 3.9-3.12.
5. Daly, *cited in QEM 1992*. 1992. pp. 3.9-3.12.
6. Chafer, C. J., Biodiversity of Wetlands in the Illawarra Catchment. 1997.
7. Darryl McKay (NSW FOC & CBOC) and Jill Molan.
8. Jill Molan (NSW FOC and CBOC and Birds Australia).
9. Ian McInlay (IBOC).
10. Marcel Van Wijk.
11. Ross Dearden (Point Street Bulli resident).
12. Alex Peterson (Thirroul resident).
13. Joe Davis (Thirroul resident).
14. Other (see footnotes).
15. Alan Sefton (1983) (Illawarra Natural History Society per Max Ackerman).
16. Connell Wagner Flora and Fauna Assessment, April-May 2001.
17. Roger Truscott (local birdwatcher).
18. Frances Patterson and Jill Molan.

<sup>56</sup> McCauley's Hill Figtrees.

<sup>57</sup> December 1998 group of 4 birds - 1 sighting only.

<sup>58</sup> Breeding in Turpentine forest, fledged two young, October-November 04.

<sup>59</sup> A pair near pumping station: 24.03.01.

<sup>60</sup> 24/2??

<sup>61</sup> At cycleway over Tramway Creek, 14.01.03 with Stef Hoy.

- E (H) Species listed as expected by Huggett in QEM (1992) (common names updated).  
 E Species expected but not yet observed on site. Reasons for listing noted in footnote.

The order of species on this list is according to Morcombe, M. 2000. *Field Guide to the Birds of Australia*. Steve Parish Publishing Pty. Ltd., Archerfield Queensland.

Abundance of species in the Illawarra area is listed according to Chafer, C.J., Brandis, C.C.P. and Wright, D. 1999. *Handbook of Birds Found in the Illawarra, Shoalhaven and Adjacent Tablelands*. Illawarra Bird Observers Club, Wollongong.

The following is an extract from this book which explains the 'Regional abundance' column on this table:

*Status is defined ... as being the broad degree of residency each species displays while present in the region.*

<i>Extirpated:</i>	<i>regionally extinct, no confirmed observations for the past 50 years</i>
<i>Accidental:</i>	<i>one to few observations this century of a species well outside of its normal distribution</i>
<i>Rare (R):</i>	<i>less than 3 locations/observations reported per calendar year</i>
<i>Scarce (S):</i>	<i>present in restricted habitats, with a regional population below 200 individuals</i>
<i>Uncommon (U):</i>	<i>present in restricted habitats, with a regional population usually below 1,000 individuals</i>
<i>Moderately common (MC):</i>	<i>present in small numbers in preferred habitat(s) throughout the region</i>
<i>Locally moderately common (LMC):</i>	<i>present in small numbers in locally restricted habitats throughout the region</i>
<i>Common (C):</i>	<i>found in many habitats across most of the region in large numbers</i>
<i>Locally common (LC):</i>	<i>found in a locally restricted number of habitats across the region in large numbers</i>

Sooty Oyster Catchers at McCauleys Beach – Photos by Marcel Van Wijk



A New Holland Honeyeater, on a Banksia branch, Sandon Point Headland





## Planning & Environment

Mr David Farmer  
General Manager  
Wollongong City Council  
Locked Bag 8821  
Wollongong NSW 2500

Dear Mr Farmer

### **Pre-Gateway review – Lady Carrington Estate South and Land Pooling (PGR\_2013\_WOLLG\_002\_00)**

I refer to a pre-Gateway review request for a proposal to amend the Wollongong Local Environmental Plan 2009 to zone the above land to permit 400 residential lots.

I have considered the request for review, the recommendations of the Southern Joint Regional Planning Panel (JRPP), advice provided by Council and other relevant considerations.

I have determined that the proposal should be amended and proceed to Gateway determination consistent with JRPP recommendations. The amended proposal should apply only to the cleared areas of the Lady Carrington Estate South and not the Land Pooling site, with the precise boundary of the urban footprint to be determined through additional environmental studies and identified in a concept plan of subdivision as described in JRPP recommendations (3) and (4). The JRPP recommendations and report are attached for your information.

Council is asked to prepare a planning proposal under section 55 of the *Environmental Planning and Assessment Act 1979*, and submit it for a Gateway determination, following completion and review of the additional studies. The proponent has been advised to contact Council to discuss the preparation of the studies. If Council advises that it does not wish to progress this matter, an alternate Relevant Planning Authority (RPA) may be appointed.

The Department is still considering the JRPP's recommendations in relation to Council's broader planning proposal for environmental zonings in the Helensburgh and Offord areas. The Department will write to Council separately regarding the finalisation of the planning proposal.

If you would like to discuss this matter, please contact Mr Graham Towers of the Department's Southern Region, on (02) 4224 9467.

Yours sincerely

Marcus Ray  
**Acting Deputy Secretary, Planning Services**

18/12/14  
Encl: Panel report



- Subject site - Lady Carrington Precinct
- Land interpreted as being subject to further investigation for possible urban development.

Drawn By: J Lewis	
Date: 06.08.14	
Aerial Photography 2012	
Gis ref: SubjectSite_LadyCarringtonSth1.mxd	
<p>0 120 Meters</p>	



**Part D – Locality Based Precinct Plans**

**Brickyard Point – Headlands Hotel, Austinmer**



## 1 INTRODUCTION

This Locality Chapter is intended to supplement the land use planning controls applied by Part B of the Wollongong Development Control Plan 2009 (DCP) to guide any future development at the site at Brickyard Point – Headlands Hotel, Austinmer, comprising of 9 separate allotments. This Chapter recognises the unique characteristics of the Brickyard Point site, and the ability to deliver a range of development types (**excluding residential**) in a headland setting. This Chapter reinforces and aims to guide the future development as per the Draft Vision June 2011 – Brickyard Point, Headlands hotel, Austinmer.

This chapter of the DCP should be read in conjunction with Part A, B, C, D and E of the Wollongong Development Control Plan 2009 and the relevant Local Environmental Plan. The built form controls in this Chapter supplement, and in some cases prevail over Part B.

In the event that the provisions contained in this precinct plan are inconsistent with the provisions of any other part of the DCP, the provisions of this precinct plan shall prevail to the extent of the inconsistency.

## 2 LAND TO WHICH THIS PLAN APPLIES

This Locality Chapter applies to land known as Brickyard Point on which Headlands Hotel sits and is located at Austinmer. This site consisting of 9 separate allotments is bounded by Headland Ave to the north, Yuruga Street to the west and Lane 45 along the east and south.



### 3 VISION

*A key tourism location which supports tourism development (not residential) of a high quality architectural design, and capitalises on views afforded by its stunning location; promotes public access to the headland; protects the scenic quality of the headland; is sensitive to the environment; celebrates the heritage of the headland and its established Norfolk Island Pines; and respects the amenity of adjacent residential lands.*

On 12 June 2012 Council endorsed vision for Brickyard Point former Headlands Hotel Site to guide planning controls for the site, particularly, building massing, height, views to and from the site and public domain.

### 4 AIMS

The key objectives for the site are:

- a) Provide a tourist oriented iconic development (excluding residential) which is sensitive to the visual, natural and cultural attributes of the site
- b) Ensure that future development does not disrupt the visual prominence and character of the headland.
- c) Ensure that future built form is distributed appropriately across the site to achieve a sympathetic design to this significant headland location
- d) Ensure that open space interface between private and public domain complement one another.
- e) Ensure the stability of the headland to protect and restore remnant vegetation on the cliff's edge and face
- f) Retain and protect the existing Norfolk Island Pine trees on the site
- g) Ensure that Aboriginal significance of site and potential for industrial archaeology is explored and where appropriate, protected.
- h) Maintain public access around the site and provide a strong integration with the future private open.
- i) Promote through site link/s to increase permeability along eastern edge of the headland.



Above – Site Analysis for Brickyard Point

## 5 KEY URBAN DESIGN PRINCIPLES

The key urban design principles in order to achieve the objectives and vision for the site are –

1. Ensure design excellence to deliver a building of landmark quality.
2. Provide a unified & holistic approach to the site
3. Future built form must enhance and not detract from the visual prominence and character of the headland.
4. Provide a built form that ensures passive surveillance along Yuruga Street & Headlands Avenue.
5. Create an attractive streetscape that is sensitive and complements the residential character of Yuruga Street.
6. Ensure building design and function is sympathetic to the Norfolk Pines.
7. Provide an integrated public and private open space interface which are clearly distinguishable.



Above – Design Principles Diagram – 1



Above – Design Principles Diagram – 2

## 6 DEVELOPMENT CONTROLS

The controls to achieve the design aims and vision for the site are –

### **Built form and architectural character**

- a) No large expanse of blank walls to Yuruga Street or Headlands Ave.
- b) Capture scenic views beyond to south of the site through the built form by using appropriate fenestrations and glazing. *Refer images below –*



Above Image 1 – Use of large fenestrations



Above Image 2 – Use of glazing with appropriate vertical elements



Above Image 3 – Use of glazing with strong vertical elements

- c) Articulation must be provided through use of a combination of methods including vertical/strong elements, different finishes and materials, breakdown of long facades with smaller design elements. *Some imagery of articulation typologies is included below.*



**Above Image 4 – Strong vertical elements with large overhang**



**Above Image 5 – Consistent rhythm to break lengthy walls with clever use of masonry as base and lightweight for upper levels – complementing residential character of Yuruga St**



**Above Image 6 – Consistent rhythm to break lengthy walls with clever use of masonry as base and lightweight for upper levels**



**Above Image 7 – Built form with interactive spaces connecting the indoor, outdoor private space & public open space**

- d) Future built form must not extend beyond Lot 94. This also applies to any renovation and extension works to the existing Headlands Hotel. *Refer Design Principles Diagram - 2.*
- e) Facade treatment to Yuruga Street to be responsive to the residential development through appropriate scale and architectural design features



**Above Image 8 – Example – complementing residential character of Yuruga Street**



**OR**



**Above Image 9 – Example – complementing residential character of Yuruga Street**

- f) All car parking should be provided in the form of basement with exception of up to a maximum of 8 visitor car spaces above ground car parking.
- g) Heights/building mass should be distributed according to the *Design Principles diagram*.
- h) Interactive spaces should be created along the eastern/north eastern part of the site that address both private and public open spaces – i.e pool, bar/restaurant, beer garden, informal seating or similar. *Refer images below.*



**Above Image 10 – Casual seating**



**Above Image 11 – Outdoor bar**



**Above Image 12 – Formal function dining**



**Above Image 13 – Pool, and picnic shelters**

- i) Service and utility areas should be screened from open space areas and all public areas
- j) Any variation to the massing within the LEP controls under Clause 4.6 will require strong justification and achieving design excellence for the site as per Clause 7.18 of the Wollongong LEP 2009.

## **Setbacks**

- a) A minimum average 10.0m setback must be provided from the centre of the existing Norfolk Pines to the future building line. *Refer Design Principles diagram.*
- b) Balconies may be allowed to encroach within the setbacks provided they do not restrict the long term growth requirements of the Norfolk Pines.
- c) Basement must not protrude outside of the building line.

### **Height**

- a. Maximum 9.0m building height limit to Yuruga Street, Headland Avenue, public reserve to the east and some part of Lane 45 as shown in the *Design Principles Diagram -1*.
- b. Increased building height of up to 15.0m in middle of the site to reduce bulk and retain visual prominence of the headland from north and south. This would equate to 4 to 5 storeys in the middle.

### **Landscape**

- a) Open space provided on lots 94 and 95, may contain structures such as picnic shelters, outdoor dining, BBQ, kiosks as transition between the private and public land to the east. Strictly no buildings are to encroach on these lots. *Refer images 10 to 13.*
- b) Private open spaces catering to the patrons of the development must be a combination of soft and hard landscaped areas. These areas may not be deep soil zones.
- c) The 10.0m setback buffer zone to Norfolk Pine trees must be deep soil area with appropriate landscaping. No basement carparking to intrude in this buffer zone to Norfolk Pines.

### **Fencing**

- a) Fencing used to separate private/public land must not be higher than 1.2m. Fencing material must not be colorbond or any other metal fencing. Fencing materials should complement the architectural design elements and features. Transparent materials/glass and landscape elements such as hedging is encouraged. Solid fences must not be higher than 800mm.

### **Lot Consolidation**

- a) Existing 9 allotments must be amalgamated as part of future redevelopment of the site

### **Design Excellence Criteria**

Any Development Application for the subject site will be referred to the Design Review Panel for appropriate assessment, prior to determination of the application.

The Design Review Panel will consider applications at the pre-lodgement stage, in order to provide upfront design advice prior to the formal lodgement of the Development Application.

The Design Review Panel will consider whether the development exhibits design excellence and will have regard to the following matters:

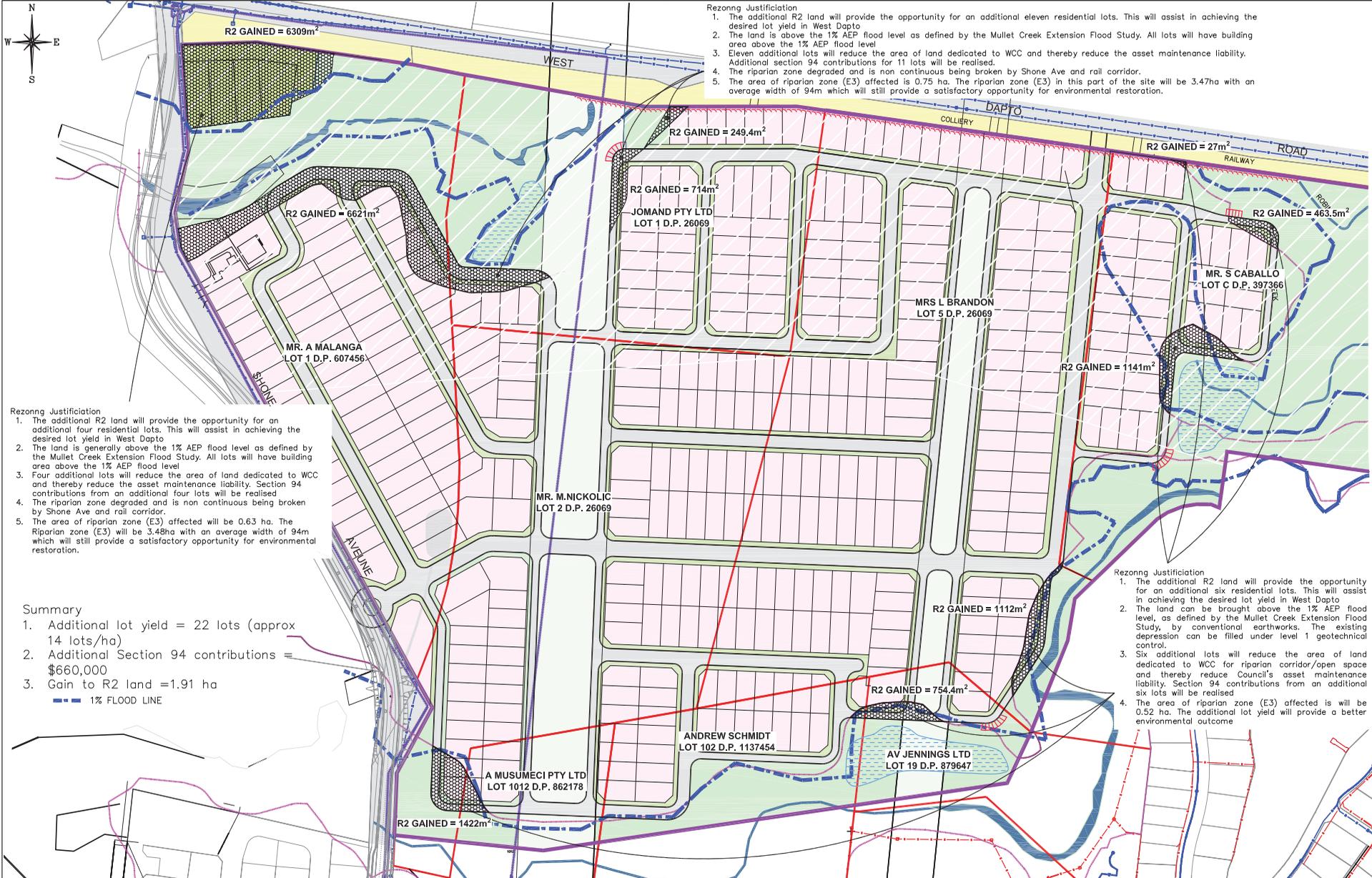
- a) Whether a high standard of architectural design, materials and detailing appropriate to the building type and location will be achieved,
- b) Whether the form and external appearance of the proposed development will improve the quality and amenity of the public domain,
- c) Whether the proposed development detrimentally impacts on view corridors,
- d) How the proposed development addresses the following matters:

- i. Existing and proposed uses and use mix,
- ii. Clever design solutions to retain and integrate the Norfolk Pine trees within the development
- iii. Bulk, massing and modulation of buildings,
- iv. Street frontage heights,
- v. Streetscape design to Yuruga Street
- vi. Visual Impact along Headlands Ave from north and along Lane 45 from south
- vii. Environmental impacts such as sustainable design, overshadowing, wind and reflectivity,
- viii. Pedestrian, cycle, vehicular and service access, circulation and requirements

## **7 ADDITIONAL SITE SPECIFIC REPORTS/INFORMATION**

- A detailed landscape plan prepared by a qualified Landscape Architect.
- Aboriginal Archaeological Assessment
- Arborist report that establishes/confirms setbacks and ensures long term viability of the Norfolk Pines.





**DO NOT SCALE**

**Rezoning Justification**

1. The additional R2 land will provide the opportunity for an additional eleven residential lots. This will assist in achieving the desired lot yield in West Dapto
2. The land is above the 1% AEP flood level as defined by the Mullet Creek Extension Flood Study. All lots will have building area above the 1% AEP flood level
3. Eleven additional lots will reduce the area of land dedicated to WCC and thereby reduce the asset maintenance liability.
4. The riparian zone degraded and is non continuous being broken by Shone Ave and rail corridor.
5. The area of riparian zone (E3) affected is 0.75 ha. The riparian zone (E3) in this part of the site will be 3.47ha with an average width of 94m which will still provide a satisfactory opportunity for environmental restoration.

**Rezoning Justification**

1. The additional R2 land will provide the opportunity for an additional four residential lots. This will assist in achieving the desired lot yield in West Dapto
2. The land is generally above the 1% AEP flood level as defined by the Mullet Creek Extension Flood Study. All lots will have building area above the 1% AEP flood level
3. Four additional lots will reduce the area of land dedicated to WCC and thereby reduce the asset maintenance liability. Section 94 contributions from an additional four lots will be realised
4. The riparian zone degraded and is non continuous being broken by Shone Ave and rail corridor.
5. The area of riparian zone (E3) affected will be 0.63 ha. The Riparian zone (E3) will be 3.48ha with an average width of 94m which will still provide a satisfactory opportunity for environmental restoration.

**Summary**

1. Additional lot yield = 22 lots (approx 14 lots/ha)
  2. Additional Section 94 contributions = \$660,000
  3. Gain to R2 land = 1.91 ha
- 1% FLOOD LINE

**Rezoning Justification**

1. The additional R2 land will provide the opportunity for an additional six residential lots. This will assist in achieving the desired lot yield in West Dapto
2. The land can be brought above the 1% AEP flood level, as defined by the Mullet Creek Extension Flood Study, by conventional earthworks. The existing depression can be filled under level 1 geotechnical control.
3. Six additional lots will reduce the area of land dedicated to WCC for riparian corridor/open space and thereby reduce Council's asset maintenance liability. Section 94 contributions from an additional six lots will be realised
4. The area of riparian zone (E3) affected is will be 0.52 ha. The additional lot yield will provide a better environmental outcome

Revision	Amendment or reason for Issue	Issue date	Drawn by	Authorised



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Surveyor	Date	14.01.2015
Date of Survey	Drawn	B.MIDDLETON
Height Datum	Designed	W.MULLINARY
Origin	Checked	
Plots, Datum	Approved	

**PROPOSED NEIGHBOURHOOD PLAN  
 SHONE AVEUNE / WEST DAPTO  
 HORSLEY  
 RE-ZONING JUSTIFICATION PLAN**

Project No. **KF11545**  
 Drawing No. **C102**  
 Sheet 2 Of 2  
 Scale 1:2000@ A1  
 1:4000@ A2  
 Drawing Status ISSUED FOR COUNCIL APPROVAL

PRINTED BY : [unreadable]



**WOLLONGONG LOCAL ENVIRONMENTAL PLAN 2009**

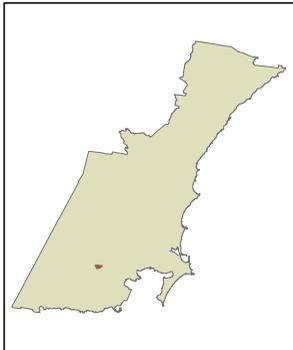
Planning Proposal  
Land Zoning Map

Zoning

- B1 Neighbourhood Centre
- E4 National Parks & Nature Reserves
- E3 Environmental Conservation
- E2 Environmental Management
- IN2 Light Industrial
- R2 Low Density Residential
- RE1 Public Recreation
- RU1 Primary Production
- RU2 Rural Landscape
- RU4 Primary Production Small Lots
- SP2 Infrastructure
- Re-zoning justification areas

Cadastral

Cadastral 27.01.14 © Wollongong City Council



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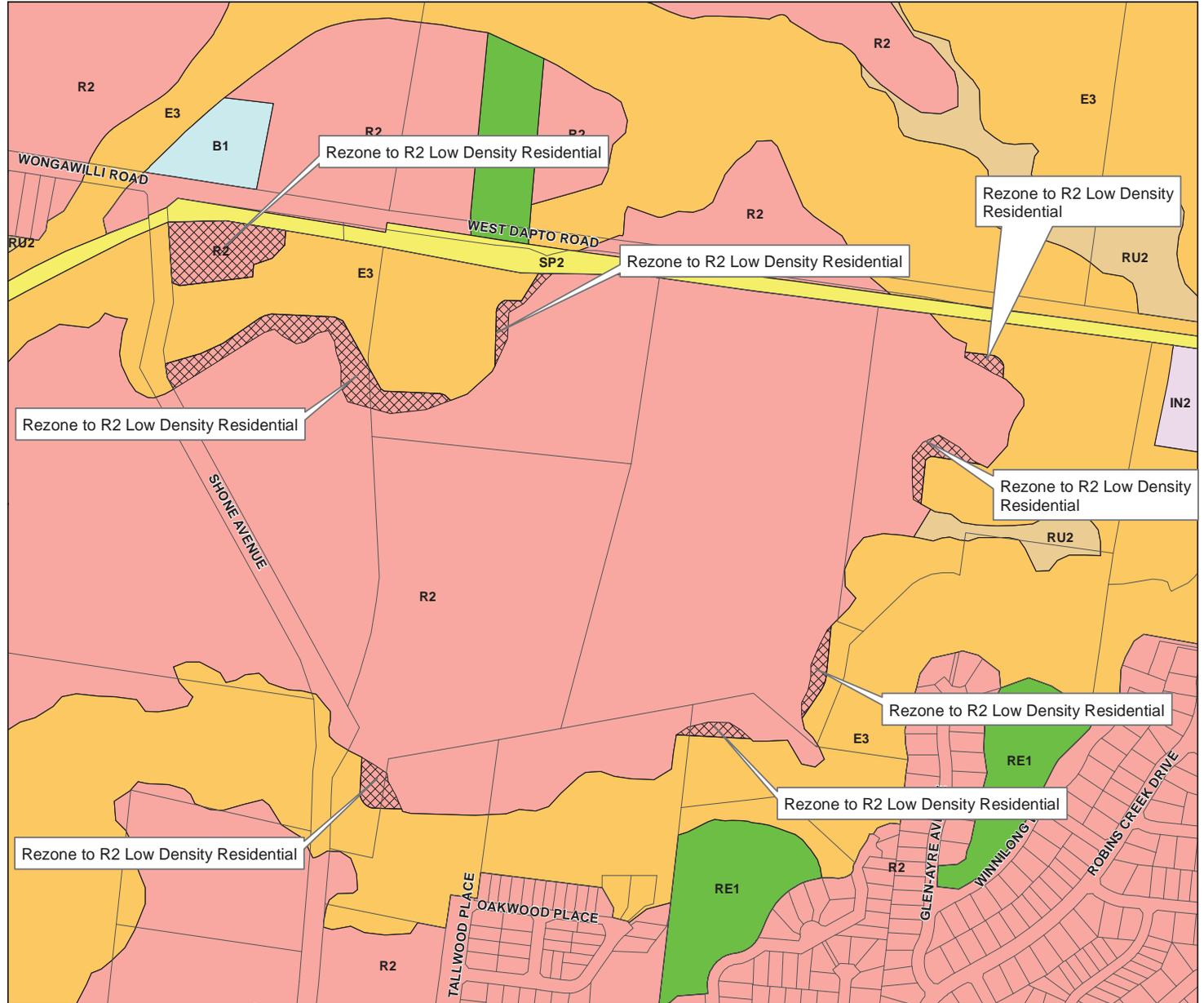
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Kilometers

Projection: GDA 1994  
MGA Zone 56

Scale 1:4,000 @ A3

Map Identification number:  
WestDaptoRoad\_PP\_Zoning.mxd





**WOLLONGONG LOCAL ENVIRONMENTAL PLAN 2009**

Planning Proposal  
Floor Space Ratio map

Maximum Floor Space Ratio (n:1)

- A 0.3
- D 0.5
- I 0.75
- P 1.2
- S 1.5
- T 2.0
- U 2.5
- V 3
- Re-zoning justification areas

Cadastre

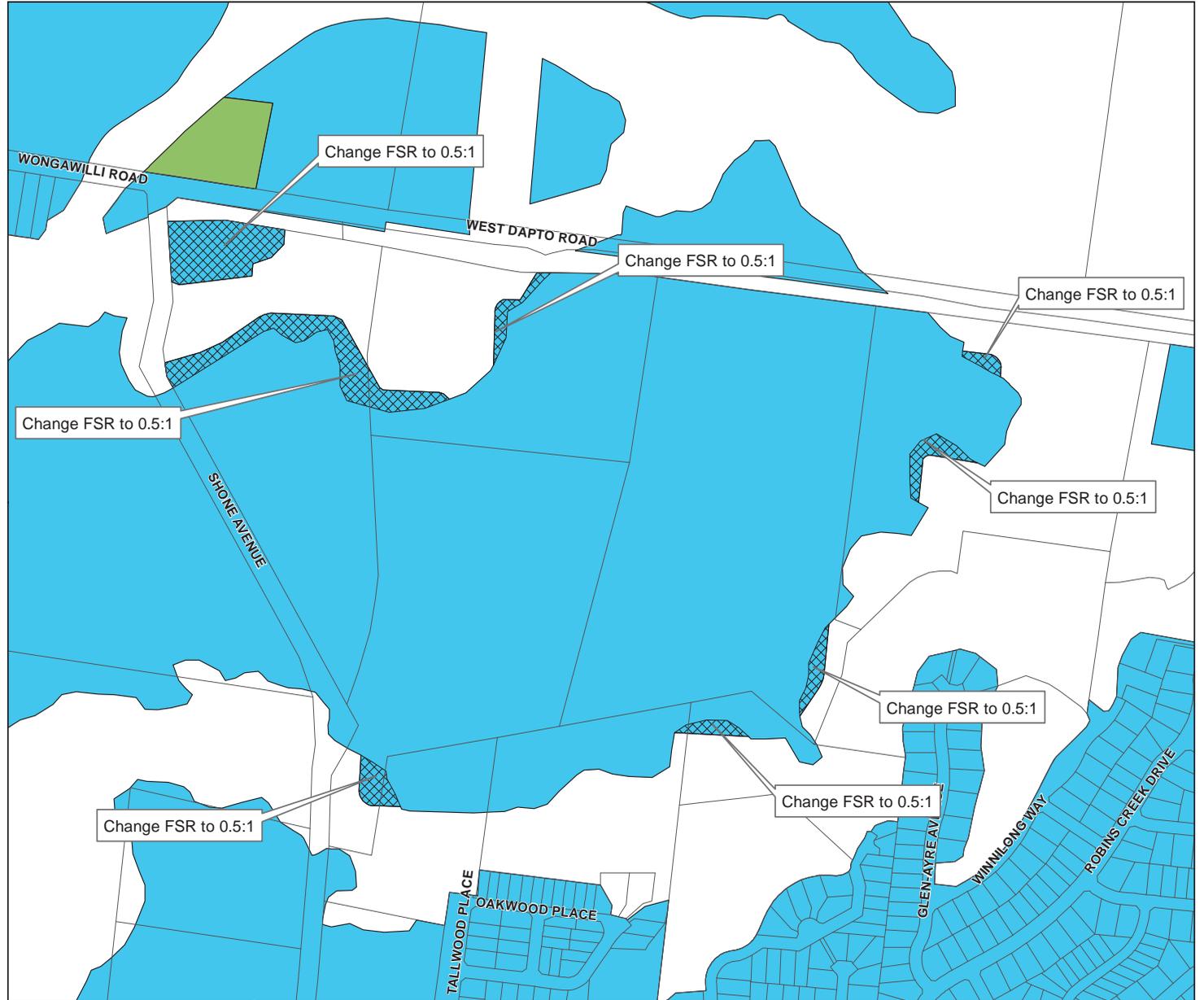
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WestDaptoRoad\_PP\_FSR.mxd



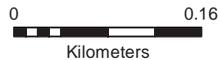
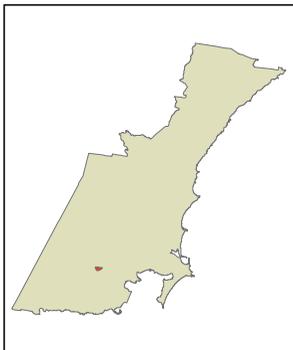
Planning Proposal  
 Lot Size Map

Minimum Lot Size (sq m)

F	449
T	999
U1	1499
U2	1999
V	2999
W	3999
X	0.99ha
Y	1.99ha
Z1	3.99ha
Z2	4.99ha
AA	9.99ha
AB	39.99ha
	Re-zoning justification areas

Cadastral

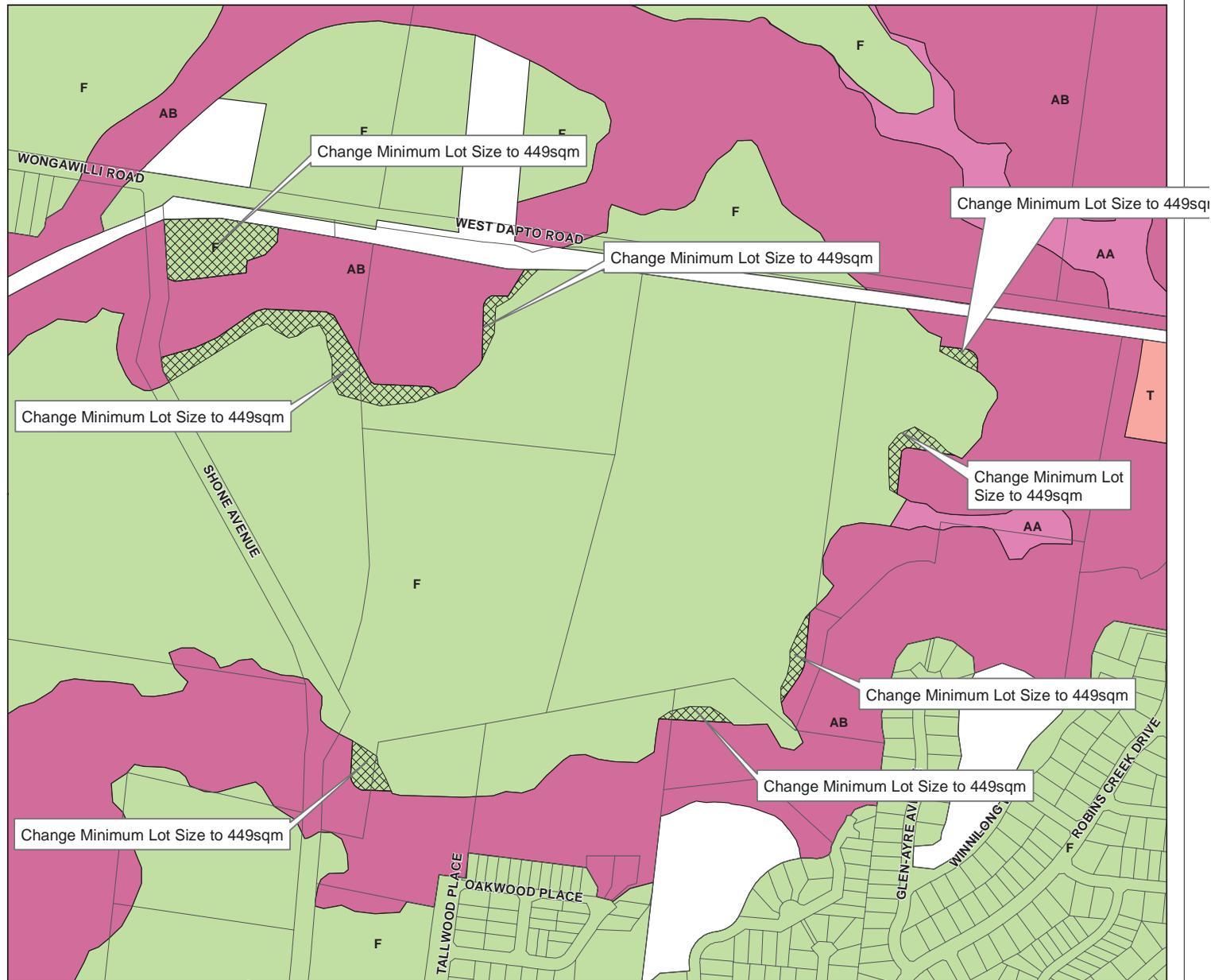
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Projection: GDA 1994  
MGA Zone 56

Scale 1:4,000 @ A3

Map Identification number:  
WestDaptoRoad\_PP\_MinLotSize.mxd



Mr Peter Bloem  
Manager Illawarra, Metropolitan Branch  
NSW Environment Protection Authority  
[peter.bloem@epa.nsw.gov.au](mailto:peter.bloem@epa.nsw.gov.au)

Our Ref:  
File:  
Date:

Z15/25115  
ESP-070.02.007  
[Type full date eg 2 June 2013]

Dear Mr Bloem

## PORT KEMBLA COPPER

Thank you for recommending that Port Kembla Copper (PKC) contact Wollongong City Council regarding the two issues concerning groundwater contamination and the creation of a public positive covenant for the former copper smelter site at Port Kembla, and the proposed transfer of property titles and environment protection licences for this site and the former slag emplacement area at Primbee. Council staff met with Ian Wilson from PKC in December 2014 to discuss the PKC proposal.

In a letter to PKC dated 2/12/2014, EPA detailed a number of information requirements that PKC must provide to them before the proposed transfer of property titles and environment protection licences can occur. Council is in agreement with all of EPA requirements detailed in this letter. Council requests that when a reply is received from PKC, that EPA advises Council that the information provided is satisfactory and forward to Council for future reference, a copy of the documentation provided by PKC.

Council is supportive of the development of a public positive covenant and supporting site management plan to manage groundwater contamination at the Port Kembla site. Since the public positive covenant applies to the land, this provides a greater level of disclosure to all future land users, including land owners, occupiers and workers about the presence of contamination on the site and the management requirements for the site.

PKC have submitted two groundwater contamination reports to the EPA on the current status of groundwater contamination at the site. Council environmental staff have reviewed the two reports and agree with the conclusions of the EPA Contaminated Sites Section that the groundwater in the shallow and deep aquifers under the Port Kembla Copper site are not considered to pose a risk to the receptors of Port Kembla Outer Harbour.

With regard to proposed transfer of property titles and EPLs for the two PKC sites, the main concern of Council is that the proposed new entity, PKC Properties Pty Ltd, will have an appropriate corporate and management structure and the financial capacity to manage and appropriately remediate any current or future environmental issues at the two sites. In particular, PKC should demonstrate how the proposed transfer of ownership will affect the Closure and Exit Strategy and the Council endorsed closure approach for the Korrongulla site that is currently being implemented.



It would be appreciated if you could keep me informed of progress in relation to this proposal.

**Yours faithfully**

**David Farmer**  
**General Manager**  
Wollongong City Council  
Direct Line (02) 4227 7111

Our reference: EF13/3448:DOC14/285649:PB  
Contact: Peter Bloem (02) 4224 4100

Port Kembla Copper Pty Ltd  
(Attention: Mr Ian Wilson)  
PO Box 42  
PORT KEMBLA NSW 2505

Dear Mr Wilson

**ENVIRONMENT PROTECTION AUTHORITY/PORT KEMBLA COPPER PTY LTD  
MEETING OF 21 NOVEMBER 2014**

I am writing following a meeting held between the Environment Protection Authority (EPA) and Port Kembla Copper (PKC) Pty Ltd on 21 November 2014. At this meeting was yourself (PKC); Peter Bloem (EPA Manager Illawarra); Niall Johnston, John Coffey and Helen Davies (EPA Contaminated Sites Section) and your environmental consultant Graeme Miller (Golders Associates).

At this meeting, the following matters were discussed:

1. Groundwater investigations and modelling at former smelter site.
2. Proposed transfer of property titles and environment protection licences to new entity, Port Kembla Properties Pty Ltd.

The purpose of this letter is to confirm in writing the outcomes of discussions at our meeting. I refer you to the attachment to this letter (Attachment A) which outlines these outcomes and requests for further information or actions in relation to them.

If you have any comments regarding this letter, please contact Mr Peter Bloem on (02) 4224 4100.

Yours sincerely

A handwritten signature in black ink that reads "G. Howard 2/12/2014".

**GISELLE HOWARD**  
**Director Metropolitan**  
**Environment Protection Authority**

Att

## ATTACHMENT A

### EPA/PKC Meeting 21 November 2014 - Outcomes and Requests for Further Information/Actions

#### 1. Groundwater investigations and modelling at former smelter site

Thank you for the following reports titled:

- *Review and comments on a PHREEQC groundwater model for the Former Port Kembla Copper Smelter and Refinery* prepared by Geosyntec Consultants dated 21 October 2014 (Project Number CHA8372)
- *Shallow groundwater Investigations former Port Kembla Copper Smelter and Refinery, Military Road Port Kembla NSW* prepared by Senversa and dated 12 November 2014.

The EPA (Contaminated Sites Section) has reviewed the information provided by PKC. Based on the information provided, the EPA considers that PKC has complied with the terms set out in the *Notice to Amend Ongoing Maintenance Order* under section 44 of the Contaminated Land Management (CLM) Act 1997 (Notice number 20144424, Area Number 3340). A formal letter to this effect will be issued to Port Kembla upon receipt of the information set out below.

As discussed in our meeting on 21 November 2014, the results of on-site remedial actions in general, show there is limited off site migration of contamination in groundwater above relevant water quality criteria and that groundwater contaminants migrating from the Tankhouse plume will become attenuated in native soil and weathered rock prior to reaching Port Kembla Harbour. The EPA notes that long term success of the model will be influenced by how well the steady state conditions can be extrapolated/ replicated into the future, given the complexity of the hydrogeological and hydrogeochemical environment on the former smelter site. Therefore, there may be a requirement for further groundwater monitoring as a component of the site redevelopment.

In light of the above and to ensure that all future land users, including land owners, occupiers and workers, are aware of the presence of contaminated materials and how to ensure that they are managed appropriately, the EPA requires PKC to develop a public positive covenant pursuant to section 88E (4) of the Conveyancing Act 1919 and section 29 of the CLM Act 1997. The Covenant is to be prepared in favour of the EPA as the prescribed authority. The terms of the covenant will need to include a site management plan setting out land owner obligations and will need to ensure its on-going implementation.

The plan should include as a minimum, the following:

- make reference to the contamination on the land and in particular to the groundwater contamination
- develop appropriate management protocols for any works under the "site capping" that may need to be required as part of the site redevelopment (including works that may be undertaken to meet requirements of the Building Code of Australia)
- state that extraction of groundwater is prevented unless approved by the NSW Office of Water
- outline the need for a site auditor accredited under the CLM Act 1997 to be appointed to sign off on the suitability of the land or any part of the land for its future use (noting that the site auditor may require groundwater or other monitoring as part of the audit requirements)
- ensure that any person acting for or on behalf of the site owner in relation to any of the matters above are advised of the terms of the public positive covenant, including the terms of the Site Management Plan (SMP), and that they comply with the terms of this public positive covenant, including the SMP.

We also recommend that PKC meet with Wollongong City Council (WCC) to discuss any requirements that council may require.

It would be appreciated if a draft of the covenant be provided to us by 28 February 2015 so that the EPA can finalise its regulatory framework for the future management of these sites.

## **2. Proposed transfer of property titles and environment protection licences to new entity, Port Kembla Properties Pty Ltd.**

As you are aware there are two premises that PKC have management and control of that are the subject of regulation by the EPA and associated statutory instruments. These are the:

- Former copper smelter site at Port Kembla. This premise is regulated by an environment protection licence (EPL No 1753) under the POEO Act 1997. It is also regulated under the CLM Act 1997.
- Former copper slag emplacement area at Primbee. This premise is regulated by EPL No 2509 under the POEO Act 1997.

In exercising its licensing functions the EPA takes into consideration several matters. These are outlined in Section 45 of the POEO Act 1997. One of the matters is whether the person concerned is a fit and proper person (as referred to in section 83 of the POEO Act 1997). The EPA can suspend or revoke an EPL, if the person is not fit and proper as described in Section 79 of the POEO Act 1997.

PKC has advised the EPA that it would like to transfer these properties to a new entity called Port Kembla Property Pty Ltd. PKC have requested that the transfer of the above statutory instruments occur before the end of the 2014 calendar year and in any case no later than end March 2015.

In order to understand the proposed new entity in the context of the above regulatory requirements, the EPA requests further advice from PKC in writing that includes but is not necessarily limited to the following:

1. The structure of the body corporate and the name(s) of the director of the body corporate or other person(s) concerned in the management of the body corporate.
2. Information to demonstrate:
  - (a) The management of activities or works regulated under a licence are in the hands of a technically competent person.
  - (b) The person has the financial capacity to comply with the person's obligations under the licence or the proposed licence.
  - (c) Financial surety that is available to address the smelter site, Primbee slag emplacement site and any other offsite contamination liabilities associated with smelter operations.
3. Any other matters you wish the EPA to consider or to advise the EPA to take into consideration in relation to Section 83 of the POEO Act 1997.

The EPA may request further advice from PKC upon receipt and review of this information.

When considering the above, PKC must recognise that extensive environmental work is still required at both licensed premises. PKC must clearly demonstrate the new entity has the financial capacity to comply any current or future environmental obligations under the POEO Act.

In terms of current environmental obligations, there are several existing actions at each site which are yet to be resolved and as such have associated liabilities to resolved in an environmentally satisfactory manner. Many are also the subject of current or future regulation by the EPA. For example, the former smelter site at Port Kembla is the subject of active stormwater management and selenium management programs. Important decisions are still to occur on the future operation of the wastewater treatment plant. The former slag emplacement area at Primbee is also the subject of extensive groundwater and stormwater monitoring and reporting programs as well as a site investigation, closure ongoing maintenance strategy.

In terms of future environmental obligations, additional actions could arise out of the above existing programs or if new information comes to light on pollution being or likely to be caused on or from PKC lands/activities and the likely impact of that pollution on the environment. This could relate to existing sites regulated by the EPA or other land holdings held by PKC that are not currently regulated under the POEO Act 1997 or CLM Act 1997. These new obligations could include limits, operating, monitoring and

reporting requirements as well as pollution reduction programs or remediation work by varying existing licences or serving legal directions, such as clean-up or prevention notices.

The EPA can also require the holder or former holder of a licence to provide a financial assurance to secure or guarantee funding for or towards the carrying out of works or programs (such as remediation work or pollution reduction programs) required by a licence. The financial assurance must be justified having regard to several matters including the degree of risk of environmental harm, the remediation work required and the environmental record of the holder or former holder of the licence or proposed holder of the licence. I refer you to Part 9.4 of the POEO Act 1997 for more information.

The EPA also advises that the transfer of environment protection licences will require a form to be completed. This form can be accessed on the EPA website at the following link:  
<http://www.epa.nsw.gov.au/licensing/licenceforms.htm>.

The EPA also advises PKC to notify Wollongong City Council and the DPE of its proposal to establish a new entity. The EPA also encourages PKC to keep the community informed of the proposal through the PKC Community Liaison Group, Port Kembla Pollution Meeting or local media.

---

Insight for  
**Business & Government**

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# Wollongong City Council Wellbeing study

## Management Report

Prepared for

Wollongong City Council

Prepared by  
IRIS Research

June 2014

---

**IRIS Research** ABN 16 002 278 793

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## EXECUTIVE SUMMARY

This report presents the results of the Wollongong City Council Community Wellbeing Survey 2014. IRIS Research was commissioned by Wollongong City Council to conduct a comprehensive telephone based survey among the residents of the Wollongong local government area (LGA). The broad aim of the study was to provide Wollongong City Council with strategic insight for Council's community indicators for the Wollongong 2022 – Community Strategic Plan.

The survey fieldwork was carried out on the IRIS Computer Aided Telephone Interviewing (CATI) system from 6<sup>th</sup> – 9<sup>th</sup> May 2014. To qualify for an interview, respondents had to have lived in the Wollongong local government area for at least 6 months and be aged 18 years or older. A total of 505 completed interviews were conducted, with a representative distribution across age and gender.

The main findings of the survey are summarised under the key report headings over the next few pages.

### **Goal 1: We value and protect our environment**

The results for Goal 1 showed high satisfaction for cleanliness of beaches (4.03) and mid-range satisfaction for cleanliness of the Lake Illawarra foreshore (3.44). Residents also provided a mid-range satisfaction rating with new development. One in three (37%) residents indicated they have visited a place of historic value in the past 12 months.

### **Goal 2: We have an innovative and sustainable economy**

Five items were rated by residents for this goal which found high range mean agreement scores for the three items of; Wollongong LGA as a place to live (4.36), My neighbourhood is a good place to live (4.46) and I will help if a neighbour calls (4.81). Mid-range agreement scores were given to; I have little to do with people in my neighbourhood (3.50) and I trust those in my community (3.94).

### **Goal 3: Wollongong is a creative and vibrant city**

Residents provided a high range agreement rating for the statement “It is a good thing for a society to be made up of people from different cultures and communities” (4.23). Mid-range agreement scores were achieved for cultural diversity is valued by the city (3.90) and cultural history is reflected in the built environment (3.10).

A high range mean agreement score of 4.26 was rated by residents for there are enough opportunities to participate in sport and recreational activities, whilst in the last 12 months almost 7 in 10 residents (69.8%) have either participated or been a spectator at a sporting or recreational activity.

A mid-range agreement score was achieved (3.56 out of 5) for there are enough opportunities to participate in arts and related cultural activities. With regard to participation of arts and related activities, it was found that ‘Other art and craft activities’ (25%) followed by ‘painting or drawing’ (22%) were the most popular activities undertaken by Wollongong LGA residents.

Finally Viva La Gong was the multi-cultural activity most widely attended by residents (29%).

### **Goal 4: We are a connected and engaged community**

With regards to determining if residents feel connected and engaged, it was observed that 33% of residents agree they have opportunities to have a real say on issues important to them. The most popular way for residents to engage on important issues in the last 12 months was signing a petition (57%), followed by being a research respondent (36%), whilst 22% met or sent a letter to a local politician.

Residents were asked about their ability and knowledge to contact politicians with 74% of residents indicating they know how to contact their local politician. Knowledge of how to contact state and federal members of parliament is relatively lower at 62% and 58% respectively.

The volunteering behaviour of residents was investigated with 27% of residents indicating they volunteered often, whilst 48% indicated they did not volunteer at all. 16% of residents said they sometimes volunteer with the remaining 9% indicating they volunteer when needed. Residents provided further information in terms of which types of institutions they volunteered for with education and training organisations (29%), followed by sports clubs (24%) and community groups (20%) being the most popular. 34% of residents indicated they did not provide volunteer work at any of the organisations under consideration.

### **Goal 5: We are a healthy community in a liveable city**

A large majority (82%) of residents in the Wollongong LGA indicated a high satisfaction rating for access to affordable fresh food with a mean agreement score of 4.2.

Wollongong LGA's Personal Wellbeing Index was calculated as being 78.84. This result sits above the general overall benchmark of 75, indicating above average wellbeing for local residents. The index result of 78.84 sits above the comparative result for Shoalhaven LGA's Personal Wellbeing Index of 77.13 Individual satisfaction ratings for Personal Wellbeing items supported the overall index result with mean scores for the eight items ranging from 4.36 through to 3.82 with all mean scores falling within the high satisfaction range.

78% of residents in the Wollongong LGA indicated a high satisfaction rating for access to public space. 56% indicated they had a high level of satisfaction with the appearance of public space.

In regards to council's performance on the appearance of public areas in the last 12 months, 44% of residents gave a combined positive score, whilst 24% indicated it was adequate and 32% indicated it needs improving. Overall mid-range mean score of 3.1 out of 5 was observed for the appearance of public areas in the last 12 months.

An evaluation of how safe residents feel at home and in their neighbourhood at night and during the day was made. High range mean scores were observed for all items bar 'walking in your local area alone after dark' which achieved a mid-range mean score.

Finally 39% of residents indicated they had a high range of satisfaction for access to affordable housing. This item achieved a mid-range satisfaction score of 3.42 out of 5.

### **Goal 6: We have sustainable, affordable and accessible transport**

The final goal to be assessed looked at how residents move around the local government area and the available transport options. It was observed that around 19% of residents indicated they always use non-car transport. Just under 63% of residents indicated they sometimes use non-car transport with the balance (19%) never using non-car transport.

Residents were asked what non-car transport options they had for a range of journeys. It was found that with the exception of 'social and recreational' activities, that a small majority of residents identified they did not have practical non-car transport options.

The satisfaction with footpaths, public transport and cycle ways was evaluated by residents where a small majority (52%) of residents gave a high satisfaction rating to cycle ways, whilst around 40% gave a high rating for both public transport and footpaths.

# 1 INTRODUCTION

## 1.1 *Background*

This study was commissioned by Wollongong City Council to assess community perceptions of wellbeing across the Wollongong local government area. Overall the survey aims to provide Wollongong City Council with an understanding of the community indicators aligned with the Wollongong 2022 – Community Strategic Plan.

## 1.2 *Study Objectives*

The specific objectives for the Community Survey were to measure the community indicators for:

- We value and protect our environment
- We have an innovative and sustainable economy
- Wollongong is a creative and vibrant city
- We are a connected and engaged community
- We are a healthy community in a liveable city
- We have sustainable, affordable and accessible transport
- A Wollongong LGA AUPWI wellbeing index

## 1.3 *Attitude Measurement*

Many of the attitudes relating to wellbeing are measures using a variety of scales consisting of satisfaction, agreement and safety scales. At various points throughout the questionnaire a battery of statements were read out to respondents with the appropriate scale instructions. Results from these ratings form the basis of much of the analysis in this report.

Satisfaction, agreement and safety are measured using a 5-point scale. The rating scales used in this survey are exhibited below:

Satisfaction Scale	Agreement Scale	Safety Scale
1 ... Very dissatisfied	1 ... Strongly disagree	1 ...Very unsafe
2 ...	2 ...	2 ...unsafe
3 ...	3 ...	3 ...neither safe or unsafe
4 ...	4 ...	4 ...safe
5 ... Very satisfied	5 ... Strongly agree	5 ...very safe

For all rating scales, those respondents who could not provide a rating, either because the question did not apply to them or they had no opinion, were coded as a non-response (i.e. 6 = can't say).

### 1.4 Data Analysis

Results have been presented in a standardised way in this report. Rating scale results have generally been presented in two basic forms. Firstly, the numeric values recorded for each attribute have been converted into an overall mean score out of five. To derive the mean score for an attribute, all respondents' answers are 'averaged' to produce an overall rating that conveniently expresses the result of scale items in a single numeric figure. The mean score makes data interpretation considerably easier when comparing multiple items.

Based on similar surveys that IRIS have done in the past it is possible to place mean scores into a 'low', 'medium' and 'high' category. Table 1-1 outlines these categories.

**Table 1-1 Reporting collapsed frequency distributions**

Mean agreement/safety score		Mean satisfaction score	
0 – 2.99	Low	0 – 2.99	Low
3.00 – 3.99	Medium	3.00 – 3.74	Medium
4.00 – 5.00	High	3.75 – 5.00	High

On the whole, a mean score is a good measure of the overall agreement, safety or satisfaction measured in the sample group. However, two items with the same mean score could have vastly different dispersions of opinion, leading to a gap in any interpretation of results. This potential problem can be avoided by considering the collapsed frequency distribution tables presented in this report, which serve to highlight possible differences between seemingly similar mean scores. Hence, in this report the results have also been summarised into collapsed frequency distributions as shown in the table below.

Table 1-2 Reporting collapsed frequency distributions

Scale Type	Scale Values		
	1-2	3	4-5
Agreement	Low	Medium	High
Safety	Low	Medium	High
Satisfaction	Low	Medium	High

Analysis of the survey results was carried out by IRIS using SPSS statistical analysis software. Frequency counts, cross tabulations and charts have been used to present basic descriptive results in most sections of the report.

### ***1.5 Survey Response***

A total of 505 completed interviews were collected from a random sample of residents throughout the Wollongong City Council area. Strict sampling procedures ensured that characteristics of selected respondents mirrored those of the overall adult population of the area which are based on Census data.

Please refer to Appendix 1 for a detailed description of the survey methodology.

# Survey Results

## Goal 1: We value and protect our environment

For the purpose of this survey Goal 1 has been separated into three main themes which are;

Coastal areas and waterways are protected and enhanced

Satisfaction with new development

Heritage: Community appreciation of heritage sites

For the first two themes, residents were asked to rate their satisfaction with five items using a 1 to 5 satisfaction scale. In regards to the third theme residents were asked to indicate their participation in visiting historical places. The results are outlined in tables 2-1 to 2-3.

### 2.1 COASTAL AREAS AND WATERWAYS ARE PROTECTED AND ENHANCED

Table 2-1 Satisfaction Ratings for Goal 1

	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
<b>Coastal areas and waterways are protected and enhanced</b>					
Cleanliness of the foreshore of Wollongong beaches	4.8	14.4	77.6	3.3	4.03
Cleanliness of the northern parts of Lake Illawarra foreshore	11.6	22.6	35.6	30.2	3.44

#### Key Results:

- The mean satisfaction score for cleanliness of beaches is in the high range at 4.03 out of 5, whilst the mean score for cleanliness of the Lake Illawarra foreshore was mid-range 3.44.

## 2.2 SATISFACTION WITH NEW DEVELOPMENT

Table 2-2 Satisfaction Ratings for Goal 1

	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
<b>Satisfaction with new development</b>					
I feel that new development is functional and attractive	17.0	33.9	46.0	3.1	3.40
New development is sympathetic with the environment	19.7	35.3	40.8	4.2	3.25
New development meets the needs of a growing Regional city	18.7	27.4	50.7	3.2	3.45

### Key Results:

- It was found that all three mean satisfaction scores for the theme of satisfaction with new development fell into the mid-range between 3.00 – 3.74.

## 2.3 HERITAGE: COMMUNITY APPRECIATION OF HERITAGE SITES

Table 2-3 Proportions of Engagement for Goal 1

	Participation (%)		
	Yes (%)	No (%)	Don't know (%)
<b>Heritage: Community appreciation of heritage sites</b>			
Visited a place of historic heritage value, museum, heritage trail or taken part in any other type of heritage related activity in the last twelve months?	36.9	62.3	0.7

### Key Results:

- A little over one in three (37%) residents indicated they have visited a place of historic value in the past 12 months

## Goal 2: We have an innovative and sustainable economy

For the purpose of this survey Goal 2 is comprised of the following main theme;

Community perception as a place to live

For this theme, residents were asked to rate their level of agreement with five items using a 1 to 5 agreement scale. The item *'I have little to do with people in my neighbourhood'* has been worded in a negative tense when presented to respondents. Disagreement with this item is actually a positive outcome. For consistency in the analysis, this item has been reverse coded and the mean score recalculated. The results are outlined in table 3-1 below.

### 3.1 COMMUNITY PERCEPTION AS A PLACE TO LIVE

Table 3-1 Agreement Ratings for Goal 2

	Agreement Rating (%)				Mean Score (out of 5)
	Disagree (1-2)	Neutral (3)	Agree (4-5)	N/R	
<b>Community perception as a place to live</b>					
Wollongong Local Government Area is a good 'place to live'	3.3	11.7	84.9	0.1	4.36
My neighbourhood is a good place to live	2.6	7.0	90.4	0.1	4.46
I have little to do with people in my neighbourhood	22.5	21.7	55.6	0.2	3.50
I will help if a neighbour calls me for assistance	0.7	1.5	96.9	0.9	4.81
I trust those in my community	5.5	26.0	68.0	0.4	3.94

#### Key Results:

- The mean agreement scores for the five items in the community perception as a place to live theme ranged from a high of 4.81 through to low of 3.50.
- Three of the mean agreement scores are in the high range and these are Wollongong LGA as a place to live, My neighbourhood is a good place to live and I will help if a neighbour calls.
- The items I have little to do with people in my neighbourhood and I trust those in my community fell into the mid agreement range.

## Goal 3: Wollongong is a creative and vibrant city

For the purpose of this survey Goal 3 has been separated into the following four main themes;

Cultural diversity and creativity  
 Sporting and recreational activities  
 Arts and related cultural activities  
 Multi-cultural activities

For the first three themes, residents were asked to rate their level of agreement with the themes items using a 1 to 5 agreement scale. In regards to the third and fourth theme residents were asked to indicate their participation in arts and multi-cultural activities. The results are outlined in tables 4-1 to 4-4 and accompanied by charts 4-1 and 4-2 below.

### 4.1 CULTURAL DIVERSITY AND CREATIVITY

Table 4-1 Agreement Ratings for Goal 3

	Agreement Rating (%)				Mean Score (out of 5)
	Disagree (1-2)	Neutral (3)	Agree (4-5)	N/R	
<b>Cultural diversity and creativity</b>					
It is a good thing for a society to be made up of people from different cultures and communities	7.6	13.9	78.3	0.2	4.23
I feel that cultural diversity and creativity is valued and celebrated in the city	9.5	22.1	67.3	1.1	3.90
Our city's cultural history and creativity is reflected in the built environment	25.6	39.6	30.0	4.7	3.10

#### Key Results:

- Mean agreement scores ranged from a high of 4.23 down to 3.10.
- For the item regarding society being multi-cultural, a mean agreement score of 4.23 was achieved which sits in the high agreement range of mean scores. Over three in four (78%) residents agree with this statement.
- Over two in three residents (67%) agree that cultural diversity is valued by the city. This item achieved a mid-range mean agreement score 3.90.
- Although less than one in three residents (30%) agreed that cultural history is reflected in the built environment it was observed that around 40% of residents provided a rating of 3 out 5 which resulted in this item achieving a mid-range mean agreement score of 3.10.

## 4.2 SPORTING AND RECREATIONAL ACTIVITIES

Table 4-2 Agreement Ratings for Goal 3

	Agreement Rating (%)				Mean Score (out of 5)
	Disagree (1-2)	Neutral (3)	Agree (4-5)	N/R	
<b>Sporting and recreational activities</b>					
There are enough opportunities in my local area to participate in sporting and recreational activities?	6.2	11.8	80.0	2.1	4.26

Table 4-3 Proportions of Engagement for Goal 3

	Participation (%)				
	Yes - participant (%)	Yes - spectator (%)	Yes - participant & spectator (%)	No (%)	Don't know (%)
<b>Sporting and recreational activities</b>					
In the last 12 months, have you attended or participated in a sporting or recreational activity?	11.6	27.1	31.1	29.8	0.4

### Key Results:

- A large majority of residents (80%) agreed that there are enough opportunities to participate in sport and recreational activities. This item achieved a high range mean score of 4.26.
- In the last 12 months almost 7 in 10 residents (69.8%) have either participated or been a spectator at a sporting or recreational activity.

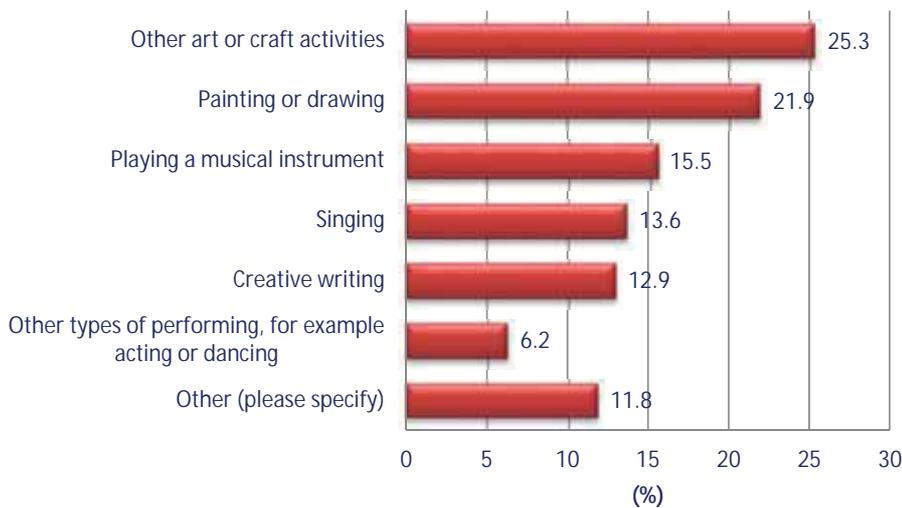
### 4.3 ARTS AND RELATED CULTURAL ACTIVITIES

Table 4-4 Agreement Ratings for **Goal 3**

	Agreement Rating (%)				Mean Score (out of 5)
	Disagree (1-2)	Neutral (3)	Agree (4-5)	N/R	
<b>Arts and related cultural activities</b>					
There are enough opportunities in your local area for you to participate in arts and related cultural activities	6.2	11.8	79.9	2.1	3.56

Chart 4-1 Proportions of Engagement for **Goal 3** "IN THE LAST 12 MONTHS HAVE YOU PARTICIPATED IN ANY OF THE FOLLOWING ACTIVITIES, EITHER ON A PROFESSIONAL OR RECREATIONAL LEVEL?"

#### Goal 3 - Arts & related cultural activities - Participation (%)



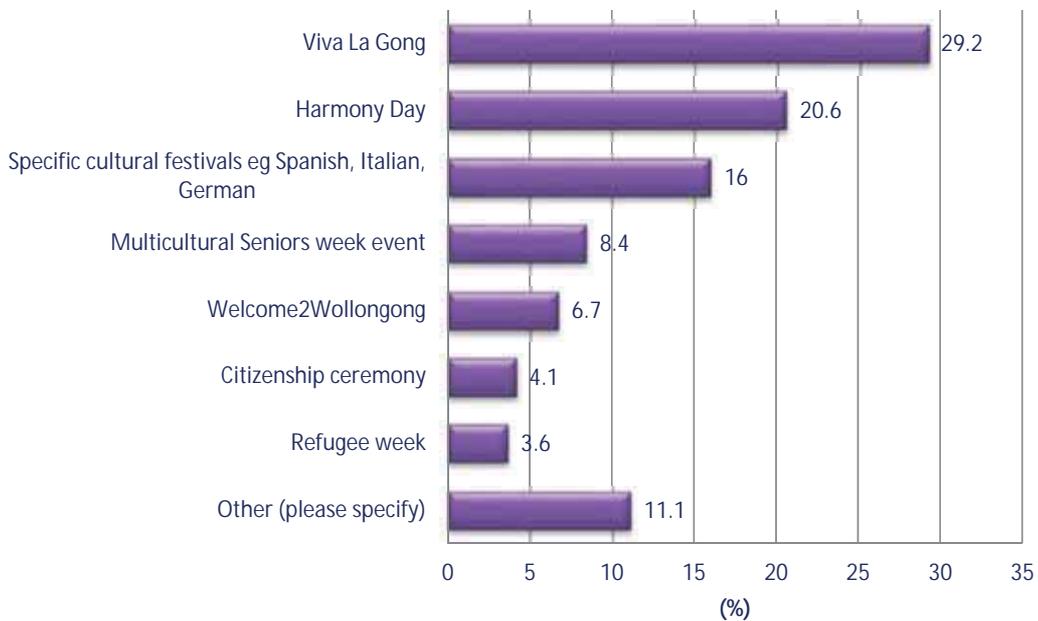
**Key Results:**

- 80% of residents agree there are enough opportunities to participate in arts and related cultural activities. This item achieved a mid-range agreement score of 3.56 out of 5.
- Other art and craft activities (25%) followed by painting or drawing (22%) were the most popular activities undertaken by Wollongong LGA residents.

### 4.3 MULTI-CULTURAL ACTIVITY

Chart 4-2 Proportions of Engagement for Goal 3 "IN THE LAST 12 MONTHS HAVE YOU PARTICIPATED IN ANY OF THE FOLLOWING CULTURAL ACTIVITIES?"

#### Goal 3 - Multicultural activities - Participation (%)



#### Key Results:

- Viva La Gong was the multi-cultural activity most widely attended by residents (29%).

## Goal 4: We are a connected and engaged community

For the purpose of this survey Goal 4 has been separated into the following two main themes;

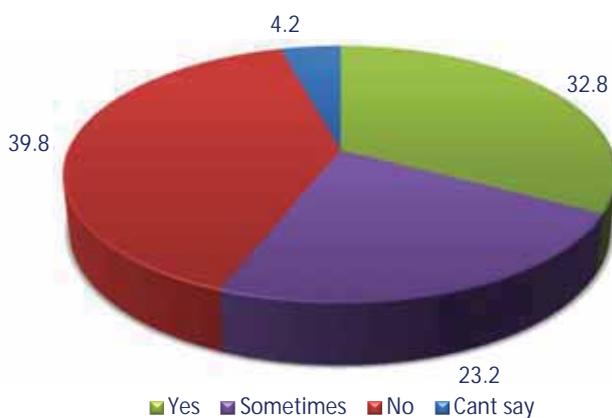


For the first theme, residents were asked if they feel they have opportunities to have a say on issues that are important to them. This is followed by a question about what behaviours they have undertaken in the past 12 months to voice their opinion in the community. In regards to the volunteering theme, residents were asked to indicate if they do volunteer and with which type of organisation have they given any unpaid help to in the past 12 months. The results are outlined in charts 5-1 to 5-5 below.

### 5.1 COMMUNITY ENGAGEMENT

Chart 5-1 Proportion of having a say on important issues **Goal 4** "DO YOU FEEL THERE ARE OPPORTUNITIES TO HAVE A REAL SAY ON ISSUES THAT ARE IMPORTANT TO YOU?"

#### Opportunities to have a say (%)



#### Key Results:

- 33% of residents agree they have opportunities to have a real say on issues important to them.

Chart 5-2 Proportion of engaging in community activities Goal 4 "IN THE LAST 12 MONTHS HAVE YOU DONE ANY OF THE FOLLOWING?"

### Goal 4 - Community engagement activities - Participation (%)

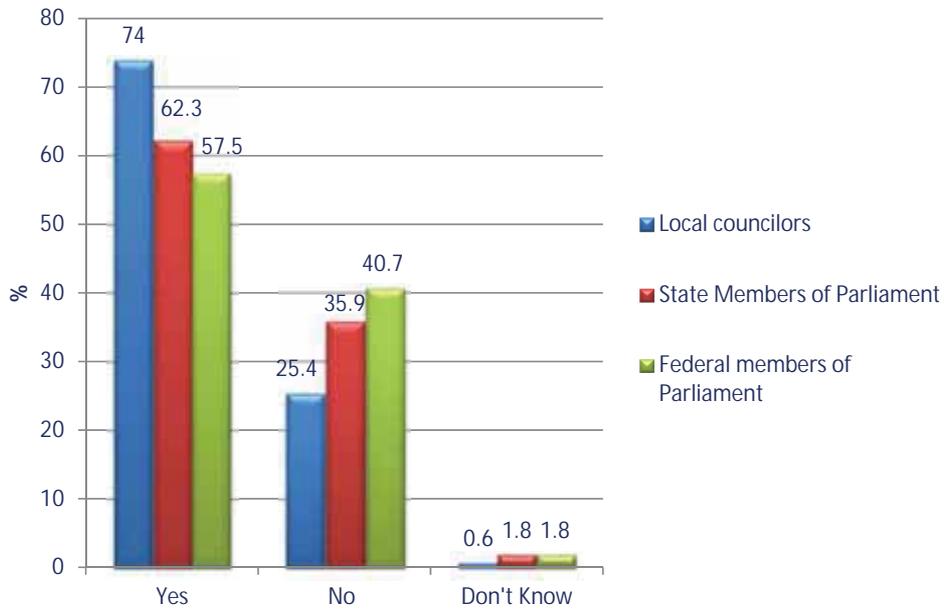


**Key Results:**

- The most popular way for residents to engage on important issues in the last 12 months was signing a petition (57%), followed by being a research respondent (36%) whilst 22% met or sent a letter to a local politician.

Chart 5-3 Proportion of engaging in community activities Goal 4 "IF YOU WANTED TO CONTACT ANY OF THE POLITICIANS WHO REPRESENT YOU AND YOUR AREA, WOULD YOU KNOW HOW TO DEAL WITH THAT?"

## Ability to contact politicians (%)

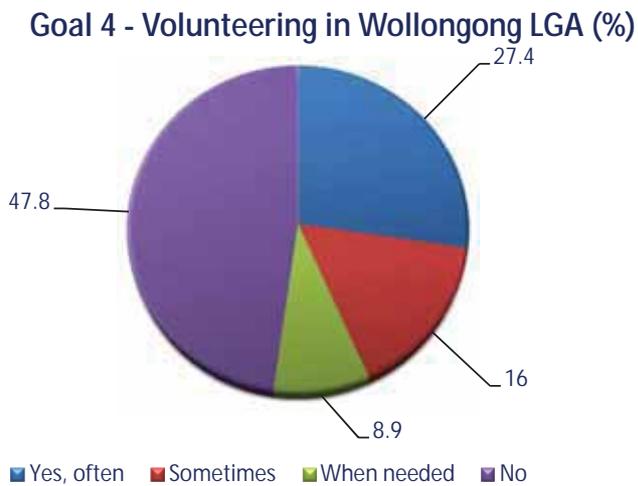


### Key Results:

- 74% of residents indicated they know how to contact their local politician.
- Knowledge of how to contact state and federal members of parliament were relatively lower at 62% and 58% respectively.

## 5.2 VOLUNTEERING

Chart 5-4 Proportion of engaging in community activities Goal 4 "DO YOU HELP OUT AS A VOLUNTEER?"

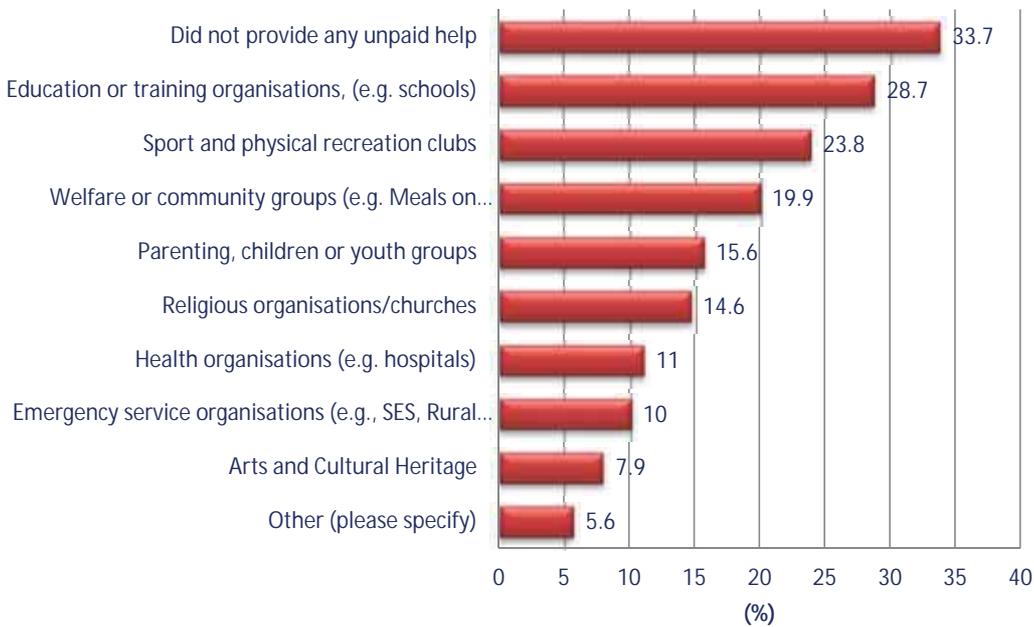


### Key Results:

- 27% of residents indicated they volunteered often whilst 48% indicated they did not volunteer at all.
- 16% of residents said they sometimes volunteer with the remaining 9% indicating they volunteer when needed.

Chart 5-5 Proportion of engaging in community activities **Goal 4** "IN THE LAST 12 MONTHS, DID YOU PROVIDE ANY UNPAID HELP (VOLUNTEER) FOR ANY OF THE FOLLOWING TYPES OF ORGANISATIONS?"

### Goal 4 - Volunteering activities by organisation - (%)



#### Key Results:

- The most popular institution where residents were volunteers during the past 12 months was for education and training organisations (29%), followed by sports clubs (24%) and community groups (20%).
- 34% of residents indicated they did not provide volunteer work at any of the organisations under consideration.

## Goal 5: We are a healthy community in a liveable city

For the purpose of this survey Goal 5 has been separated into the following five main themes;

Access  
 Personal Wellbeing  
 Public Space  
 Safety at home / local area  
 Housing affordability

For the first three themes, residents were asked to rate their level of satisfaction on a scale of one to five with access to fresh food, their personal wellbeing and the appearance and satisfaction of public space. The personal wellbeing theme is assessed by providing two forms of analysis; the first being collapsed frequency distributions and mean scores, followed by the calculation of a wellbeing index measure. Next residents were asked about how safe they feel at home and in their neighbourhood during the day and at night time. This was measured using a safety rating scale. Finally, residents were asked about their satisfaction with access to affordable housing, again using a scale of one to five. The results are outlined in tables 6-1 to 6-5 and chart 6-1 below.

### 6.1 ACCESS

Table 6-1 Satisfaction Ratings for Goal 5

	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
<b>Access</b>					
Access to affordable fresh food	6.2	11.5	82.2	0.1	4.20

#### Key Results:

- 82% of residents in the Wollongong LGA indicated a high satisfaction rating for access to affordable fresh food.
- This item received a high range mean score of 4.2 out of 5.

## 6.2 PERSONAL WELLBEING

The Australian Unity Personal Wellbeing Index (AUPWI) is calculated by taking the average score of the eight items contained in table 6-2 and converting that score into a scale maximum score with a range of 0-100. Normative data from the Australian Unity Wellbeing Index indicates that the average Personal Wellbeing Index for Australians is approximately 75. The normal range is from 70 to 80. The desired outcome is above 75 and trending upward.

Table 6-2 Satisfaction Ratings for Goal 5

	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
<b>Personal wellbeing</b>					
your life as a whole	2.2	8.1	89.2	0.6	4.32
your standard of living	1.3	10.9	87.2	0.6	4.35
your health	4.7	15.5	79.4	0.4	4.11
what you are currently achieving in life	6.5	17.1	75.6	0.8	4.02
your personal relationships	4.2	8.6	86.0	1.3	4.36
how safe you feel	3.5	8.6	87.1	0.8	4.30
feeling part of your community	8.1	22.9	68.3	0.7	3.88
your future security	10.7	21.2	66.2	1.8	3.82

### Key Results:

- Mean scores ranged from a 4.36 through to 3.82 with all mean scores falling within the high satisfaction range.
- Just under 90% of residents indicated they were highly satisfied with their life as a whole, safety and their standard of living.
- Just over 66% indicated they were satisfied with their future security and feeling part of the community.
- Wollongong LGA's Personal Wellbeing Index was calculated as being 78.84 which is considered above average for Australian communities
- Wollongong LGA's Personal Wellbeing Index compares favourably with IRIS's most recent measurement of Shoalhaven City Council's Personal Wellbeing Index result of 77.13.
- Appendix 2 contains further comparisons with selected measures of wellbeing

## 6.3 PUBLIC SPACE

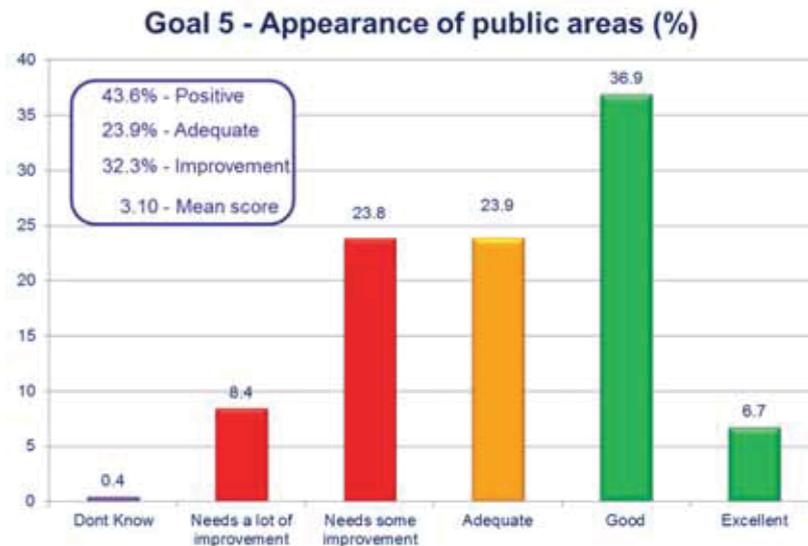
Table 6-3 Satisfaction Ratings for Goal 5

	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
<b>Public Space</b>					
Access to public space	5.9	15.7	77.9	0.6	4.11
Appearance of public space	10.1	33.8	55.7	0.4	3.59

### Key Results:

- 78% of residents in the Wollongong LGA indicated a high satisfaction rating for access to public space. This item received a mean score of 4.11 out of five which is in the high range of mean scores.
- 56% indicated they had a high level of satisfaction with the appearance of public space. A mid-range mean satisfaction score of 3.59 was achieved for this item.

Chart 6-1 Satisfaction Ratings for Goal 5 "IN THE LAST 12 MONTHS, HOW HAS COUNCIL PERFORMED ON THE APPEARANCE OF PUBLIC AREAS, INCLUDING LOCAL PARKS AND GARDENS, STREET CLEANING, LITTER COLLECTION AND STREET TREES? WOULD YOU SAY IT WAS...?"



**Key Results:**

- With reference to the last 12 months, 7% of residents in the Wollongong LGA said the appearance of public areas was excellent whilst 37% indicated it was good, for a combined positive score of 44%.
- 8% indicated the appearance of public areas needs a lot of improvement with an additional 24% saying it needs some improvement, for a combined improvement score of 32%.
- An overall mid-range mean score of 3.1 out of 5 was observed for the appearance of public areas in the last 12 months.

## 6.4 SAFETY AT HOME/ LOCAL AREA

Table 6-4 Safety Ratings for Goal 5

	Safety Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
<b>Safety at home/ local area</b>					
At home by yourself during the day	0.2	3.7	96.1	0.0	4.67
At home by yourself after dark	2.5	10.2	87.3	0.0	4.38
Walking in your local area alone during the day	0.6	6.1	92.1	1.1	4.62
Walking in your local area alone after dark	28.2	27.1	41.8	2.9	3.17

### Key Results:

- Mean satisfaction scores for safety ranged from 4.67 for ‘at home by yourself during the day’ to 3.17 for ‘walking in your local area alone after dark’.
- High range mean scores were observed for all items except ‘walking in your local area alone after dark’ which is a mid-range mean satisfaction score.

## 6.5 HOUSING AFFORDABILITY

Table 6-5 Satisfaction Ratings for Goal 5

	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
<b>Housing affordability</b>					
Access to affordable housing	19.0	25.4	39.0	16.6	3.42

### Key Results:

- 39% of residents indicated they had a high range of satisfaction for access to affordable housing.
- A mean satisfaction score of 3.42 out of 5 was recorded which falls within the mid-range of satisfaction scores.

## Goal 6: We have sustainable, affordable & accessible transport

For the purpose of this survey Goal 6 is comprised of the following main theme;

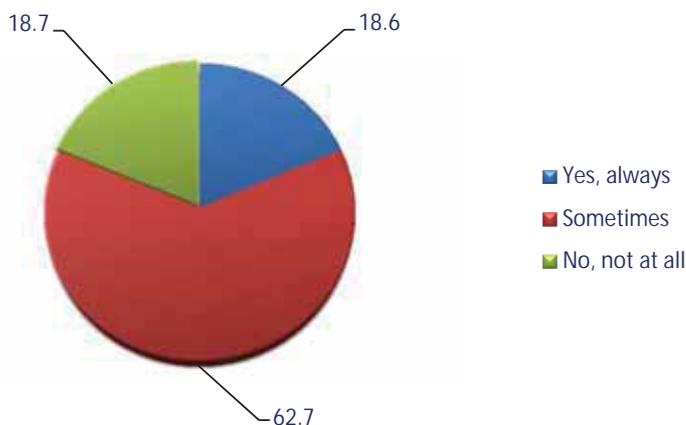
### Non-car transport

The final goal to be evaluated in the interview was a set of questions about how residents move around the local government area and transport options available. The first questions asked residents if they use non-car transport options. This was followed by a question set looking at what non-car transport options residents perceive they have for a range of activities including work and shopping. Finally residents were asked how satisfied they were with footpaths, public transport and cycle ways. The results are outlined in charts 7-1 to 7-2 and table 7-1 below.

### 7.1 NON-CAR TRANSPORT

Chart 7-1 Use of non-car transport for Goal 6 "DO YOU USE NON-CAR TRANSPORT OPTIONS, INCLUDING FOOTPATHS, CYCLE WAYS AND PUBLIC TRANSPORT FOR ANY TRIP PURPOSE?"

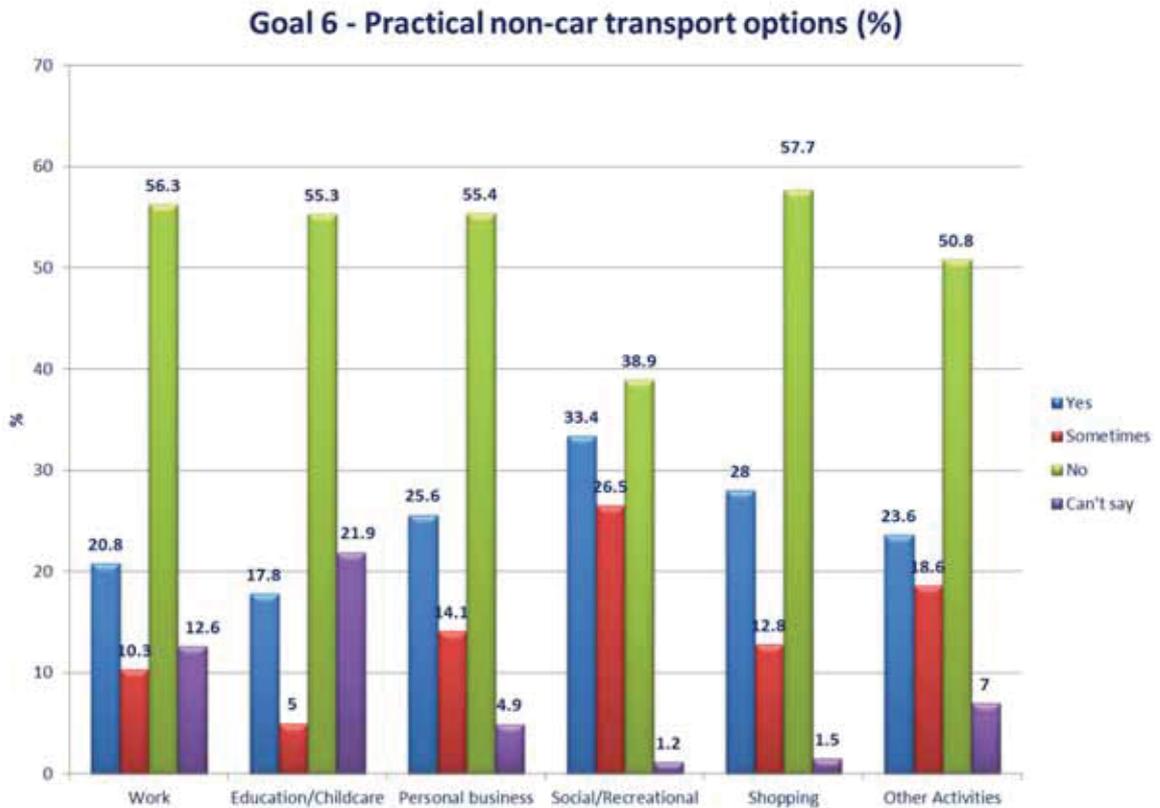
#### Goal 6 - Use of non car transport (%)



#### Key Results:

- Around 19% of residents indicated they always use non-car transport.
- Just under 63% of residents indicated they sometimes use non-car transport with the balance (19%) never using non-car transport.

Chart 7-2 Practical non-car transport options for Goal 6 "DO YOU HAVE A PRACTICAL NON-CAR TRANSPORT OPTION SUCH AS PUBLIC TRANSPORT, BIKE OR WALKING FOR ...?"



**Key Results:**

- A small majority of residents indicated they do not have practical non-car transport options for activities including work, education / child care, personal business and shopping.
- 33% of residents indicated that for 'social and recreational' activities they have options other than a car.

Table 7-1 Satisfaction Ratings for Goal 6

	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
<b>Non-car transport</b>					
Footpaths	27.4	32.3	39.3	1.0	3.10
Public Transport	16.6	31.7	42.6	9.0	3.38
Cycle ways	13.9	21.4	52.4	12.2	3.57

**Key Results:**

- Mean scores range from 3.57 through to 3.10 and all fall within the mid-range for satisfaction mean scores.
- A small majority (52%) of residents gave a high satisfaction rating to cycle ways, whilst around 40% gave a high rating for both public transport and footpaths.

## APPENDIX 1: Survey Methodology

### *FIELDWORK DATES:*

Survey fieldwork was undertaken over the period 6<sup>th</sup> to 9<sup>th</sup> May 2014.

### *SAMPLE DESIGN*

This was a telephone-based survey aiming to secure a response from approximately 505 residents from throughout the Wollongong Local Government Area. The survey unit was Wollongong residents. Respondents also had to be aged 18 years or older to qualify for an interview. The 2011 Census was used to establish quotas to ensure a good distribution of response by age and sex.

The sample base for the survey was the electronic White Pages. This sample is known to be sub optimal, as the churn of telephone numbers due to people moving and new numbers being added as dwellings are occupied affects about 12% to 15% of possible numbers. Furthermore, from previous research we know that the proportion of silent numbers is increasing and can be as high as 25-30% in some areas. To deal with these issues, IRIS uses a technique that starts with the population of numbers listed in the telephone book and adds new and unlisted numbers using the 'half open' method. In this method, all numbers were incremented by five to create new numbers in the 'gaps' between the listed numbers. The resultant universe of numbers was then de-duplicated to remove any numbers that may be repeated. This process was replicated five times to create a new theoretical universe of telephone numbers. This provided the opportunity for all potential numbers to be selected in the sample. This equal and known opportunity for selection is the first criterion of good random sampling.

Once the potential universe of numbers had been generated, a computer program was used to randomise the database. Following this, a sequential sample (e.g. every 110th number) was extracted from the database. The sample was geographically stratified and evenly distributed within strata. This process gave a very even distribution of potential numbers across the whole survey area. Every household therefore had an equal and known chance of selection and every part of the survey area received a fair proportional representation in the final sample drawn, thereby reducing coverage error.

### ***DATA COLLECTION***

During the survey process, the person from the selected household who had the most recent birthday was interviewed. This method eliminated respondent self-selection bias and is considered an important step in random sample surveys. If the selected person was not at home, call-backs were scheduled for a later time or day. Unanswered numbers were retried five times throughout the period of the survey. These procedures ensure a good sampling process from the sample frame used. Interviews were conducted on weekday evenings between 4.30 p.m. and 8.30 p.m.

Following the close of the main survey period, additional interviews were conducted, according to need, in those age groups that were under represented. During this part of the sampling process, a quota sampling procedure was employed to ensure that adequate numbers in all age groups were selected for interview. This eliminated the need for heavily weighting the survey data. Non-private numbers and faxes reached during the selection process were excluded from the sample.

Interviews were conducted using our computer-aided telephone interviewing (CATI) system. Interviewers are trained before each survey to ensure they fully understand the questionnaire so that they can actively reduce errors associated with misunderstanding of what is being asked and non-response. Continuous interviewer monitoring was used as an additional safeguard against interviewer error, and post interview validations were conducted within five days of the close of the survey.

### ***INTERVIEWER VALIDATION***

Continuous interviewer monitoring was used and post interview validations were conducted within five days of the close of the survey. As part of the validation process, 10% of respondents are contacted to verify up to four key variables collected during survey, such as name, age and sex. The respondents to be validated are randomly generated by the CATI system.

### ***RESPONSE***

At the end of the survey period, 505 completed interviews had been collected. Table 0-1 shows that a completion rate of 43% was achieved. That is, of all the

households contacted, 43% completed the survey. This is considered a reasonable response rate for a regional survey.

**Table 0-1 Survey Response Outcomes**

Response sequence	Outcome
Completed Interviews	505
Refusals & terminated interviews	678
Valid contacts (Excludes disqualified – businesses, out of area, under 16yrs	1183
<b>Completion rate</b>	<b>43%</b>

Given the level of response to the survey and the fact that it represents a good random cross-section of the area, the findings presented in this report provide a good basis for gauging community opinion.

***WEIGHTING ADJUSTMENT***

The final results have been weighted by the age and sex distribution of the population, as this provides the most accurate reflection of overall resident opinions. Table 0-2 shows the weighting factor applied to the final data and its effect on the distribution of the sample across sub-groups.

**Table 0-2 Weights applied to final data**

	2011 Census Adult Population			Sample Achieved			Weighted Factors		Overall Final Weighted Sample		
	Male	Female	Total	Male	Female	Total			Male	Female	Total
	(No.)	(No.)	(No.)	(No.)	(No.)	(%)	Male	Female	(No.)	(No.)	(%)
18 - 24	10,362	9,640	20,002	5	8	13	7.00093	4.07070	35	33	68
25 - 44	24,867	24,964	49,831	31	48	79	2.70984	1.75693	84	84	168
45 - 64	23,823	24,361	48,184	107	130	237	0.75213	0.63304	80	82	163
65+	14,173	17,299	31,472	87	89	176	0.55033	0.65662	48	58	106
Total	73,225	76,264	149,489	230	275	505			35	33	68

*1. Weighting is based on age and sex distribution of population, as recorded in the 2011 Census.*

The proportions and frequency counts in this report are based on a combination of the above sex weights and an age weighting. Using weighted results means that, whilst large enough sub-samples have been achieved to make statistically valid comparisons between sub-groups, all sub-groups will contribute to the total sample result in proportion to their characteristics.

---

### *SURVEY ACCURACY*

When analysing results for the entire sample, the maximum error rate will be about  $\pm 4.4\%$  at the 95% confidence level, assuming a proportional response of 50%. Put another way, we can be confident that if the survey were to be repeated there would be a 95% chance that the new result would lie within  $\pm 4.4\%$  of the result achieved in this survey.

---

## APPENDIX 2: Wellbeing and Safety Comparisons

Tables 0-3 and 0-4 provide a comparison of means scores for measures of wellbeing and safety. The results for both tables have been colour coded to indicate where the significant differences are between various councils results for each respective item. An example for interpreting the results in table 0-3 for the item 'your personal relationships' in which Wollongong City Council obtained a significantly higher mean score of 4.36 compared to Eurobodalla's 3.70.

Table 0-3 Comparison of Wellbeing Measures

	Wellbeing Mean Score (Out of 5)					
	Wollongong City Council	Lismore City Council	Eurobodalla City Council	Warringah City Council	Camden City Council	Marrickville City Council
your life as a whole	4.32	4.14	--	--	--	--
your standard of living	4.35	--	--	--	--	4.20
your health	4.11	3.83	--	--	--	4.23
your personal relationships	4.36	4.22	3.7	--	--	--
how safe you feel	4.30	--	--	4.46	--	3.84
feeling part of your community	3.88	--	4.1	4.09	--	--
The availability of affordable housing	3.42	2.85	--	--	--	2.57
I will help if a neighbour call me for assistance	4.81	4.30	4.1	4.38	--	--
There are enough opportunities in your local area to participate in arts and related cultural activities	3.56	3.20	4.1	--	--	--
Do you help out as a volunteer	Yes:27.4% No:47.8%	Yes:48.6% No:51.4%	Yes:52.0% No:48%	--	--	--
Your Local Government Area is a good 'place to live'	4.36	4.14	4.0	4.29	--	3.94
I feel that new development is functional and attractive	3.40	--	--	--	3.48	--

Table 0-4 Comparison of Wellbeing Measures

	Safety - Mean Score (Out of 5)					
	Wollongong City Council	Shellharbour City Council	Newcastle City Council	Warringah City Council	The Hills City Council	Penrith City Council
At home by yourself during the day	4.67	--	4.42	4.50	--	--
At home by yourself after dark	4.38	--	3.86	--	--	--
Walking in your local area alone during the day	4.62	4.47	4.34	4.18	4.51	3.94
Walking in your local area alone after dark	3.17	3.03	2.85	--	3.57	--



Insight for  
Business & Government

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# Wollongong City Council Community Survey 2014

Prepared for



Prepared by  
IRIS Research Ltd

December 2014

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## EXECUTIVE SUMMARY

This report presents the results of the Wollongong City Council Community Survey, 2014. IRIS Research was commissioned by Council to conduct a comprehensive telephone-based survey among the area's residents. The survey sought a range of resident attitudes and opinions as input to Council's ongoing strategic planning and quality improvement process.

The 2014 survey was conducted on the IRIS Computer-Assisted Telephone Interviewing (CATI) system during October. A total of 503 interviews were conducted with residents from the Wollongong Local Government Area (LGA). To qualify for an interview, respondents had to have been a resident in the Council area for at least the last 6 months and aged 18 or older. The survey achieved a completion rate of 49%, which is considered acceptable for a telephone survey in a large regional area.

The main findings of the 2014 survey are summarised under the key report headings over the next few pages.

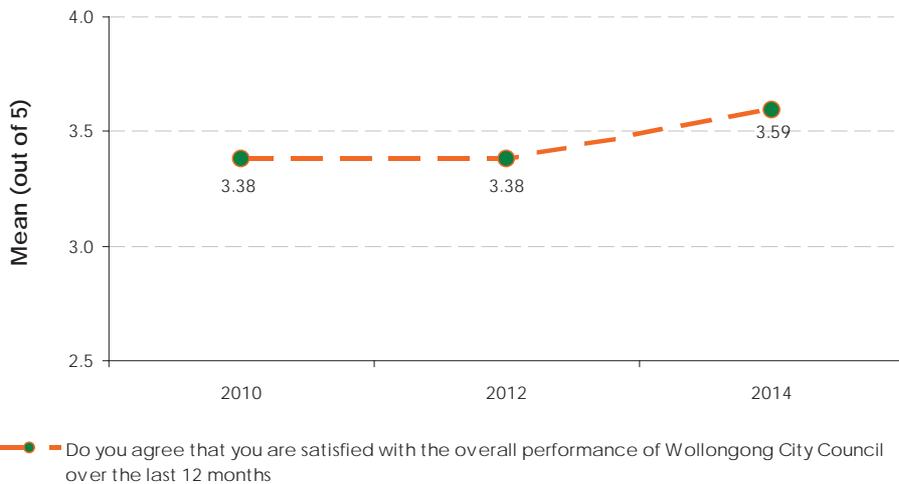
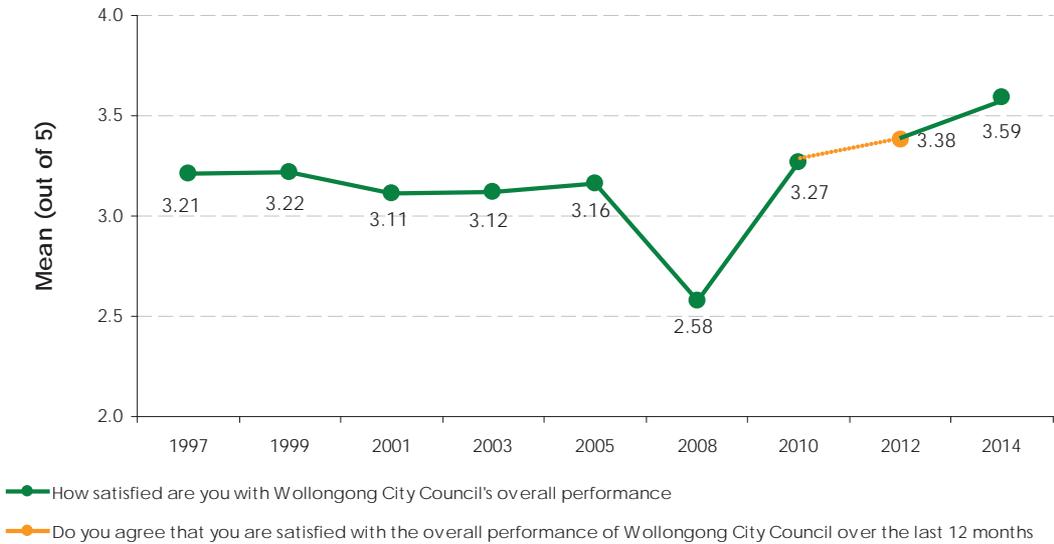
### **OVERALL SATISFACTION** [PGS. 5-7]

Wollongong LGA residents were asked 'how satisfied are you with Wollongong City Council's overall performance?' (using a scale from 1 to 5, where 1 is Not at all satisfied and 5 is Very satisfied).

This resulted in a mean agreement score of 3.59 out of 5, which is considered to be a 'medium' level agreement score. This result continues a strong upward trend since the low in 2008.

The graph on the following page plots the mean scores for two different questions that measure the perceived performance of Wollongong City Council. The questions are 'I am satisfied with the overall performance of Wollongong City Council over the last 12 months', (asked in the 2010,2012 and 2014 surveys) plotted on an agreement scale and 'How satisfied are you with Wollongong City Council's overall performance', plotted on a satisfaction scale (asked in surveys from 1997 to 2010 and 2014).

Graph E-1: Mean agreement and satisfaction scores – time series



## **COUNCIL'S PERFORMANCE IN SPENDING THE COMMUNITY'S MONEY** [PG. 8]

41% of residents agree to some extent that Council has spent the community's money wisely over the past 12 months up significantly from the 36.9% in 2012.

## **THE COMMUNITY'S TRUST IN WOLLONGONG CITY COUNCIL** [PG. 9]

The majority of residents, 58.7%, agreed or strongly agreed with the statement 'Wollongong Council is an organisation I can trust', while 16.1% disagreed.

## **HIGHEST PRIORITY AREAS** [PG. 11-17]

The five main issues identified were 'Parking/Parking meters' (16.1%), 'Road maintenance' (14.1%), Environment (8.9%), Footpath/cycle ways (8.9%) and 'Parks, sporting grounds and pools' (8%).

## **INDIVIDUAL COUNCIL SERVICES AND FACILITIES** [PG. 18-51]

Throughout this section of the survey, respondents were asked to rate how important particular services and facilities were to them on a scale of 1 to 5, where 1 meant 'not at all important' and 5 meant 'very important'. Using the same set of services and facilities, the respondents were also asked to rate how satisfied they were, with 1 meaning 'not at all satisfied' and 5 meaning 'very satisfied'.

An in-depth analysis of importance and satisfaction ratings for Council services and facilities reveals where Council is performing well. In 2014, Council is performing well in the areas 'Domestic, recycling and green waste collection', 'Environmental programs and education' and the 'Botanic Garden' as identified in both gap and quadrant analysis.

Table E-1: Gap and quadrant analysis time series – areas where Council is performing well

	Identified as areas where Council is performing well in both Quadrant and Gap Analysis...			
	2008	2010	2012	2014
Domestic, recycling and green waste collection	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Botanic Garden		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Environmental programs and education				<input checked="" type="checkbox"/>

Table E-2 highlights the priority areas where services/facilities need improvement according to residents. The 10 services and facilities in the table below were highlighted as priorities for improvement in both the quadrant analysis and gap analysis. These are 'Management of parking in city centre', 'Availability of parking in city centre', 'Maintenance of local roads', 'Standard of Council public toilets', 'Availability of public toilets', 'Maintenance of footpaths', 'Services and/or facilities for children', 'Children's playgrounds', 'Cycle ways/shared pathways' and 'Services and facilities for people with a disability'.

Table E-2: Gap and quadrant analysis time series – areas for improvement

	Identified as not meeting resident expectations in both Quadrant and Gap Analysis...			
	2008	2010	2012	2014
Maintenance of local roads	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Maintenance of footpaths	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Availability of parking in city centre	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Availability of public toilets	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Management of parking in city centre		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Standard of Council public toilets		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Services and/or facilities for children			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Children's playgrounds			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Cycleways/shared pathways			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Services and facilities for people with a disability *				<input checked="" type="checkbox"/>

\* The rating for this service is based only on those respondents who used it (n=23) and should be viewed with caution.

A comparison with the 2012 Community Survey identified some significant changes in residents' levels of importance and satisfaction in relation to Council's services and facilities. Table E-3 presents the 2012 and 2014 importance and satisfaction mean scores for those services where any significant changes were noted. In the table, a ↑ denotes an increase, a ↓ denotes a decrease and a ↔ signifies no change.

**Table E-3: Significant changes in mean scores since 2012**

	Importance Mean Score (out of 5)			Satisfaction Mean Score (out of 5)		
	2012	2014	Significant change from 2012	2012	2014	Significant change from 2012
<b>Planning and Environment</b>						
Protection of our natural environment	4.63	4.73	↔	3.37	3.64	↑
Environmental programs and education	4.40	4.47	↔	3.38	3.61	↑
Management and preservation of our heritage	4.27	4.30	↔	3.24	3.54	↑
Controls for development in town/village centres	4.43	4.13	↔	3.07	3.26	↑
Controls for residential development	4.15	4.20	↔	2.96	3.25	↑
Controls for development in Wollongong City Centre	4.20	4.14	↔	2.84	3.15	↑
Planning policies that control development in Wollongong LGA	4.04	4.04	↔	2.83	3.0	↑
<b>Infrastructure and Works</b>						
Maintenance of local roads	4.65	4.65	↔	2.76	3.09	↑
Standard of Council public toilets	4.37	4.47	↔	2.64	2.85	↑
Availability of public toilets	4.44	4.46	↔	2.62	2.80	↑
<b>Corporate and Community Services</b>						
Customer Service Centre	4.23	4.30	↔	3.62	3.78	↑
Graffiti prevention and removal	4.11	4.21	↔	3.11	3.32	↑

## **EVENTS** [PG. 52-53]

40.6% of residents reported that they or someone in their family attended the Wollongong Australia Day celebrations, comparable to the 41.6% in 2012. Wollongong Australia Day celebrations was rated with high importance by almost three in every four residents (73.7%), achieving a high level mean importance score of 4.02 out of 5. Viva la Gong was the least important Wollongong event with a mean importance score of 3.43 out of 5, with 25.2% reporting attendance by their household. Notably though Viva la Gong's level of importance has increased significantly since the 2010 result of 3.23 and with the number of respondents rating it of high importance rising from 40.5% to 54%.

## **COMMUNICATION** [PG. 54-56]

The most popular medium to attain information on Council and its services, facilities and activities is via the Council Website, with 38% of residents getting their information in this way. This has continued a survey by survey climb up from 8.5% in 2008.

The most dramatic drop has been in the use of the 'Illawarra Mercury' down from 43.4% in 2012 to 31.5% in this survey.

## **SATISFACTION WITH INFORMATION THAT COUNCIL PROVIDES** [PG. 57]

67.2% of residents are satisfied (53.9%) or very satisfied (13.3%) with the information that Council provides about its services or facilities which is on par with the result recorded in 2012 (67.1%). It has recorded a mean score of 3.73 placing it right on the threshold of a 'high' satisfaction score.

## **COUNCIL'S WEBSITE** [PG. 58-61]

52.9% of residents mentioned they had visited Council's website in the past 12 months. This is significantly higher than the result recorded in the 2010 survey (42.1%) and the 2012 survey (49.6%).

Residents aged 25 to 44 were more than 3 times as likely to have access the website as those aged 65 or older.

85.6% of residents that have accessed Council's website in the past 12 months agree (67.4%) or strongly agree (18.2%) with the statement 'I found the information I was looking for'.

## COMMUNITY CONSULTATION [PG. 62-65]

26.5% of residents mentioned they had participated in community consultation in the past 12 months. This is a massive increase on the 7.0% recorded in 2012.

Of the residents that have participated in a consultation activity in the past 12 months, about 4 in 10 (41.2% or 10.9% of all those surveyed) mentioned that it was an online survey that they participated in and 21.7 % of respondents indicated that they had attended a public meeting.

## CONTACT WITH COUNCIL STAFF [PG. 66-74]

43.1% of Wollongong residents had made contact with Council staff in the 12 months leading up to the survey. Nearly three in five residents (59.2%) mentioned they had contact by telephone. The main reason for contacting Council was for 'Waste services' (23.0%).

The majority of residents that have dealt with Council staff agree that the information provided, regarding their enquiry, was consistent (73.96%), clear and easy to understand (83.1%), and that it was dealt with in a timely manner (81.7%).

Of the residents that have dealt with Council staff in the previous 12 months, 79.1% either agreed (53.0%) or strongly agreed (26.1%) with the statement 'I was satisfied with the overall service provided by Council staff during my last encounter'. The mean agreement score was a high level 3.81 out of 5, however it is down on the 2012 result of 4.0 out of 5.

Of the 7.2% who expressed dissatisfaction in 2014, the most common reason was that their 'Issue hadn't been resolved'.

# 1 INTRODUCTION

## 1.1 BACKGROUND

This study was commissioned by Wollongong City Council as a tracking study of Council's performance in the delivery of key services and facilities. Overall the survey aimed to provide Council with an understanding of the perceptions and needs of the local community with respect to Council's services and facilities.

## 1.2 STUDY OBJECTIVES

The broad objectives for the Community Survey process were to:

- measure the importance of and satisfaction with services and facilities provided by Council;
- Assist Council by identifying the priority issues for the community;
- Identify key drivers of resident dissatisfaction;
- Determine usage of current services and facilities;
- Evaluate the consumption and satisfaction with Council's communications.

## 1.3 ATTITUDE MEASUREMENT

A series of Council services and facilities were read out to respondents. Respondents were asked to provide an importance rating for each, and a satisfaction rating for 24. For the remaining services and facilities, only those who had used them were asked to provide a satisfaction rating. Results from these ratings form the basis of much of the analysis in this report. The importance and satisfaction rating scales used in the survey are exhibited below:

### *Importance scale*

- 1 = Not at all important
- 2 ...
- 3 ...
- 4 ...
- 5 = Very important

### *Satisfaction scale*

- 1 = Not at all satisfied
- 2 ...
- 3 ...
- 4 ...
- 5 = Very satisfied

For all rating scales, those respondents who could not provide a rating, either because the question did not apply to them or they had no opinion, were entered as a 'Can't say' or a rating of 6. Rating scale results have generally been presented in two basic forms. Firstly, the results have been presented in terms of the proportion (%) of respondents giving a particular rating for a specific service or facility. These results are presented in collapsed category tables, where proportions have been assigned to one of the following categories:

**Table 1.3.1: Collapsed rating scores**

	<i>Can't say</i>	<i>Not at all</i> important / Satisfied	<i>Low</i> importance / satisfaction	<i>Medium</i> importance / satisfaction	<i>High</i> importance / satisfaction
Rating score given	6	1	2	3	4 & 5

Secondly, the numeric values recorded for each attribute have been converted into an *overall mean score* out of five. To derive the mean score for an attribute, all respondents' answers are 'averaged' to produce an overall rating that conveniently expresses the result of scale items in a single numeric figure. This makes data interpretation considerably easier when comparing multiple services and facilities. The mean score excludes those respondents who could not give a valid rating (i.e. 'Can't Say').

Given that IRIS undertakes many community surveys such as this; we are able to segment mean scores. As such, mean importance and satisfaction scores can be further classified as being a low, medium or high score based on this experience. Table 1.3.2 highlights the mean classifications.

**Table 1.3.2: Classification of mean scores**

Mean importance scores	
0 – 2.99	Low
3.00 – 3.99	Medium
4.00 – 5.00	High

Mean satisfaction scores	
0 – 2.99	Low
3.00 – 3.74	Medium
3.75 – 5.00	High

## 1.4 SURVEY RESPONSE

A total of 503 completed interviews were collected from a random sample of residents throughout the Wollongong Local Government Area. Targeted sampling procedures and weighting ensured that characteristics of selected respondents mirror those of the overall adult population of the area.

**Table 1.4.1: Sample respondent characteristics**

	Proportion of 503 (%)
Characteristic	Overall
<b>Sex</b>	
Male	48.9%
Female	51.1%
<b>Age Group</b>	
18-24 yrs	13.4%
25-34 yrs	16.2%
35-44	17.2%
45-54 yrs	17.6%
55-64	14.7%
65-74	10.5%
Over 75 years	10.48%

For a detailed description of the survey methodology refer to Appendix 9.1 through to 9.4.

# SURVEY RESULTS

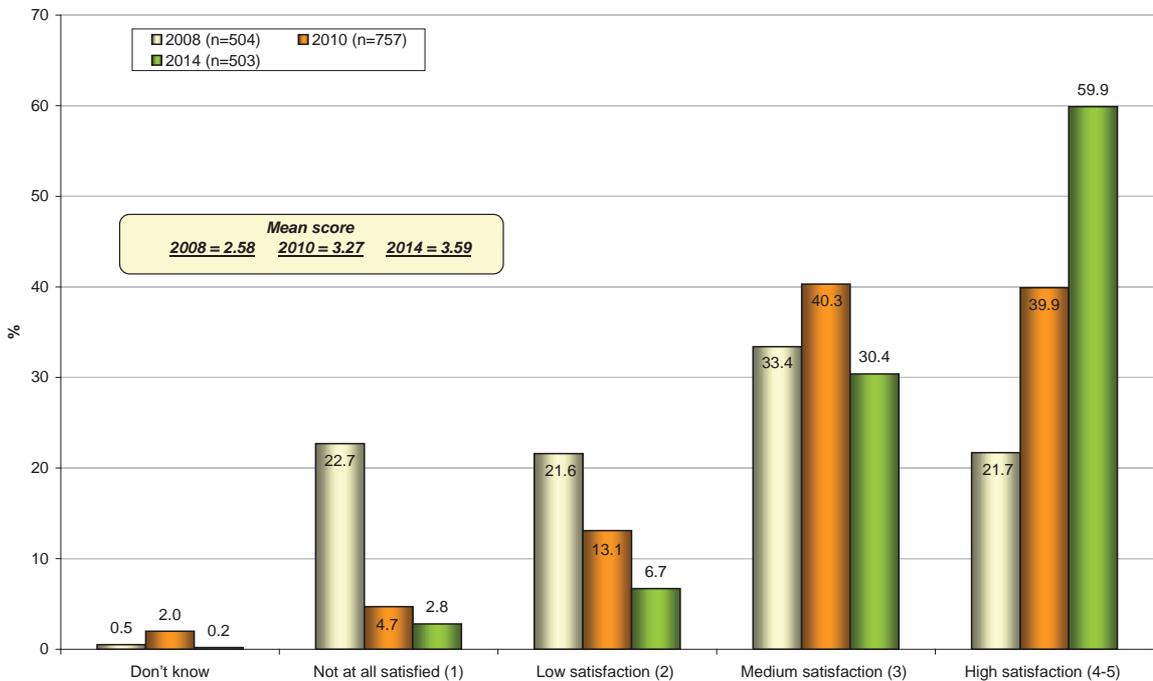
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## 2 ORGANISATIONAL PERFORMANCE

To gauge the overall performance of Council in providing services to residents, survey respondents were asked to rate their level of satisfaction with Council’s overall performance across all areas of responsibility.

### 2.1 Council’s overall performance

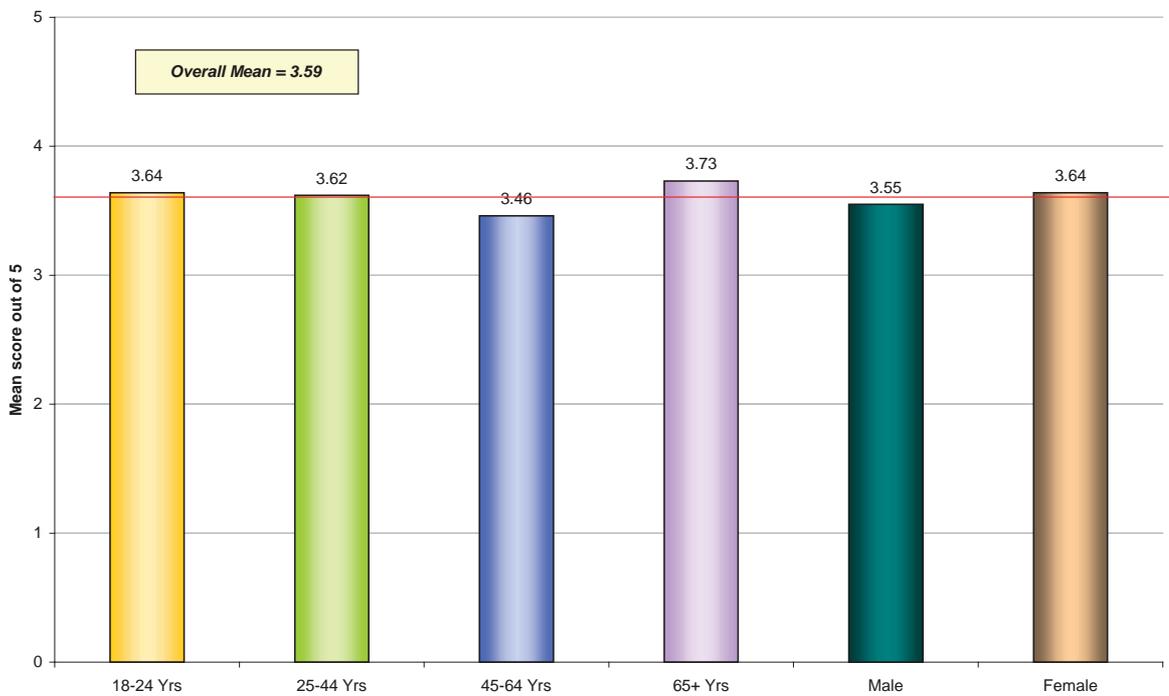
Graph 2.1.1: Council performance as perceived by the community



Key results:

- 60% of residents expressed high satisfaction with Council’s overall performance.
- The mean satisfaction score now sits at 3.59 out of a possible 5.
- Each successive measure since 2008, has seen a higher proportion of respondents move into the ‘high satisfaction’ category.

Graph 2.1.2: Satisfaction with Council performance by Age and Sex



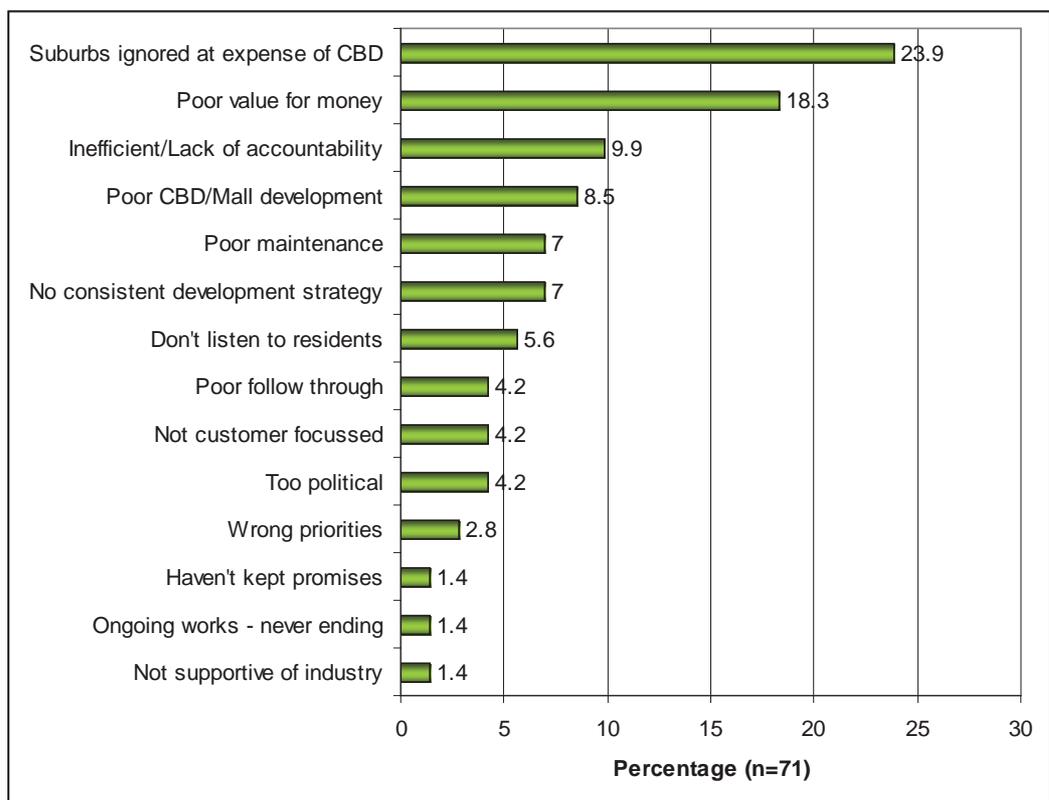
Key results:

- There is no statistical difference between male and female respondents.
- Residents aged 45 to 64 were the least satisfied at 3.46 and are statistically significantly less satisfied than 65 years plus respondents at 3.73. (see Appendix 9.7).

If a resident disagreed with the statement 'I am satisfied with the overall performance of Wollongong City Council over the past 12 months' they were asked to give a reason. These reasons are outlined in graph 2.1.3. It should be noted that the reasons for disagreement only represents 14.1% of residents surveyed (71 out of 503) and not the total sample.

Question: Why did you disagree with that statement?

**Graph 2.1.3: Why are you not satisfied with Council's overall performance over the past 12 months?**



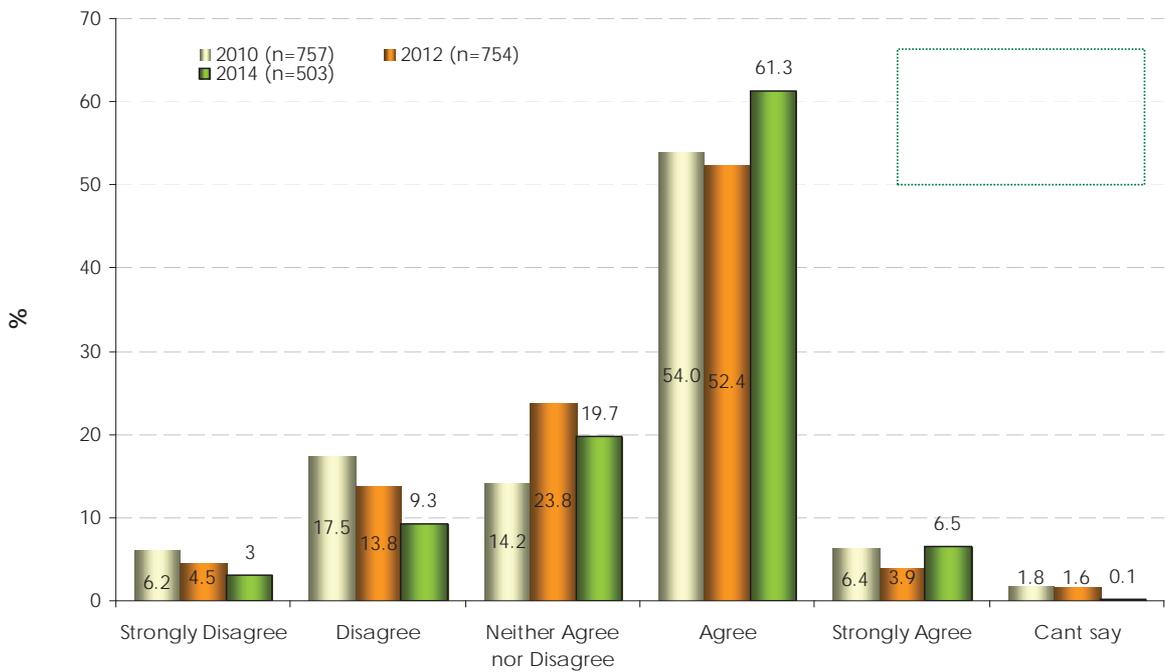
Key results:

- Of those residents who were not satisfied with Council's overall performance, the main reasons given were that 'Suburbs are being ignored in favour of the CBD' (23.9%), 'Poor value for money' (18.3%) and 'Inefficient/Lack of accountability' (9.9%).

Since 2010, a second measure of perceived satisfaction with Council’s overall performance has been run, with residents being asked to rate their agreement with the statement:

Statement: I am satisfied with the overall performance of Wollongong City Council over the last twelve months.

**Graph 2.1.4: Perception of Council’s overall performance**



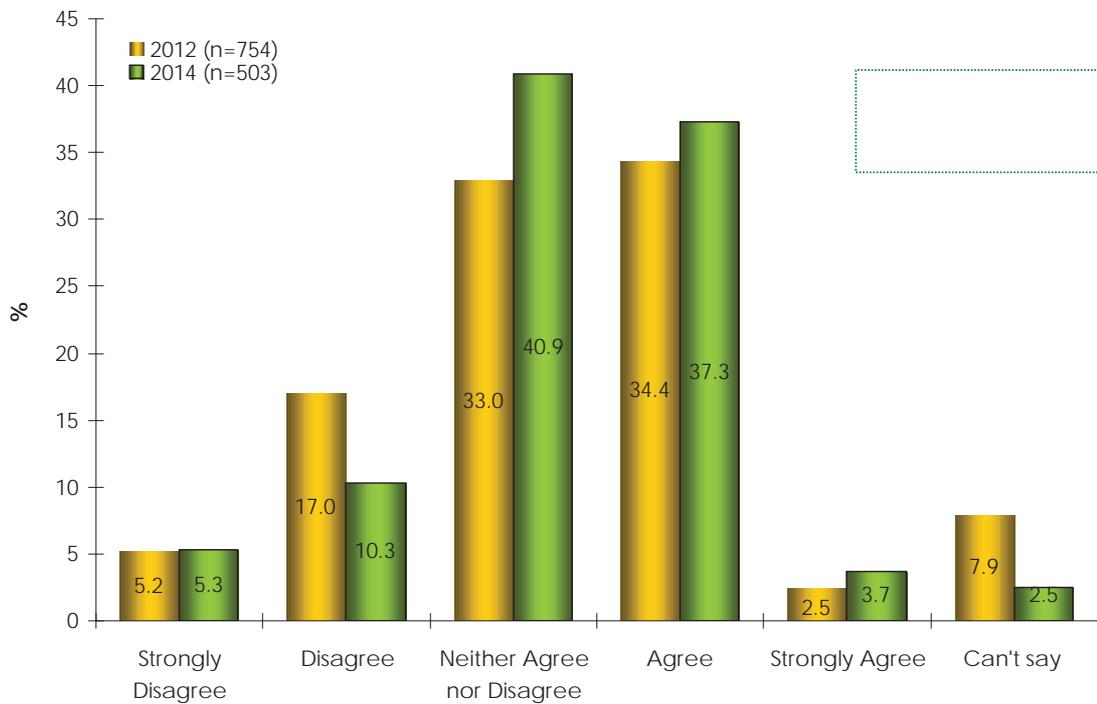
Key results:

- 2014 has seen a significant rise in the mean score measure to 3.59 up from the 2010 and 2012 figure of 3.38.
- 67.8% of respondents either agreed or strongly agreed with the statement ‘I am satisfied with the overall performance of Wollongong City Council over the last twelve months’.

## 2.2 Council's Performance in Spending the Community's Money

Question: Over the past 12 months, Council has spent the community's money wisely. Do you ...

Graph 2.2.1: Council performance with community spending



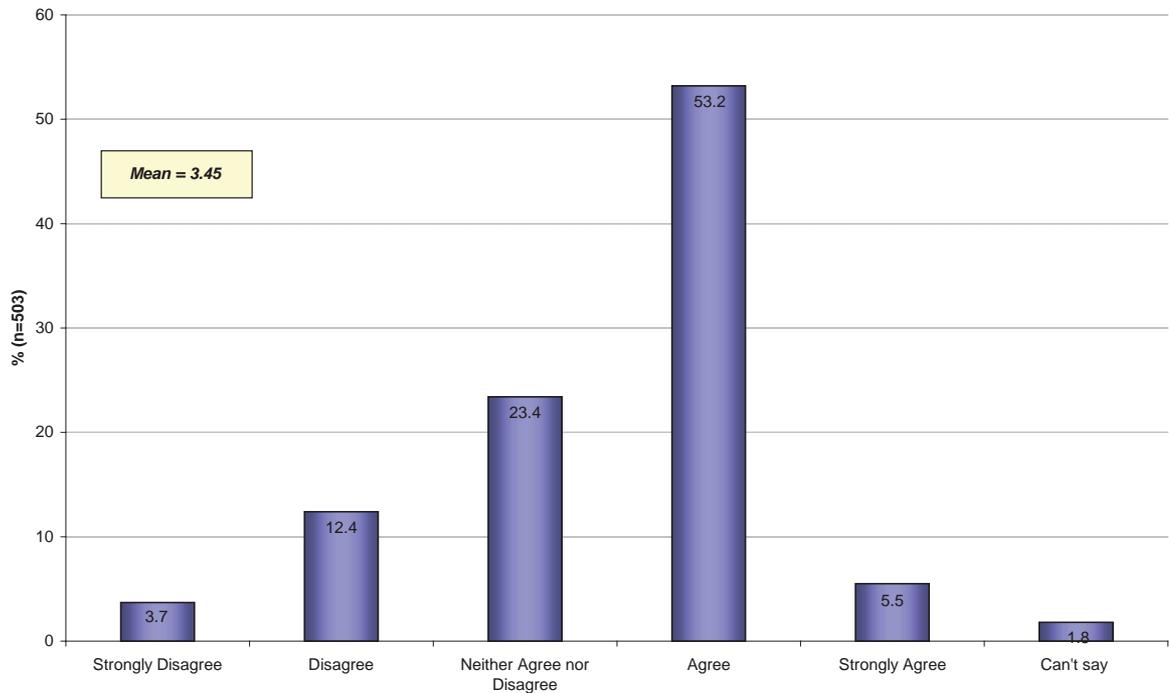
Key results:

- 41% of residents (up from 36.9% in 2012) either agree (37.3%) or strongly agree (3.7%) that Council has spent the community's money wisely.
- 15.6% of residents (down from 22.2% in 2012) either disagreed (10.3%) or strongly disagreed (5.3%) with the statement.

## 2.3 The Community's Trust in Wollongong City Council

Question: Wollongong Council is an organization I can trust.

Graph 2.3.1: Perception of Council as an organization that can be trusted



### Key results:

- The majority of residents, 58.7%, agreed or strongly agreed with the statement 'Wollongong Council is an organisation I can trust', while 16.1% disagreed.

## 2.4 HIGHEST PRIORITY AREAS

Residents of the Wollongong LGA were asked what they felt were the three highest priority issues that Council should focus on over the next three years. The findings from the residents who chose to answer the question are shown in graph 2.4.1 and in word maps, 2.4.1, 2.4.2, and 2.4.3.

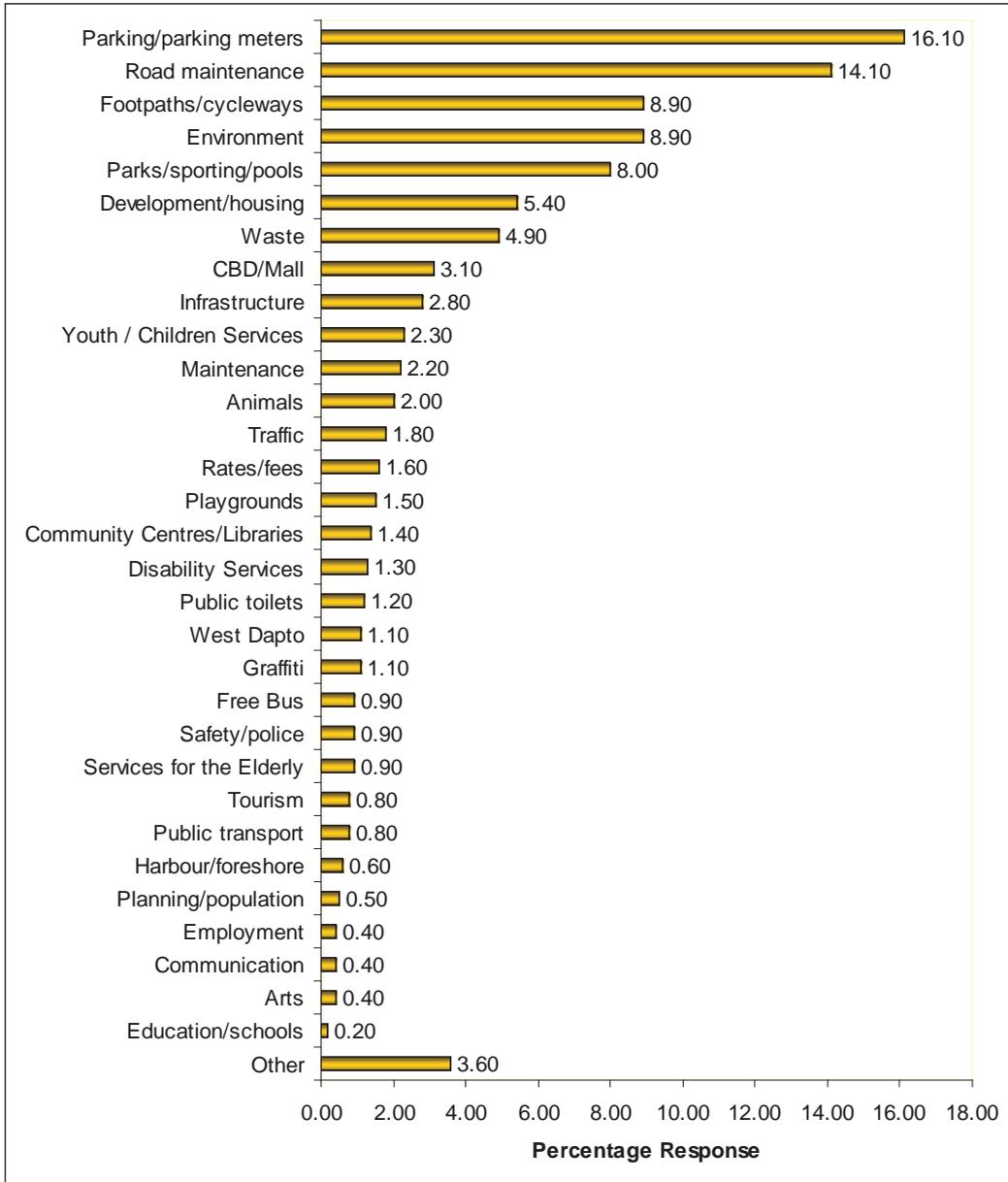
Question: Council uses rates paid by residents to provide the services and facilities we have just covered. If you had a wish list, what are three key areas you think Council should focus on over the next three years?

### Methodology used to produce graph 2.4.1:

Responses for all three categories (highest priority, second highest priority and third highest priority) were coded into general categories. Those responses for highest priority were given a weighting of 3, those for the second highest priority were given a weighting of 2 and those for the third highest priority were given a weighting of 1. The weighted responses were then counted and percentages for each category were calculated and are displayed in the graph below.

460 respondents provided a first priority (93.2%), 390 of those provided a second priority (77.5%) and of those 289 offered a third priority 57.5%.

Graph 2.4.1: Key priority issues (n=1148)









Key results:

Parking in and around the CBD, road maintenance, the environment and footpath /cycle ways dominated the responses, accounting for nearly half of all the priorities mentioned.

**Some typical responses are included below:**

“ENVIRONMENT PROGRAMS EDUCATION AND BUSH REGENERATION”

“LOOK AFTER THE BEACHES AND THE WATER QUALITY MORE”

“ENVIRONMENT - COMMUNITY EDUCATION. CONTROL OF INVADING SPECIES”

“LAKE ILLAWARRA CLEAN THE FORESHORE”

“BETTER FOOTPATHS IN THE SUBURBS AND MORE OF THEM”

“BETTER PARKING IN WOLLONGONG BUT NO METERS”

“CYCLEWAY INTO CITY AND ACROSS THE CITY”

“FIXING FOOTPATHS IN THE LAKE, CRINGILLA AREA”

“FOOTPATHS - KEEP MAINTAINED AND ACCESS FOR PEOPLE WITH WHEELCHAIRS”

“FOOTPATHS NEED TO BE WIDENED AND UP GRADED”

“MORE CYCLEWAYS AND PATHWAYS”

“CITY PARKING - PARKING METERS STOP PEOPLE FROM GOING INTO THE CBD”

“FREE PARKING IN CITY CENTRE AND MORE PARKING AROUND ENTERTAINMENT:STADIUM AREAS”

“GET RID OF PARKING METERS IN CITY CENTRE”

“CHEAPER PARKING IN WOLLONGONG”

“GETTING RID OF TIMED 15-30 MINUTE PARKING: NEED MORE FREE PARKING AVAILABLE”

“MAKING PARKING AVAILABLE AT UNIVERSITY AND SURROUNDS”

“NOT ENOUGH PARKING IN WOLLONGONG - ADD MORE DISABLED SPACES”

“BETTER ROADS: DAPTO: RDS REPAIRED AND BREAK UP AGAIN IN NO TIME”

“BUILD BRIDGE OVER RAILWAY AT WEST DAPTO”

“MAINTAIN LOCAL ROADS. FIX POT HOLES”

“MAINTENANCE OF LOCAL ROADS AND FOOTPATHS”

“MAINTENANCE OF RDS MEDIUM STRIPS AESTHETICALLY NEED BEAUTIFICATION”

“PROGRESS OF ROAD MAINTENANCE AND DEVELOPEMENT NOT EFFICIENT ENOUGH”

“ROAD MAINTENANCE - CLEAN DRAINS”

“ROADS - BETTER MAINTAINANCE INCLUDING TREES : PLANT LESS MESSY TREES THEY ARE DANGEROUS”

“PROVIDE MORE PEDESTRIAN CROSSINGS IN WOLLONGONG”

“ACCESS TO HORSLEY , ACCESS BRIDGE INTO HORSELY”

“IMPROVING INFRASTRUCTURE IN WEST DAPTO AND ALBION PARK”

“MORE FACILITIES FOR HOMELESS YOUTH AND DISADVANTAGED”

“STUART PARK SKATE PARK”

“WASTE DISPOSAL FEES AT WHITES GULLY SHOUD BE CHEAPER TO DISCOURAGE DUMPING”

“MORE TIP FREE ACCESS FOR PENSIONERS”

### 3 COUNCIL SERVICES AND FACILITIES

This section presents both the importance and satisfaction levels amongst residents towards 24 key services and facilities provided by Wollongong City Council. All services/facilities importance/satisfaction questions in this section were asked of all 503 respondents.

Residents were asked to rate the importance of each of the 24 Council services and facilities on a scale of 1 to 5, where 1 = 'not at all important' and 5 = 'very important'. They were also asked to provide their level of satisfaction with the provision of each of these services; this was again done on a scale of 1 to 5, where 1 = 'not at all satisfied' and 5 = 'very satisfied'.

#### 3.1 IMPORTANCE – PLANNING AND ENVIRONMENT

Table 3.1.1: Planning and Environment – Importance

Sample size = 503	% Importance				
	Don't know	(1) Not at all important	(2) Low importance	(3) Medium importance	(4 & 5) High importance
Protection of our natural environment	0.0	0.3	1.1	3.6	95.0
Environmental programs and education	1.6	1.5	3.3	7.5	86.1
Management of parking in city centre	1.8	4.1	1.7	7.9	84.5
Management and preservation of our heritage	0.5	3.9	3.2	10.3	82.2
Domestic animal control	1.0	2.1	1.8	15.9	79.1
Controls for development in Wollongong City Centre	6.4	5.0	1.9	14.7	72.0
Management of parking in local areas	1.6	3.2	2.6	11.6	81.0
Controls for residential development	6.0	4.1	1.2	12.1	76.6
Controls for development in town/village centres	7.5	3.4	1.5	15.3	72.2
Planning policies that control development in the Wollongong local government area	10.2	5.1	3.4	15.6	65.8
Development application assessment process	14.6	11.2	4.8	20.9	48.6

Key Results:

- Approximately nine in 10 Wollongong LGA residents (95.0%) felt the 'Protection of our natural environment' was of high importance to them. This was the number one issue within the area of 'Planning and Environment'.
- 'Environmental programs and education' ranked second with a high importance rating provided by 86.1% of residents.
- The 'Development application approval process' ranked as the least important issue with less than 50% (48.6%) residents ranking the issue of high importance.

Table 3.1.2: Planning and Environment – Importance comparisons from 2012 to 2014

	Importance		
	Mean score out of 5 2012	Mean score out of 5 2014	Significant change
Protection of our natural environment	4.63	4.73	↔
Environmental programs and education	4.40	4.47	↔
Management of parking in city centre	4.36	4.41	↔
Management and preservation of our heritage environment	4.27	4.30	↔
Domestic animal control	4.21	4.29	↔
Controls for development in Wollongong City Centre	4.20	4.14	↔
Management of parking in local areas	4.15	4.26	↔
Controls for residential development	4.15	4.20	↔
Controls for development in town/village centres	4.13	4.13	↔
Planning policies that control development in the Wollongong local government area	4.04	4.04	↔
Development application assessment process	3.63	3.60	↔

Key Results:

- There has been no significant change in the importance rating for any of the services/facilities in 'Planning and Environment' between 2012 and 2014.

## 3.2 SATISFACTION – PLANNING AND ENVIRONMENT

Table 3.2.1: Planning and Environment – Satisfaction

Sample size = 503	% Satisfaction				
	Can't say	(1) Not at all satisfied	(2) Low satisfaction	(3) Medium satisfaction	(4 & 5) High satisfaction
Protection of our natural environment	4.8	3.3	8.8	28.5	54.6
Environmental programs and education	11.8	2.8	7.3	29.8	48.3
Management and preservation of our heritage	10.9	4.6	8.6	29.2	46.8
Domestic animal control	8.9	8.7	10.0	29.0	43.4
Management of parking in local areas	3.7	10.3	10.3	34.5	41.2
Controls for development in town/village centres	18.2	5.9	9.8	32.7	33.4
Controls for residential development	20.8	6.9	10.7	26.9	34.7
Development application assessment process	42.9	7.2	9.5	23.1	17.4
Controls for development in Wollongong City Centre	15.0	8.6	12.2	32.1	32.1
Planning policies that control development in the Wollongong local government area	27.6	7.7	13.2	28.4	23.1
Management of parking in city centre	3.5	27.9	27.0	21.9	19.7

### Key results:

- Over half (54.6%) of the Wollongong LGA residents surveyed, provided a high satisfaction rating with regards to 'Protection of our natural environment', followed by 'Environmental programs and education' at 48.3%, and 'Management and preservation of our heritage' at 46.8%. These are up considerably on the results from 2012 at 43.7%, 37.9% and 38.5% respectively.
- At the other end of the spectrum, 27.9% of residents said they were not satisfied at all with the 'Management of parking in the city centre'.
- 42.9% of residents could not comment on the 'Development application assessment process' and this may well explain why this service was rated of low relative importance. i.e. residents that have had no need to use it, have rated it as of low importance.

Table 3.2.2: Planning and Environment – Satisfaction comparisons from 2012 to 2014

	Satisfaction		
	Mean score out of 5 2012	Mean score out of 5 2014	Significant change
Protection of our natural environment	3.37	3.64	↑
Environmental programs and education	3.38	3.61	↑
Management and preservation of our heritage environment	3.24	3.54	↑
Domestic animal control	3.32	3.35	↔
Controls for development in town/village centres	3.07	3.26	↑
Management of parking in local areas	3.10	3.23	↔
Controls for residential development*	2.96	3.25	↑
Development application assessment process	2.89	2.98	↔
Controls for development in Wollongong City Centre	2.84	3.15	↑
Planning policies that control development in Wollongong Local Government Area	2.83	3.00	↑
Management of parking in city centre	2.45	2.41	↔

Key results:

- A strong result for this department with 7 of the 11 services/facilities recording a significant improvement in satisfaction since the measure in 2012.
- ‘Protection of natural environment’ (3.64), ‘Environmental programs and education’ (3.61) and ‘Management and preservation of our heritage environment’ (3.54) are the top rated services within ‘Planning and Environment’.
- Resident satisfaction with the issue of ‘Management of parking in the city centre’ continued to be the worst performed, with a low mean satisfaction score of 2.41.

- 
- Based on the IRIS Council services classification index, three of the services have climbed out of the 'low' satisfaction into the 'medium' satisfaction category, these being 'Controls for residential development' at 3.25, 'Planning policies that control development in Wollongong Local Government Area' at 3.00 and 'Controls for development in Wollongong City Centre' at 3.15.

### 3.3 IMPORTANCE – INFRASTRUCTURE AND WORKS

Table 3.3.1: Infrastructure and Works – Importance

Sample size = 503	% Importance				
	Don't know	(1) Not at all important	(2) Low importance	(3) Medium importance	(4 & 5) High importance
Domestic, recycling and green waste collection service	0.2	0.3	0.0	1.2	98.4
Maintenance of local roads	0.1	0.70	0.2	4.1	94.9
Maintenance of footpaths	0.5	0.6	0.5	10.0	88.4
Waste disposal depot facilities	3.7	1.2	1.8	6.8	86.6
Regulation of traffic flow in city centre	2.0	1.2	1.9	9.1	85.7
Standard of Council public toilets	5.8	1.9	1.2	7.9	83.2
Regulation of traffic flow in local area	1.0	1.1	2.0	13.0	82.9
Availability of public toilets	5.9	1.6	.1	10.7	81.7
Street cleaning	0.7	1.3	2.0	14.6	81.5
Availability of bus shelters	3.9	7.8	4.5	18.3	65.5

Key results:

- More than nine in ten Wollongong LGA residents placed a high importance on 'Domestic, recycling and green waste collection service' (98.4%) and 'Maintenance of local roads' (94.9%).
- The 'Availability of bus shelters' was the least important issue to Wollongong LGA residents, within the 'Infrastructure and Works' area, although 65.5% still rated it as of 'High Importance'.

Table 3.3.2: Infrastructure and Works – Importance comparisons from 2012 to 2014

	Importance		
	Mean score out of 5 2012	Mean score out of 5 2014	Significant change
Domestic, recycling and green waste collection service	4.73	4.81	↔
Maintenance of local roads	4.65	4.65	↔
Waste disposal depot facilities	4.47	4.51	↔
Maintenance of footpaths	4.45	4.48	↔
Availability of public toilets	4.44	4.46	↔
Standard of Council public toilets	4.37	4.47	↔
Regulation of traffic flow in city centre	4.36	4.39	↔
Regulation of traffic flow in local area	4.32	4.38	↔
Street cleaning	4.24	4.29	↔
Availability of bus shelters	3.89	3.87	↔

Key results:

- The importance of all services within ‘Infrastructure and Works’ remained statistically unchanged from those reported in 2012.
- According to the mean importance scores, there are two services within ‘Infrastructure and Works’ that are clearly the most important to residents in Wollongong LGA. These are ‘Domestic, recycling and green waste collection service’ (4.81), and ‘Maintenance of local roads’ (4.65).
- The ‘Availability of bus shelters’ remains the only low range mean importance score in ‘Infrastructure and Works’.

### 3.4 SATISFACTION – INFRASTRUCTURE AND WORKS

Table 3.4.1: Infrastructure and Works – Satisfaction

Sample size = 503	% Satisfaction				
	Can't say	(1) Not at all satisfied	(2) Low satisfaction	(3) Medium satisfaction	(4 & 5) High satisfaction
Domestic, recycling and green waste collection service	0.6	1.7	4.2	11.5	82.0
Waste disposal depot facilities	12.4	8.0	10.3	22.9	46.4
Street cleaning	2.2	7.8	9.4	30.8	49.8
Regulation of traffic flow in city centre	3.5	6.9	17.2	37.9	34.4
Regulation of traffic flow in local area	1.8	7.9	11.1	38.2	41.0
Availability of bus shelters	17.5	4.2	9.2	35.3	33.7
Maintenance of footpaths	1.0	11.0	18.9	33.6	35.5
Maintenance of local roads	0.8	8.9	19.0	34.7	36.6
Standard of Council public toilets	11.7	9.1	19.4	40.1	19.8
Availability of public toilets	10.1	10.2	20.7	39.3	19.6

Key results:

- More than 4 in 5 (82%) respondents recorded a 'high' satisfaction rating for 'Domestic, recycling and green waste collection service'.

Table 3.4.2: Infrastructure and Works – Satisfaction comparisons from 2012 to 2014

	Satisfaction		
	Mean score out of 5 2012	Mean score out of 5 2014	Significant change
Domestic, recycling & green waste collection service	4.22	4.23	↔
Waste disposal depot facilities	3.36	3.44	↔
Street cleaning	3.32	3.43	↔
Regulation of traffic flow in city centre	3.21	3.13	↔
Regulation of traffic flow in local area	3.20	3.26	↔
Availability of bus shelters	3.18	3.30	↔
Maintenance of footpaths	2.97	3.04	↔
Maintenance of local roads	2.76	3.09	↑
Standard of Council public toilets	2.64	2.85	↑
Availability of public toilets	2.62	2.80	↑

Key results:

- Within the area of ‘Infrastructure and Works’, ‘Domestic, recycling and green waste collection service’ was the only item to attain a high level mean satisfaction score with a score of 4.23.
- Three services that while at the lower end of the satisfaction table showed significant improvement on the 2012 results. These were ‘Maintenance of local roads’, ‘Standard of public toilets’ and ‘Availability of public toilets’.
- Based on the IRIS Council services classification index, five services or facilities maintained their ‘medium’ satisfaction range rating; these were ‘Waste disposal depot facilities’ (3.36), ‘Street cleaning’ (3.32), ‘Regulation of traffic flow in city centre’ (3.21), ‘Regulation of traffic flow in local area’ (3.20), and ‘Availability of bus shelters’ (3.18) and were pleasingly joined by a further two “Maintenance of footpaths’ (3.04) and ‘Maintenance of local roads’” (3.09).

### 3.5 IMPORTANCE – CORPORATE AND COMMUNITY SERVICES

Table 3.5.1: Corporate and Community Services – Importance

Sample size = 503	% Importance				
	Don't know	(1) Not at all important	(2) Low importance	(3) Medium importance	(4 & 5) High importance
Availability of parking in city centre	1.8	3.5	1.9	6.4	86.4
Graffiti prevention and removal	1.4	0.6	3.6	13.0	81.5
Customer Service Centre	6.0	2.8	2.8	17.5	70.8

Key results:

- Four out of 5 residents feel that the 'Availability of parking in city centre' (86.4%), 'Graffiti prevention and removal' (81.5%) is of high importance to them.

Table 3.5.2: Corporate and Community Services – Importance comparisons from 2010 to 2012

	Importance		
	Mean score out of 5 2012	Mean score out of 5 2014	Significant change
Availability of parking in city centre	4.50	4.44	↔
Graffiti prevention and removal	4.23	4.30	↔
Customer Service Centre	4.11	4.12	↔

Key results:

- All services and facilities under 'Corporate and Community Services' were considered to have mean scores in the high importance tier and recorded results on par with the 2012 results.

### 3.6 SATISFACTION – CORPORATE AND COMMUNITY SERVICES

Table 3.6.1: Corporate and Community Services – Satisfaction

Sample size = 503	% Satisfaction				
	Can't say	(1) Not at all satisfied	(2) Low satisfaction	(3) Medium satisfaction	(4 & 5) High satisfaction
Customer Service Centre	20.9	1.5	3.7	26.4	47.5
Graffiti prevention & removal	5.4	5.7	10.8	36.3	41.8
Availability of parking in the city centre	4.4	23.3	23.1	31.9	17.3

Key results:

- A considerable number of respondents (20.9%) were unable to give a rating for the 'Customer Service Centre', with 47.5% of respondents indicating that they were highly satisfied with the service.
- Only 17.3% of residents were 'Highly satisfied' with the 'Availability of parking in the city centre' leaving it firmly at the bottom of the list.

Table 3.6.2: Corporate and Community Services – Satisfaction comparisons from 2010 to 2012

	Satisfaction		
	Mean score out of 5 2012	Mean score out of 5 2014	Significant change
Customer Service Centre	3.62	3.78	↑
Graffiti prevention and removal	3.11	3.32	↑
Availability of parking in city centre	2.53	2.50	↔

Key results:

- Customer Service Centre and Graffiti prevention and removal showed a significant rise in their mean satisfaction score from 2012.
- The improvement in the 'Customer Service Centre' score was enough to lift it into 'High' category based on the IRIS Council services classification index.

## 4 USED, PARTICIPATED OR ACCESSED SERVICE OR FACILITY

In order to better understand and get a gauge for the level of use in the community for the various services and facilities that Wollongong City Council provide, residents were asked how many times during the year they visit, access or participate in a selection of the services and facilities measured in this section of the survey.

In order to keep the overall length of the survey manageable, each respondent was presented with roughly two in three of the 23 services and facilities in this section. This has meant that in practice somewhere between 324 and 352 respondents have provided answers for each of the services/facilities questions in this section. Of these respondents each has been asked to provide an importance rating but only those that have used the service in the last twelve months have been asked to provide a satisfaction rating. In effect all satisfaction ratings in this section will reflect the level of satisfaction of regular users of the service/facility.

This section is divided into four sections: 'Planning and Environment', 'Infrastructure and Works', 'Corporate and Community Services', and 'Corporate and Community Services for Selected Groups'.

## 4.1 PLANNING AND ENVIRONMENT

The table below outlines the importance of the 'Botanic Garden', as measured in this survey.

**Table 4.1.1: Planning and Environment Importance**

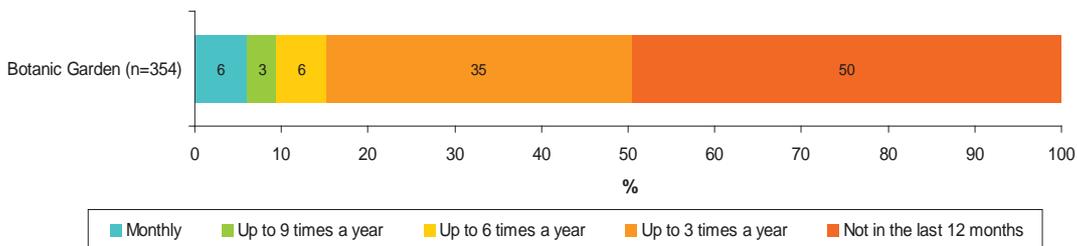
n = 352	Mean Score 2012	Can't say	% Importance Rating			Mean Score (out of 5)
			Low (1-2)	Medium (3)	High (4-5)	
Botanic Garden	4.12	0.6	6.5	14.6	78.3	4.21

Key results:

- Almost four in five residents (78.3%) provided a high importance rating for the 'Botanic Garden', comparable to the 79.2% rating given in 2012. A high mean importance score of 4.21 out of 5 was recorded, which is on par with the 2012 result of 4.12.

The graph below outlines the usage of the 'Botanic Garden'.

**Graph 4.1.1: Planning and Environment Usage**

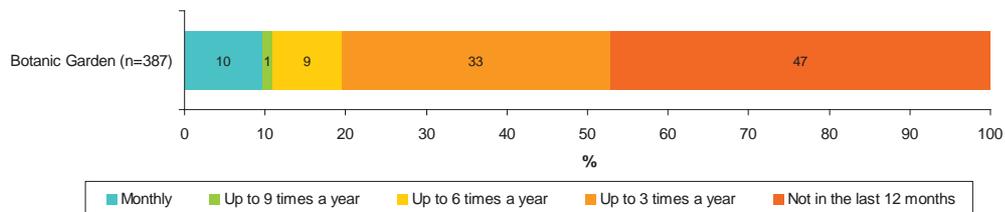


Key results:

- 50.0% of respondents have visited or used the 'Botanic Garden' in the past year, with 6% indicating that they visit the gardens on at least a monthly basis. The proportion of residents using the 'Botanic Garden' is slightly down on the 2008 through 2012 survey results.

The graph below outlines the usage of the 'Botanic Garden' for 2012.

**Graph 4.1.1a: Planning and Environment Usage for 2012**



The table below outlines resident satisfaction with the 'Botanic Garden' for the residents who had used this facility within the past 12 months.

**Table 4.1.2: Planning and Environment Satisfaction**

n = 178	Mean Score 2012	Can't say	% Satisfaction Rating			Mean Score (out of 5)
			Low (1-2)	Medium (3)	High (4-5)	
Botanic Garden	<b>4.56</b>	0.0	0.0	8.8	91.2	<b>4.54</b>

Key results:

- Of the residents who had visited the 'Botanic Garden', 91.2% provided a high satisfaction rating, which resulted in a high mean satisfaction score of 4.54 out of 5. This rating has maintained the big gain made in 2012 (4.56) over the 2010 (4.35) result.

## 4.2 INFRASTRUCTURE AND WORKS

The table below outlines the importance of 'Cycle ways/shared pathways' as measured in this survey.

Table 4.2.1: Infrastructure and Works Importance

	Mean Score 2012	% Importance Rating			Mean Score (out of 5)	
		Can't say	Low (1-2)	Medium (3)		High (4-5)
Cycle ways/shared pathways (n=324)	4.32	0.4	11.9	5.4	82.3	4.26

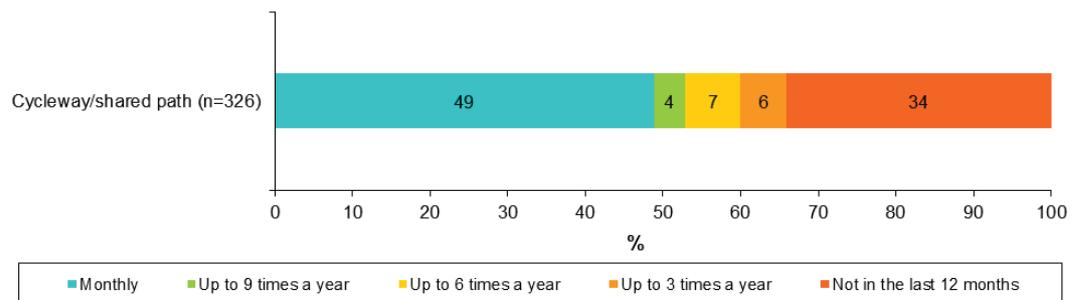
High Importance
  Medium Importance
  Low Importance

### Key results:

- More than four in five residents provided a high importance rating for 'Cycle ways/shared pathways' (82.3%).

The graph below outlines the patronage of cycle ways/ shared pathways.

Graph 4.2.1: Infrastructure and Works Usage



### Key results:

- Around two in three respondents (66%) have used a cycleway/ shared pathway in the past year, with 49% indicating that they used one at least on a monthly basis.

Residents who had used a 'cycleway/ shared pathway' within the past 12 months were asked about their satisfaction towards that facility. The table below displays the satisfaction results.

**Table 4.2.2: Infrastructure and Works Satisfaction**

	Mean Score 2012	Can't say	% Satisfaction Rating			Mean Score (out of 5)
			Low (1-2)	Medium (3)	High (4-5)	
Cycleways/shared pathways (n=213)	3.93	0.0	7.2	13.2	79.6	4.12

Very High Sat.
  High Sat.
  Medium Sat.
  Low Sat.

Key results:

- 79.6% of respondents provided a high satisfaction rating (4 or 5) for 'cycle way/shared pathways'.

### 4.3 CORPORATE AND COMMUNITY SERVICES

The table below outlines the importance placed on fifteen services that make up the 'Corporate and Community Services' sector by Wollongong Local Government Area residents.

Table 4.3.1: Corporate and Community Services Importance

	Mean Score 2012	Can't say	% Importance Rating			Mean Score (out of 5)
			Low (1-2)	Medium (3)	High (4-5)	
Patrolled beaches (n=324)	4.64	0.4	4.5	2.7	92.3	4.70
Parks/open spaces/sports fields for passive recreation purposes (n=326)	4.55	0.0	3.6	5.1	91.3	4.62
Parks/open spaces/sports fields for active sports or recreation activities (n=326)	4.51	0.0	6.3	7.0	86.7	4.45
Public swimming pools (free entry) (n=325)	3.96	0.2	8.5	7.8	83.5	4.34
District library and community centres (n=324)	3.69	0.6	13.7	9.5	76.2	4.07
Children's playgrounds (n=325)	4.16	0.2	16.6	7.1	76.1	4.06
Tidal rock pools (n=349)	3.40	1.4	14.6	14.4	69.5	3.95
Local branch libraries (n=348)	3.40	1.7	18.8	9.8	69.7	3.81
Council leisure centres (n=348)	3.70	1.8	15.2	18.2	64.7	3.79
Community halls/centres (n=323)	3.71	1.1	19.2	17.6	62.1	3.70
Wollongong City Centre Library (n=322)	3.95	1.4	22.2	16.3	60.1	3.63
Heated pools (n=325)	3.34	0.4	20.0	21.3	58.3	3.63
IPAC (n=348)	3.32	1.8	27.8	24.9	45.4	3.26
City Gallery (n=324)	2.71	0.6	42.1	26.9	30.4	2.73
Russell Vale Golf Course (n=352)	1.99	0.7	69.2	13.1	17.0	2.00

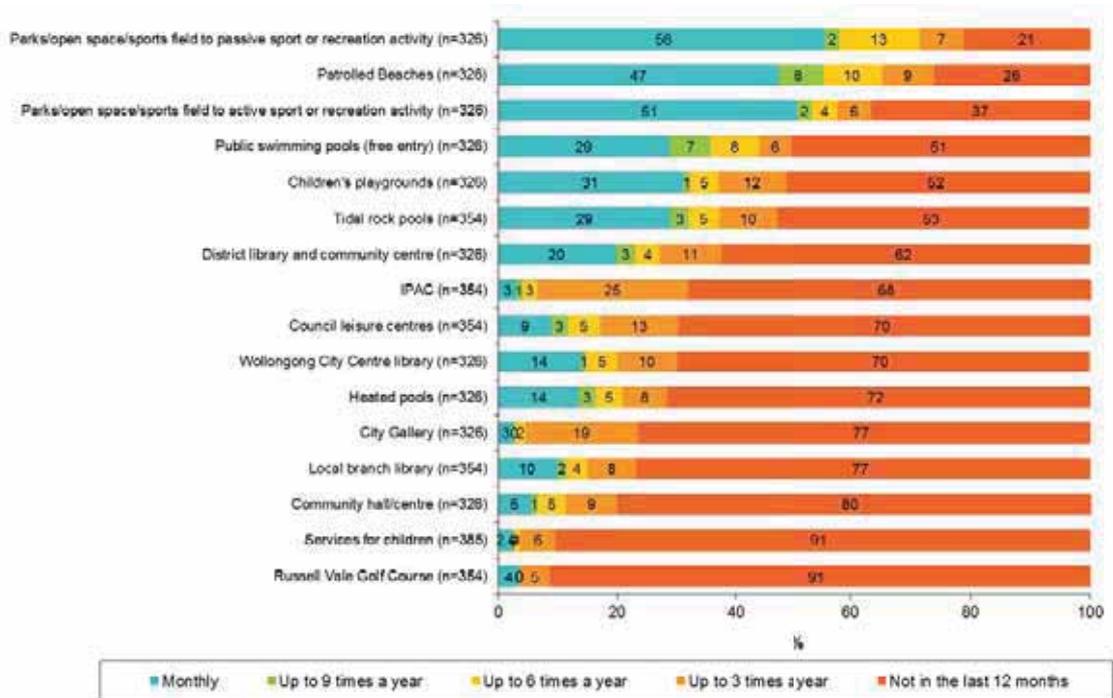
High Importance	Medium Importance	Low Importance
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Key results:

- More than nine in ten residents provided a high importance rating for 'Patrolled beaches' (92.3%) and 'Parks/open spaces/sports fields for passive recreation purposes' (91.3%) with 'Parks/open spaces/sports fields for active sports or recreation activities' (86.7%) and Public swimming pools (free entry) (83.5%) also rating highly .
- 3 out of every 4 residents placed high importance on 'District library and community centres' which resulted in a high importance rating of 4.07 out of 5.
- Meanwhile, the 'City Gallery' and 'Russell Vale Golf Course' received a low range mean importance score.

Graph 4.3.1 outlines the usage of the Corporate and Community Services that were measured in this survey.

**Graph 4.3.1: Corporate and Community Services Usage**



Key results:

- The four most frequently used 'Corporate and Community Services' facilities were 'Parks/open space/sports field for passive recreation purpose' (56% monthly), 'Parks/open space/sports field for active sport or recreation activity' (51% monthly), and 'Patrolled beaches (47% monthly).
- 'Russell Vale Golf Course' had the lowest patronage of these facilities, with 91% of residents not using it within the last 12 months.

The survey in 2012 had seen a drop in usage of several services, 'Parks/open space/sports field for passive recreation', 'Children's playgrounds', 'Tidal rock pools', 'Public swimming pools (free entry)', 'Heated pools', 'Council leisure centres' and 'Russell Vale Golf Course'. All of these have at least held their ground in the current 2014 survey and have in some cases seen moderate increases.

The results in the table below show the satisfaction ratings of residents who had used each of the 'Corporate and Community' services within the past 12 months.

**Table 4.3.2: Corporate and Community Services Satisfaction**

	Mean Score 2012	Can't say	% Satisfaction Rating			Mean Score (out of 5)
			Low (1-2)	Medium (3)	High (4-5)	
Patrolled beaches (n=238)	4.57	1.1	0.5	5.2	93.1	4.69
Public swimming pools (free entry) (n=160)	4.22	0.6	1.8	7.3	90.3	4.49
Local branch libraries (n=82)	4.14	0.0	2.5	5.1	92.4	4.43
Wollongong City Centre Library (n=97)	4.48	0.7	0.5	11.5	87.3	4.43
Russell Vale Golf Course (n=30)	4.14	1.6	0.0	4.2	94.2	4.39
District library and community centres (n=122)	4.33	0	0.5	12.6	87.0	4.38
Parks/open spaces/sports fields for passive recreation purposes (n=255)	4.18	0.5	2.7	12.2	84.5	4.31
The IPAC (n=113)	4.23	0.0	0.8	15.3	83.9	4.30
Council leisure centres (n=103)	4.16	0.7	2.8	8.6	87.9	4.25
The City Gallery (n=72)	4.03	5.9	3.7	10.8	79.6	4.20
Parks/open spaces/sports fields for active sports or recreation activities (n=202)	4.11	2.3	4.5	11.9	81.2	4.19
Community halls/centres (n=65)	4.02	0.0	0.9	20.8	78.3	4.17
Heated pools (n=92)	4.16	0.6	4.4	20.8	74.2	4.15
Tidal rock pools (n=166)	3.89	0.7	4.2	23.2	71.9	4.11
Children's playgrounds (n=156)	4.09	0.8	3.4	22.1	73.7	4.05

Very High Sat.	High Sat.	Medium Sat.	Low Sat.
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Key results:

- Better than 9 in 10 respondents provided a high satisfaction rating (4 or 5) for 'Patrolled beaches' (93.1%), 'Public swimming pools' (90.3%) and 'Local branch libraries' (92.4%). [Note : The very high rating for Russel Vale Golf course which although indicative of good satisfaction amongst users should be viewed with caution due to the low number of respondents (30).]
- The mean satisfaction scores for all of these 'Corporate and Community Services' were in the high range (from 4.05 to 4.69), with the majority of residents providing a high satisfaction rating (from 71.9% to 94.2%).

## 4.4 CORPORATE AND COMMUNITY SERVICES FOR SELECTED GROUPS

The table below details the importance ratings of the six 'Corporate and Community Services' for selected groups that were measured in this survey. These services and/or facilities include those for 'people with a disability', 'older people', 'children', 'young people', 'people from culturally or linguistically diverse backgrounds', and 'Aboriginal or Torres Strait Islander people'.

**Table 4.4.1: Corporate and Community Services for Selected Groups Importance**

	Mean Score 2012	Can't say	% Importance Rating			Mean Score (out of 5)
			Low (1-2)	Medium (3)	High (4-5)	
Services and/or facilities for people with a disability (n=304)	4.12	6.7	12.8	4.1	76.4	4.29
Services and/or facilities for older people (n=334)	4.05	5.7	10.5	7.8	76.0	4.20
Services and/or facilities for young people (n=311)	3.84	4.4	11.8	12.7	71.0	4.04
Services for children (n=309)	3.88	5.4	17.9	8.2	68.5	3.94
Services and/or facilities for people from culturally or linguistically diverse backgrounds(n=306)	3.52	6.1	15.6	10.8	67.6	3.89
Services and/or facilities for Aboriginal or Torres Strait Islander people (n=323)	3.43	8.9	15.0	14.6	61.5	3.84

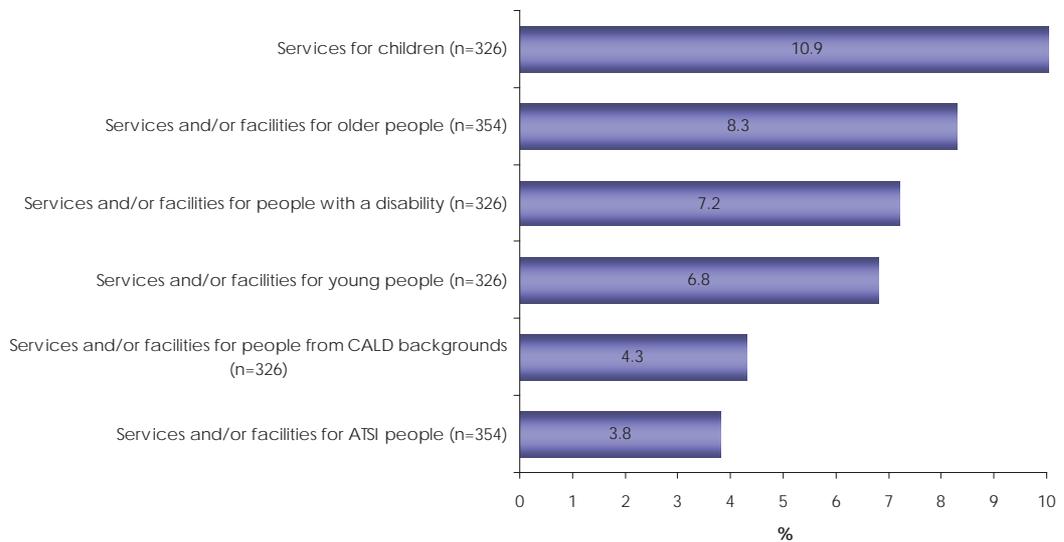
High Importance	Medium Importance	Low Importance
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Key results:

- Services and/or facilities for 'people with a disability', 'older people' and 'young people' received high level mean importance scores of 4.29, 4.20 and 4.04 out of 5, respectively to place them in the high importance category.
- 'Services and/or facilities for Aboriginal or Torres Strait Islander people' were considered the least important out of these 'Corporate and Community Services', with 61.5% of residents providing a high importance rating (4 or 5).

The overall usage of the six 'Corporate and Community Services' for selected groups that were measured in this survey are displayed in the graph below. The frequency of usage of these services and facilities was low, so the rates have been collapsed into an overall usage rate.

**Graph 4.4.1: Accessed a Council service or facility**



Key results:

- These services and facilities had low rates of usage, as at least 89% of residents had not accessed any of these services or facilities within the past 12 months (89.1% to 96.2%).
- 10.9% of residents mentioned that they accessed a Council service for children, while 3.8% used a service or facility for ATSI people.

Table 4.4.2 below reveals the scale of satisfaction among Wollongong residents who had used each of the 'Corporate and Community Services' for selected groups within the past 12 months.

**Table 4.4.2: Corporate and Community Services for Selected Groups Satisfaction**

	Mean Score 2012	Can't say	% Satisfaction Rating			Mean Score (out of 5)
			Low (1-2)	Medium (3)	High (4-5)	
Services and/or facilities for older people (n=29)	4.47	3.2	2.4	15.8	78.6	4.23
Services and/or facilities for young people (n=19)	3.32	4.6	0.0	21.4	74	4.21
Services and/or facilities for people from culturally or linguistically diverse backgrounds(n=14)	3.85	0.0	13.1	7.2	79.8	4.20
Services and/or facilities for people with a disability (n=21)	4.15	10.3	5.5	11.8	72.4	4.16
Services for children (n=35)	3.97	2.0	2.6	21.8	73.6	4.15
Services and/or facilities for Aboriginal or Torres Strait Islander people (n=12)	3.48	7.1	26.5	32.0	34.4	3.24

Very High Sat.	High Sat.	Medium Sat.	Low Sat.
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Key results:

- Of residents that have accessed Council 'Services and/or facilities for older people' in the past 12 months, 78.6% were satisfied to a high level with its provision. This resulted in a high mean satisfaction score of 4.23 out of 5.
- 'Services and/or facilities for Aboriginal or Torres Strait Islander people' was the only service/facility in the Corporate and Community Services group that recorded a mean score below the high satisfaction cut-off of 3.75 and was the lowest rated service/facility in this group by a very large margin falling a full 16% below the next lowest, "Services for Children'. [Note: The number of respondents is very low (12) and the consequent error rate will be quite high so some caution should be used in the interpretation of this result].

## 5 PRIORITISING SERVICES AND FACILITIES

Given the range of services and facilities Council has to manage, it can often be a difficult task to prioritise. The sheer number of services and facilities under management can diffuse focus and distract attention away from the areas of critical importance to improving resident satisfaction. This section of the report aims to identify the key drivers of resident satisfaction via a deeper analysis of the importance and satisfaction scores presented in the previous sections.

### 5.1 QUADRANT ANALYSIS

Quadrant analysis is a useful way of simultaneously analysing the stated importance a service holds for residents against their satisfaction with the provision of that service. To do this, mean satisfaction scores are plotted against mean importance scores for each Council service or facility. In order to form the quadrants (or opportunity matrix) that separate higher and lower level priority services combined mean importance and satisfaction scores were calculated for each block of council services and facilities. (i.e. The block asked of all respondents and detailed in Section 3 of this report and the block asked with the usage questions detailed in Section 4 of the report).

The scores for the **Section 3 facilities/services** were: **Importance score = 4.3** and **Satisfaction score = 3.1**. Thus, for example, services or facilities with a mean importance score of less than 4.3 (i.e. a score lower than the overall mean importance score), were classified as having 'lower' importance. Conversely, services or facilities with a mean score above 4.3 were classified as having 'higher' importance. The results of the quadrant analysis are displayed in Table 5.1.1. Each of the four quadrants has a specific interpretation:

1. The upper right quadrant (high importance and high satisfaction) represents current council service strengths.
2. The upper left quadrant (high importance but relatively lower satisfaction) denotes services where satisfaction should be improved.
3. The lower left quadrant (relatively lower importance and relatively lower satisfaction) represents lower priority services.
4. The lower right quadrant (relatively lower importance and high satisfaction) is often interpreted as representing 'overkill' services where effort exceeds expectations.

*The attributes in the upper left quadrant are all candidates for immediate attention.* Residents placed a high importance on these attributes but also reported relatively lower satisfaction.

Table 5.1.1: Opportunities matrix for Council services and facilities detailed in Section 3 of this report

2. HIGHER IMPORTANCE LOWER SATISFACTION	1. HIGHER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> <li>▪ <b>Maintenance of local roads</b></li> <li>▪ <b>Maintenance of footpaths</b></li> <li>▪ <b>Standard of Council public toilets</b></li> <li>▪ <b>Availability of public toilets</b></li> <li>▪ <b>Availability of parking in city centre</b></li> <li>▪ <b>Management of parking in city center</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Domestic, recycling and green waste collection</li> <li>▪ Protection of natural environment</li> <li>▪ Waste disposal depot facilities</li> <li>▪ Environmental programs and education</li> <li>▪ Regulation of traffic flow in city centre</li> <li>▪ Regulation of traffic flow in local area</li> </ul>
3. LOWER IMPORTANCE LOWER SATISFACTION	4. LOWER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> <li>▪ Planning policies that control development in Wollongong LGA</li> <li>▪ Development application assessment process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Management and preservation of our heritage</li> <li>▪ Graffiti prevention and removal</li> <li>▪ Street cleaning</li> <li>▪ Domestic animal control</li> <li>▪ Management of parking in local area</li> <li>▪ Controls for residential development</li> <li>▪ Regulation of development in Wollongong City Centre</li> <li>▪ Controls for development in town/village centres</li> <li>▪ Customer Service Centre</li> <li>▪ Availability of bus shelters</li> </ul>

Quadrant analysis was also completed for the services/facilities detailed in Section 4 of the report, which involved only the ratings of residents who used the service or facility within the last 12 months. The combined mean importance and satisfaction scores were calculated for this set of council services and facilities. These scores were: *Importance score = 3.86 and Satisfaction score = 4.30*. The results of the quadrant analysis are displayed in Table 5.1.2.

**Table 5.1.2: Opportunities matrix for Council services and facilities detailed in Section 4 of this report**

2. HIGHER IMPORTANCE LOWER SATISFACTION	1. HIGHER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> <li>▪ <b>Parks/open space/sports field for active recreation</b></li> <li>▪ <b>Services and/or facilities for people with a disability</b></li> <li>▪ <b>Cycleways/shared pathways</b></li> <li>▪ <b>Services and/or facilities for older people</b></li> <li>▪ <b>Children's playgrounds</b></li> <li>▪ <b>Services and/or facilities for young people</b></li> <li>▪ <b>Tidal rock pools</b></li> <li>▪ <b>Services for children</b></li> <li>▪ <b>Services and/or facilities for people from diverse backgrounds</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Patrolled beaches</li> <li>▪ Parks/open space/sports field for passive recreation</li> <li>▪ Public swimming pools</li> <li>▪ Botanic garden</li> <li>▪ District Library and Community Centre</li> </ul>
3. LOWER IMPORTANCE LOWER SATISFACTION	4. LOWER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> <li>▪ Services and/or facilities for Aboriginal and Torres Straight Islander people</li> <li>▪ Council leisure centres eg. Beaton Park and Lakeside</li> <li>▪ Community halls and centres</li> <li>▪ Council heated pools</li> <li>▪ IPAC</li> <li>▪ City Gallery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local branch library</li> <li>▪ Wollongong City Central library</li> <li>▪ Russell Vale Golf Course</li> </ul>

## 5.2 GAP ANALYSIS

Despite its usefulness, quadrant analysis is not a complete priority assessment tool. For example, it does not explicitly identify the gaps between importance and satisfaction. It is possible that a large gap could exist between importance and satisfaction, even though a service or facility appeared in the 'high importance and high satisfaction' quadrant.

Consequently, gap analysis was used as the second component in analysing the results. Gap measures were calculated by subtracting the mean satisfaction score from the mean importance score for each attribute. It should be pointed out that if a respondent rated a service or facility's importance, but failed to provide a satisfaction rating i.e. 'Can't say / Don't know' they were excluded from the gap analysis. Usually, *the larger the gap between importance and satisfaction, the larger the gap between Council's performance in provision of a service and residents' expectations*

## Services/Facilities detailed in Section 3 of this report

Gap scores are presented in Tables 5.2.1 for the group of services/facilities detailed in Section 3. The table ranks services and facilities from highest gaps to lowest gaps. Those services with a gap score significantly above the mean gap score for all services ( $\xi=1.1709$ ) were given top priority (i.e. a rating of 1). These are services that should be addressed by management first as the importance of that service far outweighs the satisfaction that residents have with its provision.

Services with a gap score statistically equal to the mean gap were given second priority (rating of 2) and services with a gap score significantly below the mean gap were given third priority (rating of 3).

**Table 5.2.1 Performance gaps for Council services and facilities**

Council Services & Facilities	Performance Gap*	Priority Level
Management of parking in city centre	1.9661	1
Availability of parking in city centre	1.9127	1
Maintenance of local roads	1.5539	1
Availability of public toilets	1.5201	1
Standard of Council public toilets	1.4544	1
Maintenance of footpaths	1.4276	1
Regulation of traffic flow in city centre	1.2288	2
Regulation of traffic flow in local area	1.1065	2
Protection of natural environment	1.0515	2
Management of parking in local area	1.0299	2
Waste disposal depot facilities	1.0072	2
Graffiti prevention and removal	0.9421	3
Regulation of development in Wollongong City Centre	0.9129	3
Domestic animal control	0.9108	3
Planning policies that control development in Wollongong LGA	0.8802	3
Controls for residential development	0.8633	3
Street cleaning	0.8563	3
Environmental programs and education	0.8222	3
Controls for development in town/village centres	0.7679	3
Management and preservation of our heritage	0.7419	3
Availability of bus shelters	0.6218	3
Domestic, recycling and green waste collection service	0.5761	3
Development application assessment process	0.5391	3
Customer Service Centre	0.3665	3

Calculated by subtracting satisfaction scores from importance scores for each respondent to give a 'performance gap'.

Table 5.2.2 outlines the services and facilities that were identified as not meeting resident expectations in either quadrant or gap analysis. Initially there were 24 services and facilities measured in this survey, however after applying both forms of analysis the results highlighted seven. These seven can then be filtered down to six services or facilities that Council should focus on first. If a service or facility has a tick in both the quadrant analysis box and the gap analysis box, it is a good confirmation that this area should be given priority.

**Table 5.2.2 Quadrant and Gap analysis summary – Areas that need improving**

	<b>Identified as areas where Council is not meeting resident expectations in ...</b>	
	<b>Quadrant Analysis</b> (Higher importance / lower satisfaction)	<b>Gap Analysis</b> (Higher than average gap between importance and satisfaction)
Management of parking in city centre	☑	☑
Availability of parking in city centre	☑	☑
Maintenance of local roads	☑	☑
Standard of Council public toilets	☑	☑
Availability of public toilets	☑	☑
Maintenance of footpaths	☑	☑

While Table 5.2.2 highlights Council's priority areas for improvement, Table 5.2.3 below highlights the areas where Council is performing quite well according to residents.

**Table 5.2.3: Quadrant and Gap analysis summary – Areas of high importance where Council is performing exceptionally well by both measures**

	<b>Identified as areas where Council is performing exceptionally well in ...</b>	
	<b>Quadrant Analysis</b> (Higher importance / higher satisfaction)	<b>Gap Analysis</b> (Lower than average gap between importance and satisfaction)
Domestic, recycling and green waste collection	☑	☑
Environmental programs and education	☑	☑

## Services/Facilities detailed in Section 4

Gap scores for the group of services/facilities outlined in Section 4, which only involved the ratings of residents who used the service or facility within the last 12 months, are presented in Table 5.2.4. The table ranks services and facilities from highest gaps to lowest gaps. Those services with a gap score significantly above the mean gap score for all services ( $\xi=0.31239$ ) were given top priority (i.e. a rating of 1). These are services that should be addressed by management first as the importance of that service far outweighs the satisfaction that residents have with its provision.

Table 5.2.4 Performance gaps for Council services and facilities - Usage

Council Services & Facilities	Performance Gap*	Priority Level
Services and/or facilities for Aboriginal and Torres Straight Islander people	1.5925	1
Services and/or facilities for people with a disability	0.7043	1
Children's playgrounds	0.6775	1
Cycleways/shared pathways	0.646	1
Services for children	0.6221	1
Parks/open space/sports field for passive recreation	0.472	2
Services and/or facilities for older people	0.4594	2
Tidal rock pools	0.4173	2
Wollongong City Central library	0.411	2
District Library and Community Centre	0.335	2
Services and/or facilities for young people	0.3347	2
Services and/or facilities for people from diverse backgrounds	0.3269	2
Community halls and centres	0.3247	2
Parks/open space/sports field for active recreation	0.2897	2
Public swimming pools	0.2255	2
Council heated pools	0.2085	2
Patrolled beaches	0.176	2
Council leisure centres eg. Beaton Park and Lakeside	0.1459	2
Local branch library eg Bulli, Helensburgh, Unanderra, Warrawong	0.1361	2
Botanic garden	-0.0383	3
IPAC	-0.517	3
City Gallery	-0.6527	3
Russell Vale Golf Course	-0.9949	3

Calculated by subtracting satisfaction scores from importance scores for each user to give a 'performance gap'.

It should be noted that the gap scores for these services and facilities were calculated based on the data attained from residents that used the services and facilities, which could be small in some instances.

Table 5.2.5 outlines the services and facilities that were identified as not meeting resident expectations in either quadrant or gap analysis. Initially there were 23 services and facilities measured in this survey, however after applying both forms of analysis the results highlighted 10. These 10 can then be filtered down to four services or facilities that Council should focus on first.

**Table 5.2.5 Quadrant and Gap analysis summary – Areas that need improving**

	Identified as areas where Council is not meeting resident expectations in ...	
	Quadrant Analysis (Higher importance / lower satisfaction)	Gap Analysis (Higher than average gap between importance and satisfaction)
Services and facilities for people with a disability	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Children’s playgrounds	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Cycle ways/shared pathways	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Services for children	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Parks/open space/sports fields for active sport or recreation activities	<input checked="" type="checkbox"/>	
Services and facilities for older people	<input checked="" type="checkbox"/>	
Services and/or facilities for young people	<input checked="" type="checkbox"/>	
Tidal rock pools	<input checked="" type="checkbox"/>	
Services and or facilities for people from diverse backgrounds	<input checked="" type="checkbox"/>	
Services/facilities for Aboriginal & Torres Straight Islanders *		<input checked="" type="checkbox"/>

\* This result should be viewed with some caution based on the low number of responses (n= 13)

Whilst Table 5.2.5 highlights Council's priority areas for improvement, Table 5.2.6 below highlights the areas where Council is performing quite well according to residents.

**Table 5.2.6: Quadrant and Gap analysis summary – Areas where Council is performing well**

	Identified as areas where Council is performing exceptionally well in ...	
	Quadrant Analysis (Higher importance / higher satisfaction)	Gap Analysis (Higher than average gap between importance and satisfaction)
Botanic Garden	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

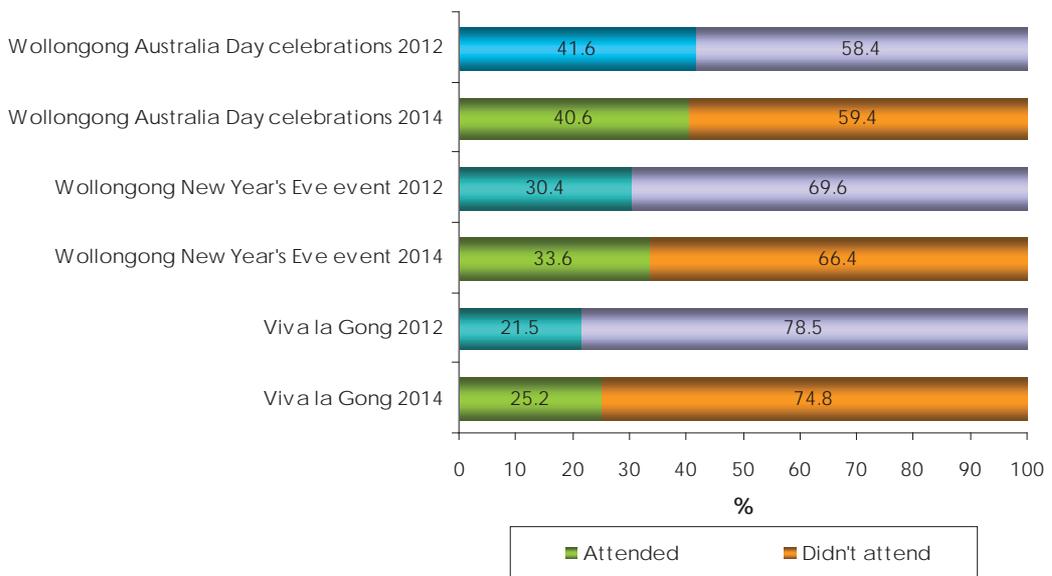
## 6 EVENTS

Section 6 of this report examines the attendance at three selected events that Wollongong City Council manages each year. Residents were also asked to rate the importance of these events.

### 6.1 ATTENDANCE AT EVENTS

Question: In the last 12 months, did you or a member of your family attend ...

Graph 6.1.1: Attendance at Wollongong events



#### Key results:

- Four in ten (40.6%) Wollongong residents reported that they or someone in their family attended the Wollongong Australia Day celebrations, comparable to the 41.6% reported in the 2012 survey.

- One in three (33.6%) residents or members of their family were present at the Wollongong New Year’s Eve event, up from the 30.4% in the 2012 survey and continuing a steady climb from the 21.6% recorded in the 2008 survey.
- Viva la Gong attracted 25.2% of residents or members of their family, up from the 21.5% recorded in the 2012 survey.

## 6.2 IMPORTANCE OF EVENTS

The table below presents the importance ratings Wollongong residents have provided for three events that take place in Wollongong.

**Table 6.2.1: Corporate and Community Services for Selected Groups Importance**

	Don't know	% Importance Rating			Mean Score (out of 5)
		Low (1-2)	Medium (3)	High (4-5)	
Wollongong Australia Day celebrations	0.6	13.5	12.1	73.7	<b>4.02</b>
Wollongong New Year's Eve event	0.9	15.6	15.5	68.0	<b>3.84</b>
Viva la Gong	3.1	21.9	21.0	54.0	<b>3.43</b>

High Importance	Medium Importance	Low Importance
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Key results:

- The importance ratings reflect the reported attendance at each of these Wollongong events, with the most popular event attracting the highest importance score and the least popular attracting the lowest importance score.
- 73.7% of residents gave a high importance rating (4 or 5) for Wollongong Australia Day celebrations which resulted in a high level mean importance score of 4.02.

## 7 COMMUNICATION

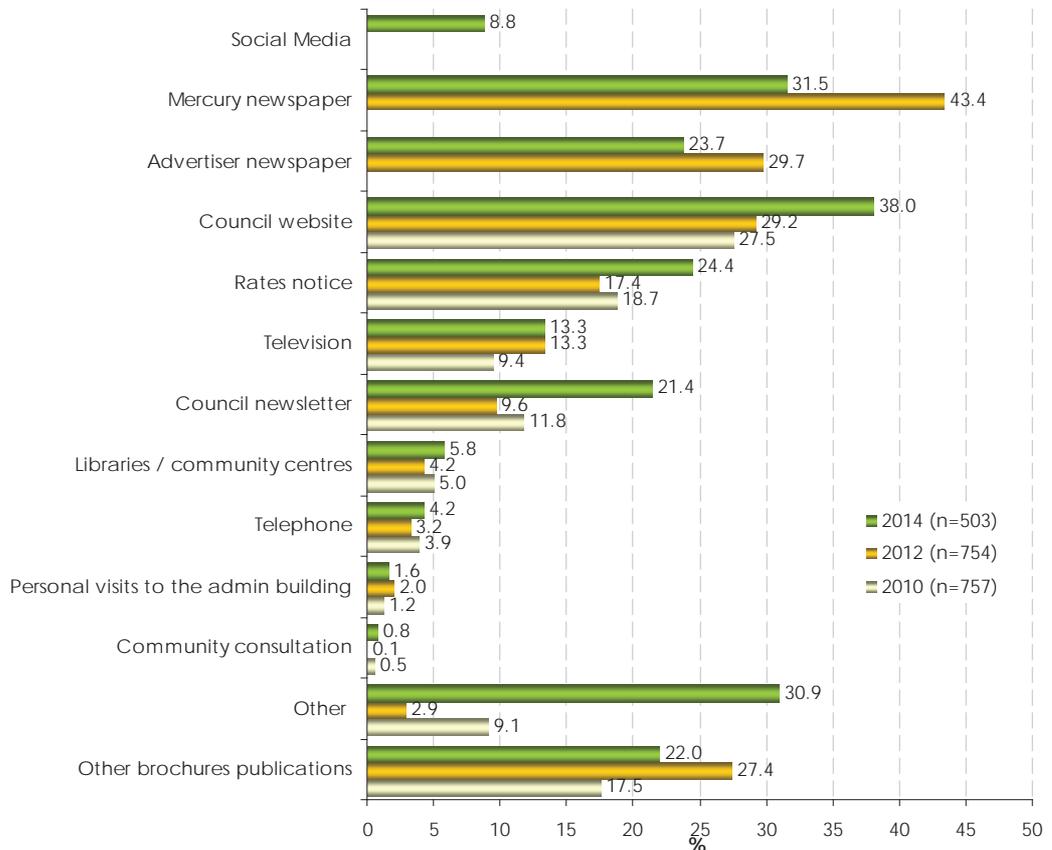
Section 7 of this report examines the various ways that Wollongong City Council communicates with the community and endeavours to identify the most successful form of communication. As well as that, residents are also asked to rate how satisfied they are with the level of information that Council puts out to the community.

### 7.1 INFORMATION ABOUT COUNCIL

Question: Where do you get your information about Council and its services, facilities and activities?

It should also be noted that the categories offered as options to respondents have changed since the previous surveys. 'Council column in newspaper' and 'Press release in newspaper' are no longer options.

Graph 7.1.1: Information about Council



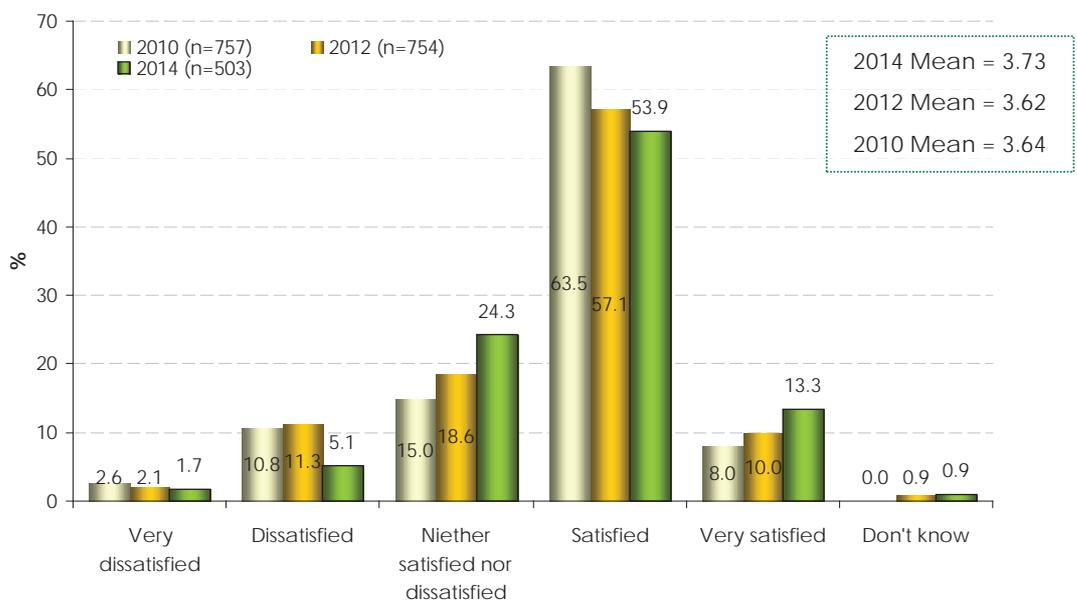
Key results:

- The most popular medium to attain information on Council and its services, facilities and activities is via the Council Website at 38%.
- The use of the Illawarra Mercury newspaper as a source of information has fallen from 43.4% in 2012 to 31.5 % in this survey.
- A comparison with the previous surveys indicates that the popularity of Council's website to obtain information has significantly increased from 8.5% in 2008 to 29.2% in 2012 and further to 38% in 2014.
- The 'Other' category recorded 30.9% and when the breakdown was examined the vast majority of responses fell under the umbrella of TV/Radio/Internet.

## 7.2 SATISFACTION WITH INFORMATION COUNCIL PROVIDES

Question: How satisfied are you with the information Council provides about its services, facilities and activities?

Graph 7.2.1: Satisfaction with the information Council provides



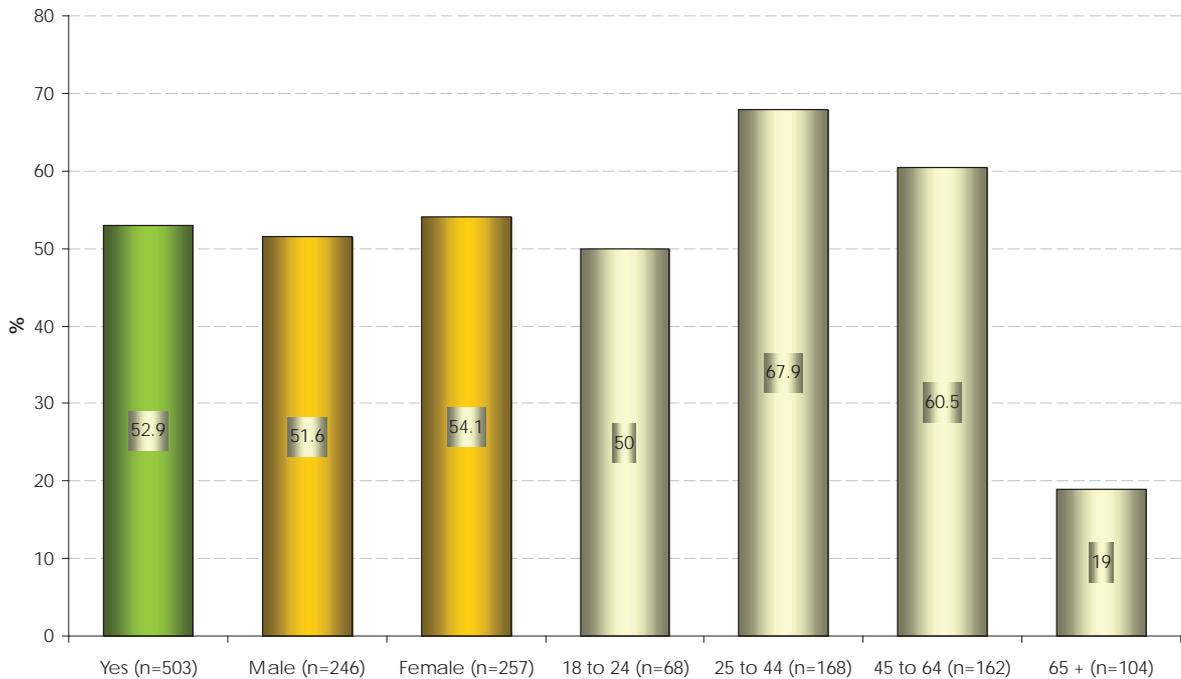
### Key results:

- 67.2% of residents are either satisfied or very satisfied with the information Council provides.
- Resident satisfaction with the 'Information that Council provides' has stayed steady for the last three surveys and has come in at 3.73 in 2014 placing just outside the high category.

### 7.3 COUNCIL'S WEBSITE

Question: Have you visited Council's website in the past 12 months?

Graph 7.3.1: Visited Council's website in the past 12 months



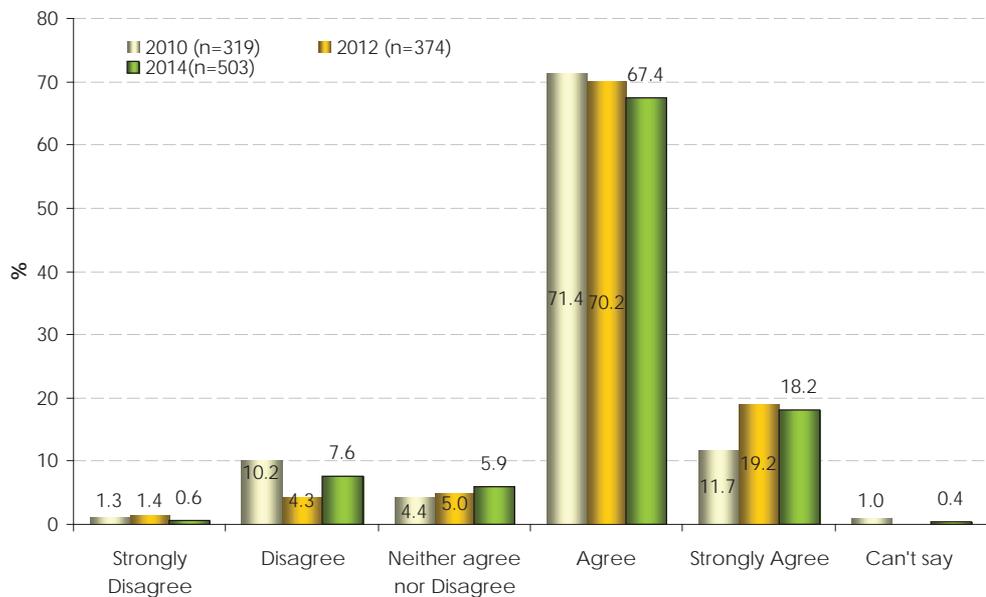
Key results:

- 52.9% of residents had visited Council's website in the past 12 months. This is significantly higher than the 2012 survey result of 49.6% and the 2010 figure of 42.1%.
- Slightly more females (54.1%) visited the site than males (51.6%) in the last 12 months.
- Residents in the 25 to 44 year age group were the most likely to use the site (67.9%).
- As would be expected, residents aged 65 years plus were the least likely to have accessed the Council website over the past 12 months with only 19% indicating that they had done so.

Question: Please indicate to what extent you agree / disagree with the following statement.

- "I found the information I was looking for"
- "It was easy to find the information I was looking for"

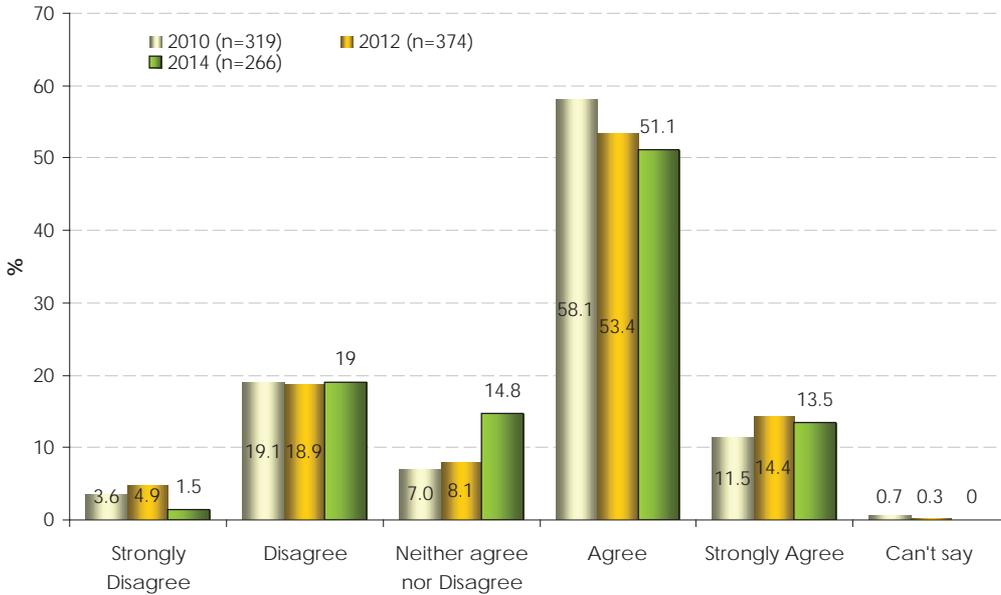
**Graph 7.3.2: I found the information I was looking for**



Key results:

- 85.6% of residents that have accessed Council’s website in the past 12 months agree (67.4%) or strongly agree (18.2%) with the statement ‘I found the information I was looking for’.
- Only 8.2% of residents indicated that they didn’t really find the information they were looking for (disagree or strongly disagree), which is up slightly from the 5.7% in 2012.

Graph 7.3.3: It was easy to find the information I was looking for



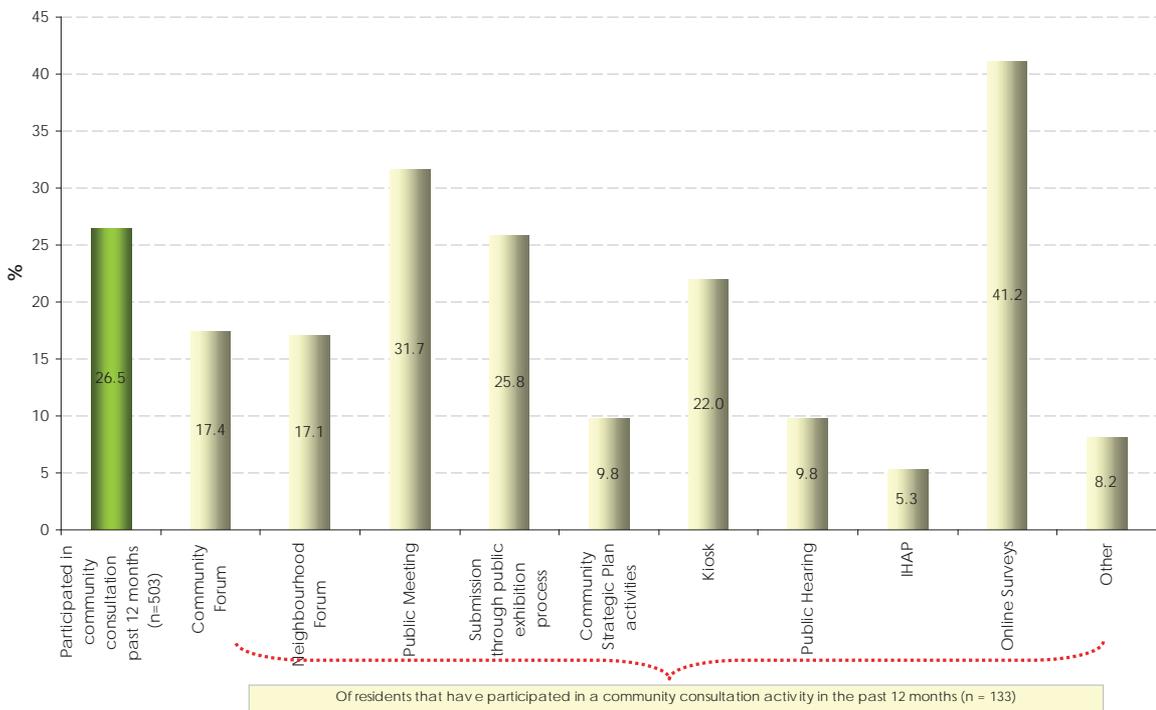
Key results:

- 64.6% of residents that have accessed Council’s website in the past 12 months either agree (51.1%) or strongly agree (13.5%) with the statement ‘It was easy to find the information I was looking for’, which is down on the 67.8% recorded in 2012.
- About one in four residents (20.5%) that have accessed Council’s website in the past 12 months disagree (19.0%) or strongly disagree (1.5%) with the statement ‘It was easy to find the information I was looking for’ down from the 23.8% recorded in 2012.

## 7.4 COMMUNITY CONSULTATION

Question: In the past 12 months have you participated in any of the following community consultation activities? **(Note: This was an unprompted question in 2012)**

Graph 7.4.1: Participated in a community consultation activity

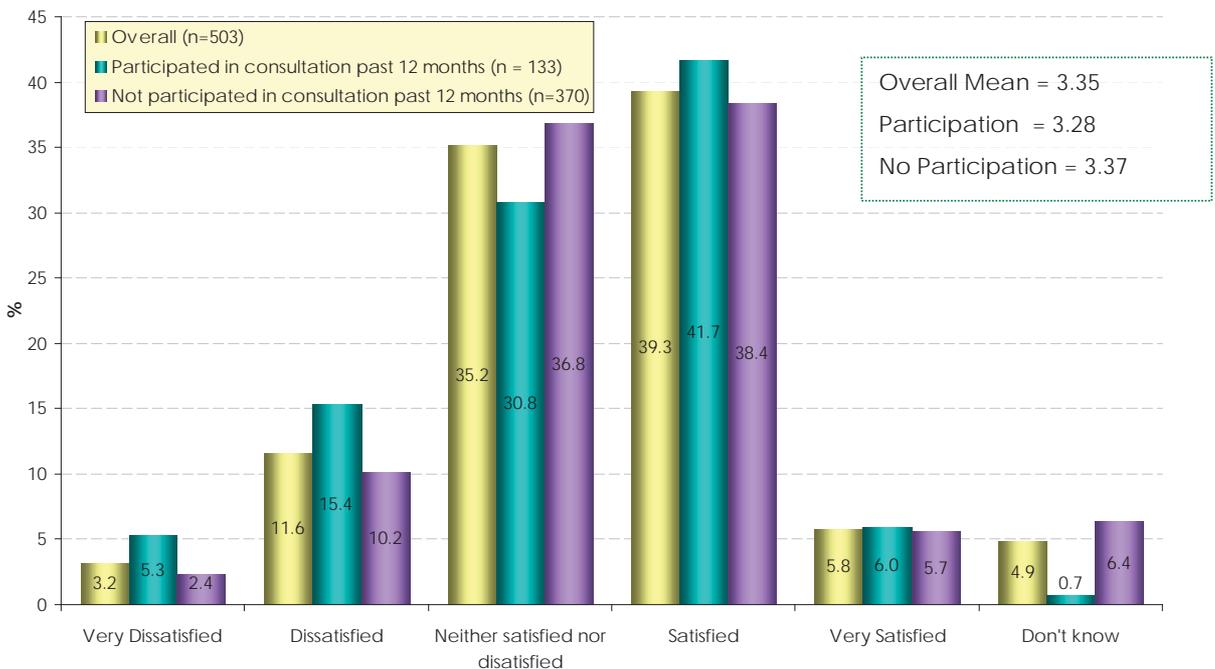


### Key results:

- 26.5% of residents mentioned that they had participated in community consultation in the past 12 months. This is an increase on the 2012 result of 7.0% .
- Of the residents that have participated in a consultation activity in the past 12 months, about 4 in 10 (41.2% or 10.9% of all those surveyed) mentioned that it was an online survey that they participated in and 21.7% of respondents indicated that they had attended a public meeting.
- The responses that fit into the 'Other' category were of a singular nature and varied greatly although 'award ceremony' was mentioned 5 times.

Question: How satisfied are you with the way Council consults with the community?

Graph 7.4.2: Satisfaction with Council consultation



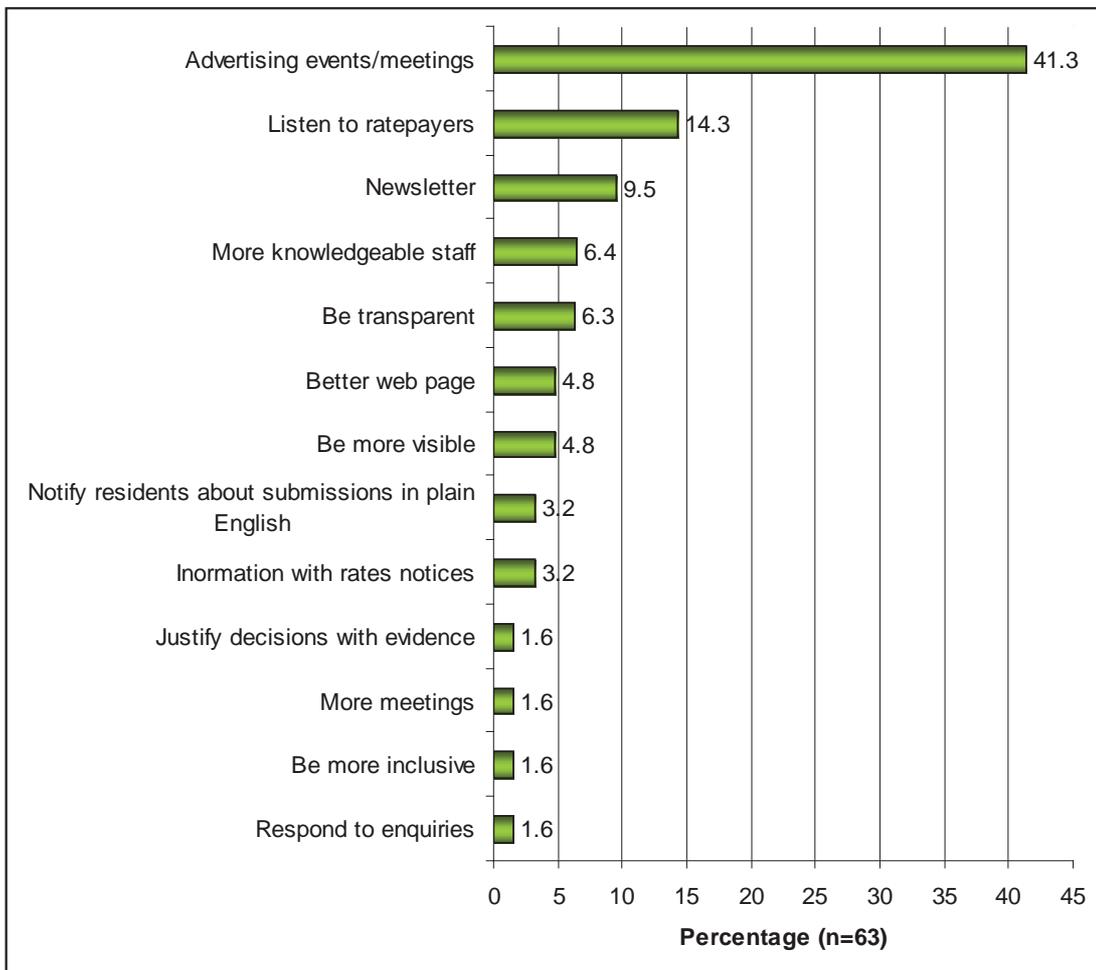
Key results:

- Overall, slightly less than half (45.1%) of the respondents are either satisfied or very satisfied with the way Council consults however this is higher than the 42.2% reported in 2012.
- 14.8% of residents are either dissatisfied (11.6%) or very dissatisfied (3.2%) with how Council consults with the community.
- Those who had participated in community consultation (3.28) were significantly less satisfied with the way Council consults than those who had not (3.37).

If a resident reported dissatisfaction with the way Council consults with the community they were asked to provide a suggestion for improvement. These suggestions are outlined in graph 7.4.3. It should be noted that these suggestions represent only 12.5% of residents surveyed (63 out of 503) and not the total sample.

Question: How can we improve the way we consult with the community?

**Graph 7.4.3: Suggestions for ways to improve Council consultation**



Key results:

- The most common suggestion was for 'Council to better advertise events/meetings' (41.3%), followed by 'Listen to ratepayers' (14.3%).

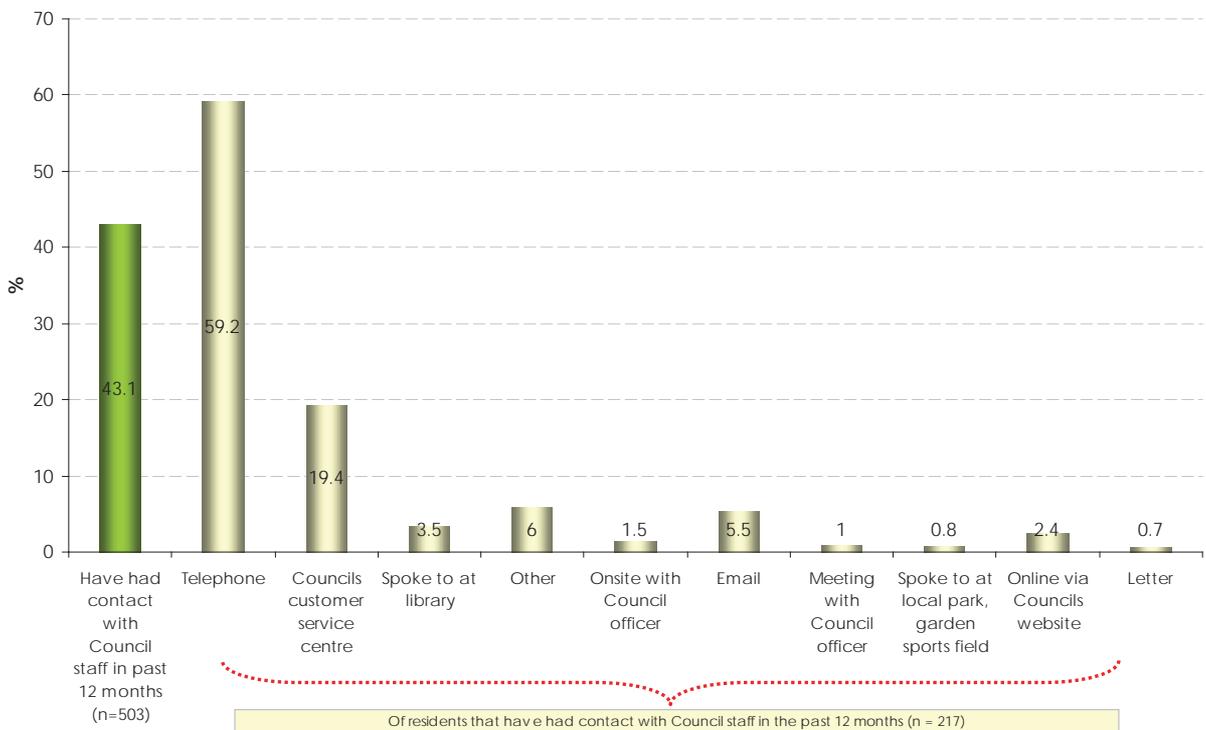
## 8 CUSTOMER SERVICE

This section of the report deals with resident interactions with Council staff over the past 12 months and identifies how they made contact, for what purpose and whether they received the information they were after.

### 8.1 COUNCIL STAFF

Question: In the past 12 months have you had contact with Council staff?

Graph 8.1.1: Contact with Council staff and type of interaction



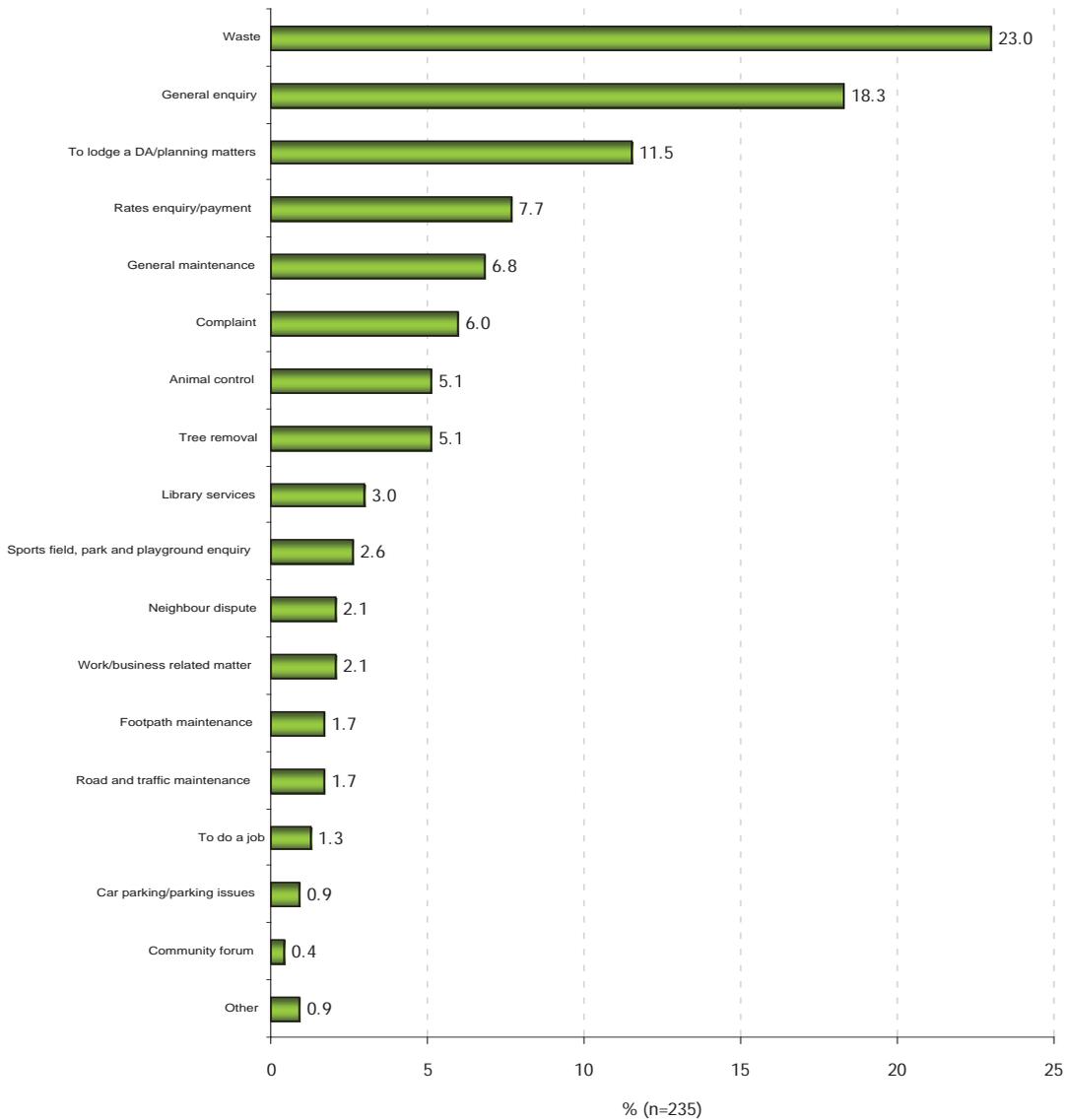
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Key results:

- 43.1% of residents mentioned they had contact with Council staff in the previous 12 months.
- Overwhelmingly, the most popular way to make contact with Council staff was by telephone, with 59.2% of residents indicating this response. A comparison with previous surveys highlights growth in the use of the telephone to contact Council; 42.2% of residents contacted Council by phone in 2008, 50.1% in 2010 and 56.9% in 2012.
- Council's customer service centre at 19.4% was the next most used method and this is a significant increase from the 2012 result of 12.7%.

Question: What was the main reason for your last encounter with Council staff?

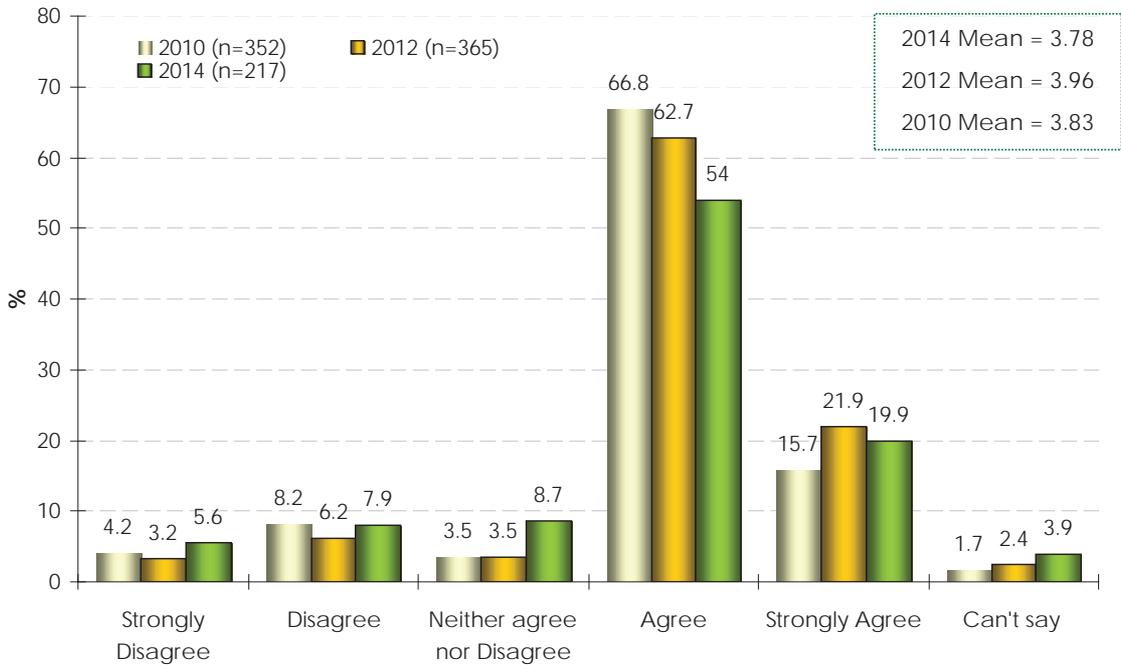
Graph 8.1.2: Main reason for contact with Council staff



Key results:

- Of those residents that mentioned they had contact with Council staff in the past 12 months, 23.0% said it was regarding a waste services issue while a general enquiry came in not far behind at 18.3%.

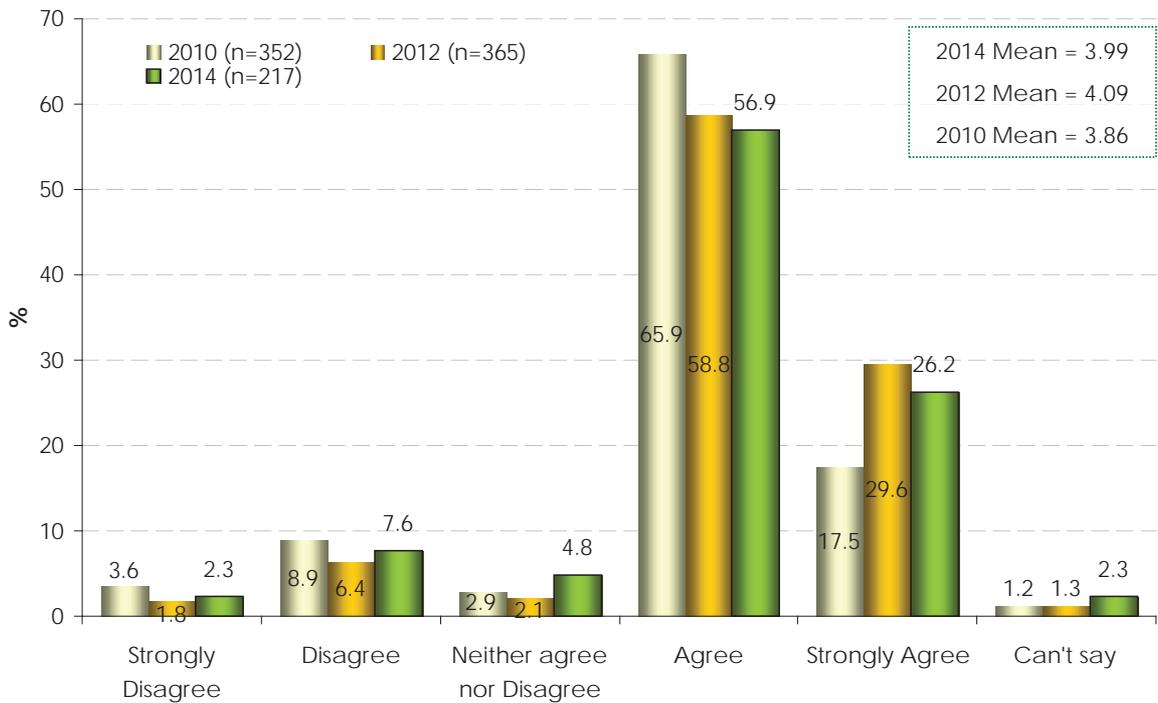
Graph 8.1.3: Information provided by Council staff regarding my enquiry was consistent



Key results:

- 73.9% of residents that have dealt with Council staff either agree (54.0%) or strongly agree (19.9%) that information provided by Council staff regarding their enquiry was consistent. This is statistically down on the 2012 result of 84.6%.
- The current average agreement score is 3.78 out of 5, which is significantly lower than the 2012 score of 3.96.

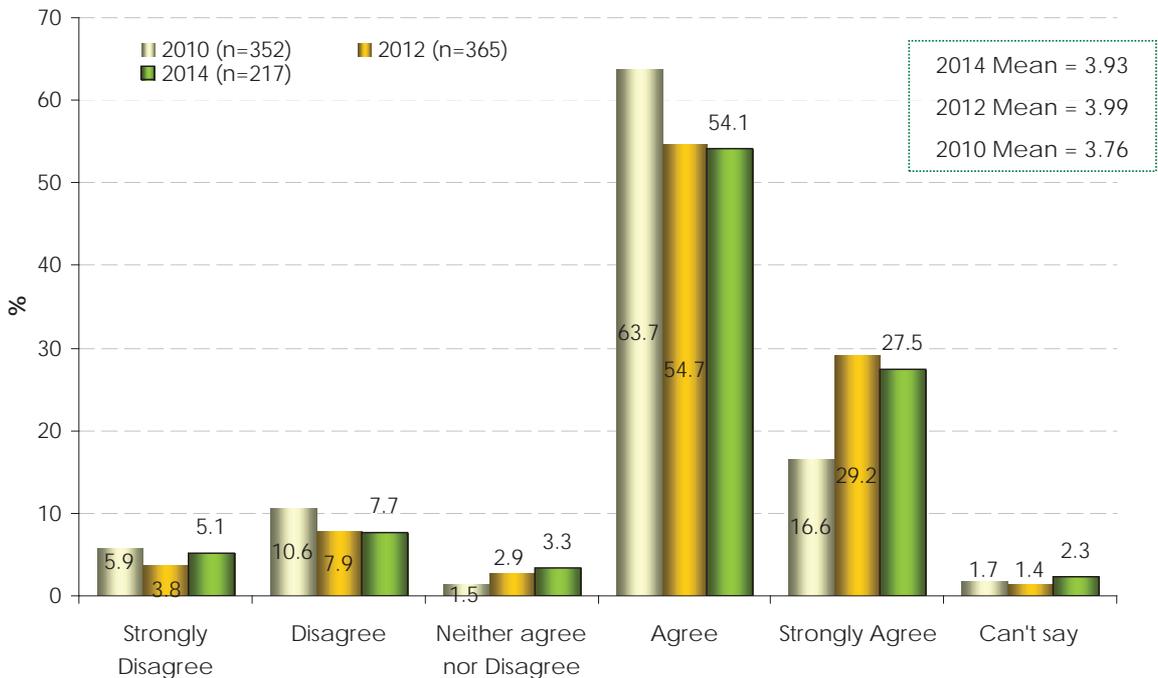
Graph 8.1.4: The information from Council staff was clear and easy to understand



Key results:

- 83.1% of the residents that have dealt with Council staff either agree (56.9%) or strongly agree (26.2%) that the information provided by Council staff is clear and easy to understand and is a strong result although it is statistically significantly below the 2012 result of 88.4% .

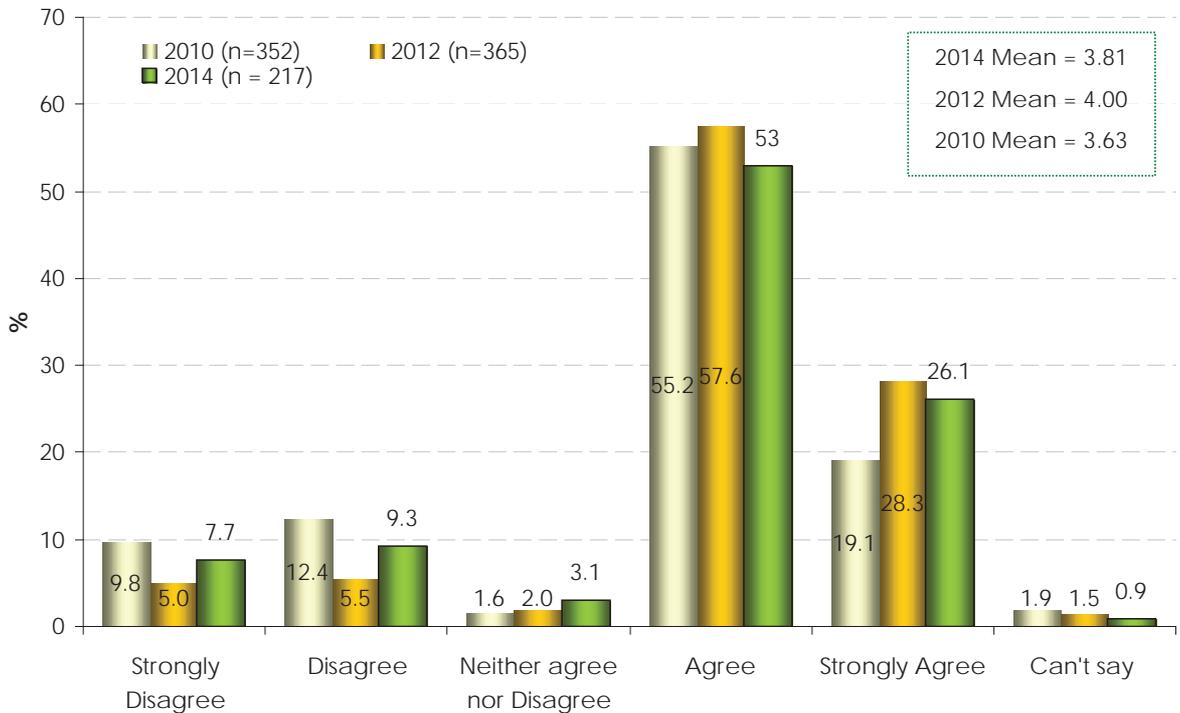
Graph 8.1.5: Council staff dealt with my enquiry in a timely manner



Key results:

- 81.69% of residents that have dealt with Council staff either agree (54.1%) or strongly agree (27.5%) that 'Council staff were able to deal with their enquiry in a timely manner'.
- The mean agreement level of 3.93 out of 5 is on par with the 2012 score of 3.99.

Graph 8.1.6: I was satisfied with the overall service provided by Council staff during my last encounter



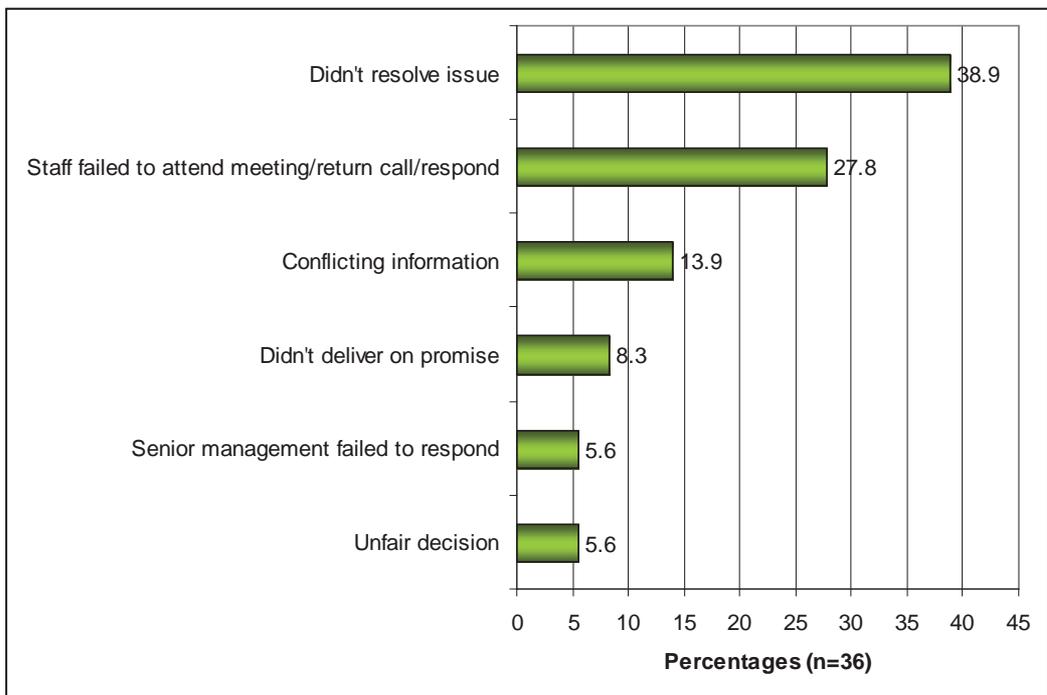
Key results:

- 79.1% of residents that have dealt with Council staff either agree (53.0%) or strongly agree (26.1%) with the statement 'I was satisfied with the overall service provided by Council staff during my last encounter'.
- The mean agreement score was a medium level 3.81 out of 5. This score is significantly less than the 2012 score of 4.00 but still significantly up on the survey result of 3.63 from 2010.

If a resident disagreed with the statement 'I was satisfied with the overall service provided by Council during my last encounter' they were asked to give a reason. These reasons are outlined in graph 8.1.7. It should be noted that the reasons for disagreement only represents 7.2% of residents surveyed (36 out of 305) and not the total sample.

Question: Why did you disagree with that statement?

**Graph 8.1.7: Reasons for dissatisfaction with the overall service provided by Council staff during my last encounter**



Key results:

- Of the residents that weren't satisfied with the service provided by Council, the most common reason for that dissatisfaction was that their 'Issue still hasn't been resolved' (38.9%). The second most common source of dissatisfaction was that 'Staff failed to attend meeting, return call or respond appropriately (27.8%)'. [Note: It should be remembered that only a very few respondents (36) recorded a complaint].

## 9 APPENDIX

### 9.1 SAMPLE DESIGN

A telephone-based survey aiming to secure a response from approximately 503 residents from throughout the Wollongong LGA was used. The survey unit was permanent residents of the Wollongong Local Government Area who had lived there for 6 months or longer. Respondents also had to be aged 18 years or older to qualify for an interview. The 2011 Census was used to establish quotas to ensure a good distribution of responses by age and sex.

The sample base for the survey was the electronic White Pages. This sample is known to be sub optimal, as the churn of telephone numbers due to people moving and new numbers being added as dwellings are occupied affects about 12% to 15% of possible numbers. Furthermore, from previous research we know that the proportion of silent numbers is increasing and can be as high as 25-30% in some areas. To deal with these issues, IRIS uses a technique that starts with the population of numbers listed in the telephone book and adds new and unlisted numbers using the 'half open' method. In this method, all numbers were incremented by five to create new numbers in the 'gaps' between the listed numbers. The resultant universe of numbers was then de-duplicated to remove any numbers that may be repeated. This process was replicated five times to create a new theoretical universe of telephone numbers. This provided the opportunity for all potential numbers to be selected in the sample. This equal and known opportunity for selection is the first criterion of good random sampling.

Once the potential universe of numbers had been generated, a computer program was used to randomise the database. Following this, a sequential sample (e.g. every 110<sup>th</sup> number) was extracted from the database. The sample was geographically stratified and evenly distributed within strata. This process gave a very even distribution of potential numbers across the whole survey area. Every household therefore had an equal and known chance of selection and every part of the survey area received a fair proportional representation in the final sample drawn.

## 9.2 DATA COLLECTION

Interviews were conducted over eight evenings commencing from 15 October 2014 and concluding on 20 October 2014. Calls were made between 4.30pm and 8.30pm. If the selected person was unavailable at that time to do the survey, call backs were scheduled for a later time or day. Unanswered numbers were retried three times throughout the period of the survey. These procedures ensure a good sampling process from the sample frame used so that statistical inferences could be made about the entire resident population.

Non-private numbers and faxes reached during the selection process were excluded from the sample.

The survey was implemented under IQCA quality guidelines. Interviews were conducted using our computer-aided telephone interviewing (CATI) system. Continuous interviewer monitoring was used and post interview validations were conducted within five days of the close of the survey.

## 9.3 RESPONSE PERFORMANCE

At the end of the survey period, 503 completed interviews had been collected. The table below shows the compliance rate achieved for the entire sample. The compliance rate is the number of refusals as a proportion of completed surveys plus refusals. A compliance rate of 49% is a good result in keeping with expectations for Community Surveys of this length.

Table 9.3.1: Survey compliance rate

Response sequence	Outcome
Interviews	503
Refusals	530
<i>Valid contacts (Excludes disqualified – businesses, out of area, under 16yrs etc)</i>	1033
<b>Compliance rate</b>	<b>49%</b>

The final results have been weighted by the age and sex distribution of the population, as this provides the most accurate reflection of overall resident opinions.

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## 9.4 SURVEY ACCURACY

When analysing results for the entire sample, the maximum error rate will be about  $\pm 4.35\%$  at the 95% confidence level, assuming a proportional response of 50%. Put another way, we can be confident that if the survey were to be repeated there would be a 95% chance that the new result would lie within  $\pm 4.35\%$  of the result achieved in this survey.

This error rate will change throughout the survey, as different sample sizes are used. The table on the following page can be used to calculate the error rate based on the size of the sub sample.

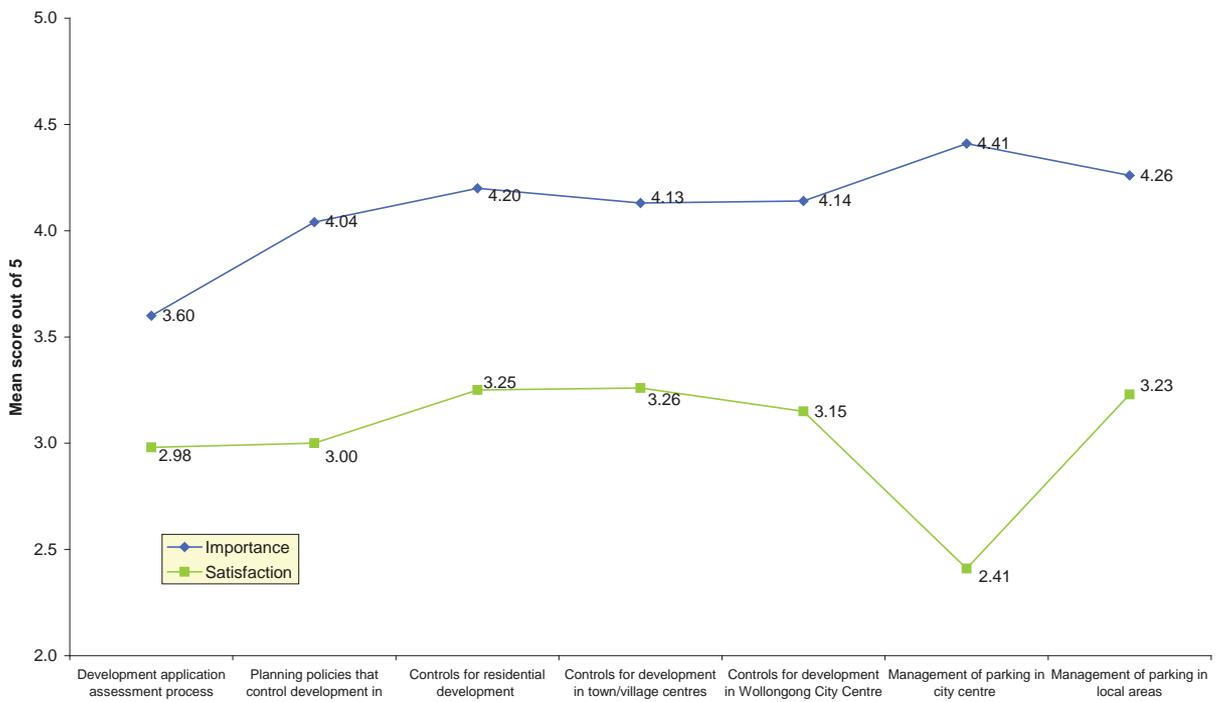
Table 9.4.1: Error rates

Proportion	Size of sub sample																	
	25	50	75	100	125	150	175	200	250	300	350	400	500	600	700	800	900	1000
5%	8.7%	6.2%	5.0%	4.4%	3.9%	3.6%	3.3%	3.1%	2.8%	2.5%	2.3%	2.2%	1.9%	1.8%	1.6%	1.5%	1.5%	1.4%
10%	12.0%	8.5%	6.9%	6.0%	6.4%	4.9%	4.5%	4.2%	3.8%	3.5%	3.2%	3.0%	2.7%	2.4%	2.3%	2.1%	2.0%	1.9%
15%	14.3%	10.1%	8.2%	7.1%	6.4%	5.8%	5.4%	5.0%	4.5%	4.1%	3.8%	3.6%	3.2%	2.9%	2.7%	2.5%	2.4%	2.3%
20%	16.0%	11.3%	9.2%	8.0%	7.2%	6.5%	6.0%	5.7%	5.1%	4.6%	4.3%	4.0%	3.6%	3.3%	3.0%	2.8%	2.7%	2.5%
25%	17.3%	12.2%	10.0%	8.7%	7.7%	7.1%	6.5%	6.1%	5.5%	5.0%	4.6%	4.3%	3.9%	3.5%	3.3%	3.1%	2.9%	2.7%
30%	18.3%	13.0%	10.6%	9.2%	8.2%	7.5%	6.9%	6.5%	5.8%	5.3%	4.9%	4.6%	4.1%	3.7%	3.5%	3.2%	3.1%	2.9%
35%	19.1%	13.5%	11.0%	9.5%	8.5%	7.8%	7.2%	6.7%	6.0%	5.5%	5.1%	4.8%	4.3%	3.9%	3.6%	3.4%	3.2%	3.0%
40%	19.6%	13.9%	11.3%	9.8%	8.8%	8.0%	7.4%	6.9%	6.2%	5.7%	5.2%	4.9%	4.4%	4.0%	3.7%	3.5%	3.3%	3.1%
50%	20.0%	14.1%	11.5%	10.0%	8.9%	8.2%	7.6%	7.1%	6.3%	5.8%	5.3%	5.0%	4.5%	4.1%	3.8%	3.5%	3.3%	3.2%
60%	19.6%	13.9%	11.3%	9.8%	8.8%	8.0%	7.4%	6.9%	6.2%	5.7%	5.2%	4.9%	4.4%	4.0%	3.7%	3.5%	3.3%	3.1%
65%	19.1%	13.5%	11.0%	9.5%	8.5%	7.8%	7.2%	6.7%	6.0%	5.5%	5.1%	4.8%	4.3%	3.9%	3.6%	3.4%	3.2%	3.0%
70%	18.3%	13.0%	10.6%	9.2%	8.2%	7.5%	6.9%	6.5%	5.8%	5.3%	4.9%	4.6%	4.1%	3.7%	3.5%	3.2%	3.1%	2.9%
75%	17.3%	12.2%	10.0%	8.7%	7.7%	7.1%	6.5%	6.1%	5.5%	5.0%	4.6%	4.3%	3.9%	3.5%	3.3%	3.1%	2.9%	2.7%
80%	16.0%	11.3%	9.2%	8.0%	7.2%	6.5%	6.0%	5.7%	5.1%	4.6%	4.3%	4.0%	3.6%	3.3%	3.0%	2.8%	2.7%	2.5%
85%	14.3%	10.1%	8.2%	7.1%	6.4%	5.8%	5.4%	5.0%	4.5%	4.1%	3.8%	3.6%	3.2%	2.9%	2.7%	2.5%	2.4%	2.3%
90%	12.0%	8.5%	6.9%	6.0%	6.4%	4.9%	4.5%	4.2%	3.8%	3.5%	3.2%	3.0%	2.7%	2.4%	2.3%	2.1%	2.0%	1.9%
95%	8.7%	6.2%	5.0%	4.4%	3.9%	3.6%	3.3%	3.1%	2.8%	2.5%	2.3%	2.2%	1.9%	1.8%	1.6%	1.5%	1.5%	1.4%

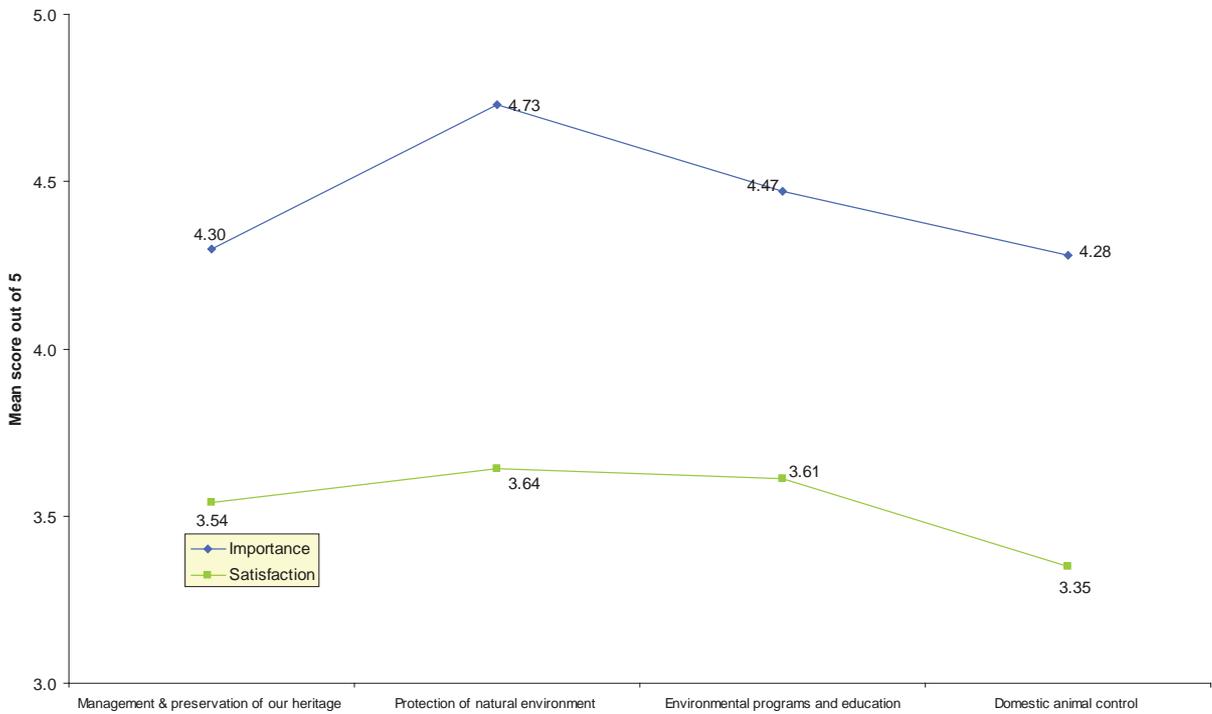
## 9.5 IMPORTANCE AND SATISFACTION GRAPHS

### Services/Facilities detailed in Section 3 of this report

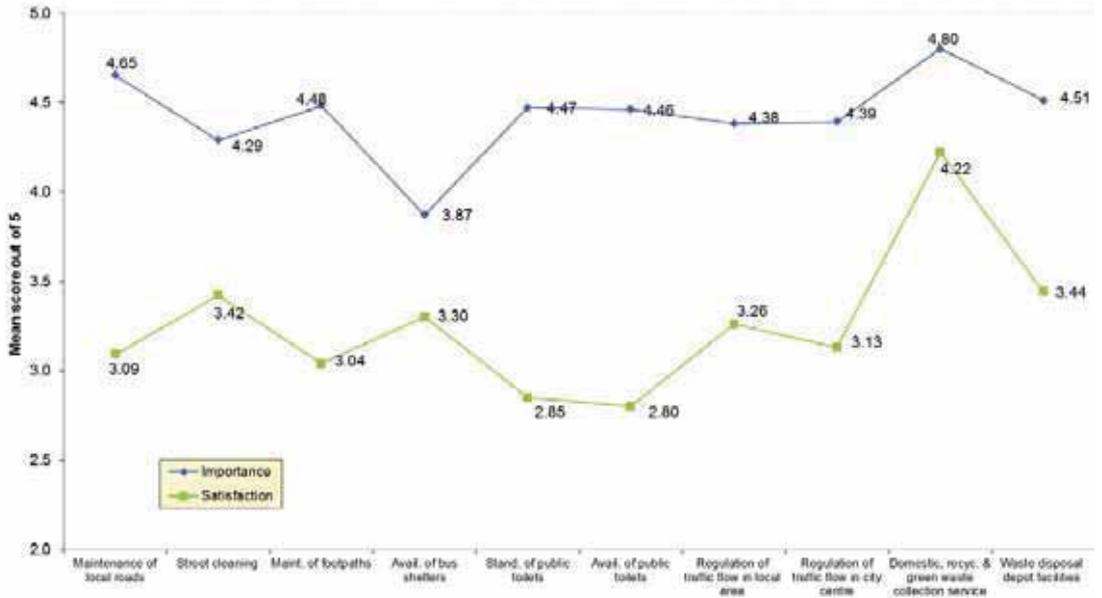
Graph 9.5.1: Planning and Environment - Importance versus Satisfaction



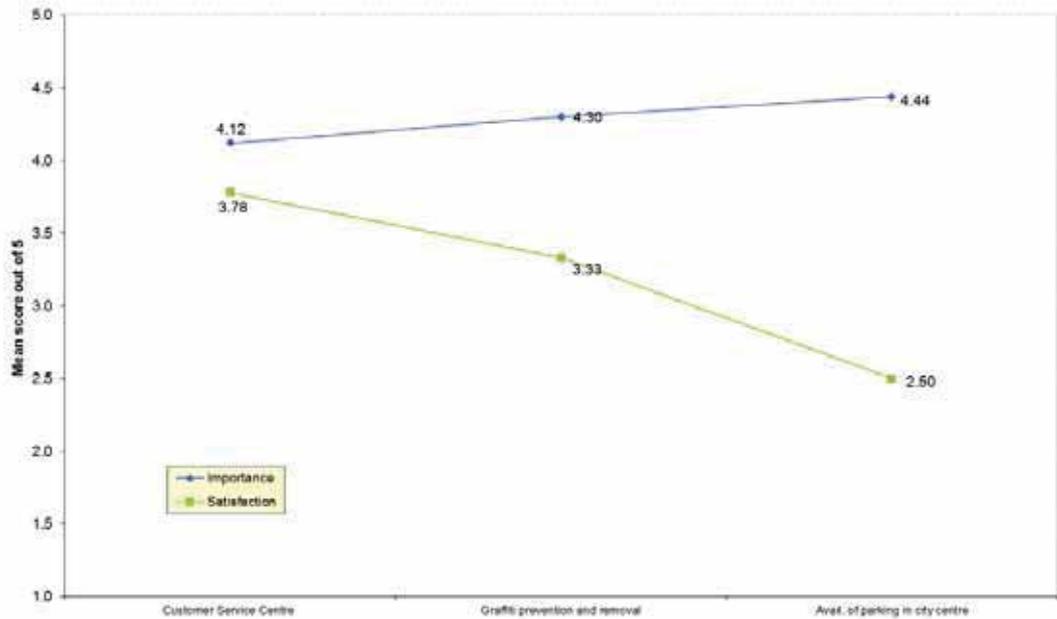
Graph 9.5.2: Planning and Environment - Importance versus Satisfaction (Continued)



Graph 9.5.3: Infrastructure and Works - Importance versus Satisfaction

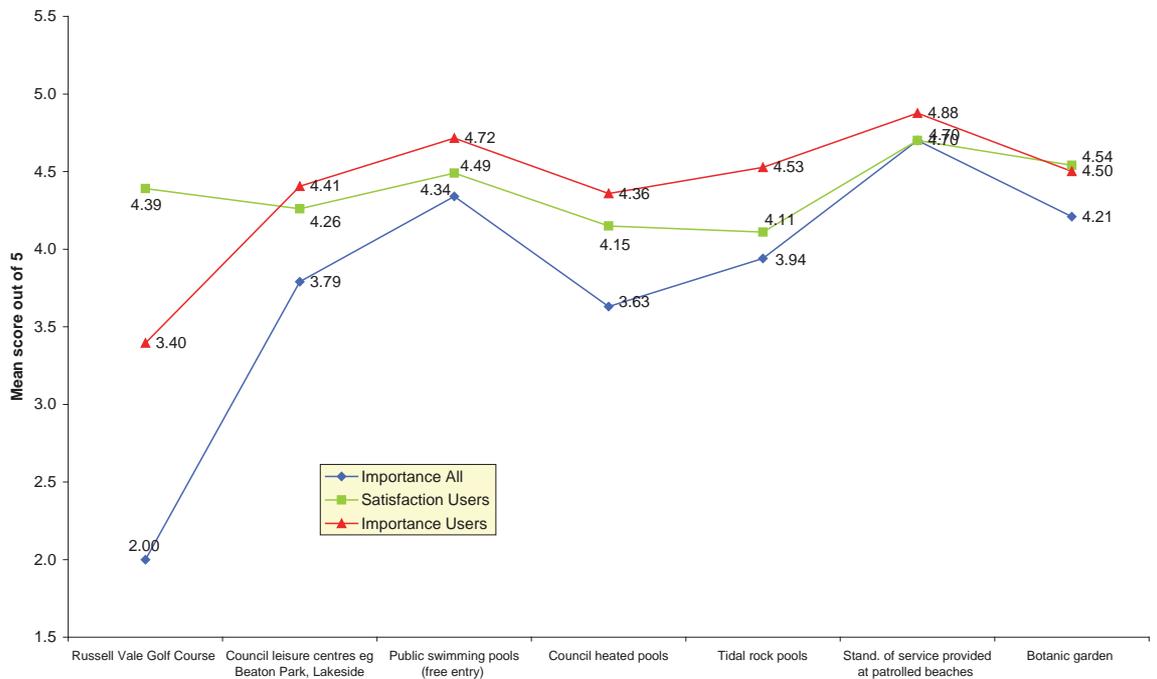


Graph 9.5.4: Corporate and Community Services - Importance versus Satisfaction

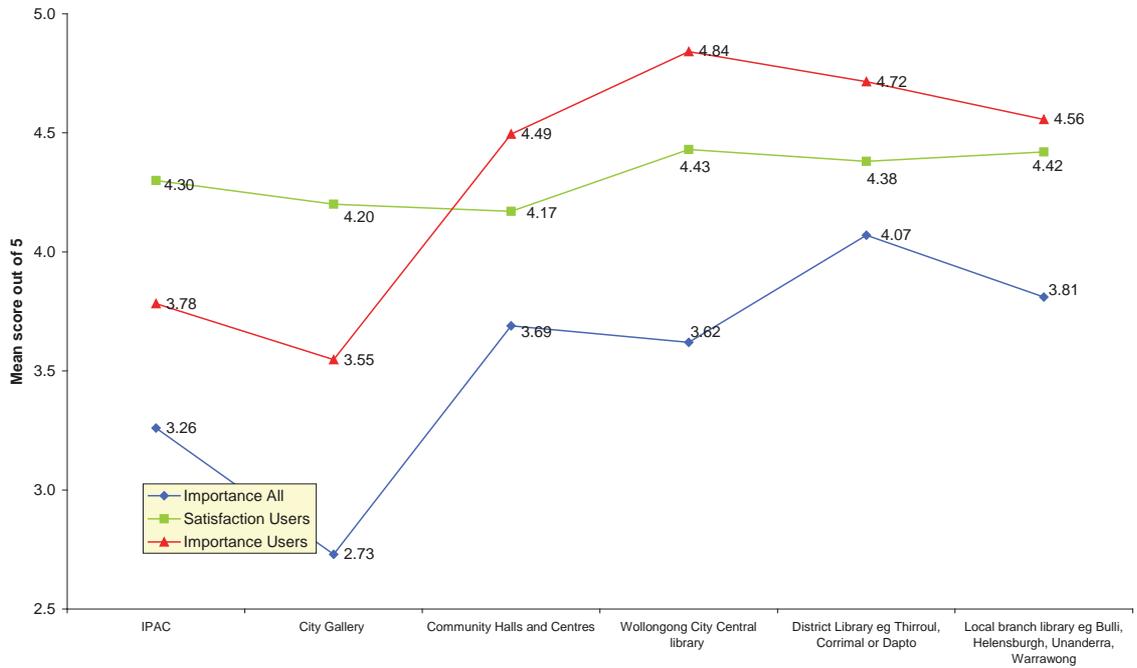


## Services/Facilities detailed in Section 4 of this report

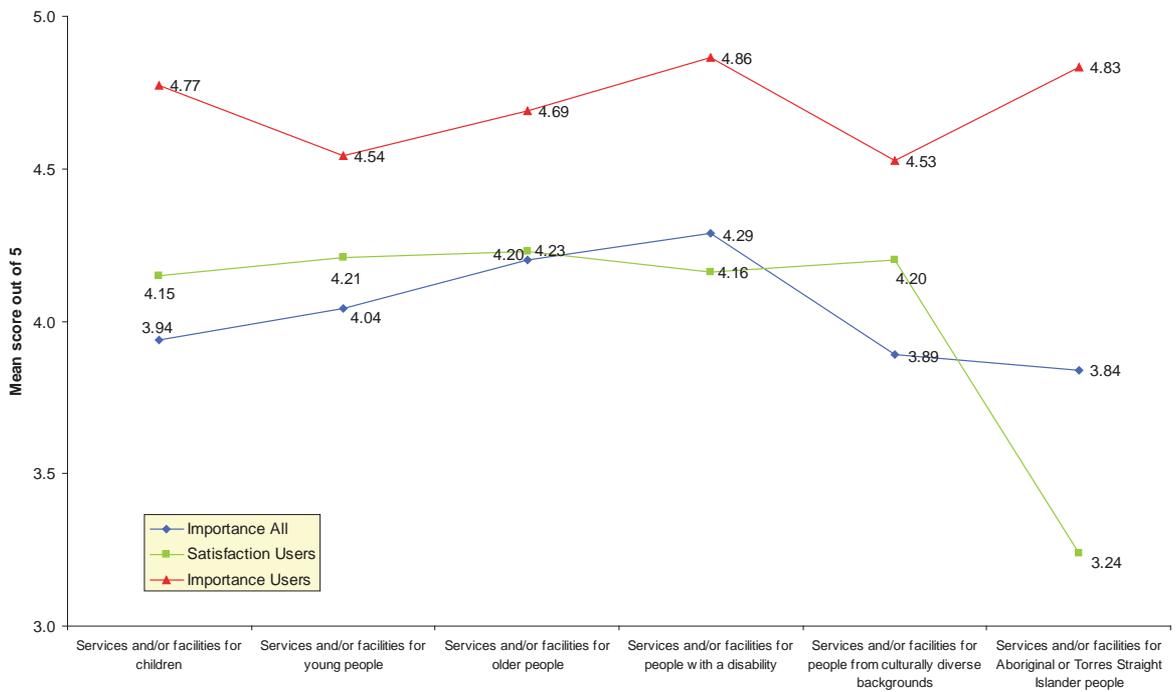
Graph 9.5.5: Corporate and Community Services - Importance versus Satisfaction



Graph 9.5.6: Corporate and Community Services - Importance versus Satisfaction (continued)



Graph 9.5.7: Corporate and Community Services - Importance versus Satisfaction (Continued)



## 9.6 DETAILED SERVICE RATINGS

Table 9.6.1: Breakdown of Importance of Council Services and Facilities by Key Respondent Characteristics

Characteristic	Overall				Gender - 2014		Age - 2014			
	2008	2010	2012	2014	Male	Female	18 to 24	25 to 44	45 to 64	65 +
Sub-group Base	504	757	754	503	246	257	67	168	162	105
Service / Facility										
Development application assessment process	3.93	3.02	3.63	3.60	3.61	3.59	3.56	3.62	3.76	3.31
Planning policies that control development in the Wollongong LGA *	N/A	3.47	4.04	4.04	4.01	4.08	3.67	4.12	4.21	3.87
Controls for residential development *	N/A	3.86	4.15	4.20	4.19	4.21	3.95	4.18	4.36	4.13
Controls for development in local town/village centres *	N/A	3.94	4.13	4.13	4.04	4.22	3.70	4.02	4.39	4.13
Controls for development in Wollongong City Centre *	N/A	3.88	4.20	4.14	3.99	4.28	3.80	4.18	4.27	4.04
Management and preservation of our heritage	N/A	4.13	4.27	4.30	4.13	4.46	4.19	4.12	4.41	4.48
Protection of our natural environment	4.63	4.48	4.63	4.73	4.66	4.80	4.78	4.75	4.69	4.71
Environmental programs and education *	4.36	4.24	4.40	4.46	4.33	4.60	4.60	4.47	4.51	4.30
Domestic animal control	4.08	4.09	4.21	4.28	4.19	4.37	3.92	4.27	4.37	4.40
Management of parking in city centre	N/A	4.26	4.36	4.41	4.31	4.51	4.41	4.43	4.42	4.34
Management of parking in local areas	N/A	4.13	4.15	4.26	4.21	4.31	4.00	4.24	4.29	4.43
Maintenance of local roads	4.64	4.69	4.65	4.65	4.56	4.74	4.42	4.63	4.71	4.74
Street cleaning	4.18	4.36	4.24	4.29	4.14	4.43	3.84	4.29	4.37	4.44
Maintenance of footpaths	4.39	4.46	4.45	4.48	4.31	4.65	4.02	4.46	4.58	4.69
Availability of parking in city centre	4.36	4.41	4.50	4.44	4.30	4.58	4.38	4.44	4.44	4.45
Availability of bus shelters +	3.57	3.78	3.89	3.87	3.71	4.03	3.70	3.66	3.98	4.18
Standard of Council public toilets	N/A	4.46	4.37	4.47	4.26	4.67	4.12	4.48	4.51	4.62
Availability of public toilets +	4.27	4.39	4.44	4.46	4.32	4.61	4.15	4.44	4.48	4.69
Regulation of traffic flow in local area	4.47	4.42	4.32	4.38	4.29	4.48	4.11	4.38	4.37	4.60
Regulation of traffic flow in city centre	4.28	4.37	4.36	4.39	4.27	4.51	4.20	4.34	4.38	4.63
Domestic, recycling and green waste collection	N/A	4.70	4.73	4.81	4.76	4.85	4.59	4.82	4.80	4.94
Waste disposal depot facilities eg. tip	N/A	4.38	4.47	4.51	4.45	4.56	4.10	4.49	4.58	4.69
Customer Service Centre	N/A	3.82	4.11	4.12	4.07	4.16	3.64	4.04	4.19	4.45
Graffiti prevention and removal	N/A	4.18	4.23	4.30	4.19	4.41	3.74	3.42	4.47	4.68

 Cells with sig. higher scores relative to yellow cells.  
 Cells with sig. lower scores relative to green cells.

\* Wording has changed compared to the 2010 survey

+ Wording has changed compared to the 2008 survey

Note: It was intended to include a breakdown by ward for this and the following 3 tables. An analysis of the ward data collected has rendered this idea impractical. 92% of the respondents (or 463 out of 503) were unable to identify the ward they live in and of the 40 who have identified a ward, at least 11 indicated a ward that is inconsistent with the suburb they live in. Any statistics derived from this ward data would have error rates so high as to render them meaningless.

**Table 9.6.2: Breakdown of Satisfaction with Council Services and Facilities by Key Respondent Characteristics**

Satisfaction - S&F

Characteristic Sub-group Base	Overall				Gender - 2014		Age - 2014			
	2008	2010	2012	2014	Male	Female	18 to 24	25 to 44	45 to 64	65 +
	504	757	754	503			67	168	162	105
Service / Facility										
Development application assessment process	2.21	2.87	2.89	2.98	2.89	3.09	2.99	2.80	2.90	3.41
Planning policies that control development in the Wollongong LGA *	N/A	3.04	2.83	3.00	2.86	3.15	2.90	3.02	2.84	3.34
Controls for residential development *	N/A	3.06	2.96	3.25	3.21	3.30	3.28	3.36	2.99	3.51
Controls for development in local town/village centres *	N/A	2.99	3.07	3.26	3.31	3.31	3.23	3.35	3.08	3.47
Controls for development in Wollongong City Centre *	N/A	2.95	2.84	3.15	3.07	3.23	3.11	3.31	2.95	3.27
Management and preservation of our heritage	N/A	3.32	3.24	3.54	3.46	3.61	3.69	3.57	3.38	3.63
Protection of our natural environment	3.29	3.41	3.37	3.64	3.60	3.68	3.86	3.71	3.46	3.66
Environmental programs and education *	3.31	3.38	3.38	3.61	3.56	3.68	3.84	3.68	3.40	3.67
Domestic animal control	3.19	3.27	3.32	3.35	3.27	3.65	3.39	3.39	3.20	3.50
Management of parking in city centre	N/A	2.33	2.45	2.41	2.31	2.51	2.23	2.43	2.26	2.78
Management of parking in local areas	N/A	3.16	3.10	3.23	3.21	3.26	3.27	3.35	3.03	3.33
Maintenance of local roads	2.68	2.84	2.76	3.09	3.09	3.08	3.05	3.18	2.99	3.11
Street cleaning	3.18	3.28	3.32	3.43	3.40	3.45	3.60	3.63	3.21	3.30
Maintenance of footpaths	2.74	2.90	2.97	3.04	3.04	3.04	3.48	3.19	2.82	2.85
Availability of parking in city centre	2.26	2.45	2.53	2.50	2.46	2.53	2.35	2.57	2.42	2.60
Availability of bus shelters +	2.89	2.97	3.18	3.30	3.28	3.31	3.32	3.47	3.03	3.48
Standard of Council public toilets	N/A	2.45	2.64	2.85	2.87	2.84	2.85	2.77	2.80	3.12
Availability of public toilets +	2.44	2.59	2.62	2.80	2.82	2.78	3.09	2.82	2.70	2.72
Regulation of traffic flow in local area	2.78	3.20	3.20	3.26	3.18	3.34	3.32	3.29	3.08	3.49
Regulation of traffic flow in city centre	2.78	3.02	3.21	3.13	3.04	3.22	3.17	3.15	3.01	3.28
Domestic, recycling and green waste collection service	N/A	4.05	4.22	4.23	4.20	4.26	4.13	4.28	4.07	4.45
Waste disposal depot facilities eg. tip	N/A	3.39	3.36	3.44	3.31	3.57	3.74	3.39	3.20	3.74
Customer Service Centre	N/A	3.54	3.62	3.78	3.83	3.73	3.64	3.79	3.68	4.00
Graffiti prevention and removal	N/A	2.99	3.11	3.33	3.26	3.40	3.28	3.42	3.23	3.36

 Cells with sig. higher scores relative to yellow cells.  
 Cells with sig. lower scores relative to green cells.

\* Wording has changed compared to the 2010 survey

+ Wording has changed compared to the 2008 survey

**Table 9.6.3: Breakdown of Importance of Council Services and Facilities (Usage) by Key Respondent Characteristics**

Satisfaction - Usage

Service / Facility	Characteristic Sub-group Base	Overall				Gender - 2014		Age - 2014			
		2008	2010	2012	2014	Male	Female	18 to 24	25 to 44	45 to 64	65 +
		504	757	754	503	246	257	67	168	162	105
City Gallery		N/A	3.93	4.03	4.20	3.92	4.38	4.19	4.26	4.06	4.37
IPAC		N/A	4.12	4.23	4.30	4.16	4.47	4.23	4.33	4.32	4.30
Parks/open space/sports field for active sport or recreation activity		N/A	N/A	4.11	4.19	4.06	4.35	4.35	4.10	4.22	4.19
Parks/open space/sports field for passive recreation purpose		N/A	N/A	4.18	4.31	4.21	4.38	4.45	4.24	4.30	4.37
Russell Vale Golf Course		N/A	3.91	4.14	4.39	4.40	4.37	4.00	4.55	4.62	4.39
Children's playgrounds		N/A	N/A	4.09	4.05	3.97	4.12	4.19	3.92	4.13	4.23
Cycleway/shared pathway		N/A	N/A	3.93	4.12	3.96	4.22	3.87	4.15	4.17	4.25
Botanic Garden		N/A	4.35	4.56	4.54	4.44	4.63	3.90	4.64	4.67	4.76
Wollongong City Centre library +		3.92	4.33	4.48	4.23	4.27	4.57	4.35	4.47	4.33	4.61
District library and community centre e.g. Thirroul, Corrimal or Dapto		N/A	4.28	4.33	4.38	4.24	4.48	4.02	4.26	4.49	4.69
Local branch library e.g. Bulli, Helensburgh,		3.83	3.99	4.14	4.42	4.20	4.59	4.36	4.25	4.54	4.50
Community hall/centre *+		3.37	3.66	4.02	4.17	4.02	4.29	4.02	4.13	4.12	4.56
Patrolled beaches *+		3.56	4.21	4.57	4.70	4.67	4.71	4.86	4.68	4.61	4.71
Tidal rock pools +		3.05	N/A	3.89	4.11	3.93	4.28	3.56	4.35	4.12	4.25
Heated pools		N/A	N/A	4.16	4.15	3.96	4.35	4.27	4.07	4.25	3.88
Public swimming pools (free entry) +		3.58	3.80	4.22	4.49	4.41	4.54	4.56	4.65	4.27	4.33
Council leisure centres e.g. Beaton Park, Lakeside *+		3.54	3.97	4.16	4.26	4.17	4.34	4.00	4.41	4.19	4.22
Services for children		3.22	3.89	3.97	4.15	4.01	4.25	3.00	3.99	4.36	4.60
Services and/or facilities for young people		2.81	3.56	3.32	4.21	3.95	4.47	3.50	4.87	4.37	3.75
Services and/or facilities for older people		3.14	3.76	4.47	4.23	3.98	4.46	4.00	4.29	3.77	4.56
Services and/or facilities for people with a disability		2.99	3.31	4.15	4.16	3.97	4.43	4.00	3.00	4.34	4.86
Services and/or facilities for people from culturally and linguistically diverse backgrounds		N/A	3.62	3.85	4.20	4.24	4.19		4.20	3.89	4.82
Services and/or facilities for Aboriginal and Torres Strait Islander people		N/A	3.58	3.48	3.23	2.81	3.57	2.00	3.72	3.53	

 Cells with sig. higher scores relative to yellow cells.  
 Cells with sig. lower scores relative to green cells.  
 There were insufficient responses to calculate a mean

\* Wording has changed compared to the 2010 survey

+ Wording has changed compared to the 2008 survey

**Table 9.6.4: Breakdown of Satisfaction with Council Services and Facilities (Usage) by Key Respondent Characteristics**

Satisfaction - Usage

Service / Facility	Characteristic Sub-group Base	Overall				Gender - 2014		Age - 2014			
		2008	2010	2012	2014	Male	Female	18 to 24	25 to 44	45 to 64	65 +
		504	757	754	503	246	257	67	168	162	105
City Gallery		N/A	3.93	4.03	4.20	3.92	4.38	4.19	4.26	4.06	4.37
IPAC		N/A	4.12	4.23	4.30	4.16	4.47	4.23	4.33	4.32	4.30
Parks/open space/sports field for active sport or recreation activity		N/A	N/A	4.11	4.19	4.06	4.35	4.35	4.10	4.22	4.19
Parks/open space/sports field for passive recreation purpose		N/A	N/A	4.18	4.31	4.21	4.38	4.45	4.24	4.30	4.37
Russell Vale Golf Course		N/A	3.91	4.14	4.39	4.40	4.37	4.00	4.55	4.62	4.39
Children's playgrounds		N/A	N/A	4.09	4.05	3.97	4.12	4.19	3.92	4.13	4.23
Cycleway/shared pathway		N/A	N/A	3.93	4.12	3.96	4.22	3.87	4.15	4.17	4.25
Botanic Garden		N/A	4.35	4.56	4.54	4.44	4.63	3.90	4.64	4.67	4.76
Wollongong City Centre library +		3.92	4.33	4.48	4.23	4.27	4.57	4.35	4.47	4.33	4.61
District library and community centre e.g. Thirroul, Corrimal or Dapto		N/A	4.28	4.33	4.38	4.24	4.48	4.02	4.26	4.49	4.69
Local branch library e.g. Bulli, Helensburgh,		3.83	3.99	4.14	4.42	4.20	4.59	4.36	4.25	4.54	4.50
Community hall/centre *+		3.37	3.66	4.02	4.17	4.02	4.29	4.02	4.13	4.12	4.56
Patrolled beaches *+		3.56	4.21	4.57	4.70	4.67	4.71	4.86	4.68	4.61	4.71
Tidal rock pools +		3.05	N/A	3.89	4.11	3.93	4.28	3.56	4.35	4.12	4.25
Heated pools		N/A	N/A	4.16	4.15	3.96	4.35	4.27	4.07	4.25	3.88
Public swimming pools (free entry) +		3.58	3.80	4.22	4.49	4.41	4.54	4.56	4.65	4.27	4.33
Council leisure centres e.g. Beaton Park, Lakeside *+		3.54	3.97	4.16	4.26	4.17	4.34	4.00	4.41	4.19	4.22
Services for children		3.22	3.89	3.97	4.15	4.01	4.25	3.00	3.99	4.36	4.60
Services and/or facilities for young people		2.81	3.56	3.32	4.21	3.95	4.47	3.50	4.87	4.37	3.75
Services and/or facilities for older people		3.14	3.76	4.47	4.23	3.98	4.46	4.00	4.29	3.77	4.56
Services and/or facilities for people with a disability		2.99	3.31	4.15	4.16	3.97	4.43	4.00	3.00	4.34	4.86
Services and/or facilities for people from culturally and linguistically diverse backgrounds		N/A	3.62	3.85	4.20	4.24	4.19		4.20	3.89	4.82
Services and/or facilities for Aboriginal and Torres Strait Islander people		N/A	3.58	3.48	3.23	2.81	3.57	2.00	3.72	3.53	

	Cells with sig. higher scores relative to yellow cells.
	Cells with sig. lower scores relative to green cells.
	There were insufficient responses to calculate a mean

\* Wording has changed compared to the 2010 survey

+ Wording has changed compared to the 2008 survey

Note: Only residents who had used the service or facility were asked about their level of satisfaction in the 2010 and 2012 surveys, all residents were asked about their level of satisfaction with the service or facility in the 2008 survey.

## 9.7 QUESTIONNAIRE

### INTRODUCTION

Hello, my name is ..... and I'm calling on behalf of Wollongong City Council. We are conducting a survey about services and facilities provided by Council and we are interested in the views of a person in your household..

Could I speak to the person over the age of 18 who had the most recent birthday, is that you?  
[IF NOT AT HOME ARRANGE A CALLBACK]

Are you a permanent resident of this dwelling? [IF RESPONDENT IS NOT THE FIRST CONTACT, REPEAT INTRO]

Just to give you some background, the information provided by respondents is completely confidential and will help Council to better understand and meet the diverse needs of its residents. The survey should take about 15 minutes, can we do it now?

### SCREENING

Before we start, I just have to make sure you qualify for an interview.

Firstly is this household in the Wollongong Council area? [IF NOT TERMINATE]

And have you lived in the Wollongong Council Area for longer than 6 months? [IF NOT TERMINATE]

Great, you qualify for an interview! I just have to inform you that my supervisor may monitor this call for quality and training purposes.

### Question 1 – Used, Participated or Accessed Service or Facility

How often have you or a member of your household used, participated or accessed each of the following Wollongong City Council facilities or services over the past 12 months?

Not in the last 12 months

Up to 3 times a year

Up to 6 times a year

Up to 9 times a year

At least monthly

Don't know

1. City Gallery
2. IPAC
3. Parks/open space/sports fields for active sport or recreation activity
4. Parks/open space/sports fields for passive recreation purpose
5. Russell Vale Golf Course
6. Children's playgrounds
7. Cycle ways/shared pathways
8. Botanic Garden
9. Wollongong City Centre library
10. District library and community centre e.g. Thirroul, Corrimal or Dapto
11. Local branch library e.g. Bulli, Helensburgh, Unanderra or Warrawong
12. Community hall/centre
13. Patrolled beaches
14. Tidal rock pools
15. Heated pools

16. Public swimming pools (free entry)
17. Council leisure centres e.g. Beaton Park, Lakeside
18. Services for children e.g. Grandparents day, transition to school, engagement activities with children in planning for a Child Friendly City
19. Services and/or facilities for young people e.g. Youth Centre programs, community mural program
20. Services and/or facilities for older people e.g. Senior's week, day care, community transport
21. Services and/or facilities for people with a disability e.g. Social support service such as respite care, community transport, Carers week
22. Services and/or facilities for people from culturally or linguistically diverse backgrounds e.g. interpreter services, language aid, living libraries, Harmony week
23. Services and/or facilities for Aboriginal or Torres Strait Islanders e.g. NAIDOC week, Aboriginal reference group, Reconciliation activities

I am now going to go through the list of services and facilities again and I would firstly like you to tell me how important they are to you, using a scale from 1 to 5 where 1 means not very important and 5 means very important.

If you have used the service, I would like you to tell me how satisfied you are with the service or facility using a scale from 1 to 5 where 1 means not at all satisfied and 5 means very satisfied.

## **Question 2 – Importance and Satisfaction**

I am now going to read out a list of services and facilities provided by Wollongong City Council. For each I will ask you how important the service is to you personally on a scale of 1 to 5. A rating of 1 means that the service is not at all important and a rating of 5 means that the service is very important to you.

For each service or facility I will also ask you how satisfied you are with Council's performance. This will involve a scale of 1 to 5, where 1 means you are very dissatisfied and 5 means you are very satisfied.

1. Development application assessment process
2. Planning policies that control development in the Wollongong Local Government Area
3. Controls for residential development
4. Controls for development in local town/village centres
5. Controls for development in Wollongong City Centre
6. Management and preservation of our heritage
7. Protection of our natural environment
8. Environmental programs and education
9. Domestic animal control
10. Management of parking in the city centre
11. Management of parking in local areas
12. Maintenance of local roads
13. Street cleaning
14. Maintenance of footpaths
15. Availability of parking in city centre
16. Availability of bus shelters
17. Standard of Council public toilets
18. Availability of public toilets
19. Regulation of traffic flow in local area

20. Regulation of traffic flow in city centre
21. Domestic, recycling and green waste collection service
22. Waste disposal depot facilities
23. Customer Service Centre
24. Graffiti prevention and removal

### **Question 3 – Priority issues for LGA**

Council uses rates paid by residents to provide the services and facilities we have just covered. If you had a wish list, what are the three KEY areas you think Council should focus on over the next three years?

### **Question 4 – Organisational Performance**

I am now going to read you out a few statements about the performance of Council as an organisation.

Over the past 12 months, Council has spent the community's money wisely. Do you ...

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Can't say

Over the past 12 months, has your trust in Council ...

1. Increased
2. Decreased
3. Remained the same
4. Unsure

I am satisfied with the overall performance of Wollongong City Council over the last twelve months. Do you ...

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Can't say

[If disagree] Why did you disagree with that statement?

### **Question 5 - Events**

In the last 12 months did you or a member of your family attend...

1. Viva la Gong
2. Wollongong Australia Day celebrations
3. Wollongong New Year's Eve event

And using a scale from 1 to 5, where 1 means not at all important and 5 means very important, how important is:

1. Viva la Gong
2. Wollongong Australia Day celebrations
3. Wollongong New Year's Eve event

#### **Question 6 - Communication**

Thinking about the information that you receive regarding Council and its services, facilities and activities.

Where do you get your information about Council and its services, facilities and activities?

1. Mercury newspaper
2. Advertiser newspaper
3. Community consultation
4. Council newsletter
5. Council website
6. Personal visits to the administration building
7. Telephone
8. Libraries and/or community centres
9. Rates notice
10. Other brochures/publications
11. Other (Please specify) \_\_\_\_\_

How satisfied are you with the information Council provides about its services, facilities and activities?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Don't know

Have you visited Council's website in the past twelve months?

1. Yes
2. No

[If Yes] Please indicate the extent you agree/disagree with the following statement:

I found the information I was looking for.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Can't say

It was easy to find the information I was looking for.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Can't say

In the past twelve months have you participated in a community consultation activity?

1. Yes
2. No
3. Don't know

[If Yes] What community consultation have you participated in?

1. Community Strategic Plan: consultation activities such as Community Summit and Town Hall Talks
2. Neighbourhood Forum
3. Community Forum
4. Public Hearing
5. IHAP (Independent Hearing Assessment Panel)
6. Public Meeting
7. Kiosk
8. Submission through public exhibition
9. Other (Please specify) \_\_\_\_\_

How satisfied are you with the way Council consults with the community?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Don't know

[If dissatisfied] How can we improve the way we consult with the community?

### **Question 7 – Customer Service**

In the past twelve months have you had contact with Council staff?

1. Yes
2. No

[If Yes] Thinking about your last interaction with Council staff, how did you make contact?

1. Telephone
2. Online (via Council's website)
3. Email
4. Fax
5. Letter
6. Council's customer service centre
7. Meeting with Council officer

8. Onsite with Council officer
9. Spoke to at local park, garden, sports field
10. Spoke to at library
11. Other (Please specify) \_\_\_\_\_

[If Yes] What was the main reason for your last encounter with Council staff?

Could you please tell me the extent to which you agree or disagree with the following statements about your last encounter with Council staff.

1. Information provided by Council staff regarding my enquiry was consistent
2. The information from Council staff was clear and easy to understand
3. Council staff dealt with my enquiry in a timely manner
4. I was satisfied with the overall service provided by Council staff during my last encounter

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Can't say

You said you weren't satisfied with the overall service provided by Council staff. Why did you say that?

### Question 8 – Demographic Data

Finally, I just have a few demographic questions to help classify your answers.

I assume from your voice you are a ...

1. Male
2. Female
3. Other

Could you please stop me when I get to your age group.

1. 18 to 24 years
2. 25 to 34 years
3. 35 to 44 years
4. 45 to 54 years
5. 55 to 64 years
6. 65 to 74 years
7. 75 years and over
8. Refused

Do you speak a language other than English at home? [WHAT LANGUAGE]

1. No : Speak English
2. Macedonian
3. Italian

4. Greek
5. Arabic
6. Serbian
7. Cantonese
8. Mandarin
9. Spanish
10. Portuguese
11. Turkish
12. Croatian
13. Other (Please state)
14. Refused

What suburb do you live in?

And what is the postcode there?

What ward do you live in?

How many years have you lived in Wollongong Local Government Area?

Finally, may I ask your first name as my supervisor audits 1 in 10 of my calls as part of our quality control process?

## **CONCLUSION**

That completes our interview. As this is social research, it is carried out in compliance with the Federal Privacy Act. The information you provided is confidential only used for research purposes.

Again, my name is ...and my supervisors name is Judy. If you have any questions about the survey, you can call us on 4285 4446 between 9am and 5pm weekdays.

Thank you for your time.

*pwc.com.au*

# ***NSW Local Government Operational and Management Effectiveness Report – FY13***

***Wollongong City Council***

**PwC and Local  
Government  
Professionals  
Australia, NSW**

**11 November 2014**



**pwc**



**Foreword**



**Stuart Shinfield**  
**Partner**  
**PwC Analytics**

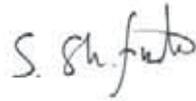
It is my pleasure to introduce the PwC and Local Government Professionals Australia, NSW Local Government Operational and Management Effectiveness Insights Survey for councils in NSW.

This study has analysed an unprecedented range of data from councils across NSW, representing the diversity in size, locality and maturity of local government in the state. We are very thankful to the council staff who have worked hard over the last several months to carefully compile and submit detailed data for their councils to enable this study to be delivered.

Government and media regularly create data sets that seek to benchmark council performance. In collaboration with LG Professionals, NSW we set out to develop a study that was quite different: rather than measuring the results of outcomes, and focusing on measures that were perceived to be directly valuable to citizens, we developed a study that aims to provide insight to local government professionals. We have focused on issues that we believe can enable more effective management of these complex and critical organisations – looking inside the workforce and operations of councils to provide meaningful information and insight. We have incorporated the results of other PwC research into this project, to add local and international experience and perspectives from across different sectors.

The timing of the release of this report coincides with the NSW Government's 'Fit for the Future' program. This program makes it clear that the next few years will be a period of major change for councils in NSW, and we trust that this study provides valuable input into the important deliberations many councils in NSW will face in upcoming months.

We trust that the survey analysis presented in this document will provide valuable insights into your current performance, and also help you to understand the implications, and identify opportunities for improvement in your organisation. We hope these insights give you and your council a broader understanding of the context within which you operate and enable you to build a compelling business case for change.



**Annalisa Haskell**  
**CEO**  
**LG Professionals**  
**Australia, NSW**

This is possibly the first benchmark study with a self-determined design that focuses on the actual performance of local government in NSW. The survey represents the culmination of two years of work that has been truly collaborative. It has only been with the tireless voluntary effort from many of our members and local government professionals committed to supporting the real progress of the industry, that we have been able to deliver a sector-led result through a process of collective learning and information sharing.

Our goal at LG Professionals, NSW is to provide leading and practical support for all councils no matter how big or small, and there is no doubt that we could not have delivered this result without the goodwill and support of the sector's professionals and PwC. The idea was that by working together we could provide a holistic solution that had at its core a high-quality approach to delivering contemporary, data-driven insight about how we perform as a sector in the important areas of people and operations.

We believe that as business managers, you have the important task of providing a high level of strategic insight to an industry that can be impacted by strong and sometimes uncontrollable external influences and opinions.

We are pleased to provide a wide contextual picture as well as the perspective of individual councils on performance, taking into account the uniqueness of council operations. The aim of this survey was always to help councils refine and enhance their strategies and decision making with a focus on measuring and reporting relevant business areas.

We are proud that we can support the sector to work together in a new way for the benefit of all, and wish to take this opportunity to thank all the participating councils that have worked with us and are ready to take this significant step forward together.



## NSW local government highlights

### Gen Y staff turnover

Over 50% of the workforce are baby boomers and approaching retirement age. As Gen Y staff enter the Local Government workforce, they often don't stay. It is concerning that Gen Y has the highest turnover rate of any generation, at 23%.



### Gender diversity

While 40% of the surveyed workforce is female, when it comes to women progressing into senior management roles, only 10% of General Managers and 22% of Directors are female.

### Role of the CFO

Only 43% of CFOs or senior finance professionals work closely with the General Manager and senior executive team to define the business strategy.



63%

43%

### IT strategy

Only 43% of councils have a formal IT strategy, but 63% say they have plans to revise or develop an IT strategy.

### Outsourcing and shared services

The top three areas being outsourced or shared during the 2012–13 financial year are legal (94%), IT hosting and support of systems (61%) and procurement (50%).





## NSW local government highlights



**Risk policy**  
82% of councils have an approved risk management policy in place.

**Audit and Risk Committee**  
76% of councils have an Audit and Risk Committee and 65% outsource or co-deliver internal audit.



**Council meetings**  
The median council meeting length was 145 minutes, and the median number of resolutions passed was 27.

**Corporate KPIs**  
32% of councils did not have corporate KPIs in place in the 2012–13 financial year.



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## Methodology

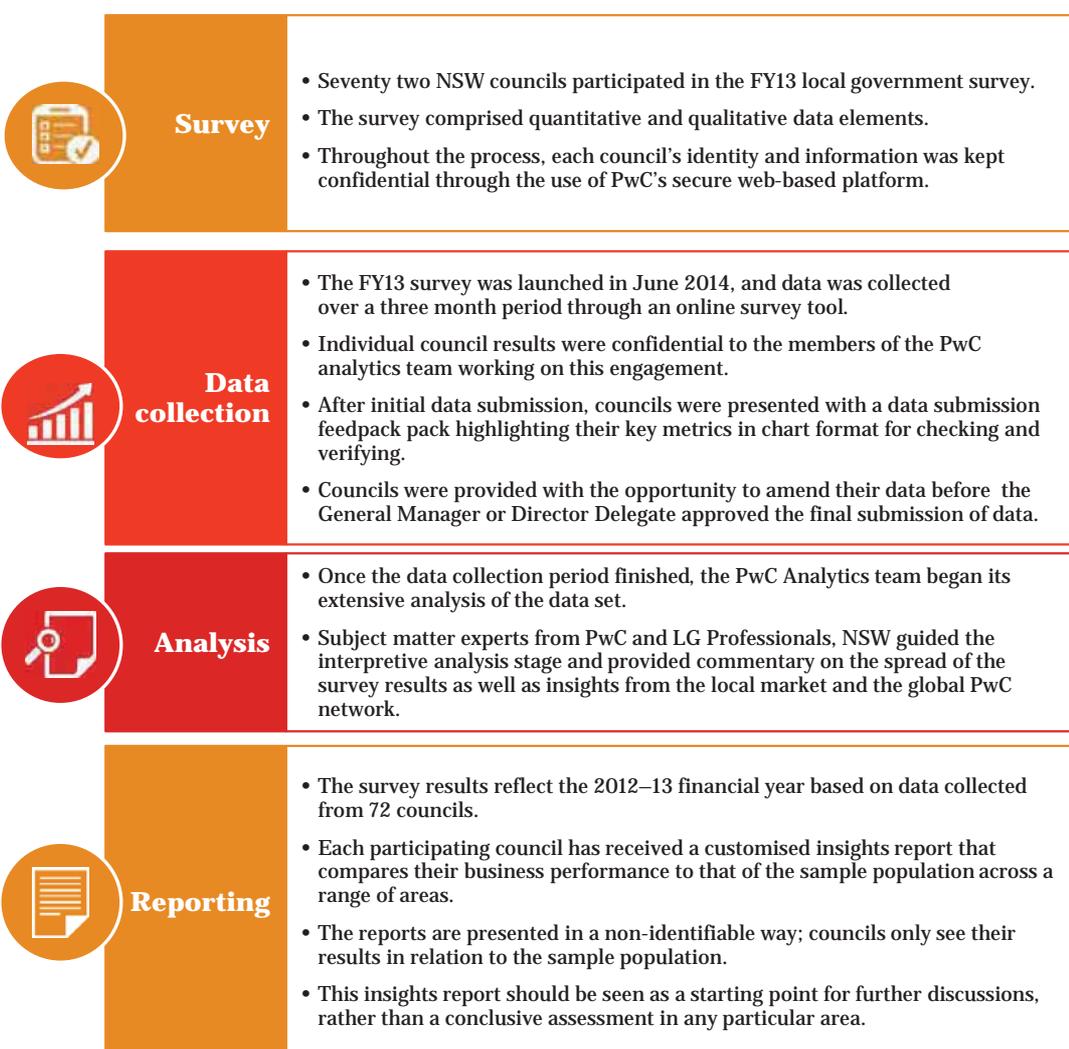
PwC and LG Professionals, NSW are pleased to release the NSW Local Government Operational and Management Effectiveness Report. The results of the survey predominantly focus on the 2012–13 financial year. This report is the first of three annual reports in a three-year research plan, with participating councils completing annual surveys and receiving findings and meaningful comparisons focusing on operational and management excellence.

In 2013, we launched a pilot survey to test a small subset of datapoints. PwC audit clients from within the NSW local government sector, along with a small group of other councils, were invited to participate. Once the pilot was shown to be a success, the final survey was refined by a local government technical working group.

In providing the current benchmarking insights, PwC is drawing on its extensive experience in both local government and in the development, delivery and analysis of a variety of business process surveys across multiple industries.

Below is the process we undertook to produce this customised insights report for each participating council.

### How the report was produced:



### Disclaimer:

PwC has not verified, validated or audited the data used to prepare this insights report. PwC makes no representations or warranties with respect to the adequacy of the information, and disclaims all liability for loss of any kind suffered by any party as a result of the use of this insights report.

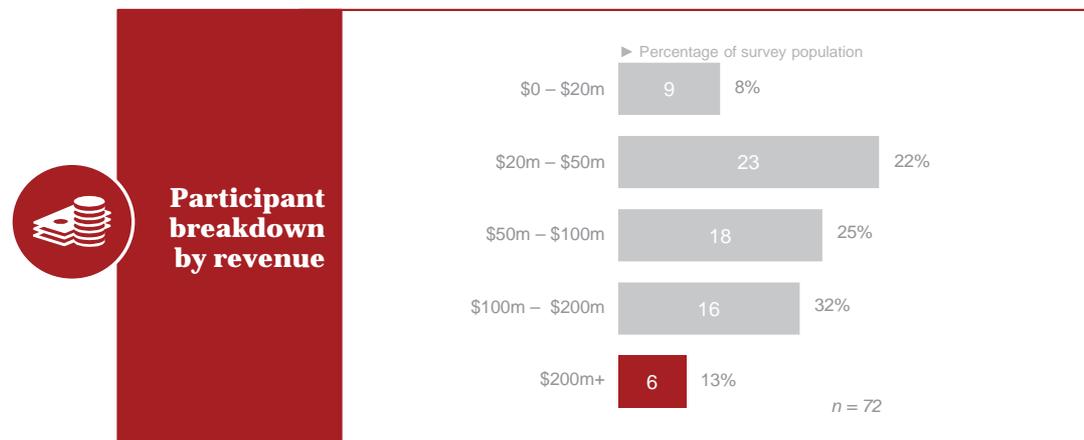
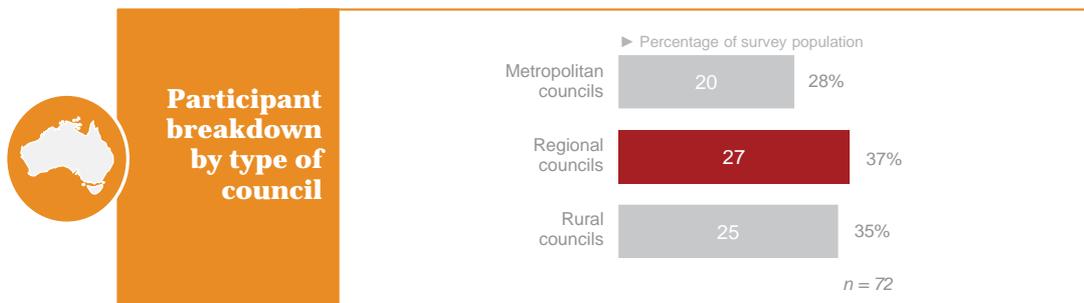
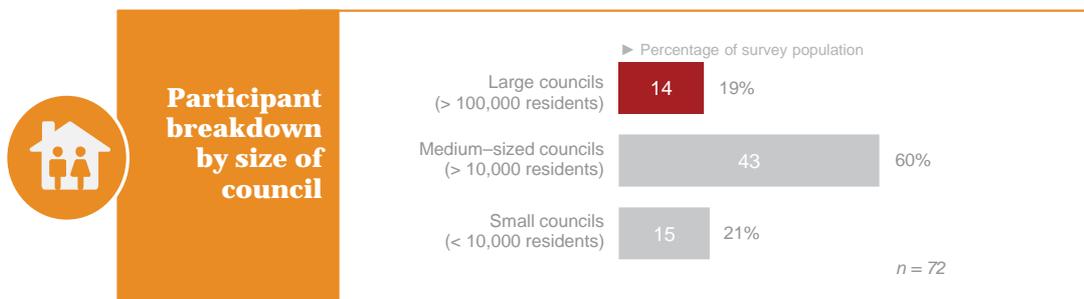
## Survey Population

This insights report contains data from 72 NSW councils. The average annual revenue of participating councils was \$80.9 million. The average number of FTE employees across the councils was 345.2.

Throughout this report, participating councils have been identified by size of resident population and type of council.

To group councils by size, we used the Australian Bureau of Statistics 2012 estimated resident population. Large councils have more than 100,000 residents, medium –sized councils range from 10,000 to 99,999 residents and small councils have fewer than 10,000 residents.

We used the Office of Local Government comparative information NSW Local Government 2011 -2012 - time series data report to group councils into metropolitan, regional and rural classifications. We merged metropolitan and metropolitan fringe and renamed it metropolitan. We also merged large rural and rural and renamed it rural.



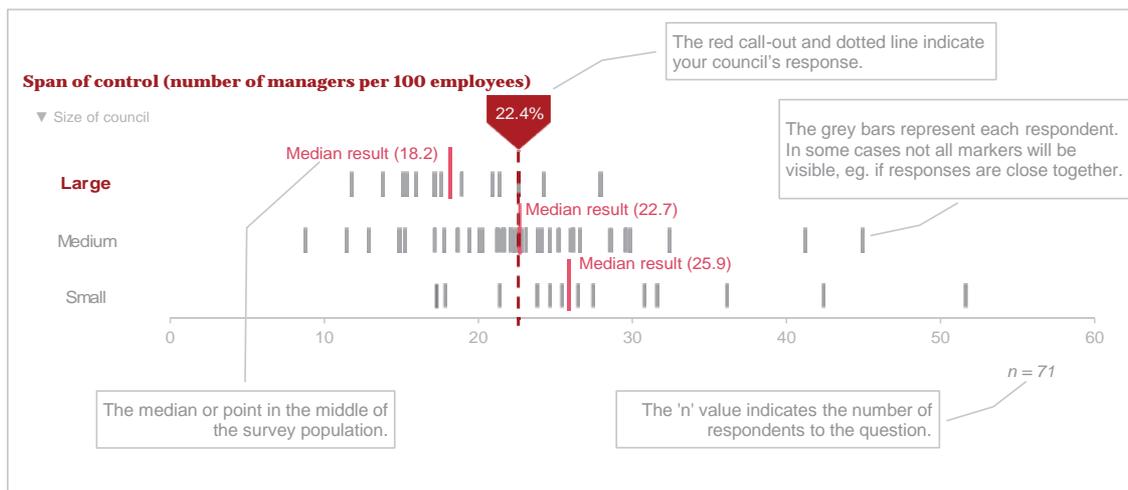
## Understanding this Report

PwC and LG Professionals, NSW's Operational and Management Effectiveness Report FY13 is customised for individual survey participants. All charts within the report represent the individual council's results relative to the sample population that responded to that particular question.

The commentary provided in the report has been prepared for the overall study and while it does not change for each council, it should provide relevant information to help you understand the context of your council's result.

To assist you in reading and interpreting the results of this survey, for each response to a question, your council's input is displayed in **red (indicated by the legend)**. If no input was recorded, this red indicator will be missing from the charts and the result for the overall population will be displayed.

A distribution chart features in sections of the report. This chart conveys a great deal of information, as explained below:



Before reading this report, it is important to note that it is not an in-depth customised analysis or review of each council's business operations. Instead, it reflects the results from the survey questions for your council in relation to the total sample.

The benefits of participating in this type of survey should allow councils to:

- evaluate their own practices to understand current operational and management performance
- identify areas of focus when striving to optimise operational excellence
- understand how Australian businesses — and in some cases international businesses and Australian Federal Agencies — perform in the areas of workforce, operations and finance using results from similar surveys conducted by PwC in Australia and globally.

The survey provides insights into the following areas:



# *Workforce*



# Wollongong City Council's workforce profile at a glance

203,025 population in 2012



Regional council



## How have your headcount and employee costs changed from FY12 to FY13?

**0.8%**

**Growth in headcount**



**2.9%**

**Growth in employee costs**



## Who has joined and who has left your council during FY13?

**6%** Staff turnover rate



**78** New starters



**71** Leavers



New starters

Leavers



## Does your council have a gender-diverse workforce?

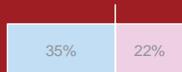
**41%** of your employee headcount is female



**29%** of your employees at manager level and above are female



Baby boomers  
1943–1966



Generation X  
1967–1980



Generation Y and beyond  
Post 1980



General Manager and Director



Manager



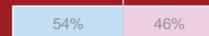
Team Leader



Supervisor



Other staff



■ Male ■ Female

## Workforce structure and cost impact

### Remuneration

Remuneration – comprising employee pay and benefits – is a dominant cost across many service-based organisations, including local government. This is confirmed by our ‘Share of Total Expenses’ measure which shows that, as an overall median, council employee remuneration comprised 37% of total expenses from continuing operations during the 2012–13 financial year. While this median percentage is higher for metropolitan councils (41%), it is invariably a significant controllable cost for all councils and illustrates how important it is to effectively manage staff resourcing decisions.

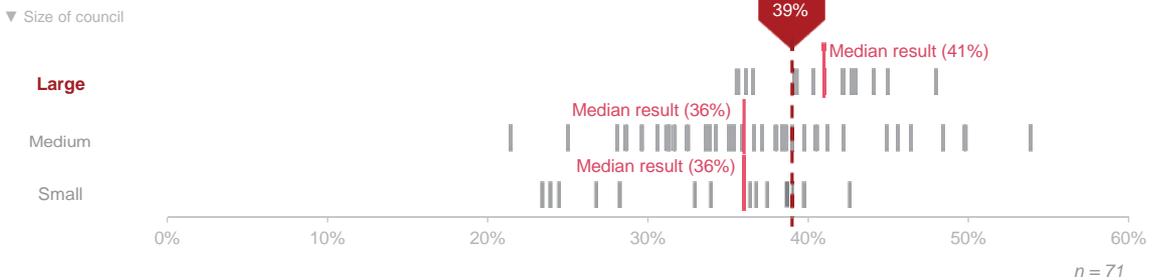
### Overtime

Overtime expenditure is another important indicator of efficient resourcing. The median council spend on overtime to permanent and fixed-term contract employees, as a proportion of total salaries and wages, was 4% during the 2012–13 financial year. What does that equate to in dollars? Large councils’ median overtime spend was \$1.1 million, medium-sized councils \$660,000 and small councils \$205,000. We encourage all councils to review their overtime spend in detail – such as by business unit, staff level and time of year – to identify and address trends and patterns. Overtime can be an efficient way to have experienced resources on hand when you need them, but if not managed carefully, it can easily become a drain on council funds.

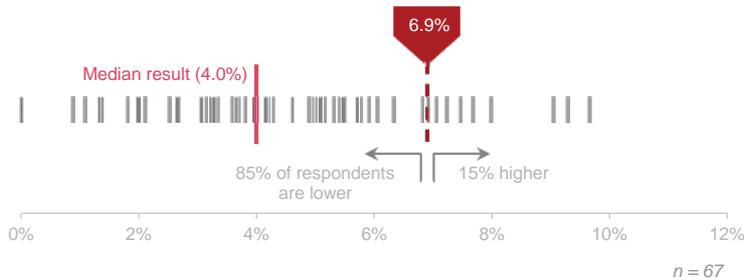
### Agency staff

An additional workforce-related cost is the use of agency staff. Our NSW local government survey shows that the median spend on agency staff in the 2012–13 financial year was 1.7% of total employee cost. Large councils’ median agency staff spend was \$1.55 million, medium-sized councils \$414,000 and small councils \$2,400. It is important that councils have clear policies and procedures for using agency staff and that these costs are reviewed monthly by senior management.

#### Remuneration as a percentage of total expenses from continuing operations

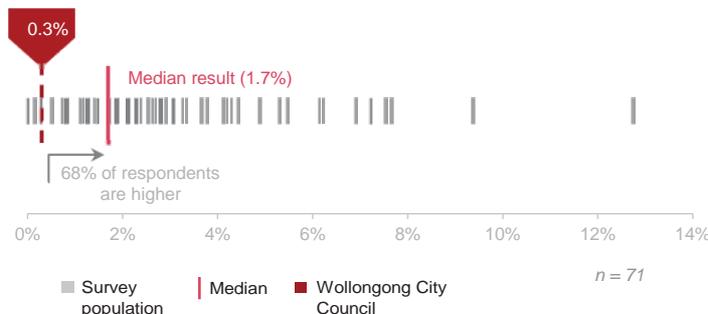


#### Paid overtime as a percentage of total salary and wages



**Your FY13 overtime spend was \$4,858k**

#### Agency staff spend as a percentage of total spend on employees and agency staff



#### Key considerations

- Do you have the right balance of talent investment and cost management?
- Do you use workforce analytics to manage a workforce profile that is both productive and sustainable?

## Organisational design

### Span of control

The NSW local government sector has a relatively high proportion of employees with managerial responsibility, with our survey revealing an overall median of 22.2 managers for every 100 employees. By comparison, global PwC data<sup>1</sup> suggests that even in the most specialised technical industries a result of 16.7 managers for every 100 employees is achievable.

Large councils reported a result closer to this benchmark, with 18.2 managers for every 100 employees. However, there are much narrower spans of control (more managers per 100 employees) in medium-sized councils, with 22.7 managers per 100 employees. This trend continues, with small councils reporting a result of 25.9.

Within the corporate service areas, our survey shows that finance, HR and IT functions operate with a higher number of managers than customer service. While this seems logical, given the higher degree of work complexity in these three areas, each council should ensure its layers of management in corporate services divisions match the needs of the council.

The optimal size of an organisation's management depends on a number of variables. These include managers' capabilities, geographic location, and the diversity and complexity of work. However, there has been a recent trend to broader spans of control to reduce costs, speed up decision making, increase flexibility, support staff development and enhance responsiveness to market changes.

Councils should question whether their current workforce structure is ideal for their operations, and consider whether there are too many layers of management within their workforce. One of the challenges facing local government is the diverse range of specific functions councils must perform. There may be a tendency for councils to only consider technical specialists for management roles within specific functional areas. Yet employees with strong leadership and management abilities can effectively lead teams across different functional areas – is this opportunity being realised in your council?

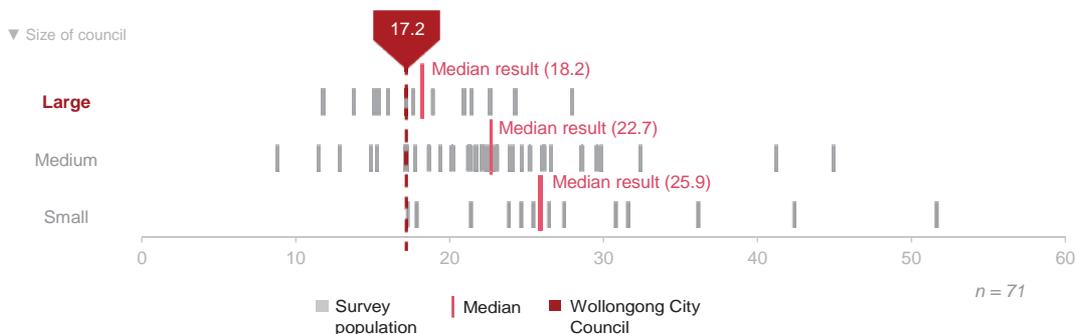
#### Key considerations

- Are there significant variations in 'span of control' metrics, organisation layers and workforce grades across your council's business units?
- What is the right organisation design for your current and future business model, and how does this translate to an optimal span of control?
- Do you have the right balance of strong, competent management roles that can operate at a high capacity?

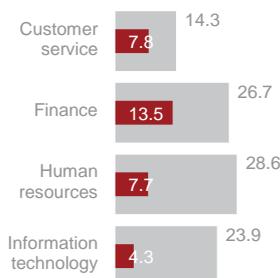
#### Definition

**Span of control:** Number of managers (defined as supervisor level and above) per 100 employees.

### Span of control (number of managers per 100 employees)



### Span of control by corporate service areas



n = 69

<sup>1</sup>PwC Saratoga – PwC's global HR benchmark database 2013

## Don't fall short on new talent

### Rookie ratio

Our survey reveals that the proportion of employees who are new to councils (and potentially also new to local government) was relatively low, at 19%. By comparison, the PwC Australia 2013 Benchmarking Insights Report<sup>2</sup> showed that Australian businesses' median 'rookie ratio' was significantly higher, at 38%.

There appear to be significant differences between the rookie ratio for staff who manage compared to staff who do not manage. For management, the rookie ratio is just 12% of council employees at supervisor level or above, compared to 21% of other staff. A reasonable level of management stability is desirable to retain organisational knowledge and relevant experience. However, injecting new talent into management can help identify new ways of working, drive innovation, and incorporate new capabilities that may help deliver future resourcing strategies.

Within the corporate services areas, human resources has the highest level of new employees, with a rookie ratio of 25%. Incorporating new talent into human resources may be advantageous, given the need for focused workforce strategies in the local government sector. Examples of these programs include diversity, succession planning, talent, and leave management, reward and recognition.

Improved talent management requires a workforce strategy that demonstrates the strength of the employer brand, alongside effective performance management and reward. This is an important area of focus for the local government sector as it competes with corporate Australia for skilled and talented employees, especially at management level.

Those councils that maintain and attract the right employee capabilities into the right roles will have a clear competitive advantage over others.



The overall survey population rookie ratio is

**19%**

#### Rookie ratio split by staff level



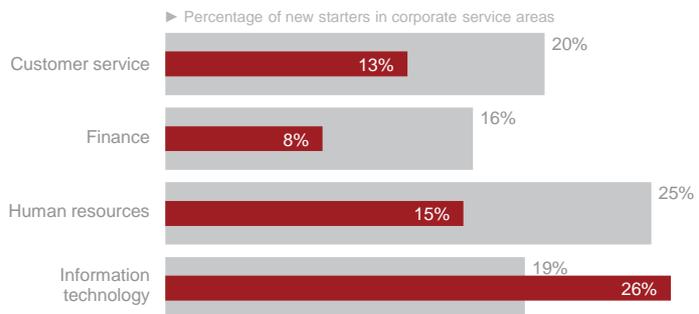
#### Key considerations

- Does your council's brand bring the right talent through the door?
- Are you developing the talent of your current workforce and assessing new ways to attract and retain key staff?
- Are you refreshing your management layer with a good balance of existing and new managers?

#### Definition

**Rookie ratio:** Proportion of employees who started work in the last two years (1 July 2011 – 30 June 2013).

#### Corporate service rookie ratio



<sup>2</sup>PwC Australia, 2013, Benchmarking Insights Report, 'How do you know if you lead or follow?'

# Are you striking the right balance between retaining and refreshing your people?

## Staff turnover

Our survey reveals a median local government staff turnover rate of 11% over the 2012–13 financial year. This result is significantly lower than the median result of 20% based on our survey of corporate Australia in 2013.<sup>3</sup> This means that costs such as recruitment and training are likely to be well contained for many councils. However, councils with a turnover rate below the median local government result should consider whether they are offering enough opportunities to promote key internal talent and attract new employees.

A moderate level of staff turnover can help prevent employee stagnation. It can also reduce staff costs in cases where long-term employees attain seniority benefits that exceed the level required to perform the role.

We investigated council turnover in more depth and discovered that one in five terminations related to employees with less than one year of service. It is important to recognise that this may indicate a variance in councils' external and internal employer brands – what is promised compared to a council's actual culture or job role. Creating a clear and compelling employment proposition is an important factor in retaining key talent, but intangibles such as a strong employee culture and leadership are required to make a lasting difference.

In summary, councils should be exploring their turnover rate with a focus on the rate at which employees leave during their first year of service. Equally important is a review of your current induction program, integrating new starters quickly, assigning a 'buddy' and holding regular 'check in' sessions with their manager are imperative. In addition, conducting formal, structured and independent exit interviews can, in some cases, shed light on why particular staff, gender groups or generations are leaving your council.

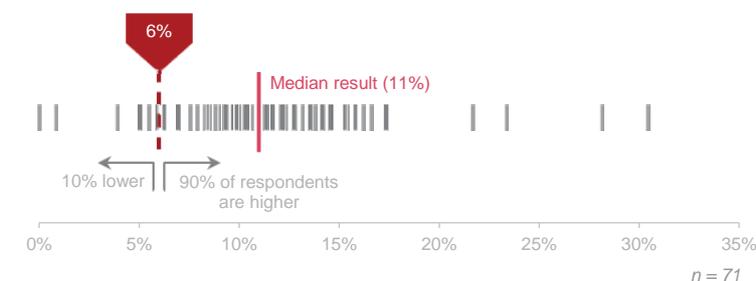
### Key considerations

- Have you consulted with your employees on whether your internal brand is aligned with your external employer brand?
- When did you last review your induction program and assess whether it is meeting the needs of new starters?
- Which groups of employees have lower levels of engagement?
- Do you conduct exit interviews to better understand why your staff are leaving?

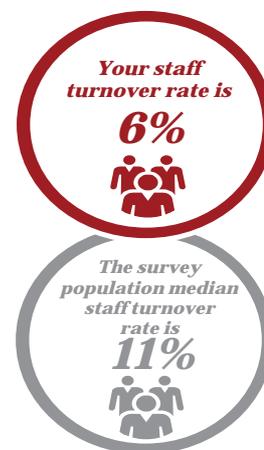
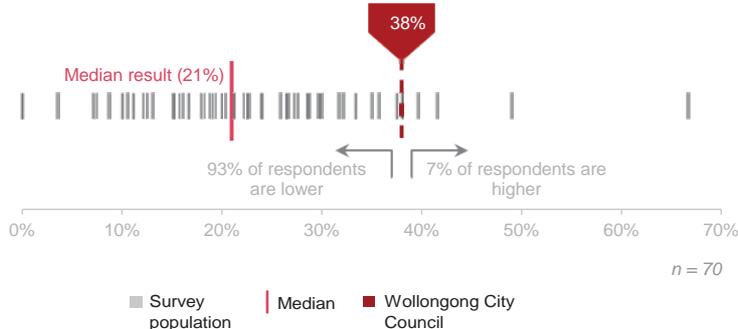
### Definition

**Turnover rate:** Total leavers divided by opening headcount.

### Staff turnover rate



### Proportion of leavers with less than one year of service



<sup>3</sup>PwC Australia, 2013, Benchmarking Insights Report, 'How do you know if you lead or follow?'

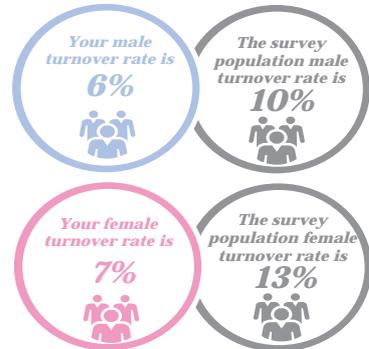
## Who is leaving your council?

### Staff turnover in detail

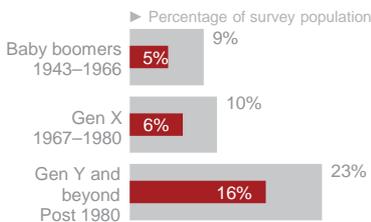
For councils to better understand the type of employees leaving their council, we have included below a breakdown of leavers as a proportion of opening headcount by generation, tenure, gender, staff level and corporate service area.

Our survey results show that the churn in Gen Y is significantly higher compared to Gen X and baby boomers. During the 2012–13 financial year, councils lost 23% of Gen Y employees compared to only 10% of Gen X and 9% of baby boomers. This shows that Gen Y are nearly two-and-a-half times more likely to leave a council.

This links to the much higher churn rate among staff with less than five years experience, indicating the difficulty councils may have in retaining employees new to their organisation. Both these insights give rise to concern when you consider that more than half of the existing workforce is made up of baby boomers who are approaching retirement age.

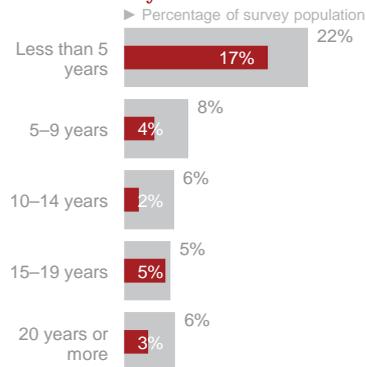


#### Turnover rate by generation



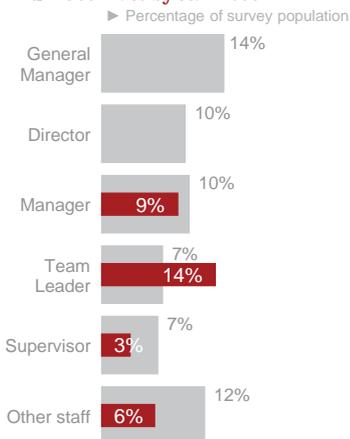
n = 70

#### Turnover rate by tenure



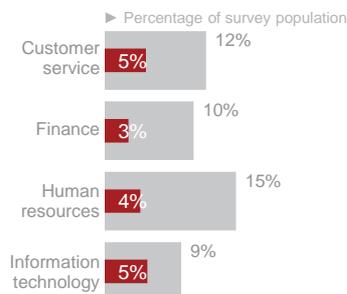
n = 70

#### Turnover rate by staff level



n = 65

#### Turnover rate by corporate service area



n = 60

■ Survey population  
■ Wollongong City Council

# Why you need a recruitment strategy

## Recruitment

A clearly defined and communicated recruitment strategy is vital to help ensure your organisation attracts the best talent. This strategy should incorporate workforce planning – particularly for the future talent requirements that will enable your council to deliver your community's strategic objectives. Equally important is building an overall employment brand by showcasing the benefits of working for your council.

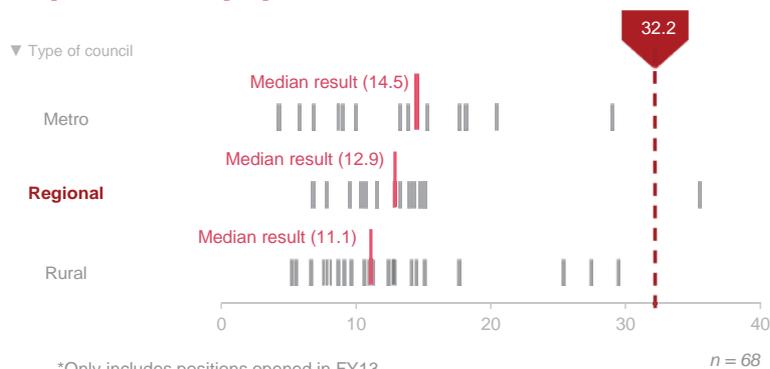
We examined how long it took for councils to fill open positions between 1 July 2012 and 30 June 2013 and discovered that rural councils take the least amount of time with a median of 11.1 weeks, while metro councils take a median of 14.5 weeks to fill positions. This suggests that attracting the right talent into the sector is challenging. This in turn places pressure on existing resources and can add to the cost base if the council uses agency staff.

During the 2012–13 financial year, open positions were more likely to be filled externally in all staff levels apart from supervisor level. This indicates a lack of succession planning, and our survey results support this, with only 14% of councils reporting they have a succession planning program. When looking at gender diversity as part of the recruitment strategy, our survey reveals that metro councils have a higher percentage of female new starters at 51%, followed by regional with 45% and rural with 43%.

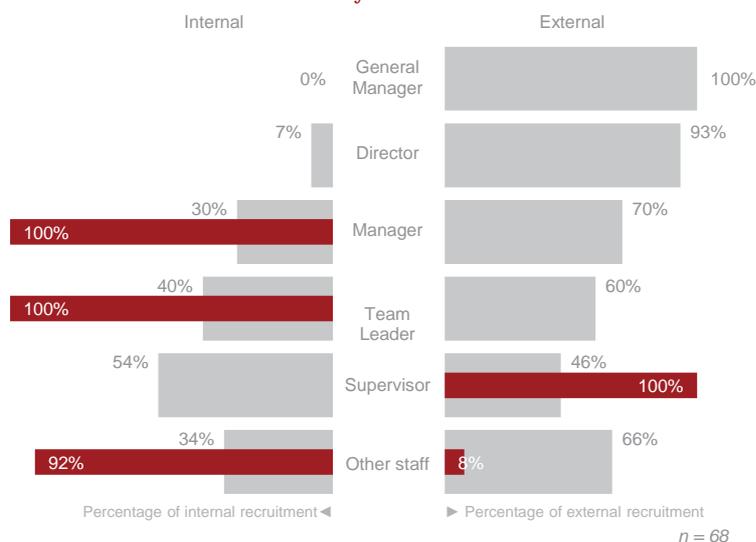
**Key considerations**

- Do you have an up-to-date recruitment strategy outlining your organisational approach to finding and recruiting new staff members?
- Do you know the most successful method for recruiting staff in your region?
- Do you have an employer brand to present to prospective employees?
- How will you measure your results and know whether your recruitment strategy is working?

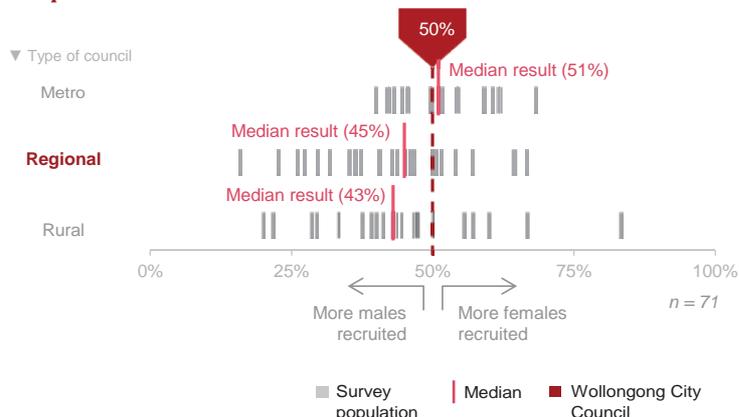
**Elapsed weeks to fill open positions at 30 June 2013\***



**Internal and external recruitment by staff level**



**Proportion of new starters that were female**



# Gender diversity: a critical need for change

## Gender diversity

Organisations that actively promote and engage in gender diversity are generally better placed to attract and retain key talent, enhance their employer brand and improve their overall performance. The local government sector is an inclusive workplace for females – the overall rate of female participation in our survey is 40%. However, our results reinforce the idea that the NSW local government sector faces significant challenges in gender diversity when it comes to females progressing into management roles.

Our survey shows that women comprise 22% of NSW local government directors and only 10% of general managers. The imbalance is also present at the manager level, with females comprising only 33% of managers. Getting to management is a major milestone in most career paths and it appears that this is not happening for females in local government to the same level as males.

The gender divide within corporate service areas shows that customer service, HR and finance all have significantly more females than males; however, IT is imbalanced the other way, with 62% males.

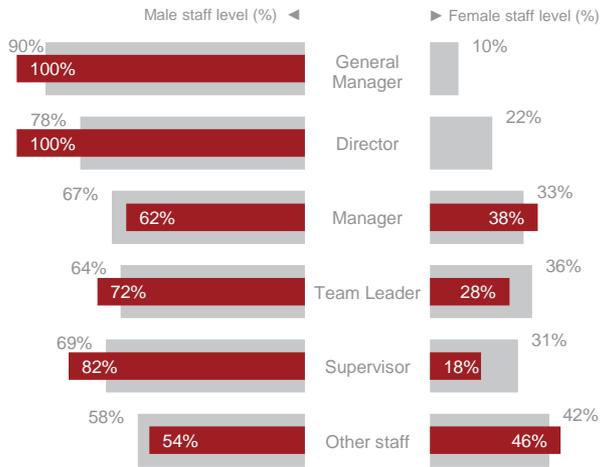
New data collected by the Workplace Gender Equality Agency, from Australian companies that form the S&P/ASX 100, shows that females make up on average 33.7% of all managers but the glass ceiling becomes very tough to breach for women seeking promotion from senior management levels to the C-suite, where only 14% are female.<sup>4</sup>

We encourage councils to recognise the potential female pipeline for management roles and senior management positions, and to assess their gender diversity results objectively. This is the first step for councils in understanding whether their workplace offers equal opportunities for women to progress and grow their careers in management and leadership.

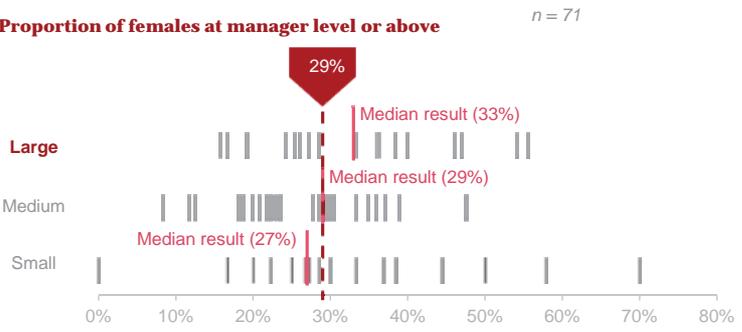
**Key considerations**

- What is your council's strategy for improving diversity, and is your senior management team accountable for this?
- Does talent measurement include a focus on gender diversity?
- Are you encouraging equality in prospective candidate selection? Are you promoting fairly based on merit? Or, are you losing female talent and, if so, why?

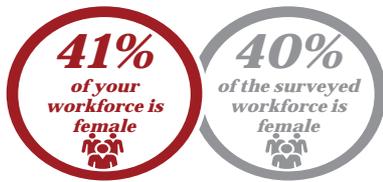
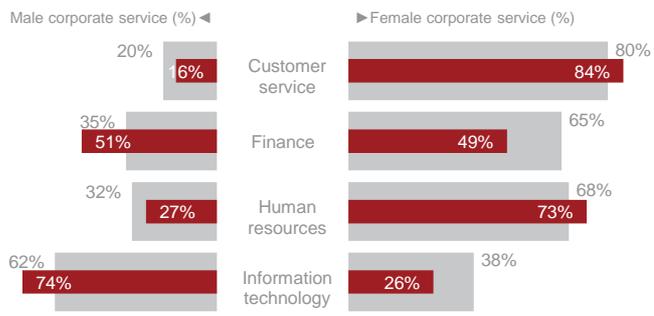
Staff-level gender split at 30 June 2013



Proportion of females at manager level or above



Corporate service area gender diversity



■ Survey population | Median ■ Wollongong City Council

<sup>4</sup>The Australian Financial Review, 10 October 2014, 'New data shows location of glass ceiling'

# Removing the glass ceiling

## Promotions

Australia is undertaking a major workforce reform in the participation of female workers across sectors and seniority levels, and this change takes time. We collected data on promotion rates, based on promotions achieved during the 2012–13 financial year, to measure the promotion equality for female staff across seniority levels.

Our results show that change is happening in the local government sector. While only 22% of current directors are women, the proportion of women being promoted to this position is more promising at 40%. Equally positive is the fact that women comprise 54% of promotions to manager, suggesting there is a stronger pipeline of women for the more senior roles in years to come.

The reality is that most organisations struggle to achieve the benchmark of women comprising 50% of promotions at senior levels, because women represent much less than 50% of the staff eligible for promotion from the middle ranks. Because of this disparity, it can be difficult to understand if promotion equality even exists – is there an even chance of being promoted whether you are male or female? The results of this promotion equality analysis are presented in the chart opposite, with the 45° line representing equal promotion rates for males and females. The results are stark, and reveal those councils that are actively focusing on the progression of female workers in their organisations.

Some specialist technical areas within local government, such as engineering, planning and finance, are highly valued in senior management and have traditionally been male-dominated fields. Councils should review the cross-disciplinary diversity of their leadership teams to provide strong representation of females while these traditional barriers continue to break down. There may be opportunities to expand the decision-making diversity of councils by expanding the leadership team beyond the 'direct reports' to the General Manager.

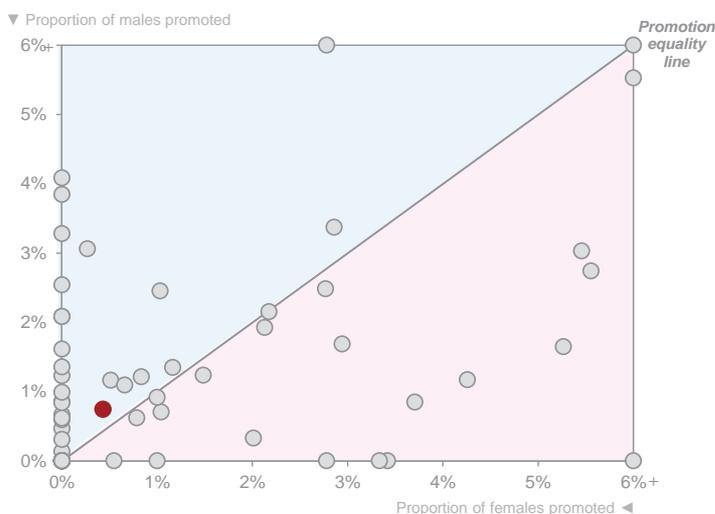
New diversity policies generally need to be in place for an extended period of time before they can have an impact on employee resourcing and promotion decisions. To deliver a sustainable outcome, diversity strategies should be broad and focus on key career catalysts including initial employment, middle-management progression, and senior management and executive appointments.

The issues being experienced in local government are not unique. The 2012 Australian Census of Women in Leadership shows that only 9.2% of executives in the ASX 500 are female.<sup>5</sup> The report identified a number of barriers to equal opportunity for women, including workplace culture, lack of female leaders and gender stereotypes.

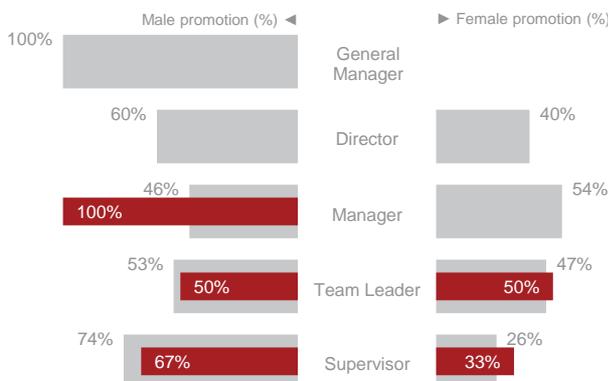
The report also discussed the issues of unconscious bias and how to raise awareness of this issue. As a starting point, we recommend reviewing recruitment and promotion processes with a focus on gender diversity. It is well known that career acceleration often coincides with the time of having children, and it is critical to ensure that the workplace offers flexibility to retain these skilled people though this period of transition.

A leadership team that is openly committed to and accountable for implementing effective diversity strategies is more likely to have employees talk favourably about their organisation. This in turn enhances the value of the council's brand and gives it a competitive advantage when attracting the best talent.

**Likelihood of promotion by gender**



**Promotion gender split by staff level**



n = 71

<sup>5</sup> Committee for Economic Development of Australia (CEDA), June 2013, 'Women in Leadership: Understanding the Gender Gap'

## Case study: Leichhardt Municipal Council

### Gender diversity

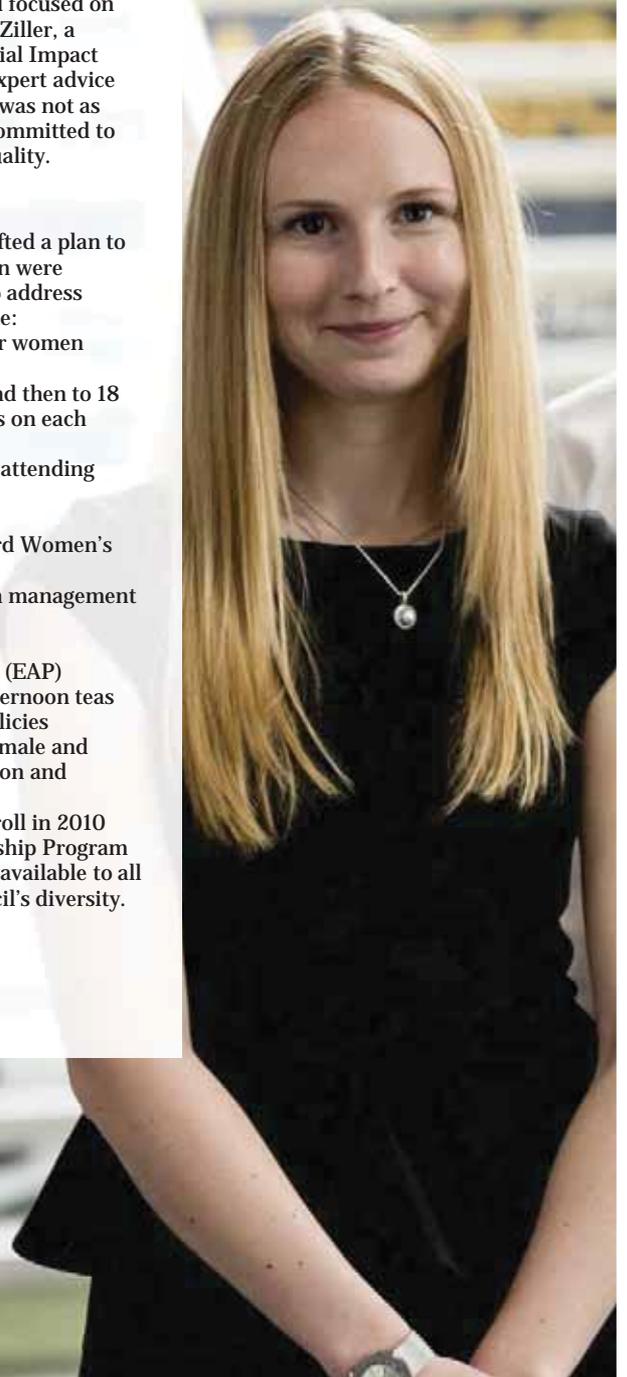
#### When did Leichhardt Municipal Council (Leichhardt) realise that there was a need for change?

Until 1995, diversity hadn't been a concern for the senior leadership team at Leichhardt Municipal Council (Leichhardt). However, an offsite conference dedicated to equal employment opportunities (EEO) changed this dramatically. The event included the council's entire management team and focused on critically analysing its diversity program. Dr Alison Ziller, a consultant who lectures on Social Planning and Social Impact Assessment at the University of Sydney, provided expert advice on the matter. The key finding was that Leichhardt was not as diverse and tolerant as it could be. As a result, we committed to achieving better outcomes in both diversity and equality.

#### What approach did Leichhardt take?

Following the conference, council management drafted a plan to increase diversity. The decisions outlined in the plan were supported by statistical data. Initiatives designed to address gender diversity at Leichhardt over the years include:

- creating an EEO budget for affirmative action for women
- celebrating International Women's Day
- increasing maternity leave from 8 to 12 weeks and then to 18 weeks (Leichhardt was the first council to do this on each occasion)
- providing childcare to support councillors while attending meetings and conferences
- holding regular EEO training and education
- taking part in the state government's Springboard Women's Development Program
- encouraging industry or wider networks through management development programs
- conducting regular employee surveys
- implementing an Employee Assistance Program (EAP)
- attending conferences, networks lunches and afternoon teas
- having designated recruitment processes and policies
- ensuring the council's leadership team has both male and female members to balance its gender composition and provide role models
- starting an International Women's Day honour roll in 2010
- implementing the Women in Leichhardt Leadership Program (WILL), a year-long skill-development program available to all employees that increases awareness of the council's diversity. Currently there are 15 participants.





### **What results did the change achieve?**

A generational change in the EEO culture at Leichhardt Municipal Council has led to a significantly more diverse workforce. As a result of this transition, we achieved Bronze accreditation at the 50/50 Vision Gender Equity Awards in 2010, and are aiming for Silver accreditation in 2014.

### **What challenges did Leichhardt face and how were they overcome?**

As can be expected with large-scale cultural shifts, there was some initial resistance within the organisation. To overcome this, all decisions made as part of the plan to increase diversity were backed up by evidence drawn from council workforce data. Furthermore, every two to three years, our council employees are required to attend an EEO training session that includes coaching on recruitment and selection techniques. This is vital to reinforce diversity across the council and provide the opportunity for new starters to access the training.

It has been challenging to identify and retain female role models at our council. To help address this, Leichhardt always has male and female representation in the senior leadership team. In addition, dedicated development opportunities and mentoring programs are provided to retain high-performing women.

### **How does Leichhardt continue to measure progress on diversity?**

We take a multifaceted approach to achieving gender diversity. Qualitative data from exit interviews and general employee observations is used to identify any areas of concern, while quantitative data from employee surveys and recruitment records is used to support ongoing progress reviews.

### **What recommendations would Leichhardt give councils looking to pursue a similar program?**

It is vital that any diversity program is linked to key business outcomes and has the full support of an organisation's management and leadership teams, particularly the General Manager. Our General Manager has been particularly supportive and taken a direct role in developing and promoting the recent initiative of the Women's Leadership Program in Leichhardt Council. This not only underscores the importance of diversity, but also helps to ensure that sufficient funds are budgeted for EEO directives. Councils pursuing EEO outcomes also benefit from defined policies, procedures and processes, as well as repeated appropriate training and education for all staff, including management.

## Don't leave succession planning too late

### Generational diversity

Creating an inclusive culture that encourages workforce diversity can assist in the generation of a better range of ideas and the implementation of improved local government social policy. A diverse workforce is more likely to reflect broader community views and will assist the council to better understand the community's needs and deliver better outcomes.

Our survey results show that council employees over 50 years of age represent 37% of the workforce, compared to the Australian labour force average of 27%.<sup>6</sup> Males make up 41% and females 32% of the workforce over 50 years of age. We also found that the male baby boomer<sup>7</sup> generation dominates, comprising 33% of the overall workforce during the 2012–13 financial year.

By June 2018, 10.4% of workers who were employed by councils as at 30 June 2013, will reach the retirement age of 65 years and have the option to retire. By June 2023, this figure will more than double to 24%.

What does this all mean? NSW local government is going to have a large number of employees approaching retirement over the next five to ten years. Clearly, many councils should be examining their longer-term HR strategies now, along with the impending retirement rates of their workforce. However, as mentioned previously, only 14% of NSW councils surveyed have a formal succession planning program in place.

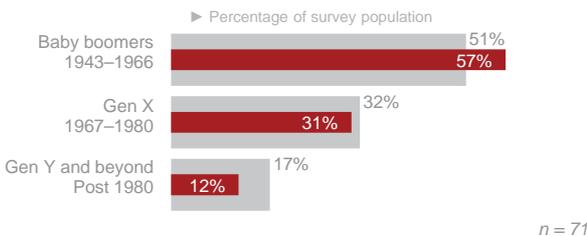
In light of the current high proportion of baby boomers in councils and impending generational change, it is essential for councils to consider:

- career paths that incorporate flexibility for employees in the years leading up to retirement
- strategies to increase the recruitment and retention rate of Gen Y and Gen X
- succession planning and knowledge transfer to the next generation of leaders

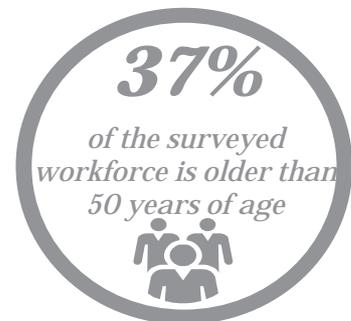
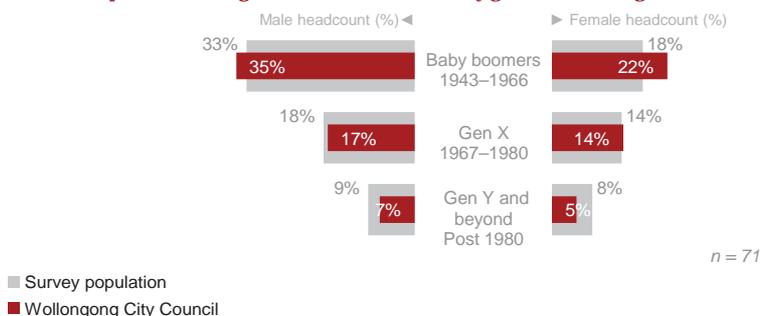
The 2013 PwC Global CEO Survey<sup>8</sup>, which surveyed 1,330 global CEOs, highlights that 71% of CEOs are engaging in active succession planning, including identifying multiple successors, a much higher number than in our local government survey. In addition, to create a more agile and responsive organisation, 79% of CEOs are including managers below board level in strategic decision making as a way to develop the leadership pipeline.

Just as important is understanding the different values and perspectives of Gen X and Gen Y employees, who comprise 32% and 17% respectively of the surveyed local government workforce. This will help create a culture that is better placed for workforce changes where older and younger employees can work together in harmony.

#### Generational headcount mix



#### Workforce profile (closing headcount breakdown by generation and gender)



<sup>6</sup> Australian Bureau of Statistics 2011. Census of population and housing

<sup>7</sup> Australian Bureau of Statistics definition of baby boomers

<sup>8</sup> PwC. 2013, 16th annual 2013 Global CEO survey, 'Dealing with disruption, adapting to survive and thrive'

## Do you have an active leave management strategy in place?

### Annual leave

High leave balances present both an employee wellbeing issue and a financial liability for organisations. Failure to rest and recuperate may result in health problems and stress-related productivity issues. We found that despite the Award entitlement being four weeks of annual leave per year (and five if the employee is regularly required to work a seven-day-a-week rotating roster system), 12% of employees have more than eight weeks of annual leave accrued.

The following factors could impact a council's financial liability if an active leave management program is not established:

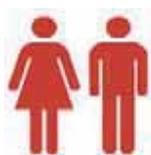
- high leave balances at management level
- council award salaries that are guaranteed to increase annually (cumulative effect)
- annual and long service leave paid at an employee's current pay level.

If these factors are not addressed, leave balances will continue to increase in value the longer they remain unused. Budget management issues could occur if departments do not plan for an increase in leave entitlements during the budget-setting process.

The Local Government (State) Award 2014 covers the requirement for council employees to use both annual and long service leave. Councils should regularly review their employee leave balances and consider establishing a leave management strategy or re-invigorating their current leave strategy. Councils may wish to look at additional leave policies that encourage staff to reduce their leave balances.

### Key considerations

- Do your managers regularly review each employee's annual leave balance?
- Are your senior managers with high leave balances modelling the desired leave behaviour?
- Have you considered the financial impact of Award salary indexing on high accrued leave balances?
- Do you encourage a culture where leave is used as a way to maintain good health and wellbeing?



**44%**

of your workforce has more than 4 weeks leave accrued

**13%**

of your workforce has more than 8 weeks leave accrued



**41%**

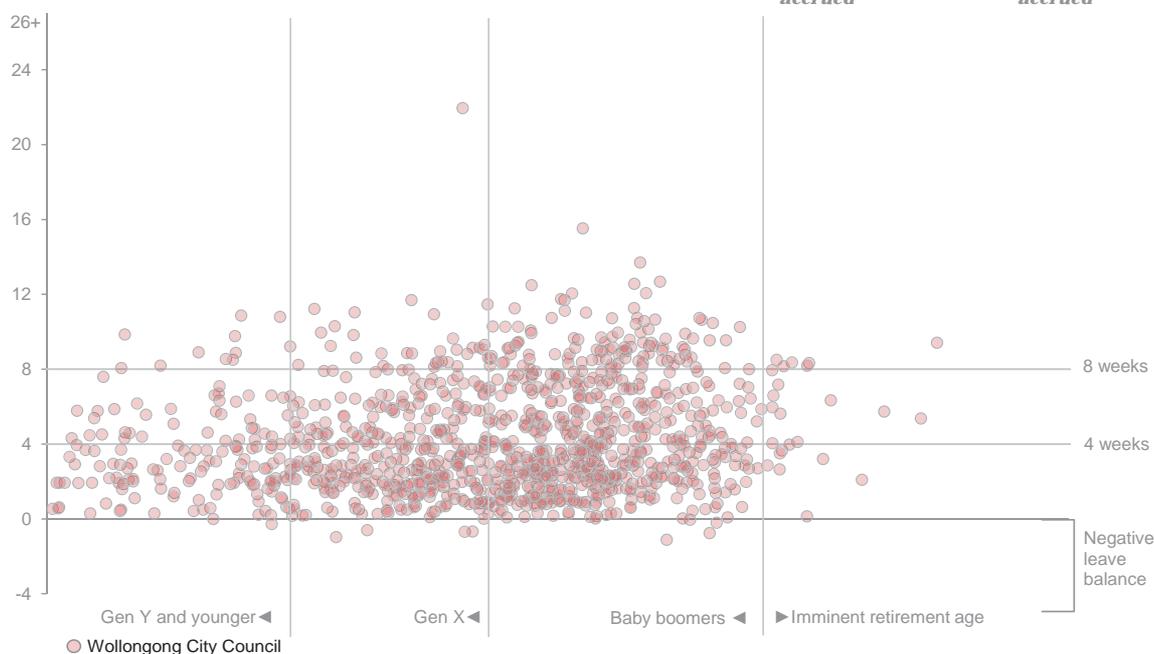
of the surveyed workforce has more than 4 weeks leave accrued

**12%**

of the surveyed workforce has more than 8 weeks leave accrued

### Employee annual leave balance in weeks by year of birth

▼ Annual leave in weeks



## The importance of managing long service leave and retirement

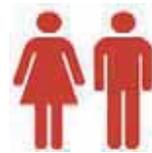
### Long service leave

Given the high proportion of baby boomers in the local government workforce, we encourage each council to review its spread of long service leave balances across the generations.

Councils with a significant proportion of their workforce in the baby boomer generation would be wise to be aware of the extent of their financial liability, due to the impending retirement of this group of employees. These councils may wish to establish an active leave management strategy, or other arrangements, to avoid a cash flow shock over coming years, and to help manage the transition from work to retirement for employees and for the council.

Encouraging employees to use their long service leave may lead to:

- a better understanding of the responsibilities within roles across the organisation
  - an improved skill base as existing employees accept opportunities to 'act' in different roles
  - a more engaged workforce, due to the variety of work on offer
  - a smoother transition from work to retirement, leading to better employee welfare and knowledge retention in the council
  - the ability to establish a long-term plan should skills shortages be identified
- new insights, to better inform a succession planning program
  - a refreshed workforce, possibly leading to lower sick leave and lost time from injuries
  - more educated staff regarding the value of using leave balances
  - a higher quality of work.

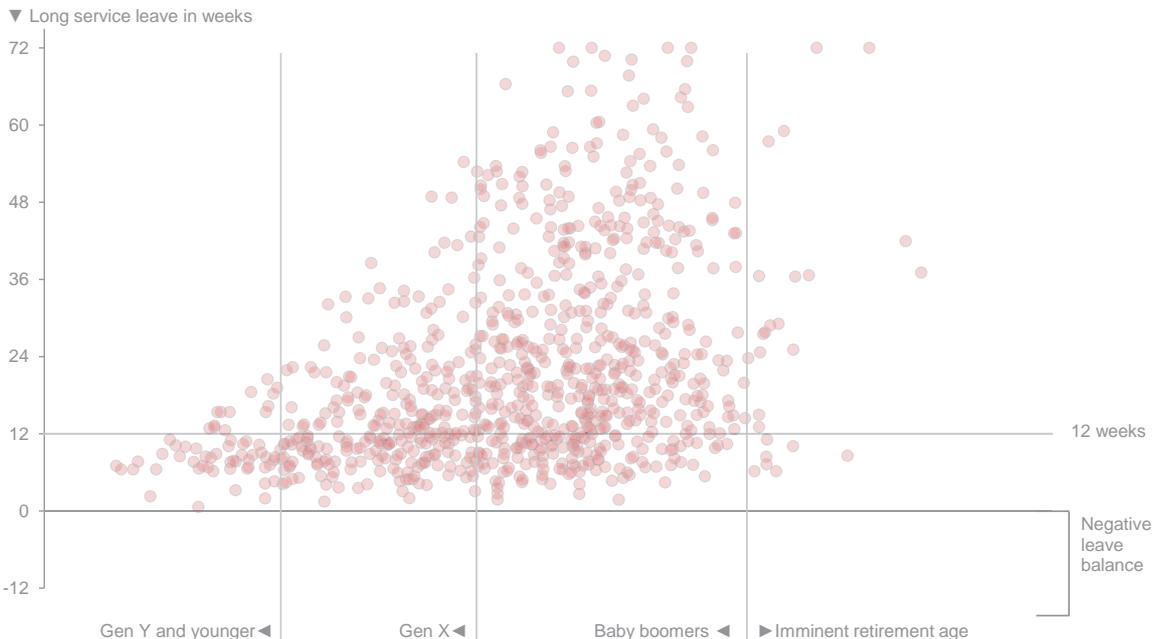


**52%**  
of your workforce has more than 12 weeks long service leave accrued



**28%**  
of the surveyed workforce has more than 12 weeks long service leave accrued

Employee long service leave balance in weeks by year of birth



## What you can learn from sick leave and absenteeism

### Absence

Our survey also explored the use of sick leave during the 2012–13 financial year. The median number of sick leave days per employee across the survey group was 6.0 days. We acknowledge that the Local Government Award (2014) provides a higher level of sick leave entitlement to employees compared to Fair Work Australia.

Employees will sometimes experience serious illness and require extended sick leave while they recover. Equally, many employees are fit and well and will take very little, or no, sick leave in a year. To draw the focus away from these two groups of people, we have focused our analysis on the middle 50% of each council's workforce, in terms of the amount of sick leave taken.

Across the entire survey population, the 25% of employees who used a small amount of sick leave took 2.7 days or less, and on the other end of the spectrum are the 25% of employees who took 11.5 days or more. So, 50% of staff took between 2.7 days and 11.5 days of sick leave – this is the 'normal' range. Our view is that the active management of sick leave within this range can lead to valuable benefits.

High levels of absence can have a stifling effect on productivity, as well as adding to costs through lost time and short-term replacement staff. The absence rate can be used as an indicator of two key workforce outcomes:

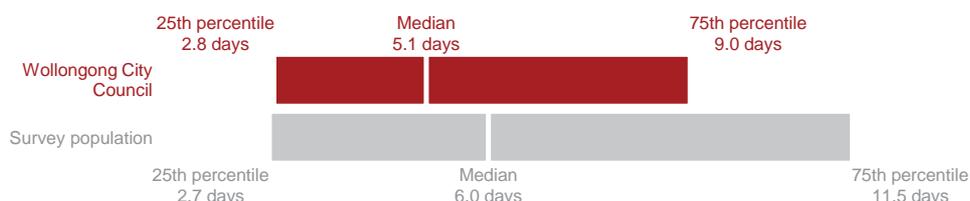
- the volume of absence management that needs to be performed
- the extent to which excess absenteeism is due to low employee engagement.

Where employees at supervisor level and above have a high level of absenteeism, this can have a demotivating and domino effect on lower levels of staff. It is especially important for smaller councils to examine their sick leave profile, as replacing staff on sick leave from the existing pool of resources can be difficult, and if agency staff are used as backup, employee costs can escalate.

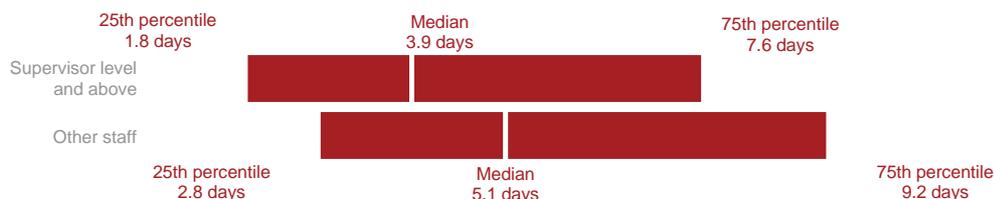
#### Key considerations

- Are your HR systems accurately capturing and reporting the full scope of all employee absences?
- What employee groups are reporting high levels of absenteeism?
- Can absenteeism be used as a key indicator of employee engagement in your council?

#### Days of sick leave taken



#### Days of sick leave taken by staff level – Wollongong City Council



■ Survey population  
■ Wollongong City Council

# Do your managers have access to management development training?

## Management development training

According to our survey, more than two-thirds of councils have a formal management development program in place. Popular ways of delivering this type of training include external leadership programs, conferences, and professional courses leading to formal qualifications.

External mentoring programs are not as prevalent. This is one area councils could focus on, because mentoring programs are a positive way for employees to benefit from the experience of more senior people when progressing to a manager or C-suite level.

Our survey showed that 61% of directors and nearly 60% of general managers and managers participated in some form of management development training during the 2012–13 financial year. By comparison, only 42% of team leaders and 36% of supervisors attended management development training. This indicates that many staff who have 'people responsibility' are not getting access to important development opportunities. It also suggests a focus on talent management, with councils investing more as staff reach manager level and above.

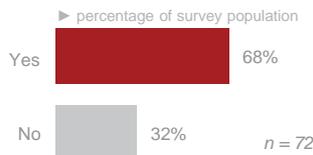
A management development program forms part of the value proposition for employees. Retaining and attracting leaders who can think strategically and motivate others to embrace the organisation's vision and values can set an organisation apart from others.

We also found that 40% of councils did not have a dedicated budget in place for management development training. This indicates that some councils are not prioritising this type of training for their managers – a group that has the most ability to influence, motivate and appraise others.

**Key considerations**

- Are your managers equipped with up-to-date technical and professional skills to enable them to be effective leaders of your workforce?
- Do you prioritise learning and development for employees at supervisor level and above?

### Does your council offer formal management development training?



### Percentage of staff that participated in management development training



### What type of management program/s were offered?



■ Survey population  
■ Wollongong City Council

## Strategy and performance are intrinsically linked

### Performance appraisal

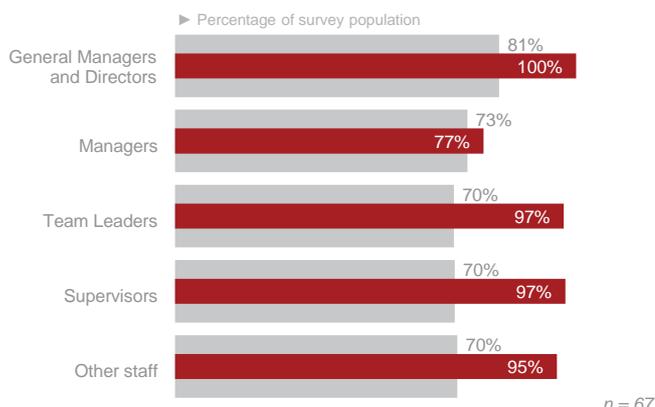
Creating a culture of continuous improvement that fosters honest and timely performance feedback can have a significant impact on employee morale and productivity. Regular informal feedback and recognition is just as important as conducting a formal performance appraisal, either annually or every six months. In these formal sessions it is important to review achievements, identify performance issues and plan for further development needs. Formal performance appraisals also allow an organisation to identify skill gaps and then plan accordingly.

Our survey shows that general managers and directors are more likely to receive a formal performance appraisal compared to any other staff level. While 73% of managers are receiving performance appraisals, there is still a large portion (27%) who do not receive feedback during the year.

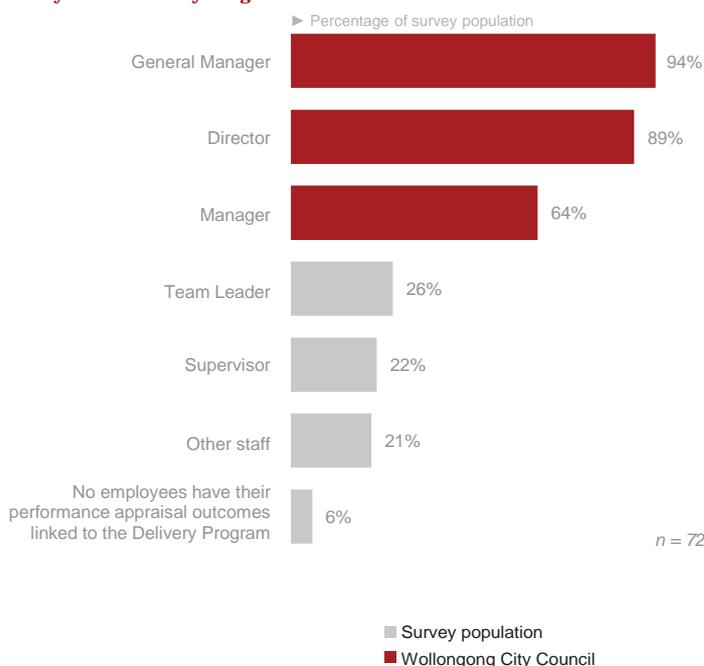
Lack of performance appraisals at the manager level is concerning as this function is the 'glue' between senior management and staff. It suggests that senior management are not performing their roles adequately when it comes to performance management of their managers.

An organisation's success relies heavily on its people. That is why it is best practice to establish clear organisational goals and objectives and link these to an employee's performance appraisal. We would expect to see all general managers and directors with appraisal outcomes linked directly to the Delivery Program, and we found this occurred for 94% of general managers and 89% of directors. We see reasonable evidence of this cascading to managers, with 64% having their performance outcomes linked to the Delivery Program; however, there is still room for improvement.

#### How many of your employees had a formal annual performance appraisal in FY13?



#### Which staff levels have their performance appraisal outcomes linked directly to the Delivery Program?



## Are your workforce costs growing faster than your revenue?

### Productivity

There is a strong drive for increasing workforce productivity in councils, with regular ongoing performance assessments in this area. How do you know if you indeed are successfully delivering more with less?

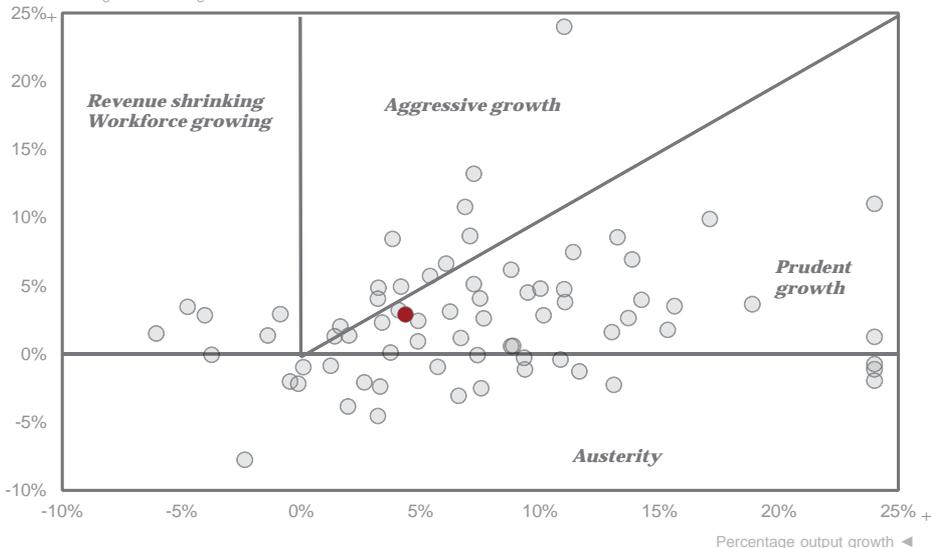
Productivity is not easy to measure, as there are many variables that can impact costs and outputs. However, we believe that we should try to assess whether councils are improving the relativity between the level of their controllable outputs (measured by controllable revenue) compared to the increasing costs of their workforce.

In calculating the percentage of output growth, we compared controllable revenue between FY12 and FY13. In calculating controllable revenue, we excluded all types of grants, revenue from providing outsourced services, and domestic waste management revenue. In calculating the percentage of workforce growth, we compared total employee costs between FY12 and FY13.

The results present a directional view of councils' overall performance and these have been classified into segments on the charts below. Overall, most councils reported increasing their controllable revenues at a faster rate than their workforce costs, which presents a pleasing picture for financial sustainability. This is shown by the clustering of circles within the 'prudent growth' area of the chart. Many councils are in a period of 'austerity', reducing workforce costs compared to income, as they perhaps seek to address past sustainability issues.

#### Productivity: survey population

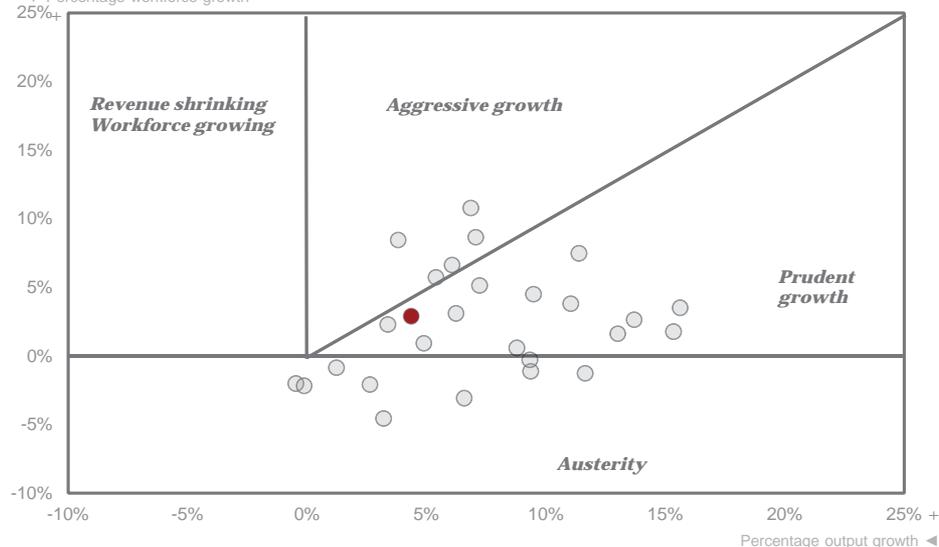
▼ Percentage workforce growth



#### Productivity: regional councils

▼ Percentage workforce growth

n = 72



○ Survey population  
● Wollongong City Council

## How do you manage lost time injury incidents?

### Lost time injury incidents

The cost of workplace injuries can be considerable. There are both direct costs like workers compensation premiums and payments to injured employees, as well as indirect costs such as lost productivity. There is also the personal wellbeing cost to the injured employee.

In our survey, we collected data on lost time injury incidents during the 2012–13 financial year. We acknowledge that councils with a higher percentage of outdoor workers may have a higher rate of incidents. On the scatter chart below, we have plotted each council's rate of incidents (measured as the number of incidents per 100 employees) against the average incident cost. The bubble size represents the average lost days per incident.

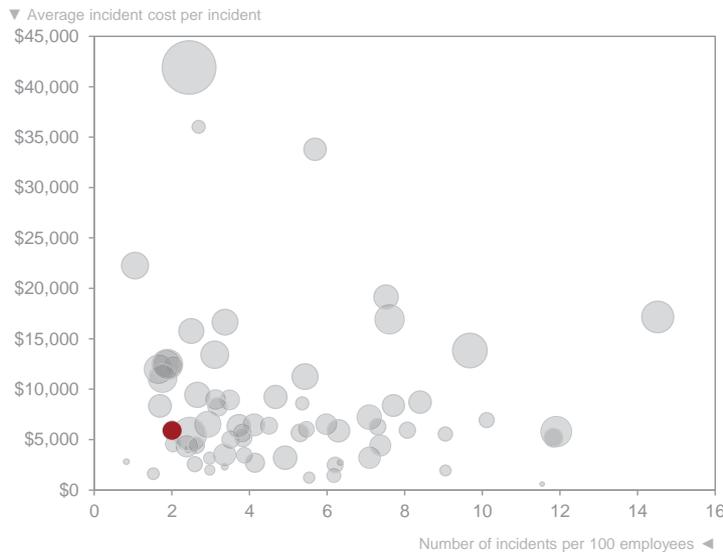
We also investigated whether certain age brackets were more likely to have an incident. Our evidence shows that incidents are more likely for workers at either end of the age spectrum. The over 60 years age group has the highest average rate of incidents, with 5.9 incidents per 100 employees, followed by the 18 to 30 years age group, with 5.4 incidents per 100 employees. Councils should further explore the nature of these incidents in an effort to implement awareness and wellbeing programs that target these two distinct age groups.

While the 45 to 60 years age group has the highest percentage of overall incidents, this is purely a reflection of the size of this age group within the overall workforce population.

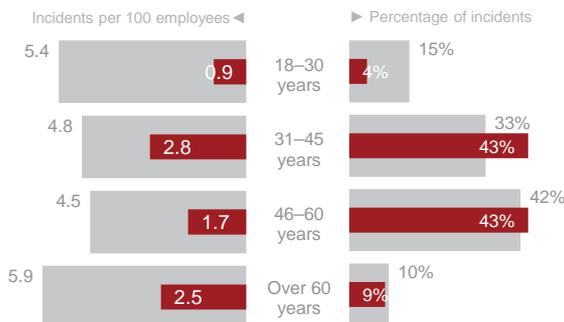
### Key considerations

- Does your council have a higher-than-average number of incidents per 100 employees?
- What was the nature of the incidents? How do they rate on a scale of very serious to minor?
- Were your incidents costly?
- Do you have a prevention program in place to minimise incidents?

### Lost time injury incidents



### Incidents per 100 employees by age bracket



# *Finance*



## Finance partnering with the business

### The role of finance

Councils face large and growing financial pressures and their finance teams must support the management of costs that can be highly volatile. In this environment it is crucial for council finance teams to be adaptable to rapid change. Your council is likely to have an edge if it has an experienced Chief Financial Officer (CFO) or senior finance professional who works closely with the general manager and senior management team to define the broader vision and strategy, and who embraces and promotes strategic transformation.

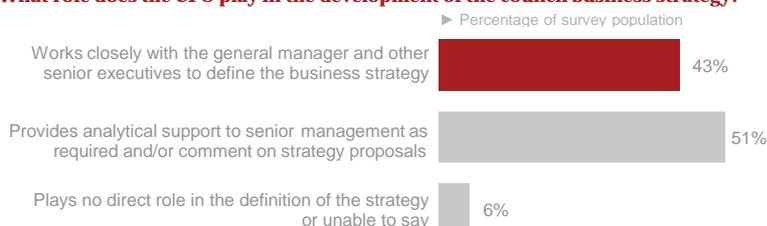
Our survey reveals that only 43% of councils have a CFO or senior finance professional who works closely with the general manager to define the business strategy. Our result is lower compared to PwC's 2013 report on federal government benchmarking on corporate services<sup>9</sup>, where 25 federal government organisations were surveyed. In the federal government survey, 52% of senior finance professionals work closely with the general manager to define the business strategy.

We further examined the type of qualifications within each council's finance function and found that one-third of finance employees hold at least a bachelor degree and 15% have attained a postgraduate qualification.

Excellent finance functions don't develop by chance. They are built over time by a sustained and focused program, led by CFOs who invest continually in people, process and technologies.<sup>10</sup>

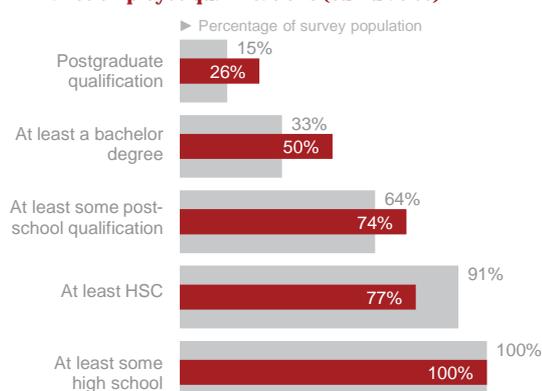
Timely access to both historical and forecast financial information is crucial for the general manager and senior management to make informed business decisions. Nearly half of the surveyed councils receive approved financial information on a monthly basis, but 44% still only receive financial information quarterly. As reform continues to play a vital role in the NSW local government sector, we encourage councils to more actively look at the quality and timeliness of their data, to effectively measure business benefits.

### What role does the CFO play in the development of the council business strategy?



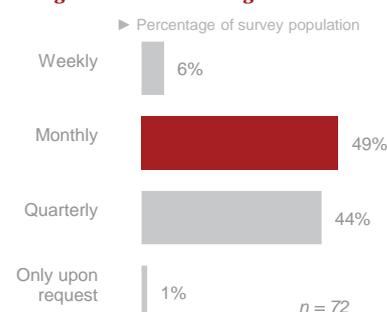
n = 72

### Finance employee qualifications (cumulative)



n = 72

### How often do you report approved financial information to the general manager and senior management?



n = 72

■ Survey population  
■ Wollongong City Council

<sup>9</sup> PwC Australia, 2013, 'Understanding Productivity: Federal Government Benchmarking on Corporate Services'  
<sup>10</sup> PwC, 2010, 'How can CFOs lead and change through these challenging times?'

# What is your finance function really costing you?

## Finance function cost

While the cost of running a finance function is often used as a key measure of its effectiveness, value is also derived from more strategic and commercial financial insights. Evaluating the allocation of resources across three key areas of finance – business insight, compliance and control, and transactional efficiency – can help identify what may be hindering progress towards greater efficiency and effectiveness.

In the NSW local government sector, the finance function is heavily weighted towards transactional efficiency, with 68% of finance’s full-time equivalent (FTE) effort allocated to this task. Only 16% of time is assigned to insight-focused activities. Councils that include payroll in the finance function are likely to see a higher FTE in transactional efficiency, compared to those councils that outsource payroll or include it within the human resources division.

In comparison, a recent global PwC finance effectiveness study<sup>11</sup> shows that corporate finance functions are now devoting 25% of their time to insight-related activities. These organisations are slowly transitioning finance from a budgeting and control function to a driver of business transformation and performance, striving to deliver strategic insights to key stakeholders.

In our local government survey, we also explored the cost of the finance function as a percentage of revenue. All cost elements such as remuneration, outsourcing, technology and other costs have been included. Remuneration is the largest component, at 76%, with the remaining cost areas each comprising around 7% to 8% of the total finance cost.

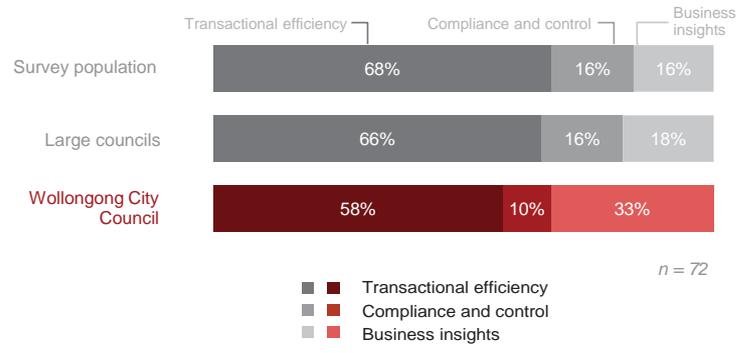
Our results indicate that councils in the lowest cost quartile operate their finance function at around 1.4% of revenue, while the overall median cost of finance is 1.9% of revenue. The narrow finance span of control measure reflects these higher costs, with 26.7 managers for every 100 employees – indicating a high proportion of finance employees with managerial responsibility. Yet only 16% of this valuable resource is being used to deliver value-adding business insights.

These local government finance costs are higher than the Australian private sector, which has a median of 1.5% and 0.6% of revenue for companies in the lowest cost quartile.<sup>12</sup>

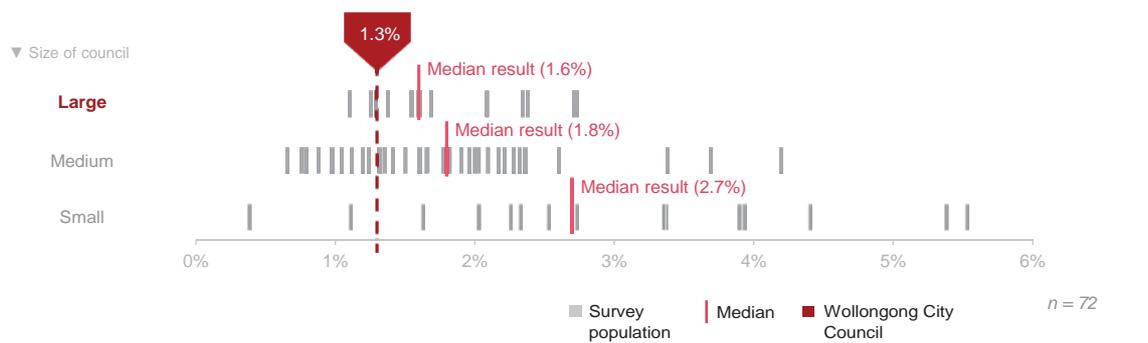
**Key considerations**

- Have you rationalised reporting requirements to ensure data is aligned to internal and external reporting requirements?
- Have you invested in technology to support better analysis and reduce the amount of time spent gathering and manipulating data?
- Have you explored outsourcing or sharing transactional activities with other councils?

### Finance function effort by process



### Cost of finance as a percentage of revenue



<sup>11</sup> PwC UK, 2013, 'Unlocking potential: finance effectiveness benchmark study'  
<sup>12</sup> PwC Australia, 2013, 'Benchmarking Insights Report, 'How do you know if you lead or follow?'

## Balancing insight and efficiency

### The budgeting and forecasting process

The time taken to finalise a budget or prepare a forecast varies between industries and organisations. However, it is widely acknowledged that companies spend considerable time and effort preparing, consolidating, summarising, communicating, explaining and reviewing the information they use for financial planning.

When assessing the time councils spend on the budgeting process, we measured from the date the process officially began to the date of final approval (the date the council approved the budget). The median results for the 2013–14 financial year budget process were relatively high across councils of all sizes, ranging from 114 business days in small councils to 168 business days in large councils. This suggests finance teams are spending a significant portion of the year on a process that often involves much data gathering and manipulation, instead of generating value-adding business insights.

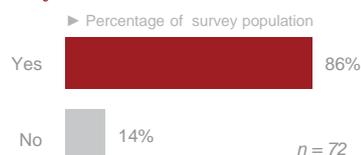
A recent global PwC finance effectiveness benchmark study<sup>13</sup> showed that the median budget cycle for corporate organisations was 103 days in the 2012–13 financial year. Comparing this figure with our NSW local government sector findings suggests there may be inefficiencies within the council process.

The global study credits incremental improvements in technology and automation for reducing budgeting and forecasting cycle times. Simplifying the overall planning process is another area where organisations can become more efficient. Executing the process at the right level and identifying key business drivers that significantly impact performance allows for the right level of data to be reviewed at the appropriate management levels. It may also release capacity, allowing more experienced finance staff to spend more time developing budget insights instead of just gathering information.

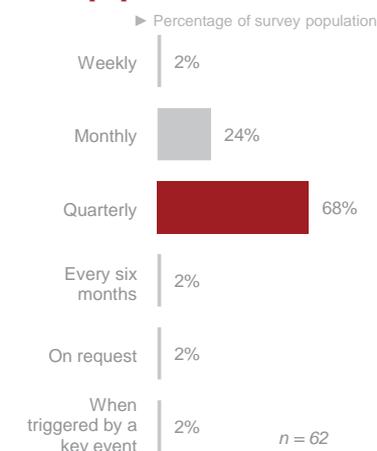
Given the relatively long cycle time for budget preparation in NSW local government, it is encouraging to see that 86% of councils formally forecast their performance to budget throughout the year. This is important for two reasons. First, preparing forecasts allows councils to gain insights into future financial performance and to refresh possibly outdated budgets. Second, when prepared frequently and with rigour, forecasts can also be used as a mechanism for generating insights and analysis to help better understand the business and its performance drivers.

However, we found that only 24% of councils are preparing forecasts every month. This level of frequency is low considering 58% of federal government organisations prepare forecasts on a monthly basis.<sup>14</sup> Could the time taken to prepare budgets be encroaching on what may be a more valuable use of time by senior finance staff?

#### Do you formally forecast your performance to budget throughout the year?



#### What is the primary frequency of forecast preparation?



#### Key considerations

- How can your organisation more effectively complete forecasts and bring together valuable information on its key business drivers?
- In which areas of the planning, budgeting and forecasting process can you realise benefits by increasing automation?
- As you re-forecast, do you formally consider the impact of future changes on next year's budget and beyond?

#### Total elapsed business days for the budgeting process



<sup>13</sup> PwC UK, 2013, 'Unlocking potential: finance effectiveness benchmark study'

<sup>14</sup> PwC Australia 2013, 'Understanding Productivity: Federal Government Benchmarking on Corporate Services'

## Are you leveraging technology to create real-time insights?

### Finance processes

Demand for data-driven insights is rising, along with escalating market and industry regulation that requires businesses to capture increasing amounts of data. This is placing pressure on financial reporting teams and making it more difficult to achieve efficient and effective reporting processes.

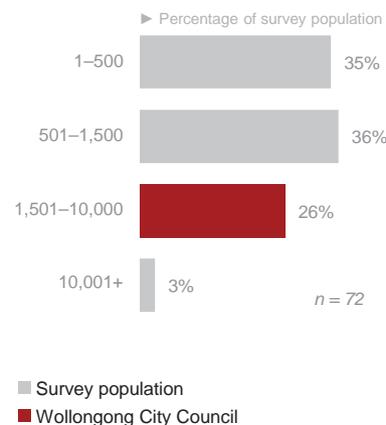
Investing in technology and automation will alleviate pressures at month and year end by removing manual processes. This in turn will allow finance teams to make better use of their time by analysing data and providing insights to the organisation.

Our survey shows 36% of councils are still manually loading information into spreadsheets to produce financial reports, compared to only 21% of federal government organisations.<sup>15</sup> At the other end of the spectrum, 24% of councils are tackling these challenges by increasing their use of business intelligence (BI) tools. This shows a slightly higher uptake compared to federal government organisations, where less than 20% are moving to BI tools.

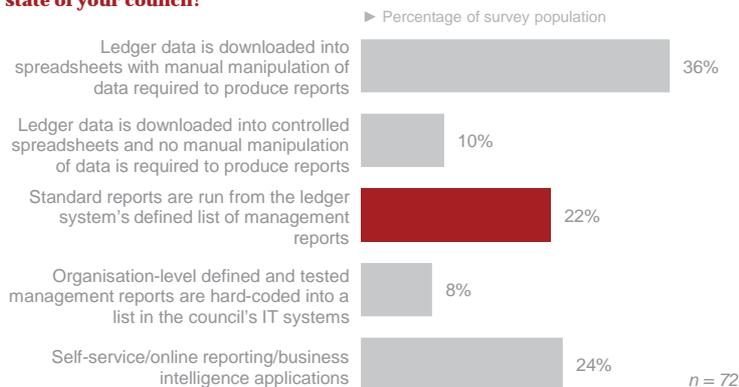
BI tools are designed to retrieve, analyse and report data at the click of a button. They can create a more efficient and effective close-to-report cycle. BI tools can also offer dashboards with real-time data presented in ways that enable senior management to quickly analyse the information and make time-critical decisions, instead of responding based on outdated data.

A key measure of how effectively an organisation uses technology in its close process is how many manual journals the finance team needs to process. A substantial proportion of councils still process a significant number of manual journals, with 29% processing more than 1,500 manual journals annually. Strategies to reduce manual journals include automating all recurring journals and setting materiality thresholds for making reclassification entries. The benefits gained include the ability to redeploy finance resources to more value-adding tasks, as well as a more robust control environment.

#### What was the total number of manual journals processed in the year ending 30 June 2013?



#### For the majority of key financial reports, what option is most aligned with the state of your council?



#### Key considerations

- Is finance providing relevant and timely business information to support decision making?
- Is your finance team frustrated by their lack of time to add value through business insights?



<sup>15</sup> PwC Australia, 2013, 'Understanding Productivity: Federal Government Benchmarking on Corporate Services'

## Source of income

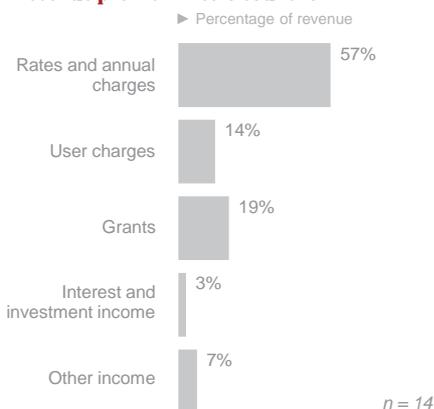
### Revenue profile

Our survey shows that in the 2012–13 financial year, rates and annual charges comprised the largest portion of revenue for metro (57%) and regional (46%) councils. By comparison, rural councils obtained just 31% of their revenue from rates and annual charges, tending to rely more heavily on grants (40%) as a source of income.

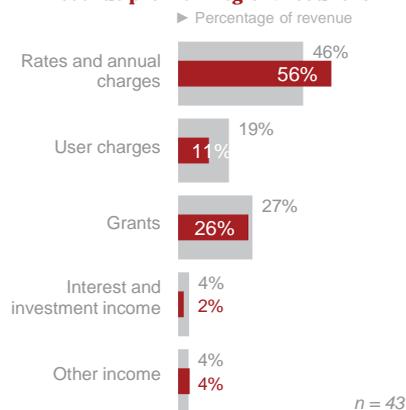
Historically, councils have been limited in their ability to optimise revenues or stimulate new areas for revenue generation, due to rate pegging by the NSW government. The Special Rate Variation (SRV) process has been a critical enabler for councils to take more control of revenue derived from rates. While more councils have now followed this approach – 32 councils in 2014 – the majority are yet to participate in the SRV process.

Councils are actively reviewing their current revenue profile and sources of income to determine how best to gain more control over this critical component for future sustainability.

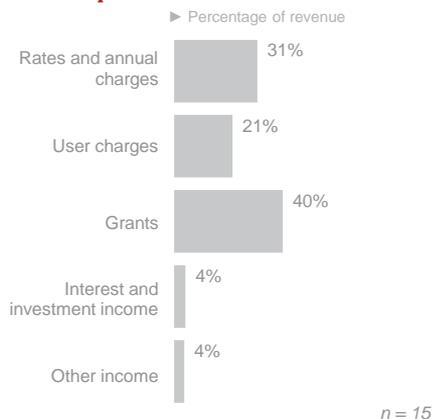
#### Revenue profile – metro councils



#### Revenue profile – regional councils



#### Revenue profile – rural councils



■ Survey population  
 ■ Wollongong City Council

## Optimising working capital

### Collection of rates and annual charges

Efficient operations in accounts receivable and payable departments are essential to effective working capital management. Automation of financial processes can help build agility into labour-intensive processes, increase cashflow visibility, and enhance the relationship between councils, rate payers and suppliers.

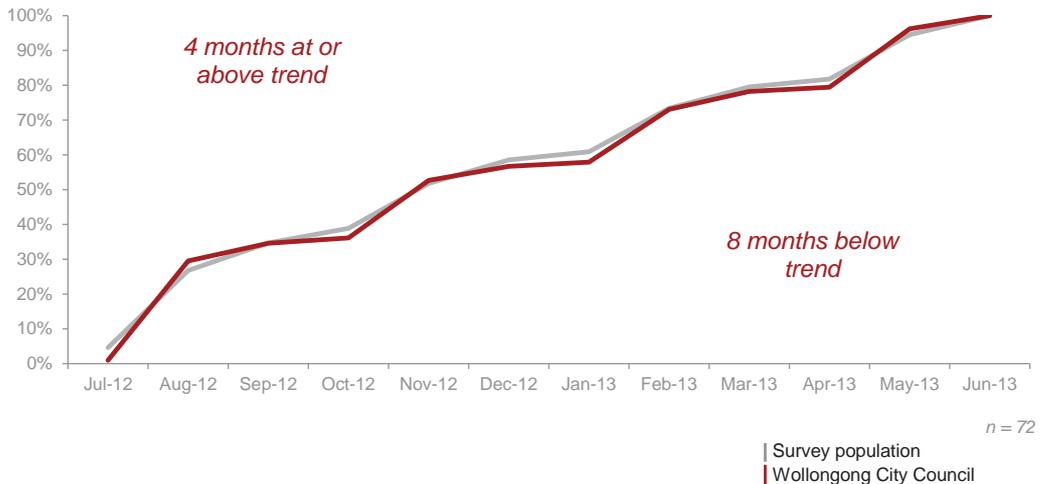
More consumers are opting to receive utility, phone and other household bills electronically. However, our survey shows this is an area requiring development as only 33% of councils are offering or developing this service. The benefits of electronic bills for councils include a potential reduction in paper and postal costs, and improved cash collections. It also signals to the community that the council has a progressive attitude to the adoption of new technology.

The charts below show how councils compare to the survey population when it comes to the cumulative collection of rates and annual charges throughout the year, as well as quarterly cash collections. In FY13, quarter one cash collections were higher than all other quarters, reflecting the pattern of some residents and businesses paying these charges upfront for the year ahead.

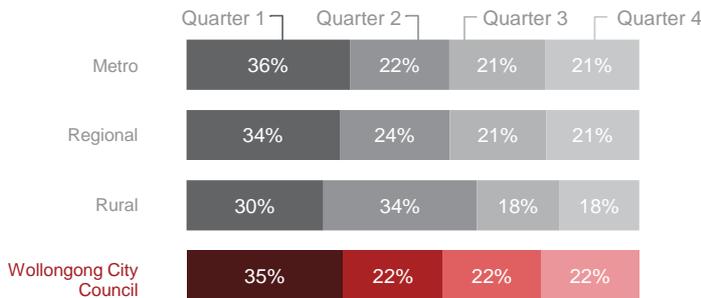
Interestingly, while rural councils get off to a slower start, by the end of the second quarter they have collected 64% of total rates and annual charges, while metropolitan and regional councils have only collected 58%.

Every council should undertake a review to determine how quickly it collects rates and annual charges. To assist, we have shown below, the dollar-value equivalent of 1% of your rates and annual charges revenue collected. This allows you to calculate how far ahead or behind your council may be quarter by quarter.

Cumulative collection of rates in FY13



Quarterly collection of rates and annual charges in FY13



▲ Percentage of rates and annual charges collected n = 72



## Tracking and managing capital projects

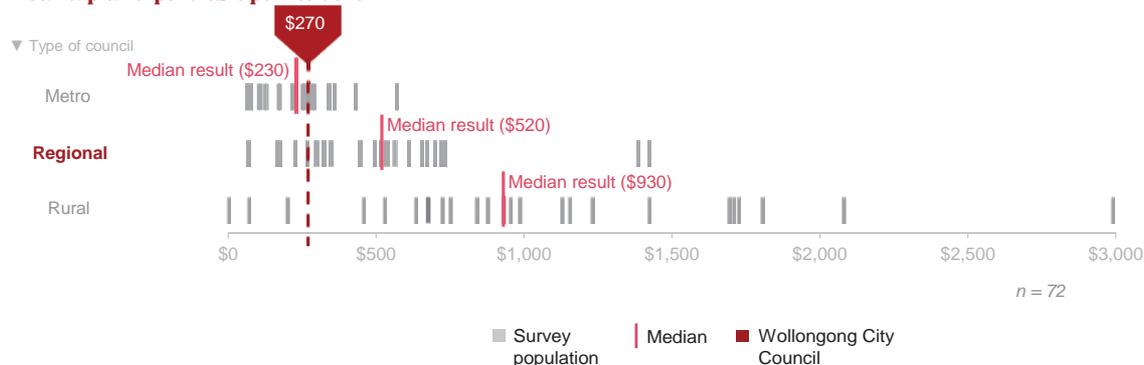
### Capital projects

The effective management of capital expenditure is particularly important due to local government's asset-intensive nature and the limited capacity of council operating budgets to absorb variations in the financial outcomes of capital projects. The Office of Local Government capital expenditure guidelines discuss the responsibility councils have to their community for the prudent management of community assets and finances.<sup>16</sup>

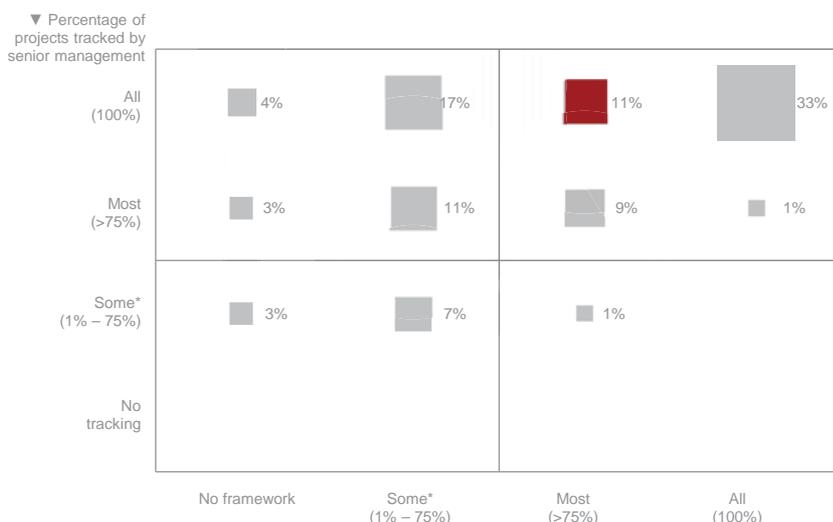
In our survey, we found that rural councils spend more per resident on capital projects than regional and metro councils, with a median result of \$930 per resident. A key component of this higher spend per resident is the maintenance required for large state infrastructure such as, but not limited to, roads and bridges.

When assessing our survey results on capital expenditure projects, we found there is capability to formally track projects by senior management, but there is scope for improvement when it comes to project management. While 89% of councils said that all or most capital expenditure projects were formally tracked by senior management, only 55% have a project management framework in place for all or most of these projects. Given the high volume of spend in this area, having rigour around project management is recommended.

#### Total capital expenditure per resident



#### Capital expenditure tracking projects



\* Please note that 'some' (1 to 75%) includes all responses of some, few and limited

◀ Percentage of projects with a project management framework

n = 71

<sup>16</sup> Office of Local Government, December 2010, Capital expenditure guidelines

# Case study: Bankstown City Council

## Finance function

### **How long has Bankstown City Council's (Bankstown) finance function placed particular emphasis on business insight activities?**

Bankstown City Council's (Bankstown) finance function has played an important role in supporting business planning and providing data insights since 2000. The Office of the General Manager and the finance team are collectively responsible for preparing the Long-Term Financial Plan, Delivery Plan and Operational Plan. The Finance team is accountable for management accounting and budgeting performance. We do obtain external assistance in managing our cash investment function and debt collections.

### **What were the results of finance partnering with the business?**

We have developed an integrated approach across the council by being more involved in developing the business strategy. This has allowed Bankstown to incorporate our asset management and service expectations as part of our Long-Term Financial Plan, enabling us to manage our known liabilities and cash reserves for future strategies.

Regular financial reporting, forecasting and policy reviews have given our council greater awareness of any impending issues or challenges and the ability to intervene or address them.

### **What processes has Bankstown put in place to ensure continuous improvement in the finance function?**

We continually review our finance function against the following criteria:

- Are all processes automated and streamlined?
- Do we require any ongoing training or business support across the business to ensure sound financial management?
- Should we use any external support and assistance in technical or specialised services?
- Do we need to strengthen working relationships and processes impacting the finance function?

### **How does Bankstown measure and review the finance function's progress ?**

We implement an annual customer survey to measure satisfaction with the reporting facilities, budgeting process and other financial matters. The survey also captures suggestions for improvement from employees. This process is integrated with the Operational Plan and Unit Plan outcomes for financial services, to guarantee continuous improvement.

### **What is Bankstown's approach to overcoming challenges?**

We ensure there is ongoing accountability for the accuracy of any financial information processed and that all business units are responsible for managing their own budgets. The focus for the finance team is to adopt an analytical approach focused on supporting the business and alleviating any concerns raised across the council.

### **What recommendations would Bankstown give councils looking to pursue a similar program?**

It is imperative that councils continually measure and review their service level agreements and evaluate the capability of the finance function to meet council needs. Continuous improvement is crucial to ensure that the finance function can meet and respond to changing needs. Furthermore, it is critical to, assess financial measures and keep the rest of the council informed through regular and relevant reporting.

# *Operations*



## Fostering productive corporate services functions

### Corporate services

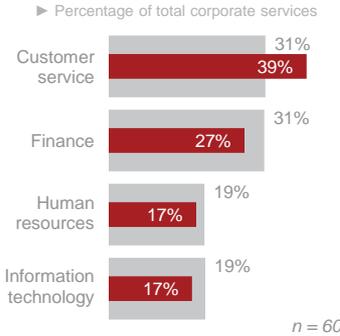
Productive corporate services functions provide critical information and services across a council to cultivate effective business processes and management. Often they are required to provide innovative solutions to both council employees and the community at large. These services are generally performed within tight constraints, including limited budgets.

Within our survey results, customer service and finance FTEs comprised the largest portion (62%) of total corporate service area FTEs. IT FTEs only represented 19% of corporate service FTEs, suggesting councils may be limiting their capacity to innovate and increase efficiency because 'day-to-day' running activities are consuming the available budget.

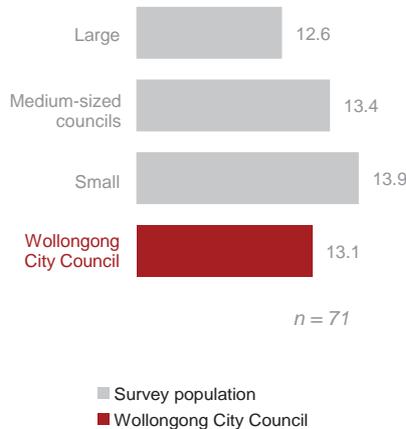
Perhaps this low level of investment in IT resources explains why 39% of councils received recommendations to make significant or somewhat significant changes in their IT corporate service reviews in the 2012–13 financial year. It may also explain why only 43% of councils have a formal IT strategy. You will find a more detailed review of the IT function later in this section of the report.

Our survey also reveals some economies of scale that operate in corporate services functions. The result of 12.6 corporate services staff for every 100 council employees in large councils compares to a result of 13.9 staff per 100 employees in small councils – representing a 10% difference in the resources employed.

#### Breakdown of total corporate services FTEs



#### Number of corporate service staff per 100 employees



## Have you conducted service reviews recently?

### Service reviews

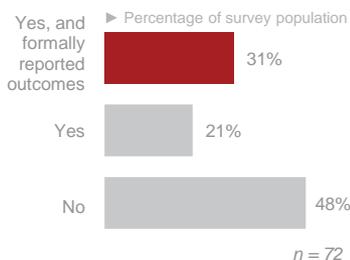
In our survey, we explored whether councils performed systematic and formal reviews of their services (either internal or external) to identify potential service delivery improvements. We found that 52% of councils conducted at least one service review in the 2012–13 financial year. However, 21% did not formally report the outcomes to the general manager and senior management. This means that only 31% of councils formally reviewed and reported results within the key decision-making levels of management within their council.

When it comes to the number of service reviews performed in the 2012–13 financial year, 32% of councils conducted one to five reviews and 13% conducted six to ten reviews. In the drive for efficiency, it is concerning that half of the councils surveyed did not perform any corporate service reviews in the 2012–13 financial year. We would expect more councils to be reviewing these functions in the 2013–14 study, as councils look for ways to improve efficiency in corporate services.

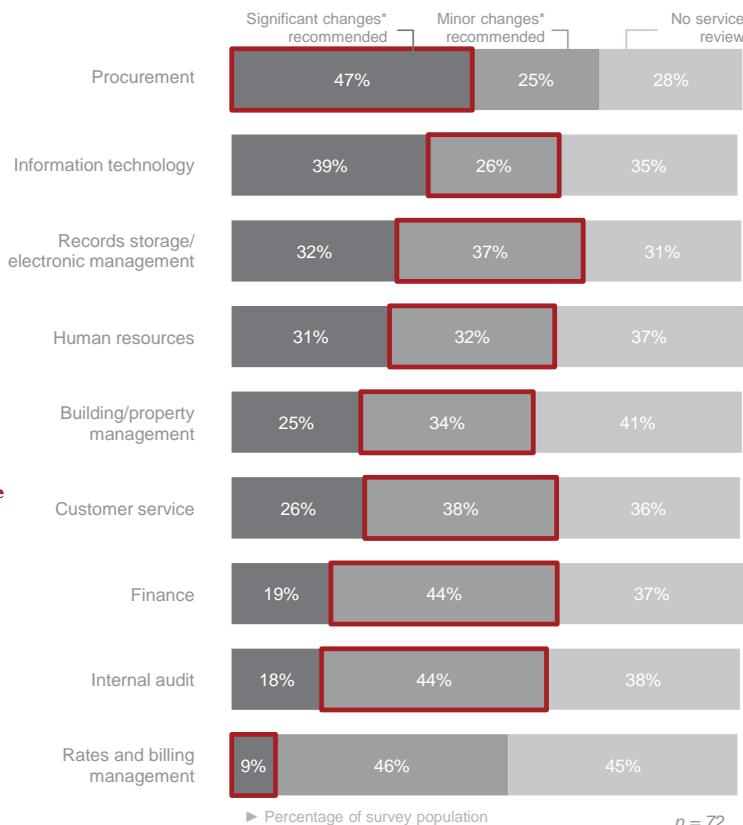
To better understand the degree of change recommended for certain corporate service areas, we investigated the results of the service reviews that took place in the 2012–13 financial year. Based on the service reviews conducted, the top four areas requiring significant or somewhat significant change were: procurement (47%), IT (39%), records storage/electronic management (32%) and human resources (31%). It is not surprising for IT to be one of the top areas requiring change, given the low level of investment in IT resources. Areas requiring minor or no changes include rates and billing management (46%), internal audit (44%) and finance (44%).



### During FY13, did your council complete service review/s?



### Extent of recommended changes for corporate services reviews



\* 'Significant changes' includes both significant and somewhat significant  
 \* 'Minor changes' includes both minor and no changes

■ Survey population  
 ■ Wollongong City Council

## Leading councils have an IT strategy

### Importance of an IT strategy

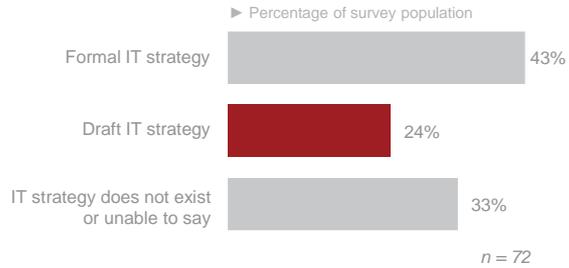
IT and digital technologies are now an inseparable part of our everyday lives. The 2014 PwC Global CEO survey showed that 91% of Australia's CEOs believe technology will be the biggest transforming trend for their business.<sup>17</sup>

Yet our survey showed that 57% of councils do not have a formal IT strategy in place, and 58% of councils regard the effectiveness of their IT systems as only 'adequate' to support the business. This indicates that councils are not sufficiently enabled to deliver to their future needs. This trend is especially evident in smaller councils, where 73% do not have a formal IT strategy. Councils that have adequate or less than adequate IT systems and no IT strategy in place should ask themselves how they will improve without such a key operational strategy.

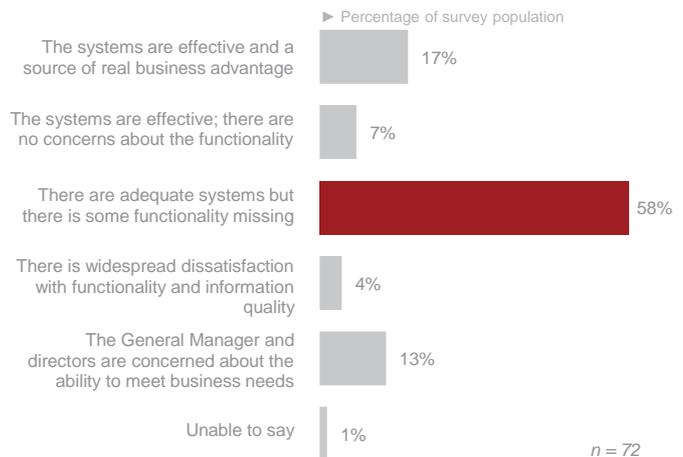
We understand that investment in significant IT infrastructure can skew results by periodically inflating costs. Despite this, our survey findings on IT spend per employee vary significantly across council size. Larger councils are making a higher relative investment in IT infrastructure, with a median spend of just over \$5,000 per employee, while that figure drops to just below \$3,000 per employee for smaller councils. As a point of interest, councils in the highest quartile spent \$6,300 or more per employee in the period, which may reflect these councils making substantial long-term investment. We also found that the presence of a formal IT strategy indicates councils are committed to invest in IT.

A formal IT strategy will help drive the adoption of new technologies that will enhance operations and help councils make informed decisions based on up-to-date data, rather than relying on gut instinct.

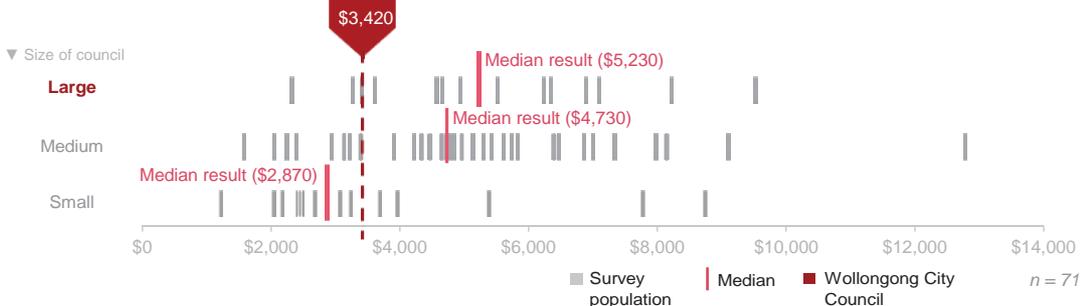
### Does your council have a formal or draft IT strategy that aligns to the business strategy?



### How effective are IT systems at supporting your business?



### IT spend (\$) per employee



<sup>17</sup> PwC, 2014, 17th Annual Global CEO survey: 'Fit for the future, capitalising on global trends'

# Managing your IT projects

## IT priorities and projects

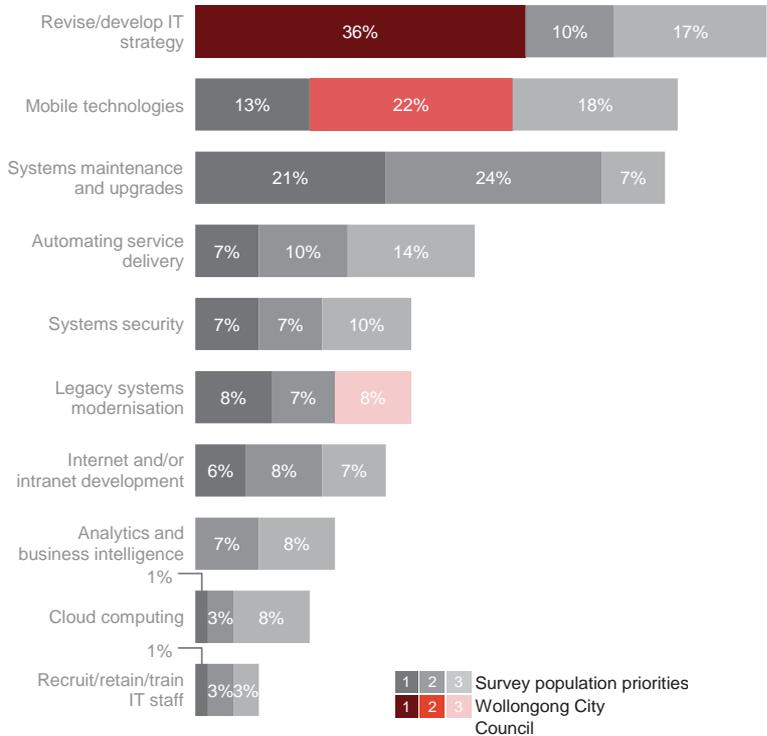
Nearly two-thirds (63%) of councils reported that revising or developing their IT strategy was a high priority. This is especially important for the 54% of councils that reported they do not currently have a formal IT strategy in place. However, the popularity of 'planning to have a plan' may reflect an overall uncertainty on how to respond to the rapidly changing IT environment. Councils are working to align their IT strategies with their business, but many are unclear as to how to do this in an environment of changing technology and business needs.

The second-highest priority for councils was mobile technologies at 53%, closely followed by IT systems maintenance and upgrades at 52% – these two items illustrate the genuine challenge faced by councils in balancing IT projects that extend capability with projects that keep their current systems working well.

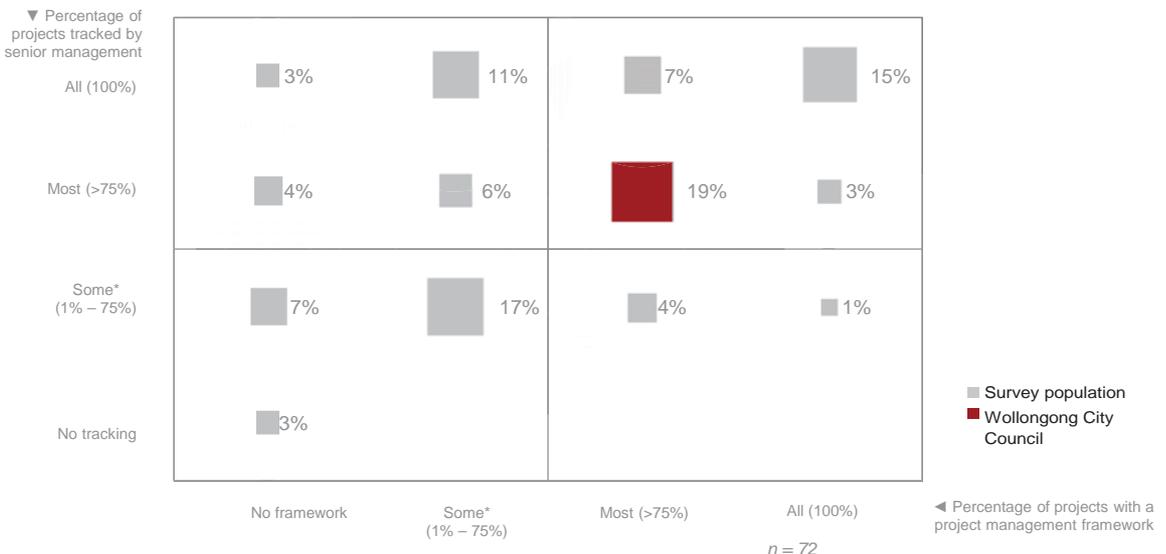
When assessing our survey results on IT projects, we found that the majority of councils have the capability to formally track projects, but there was scope for improvement when it came to IT project management. While 68% of councils said that all or most IT projects were formally tracked by senior management, only 49% have a project management framework in place for all or most of their IT projects.

The majority of councils with a project framework in place for all or most IT projects also have senior management formally track all or most of their IT projects. This signals strong oversight management.

### What are your top three IT priorities over the next three years?



### IT project tracking



## Customer service scorecard

### Servicing the community

Councils, along with all government organisations, are facing a necessary transformation to become more customer-centric, making it imperative for councils to provide a high level of customer service to residents and businesses.

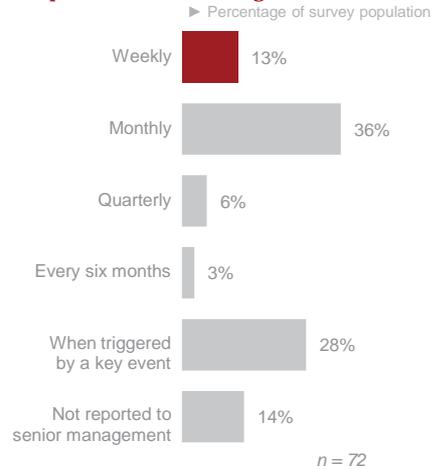
While having the right number of customer service resources is important, leveraging technology to assist in providing timely, effective and efficient support is also critical. Residents across age demographics are now willing and able to use council websites to find information, access forms and make requests. Our survey shows that all councils use email to handle requests, but only 63% use Facebook as a way to engage with residents. It is encouraging to see that 72% of councils offer residents the ability to speak to someone in person on weekdays either before 9am or after 5pm – a result that decreases to 51% of councils offering personal contact over the weekend. This trend is being driven by metro councils, with 65% of metro, 33% of regional and 20% of rural councils offering this level of service on weekends.

The median results of 1.3 and 2.6 customer service FTE per 10,000 residents, for large and medium-sized councils respectively, reveals the extent of economies of scale in delivering services to even these large populations. Small councils (which are in rural areas) have a substantially higher median of 9.4 customer service staff per 10,000 residents. With medium-sized councils investing double the relative resources of large councils, and small councils investing at just over seven times the rate of large councils, there seems to be strong incentive to explore whether there is an opportunity to 'share' at least some of this function with other nearby councils as a way to manage resourcing, reduce costs and improve service levels.

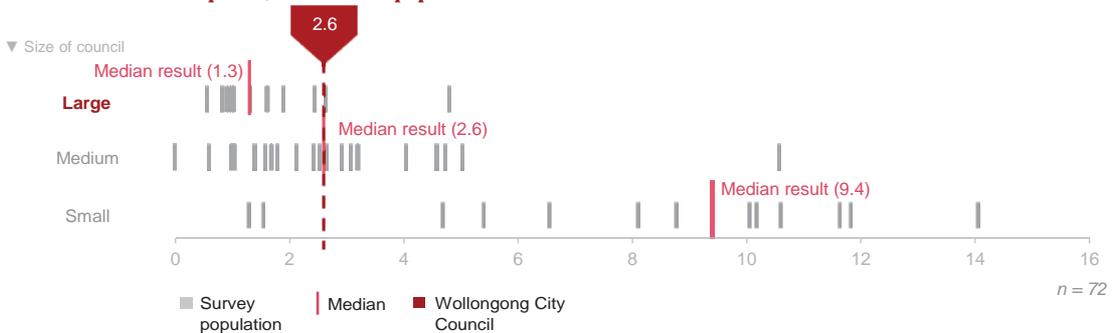
An effective customer service team should report unresolved general enquiries to senior management on a weekly basis. This enables senior management to keep abreast of resident issues and feedback while also demonstrating to residents that unresolved general enquiries are being actively managed and prioritised. Our survey showed that only 13% of councils are currently performing this practice, indicating there is an opportunity for councils to improve the way they manage unresolved general service enquiries.

Unresolved service enquiries can be an essential source of information for management about community needs, and also demonstrate the effectiveness of council in handling service enquiries. These enquiries can highlight internal blockages or help identify complexity that needs further support from management to reach a resolution.

#### How frequently are your unresolved 'open' general service enquiries reported to senior management?



#### Customer service FTE per 10,000 resident population



**63%**  
of councils use Facebook to communicate with residents

#### Digitally savvy customers

Sophisticated connectivity is no longer just the domain of younger generations, with smartphone usage reaching saturation levels across all age groups. Businesses will need to transition the full suite of their products, services and channel experiences to match the mindset of the digitally empowered, 'always on' customer. This will be critical as the digital native generation becomes the dominant demographic over the next decade.

PwC Australia, September 2014, 'Deciding with data: How data-driven innovation is fuelling Australia's economic growth'

## The importance of a customer service charter

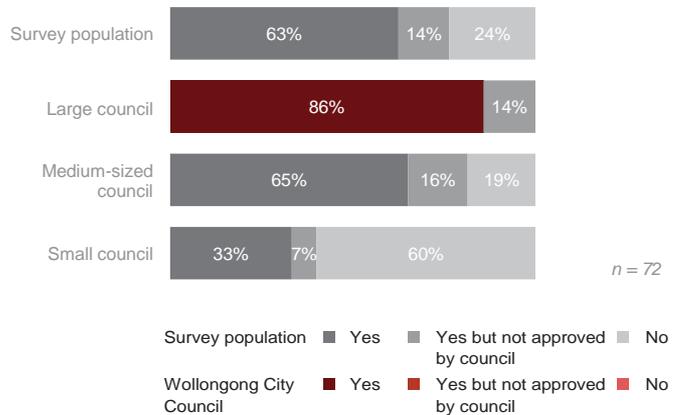
### Tracking customer service levels

It is encouraging that 63% of councils have a customer service charter approved by council, while another 14% have a charter that is yet to be approved. Small councils are least likely to have such a customer service charter. Implementing a charter allows residents to better understand the level of service they can expect and provides customer service employees with direction. It also brings into focus the importance of customer service within the council, which should be a priority for a service-based organisation.

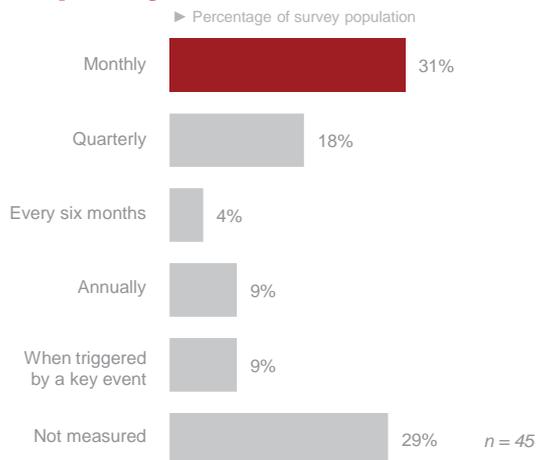
Businesses generally use a customer service charter as a gauge to measure and track customer service levels, and as a feedback tool for customer service staff. It provides a mechanism for senior management to take appropriate action. For those councils with a customer service charter, 31% are measuring the progress of core components against the charter monthly, with a further 18% measuring quarterly.

Our survey also explored the status of identified customer service measures within the charter. We found that 62% of measures stayed the same between the 2012 and 2013 financial years. Encouragingly, 26% of councils saw an improvement in their customer service measures. By establishing a mechanism to measure and track customer service against a charter, these councils now have the ability to constantly assess and improve their service levels. They can also recognise the value of their customer service teams as measures improve year on year.

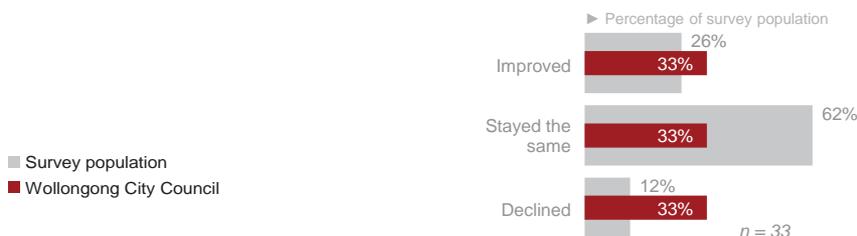
#### Do you have a council-approved customer service charter in place?



#### How frequently do you measure the progress of core components against the charter?



#### Status of customer service measures against the charter



## Looking at different ways to deliver corporate services

### Outsourcing and shared services

The way local government delivers its corporate services is an important area to understand when assessing efficiency and effectiveness.

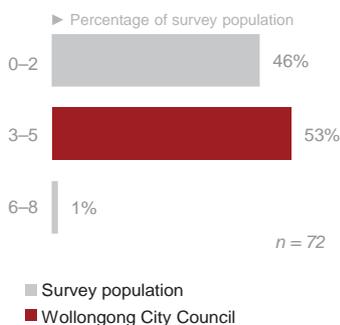
In our survey, we selected eight key areas within corporate services and asked councils to tell us whether these services were outsourced or shared with other councils. We found that during the 2012–13 financial year, there was only one council that did not participate in any form of outsourcing or sharing of the selected services.

Which types of councils outsource or share these selected services? Rural councils have the highest uptake – 68% outsource or share between three and eight services, compared to 56% of regional and only 33% of metro councils.

The top three areas being outsourced or shared during the 2012–13 financial year were legal (94%), IT hosting and support of systems (61%) and procurement (50%). Legal is more likely to be outsourced, IT hosting is slightly more likely to be outsourced than form part of a shared service centre, while procurement is much more likely to be shared with another council.

Overall, councils have limited plans to further outsource or share these eight services in the future. That said, 11% of councils plan to do some form of outsourcing or sharing in the IT hosting and support of systems area, and 10% of councils plan to outsource or share procurement.

#### Number of selected corporate service areas that were outsourced or shared

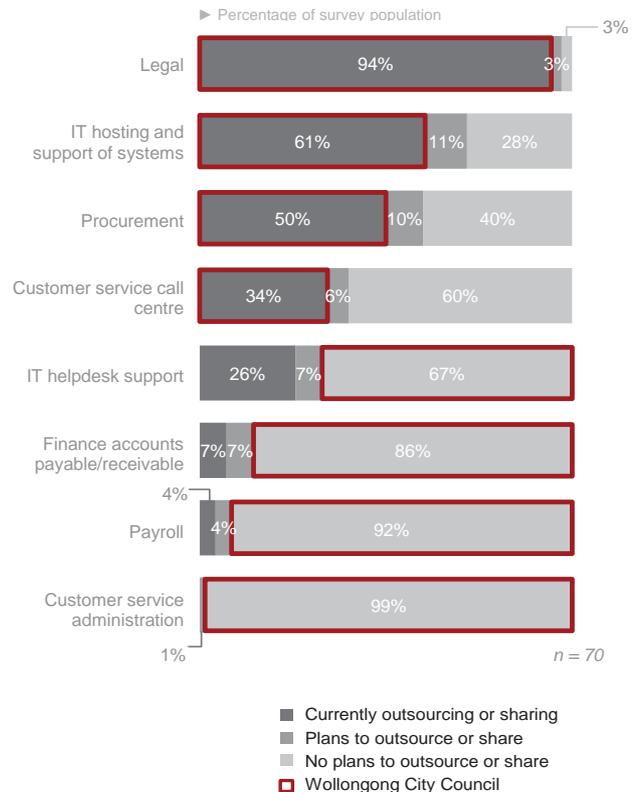


Transactional processes like accounts payable/receivable and payroll have long been viable candidates for shared service or outsourced delivery in the corporate sector. In the PwC 2012 Benchmarking Insights Report, 38% of corporates surveyed operated a shared service function for accounts payable/receivable, with 11% choosing to outsource accounts payable only.<sup>18</sup>

The corporate survey results for payroll were quite different, with only 14% operating shared services but 27% directing payroll to an outsourced provider. Payroll has long been perceived as an obvious choice for outsourcing globally and many organisations move straight to an outsourced solution rather than setting up a payroll shared service.

However, by comparison, very few councils we surveyed plan to outsource or share accounts payable/receivable and payroll in the future – 86% and 92% of councils respectively have no plans in these areas. See the case study on page 47 for an example of how two councils have approached sharing the majority of their corporate services.

#### Current and future outsourcing/sharing of corporate service areas



<sup>18</sup> PwC Australia, 2012, Benchmarking Insights Report, 'How do you know if you lead or follow?'

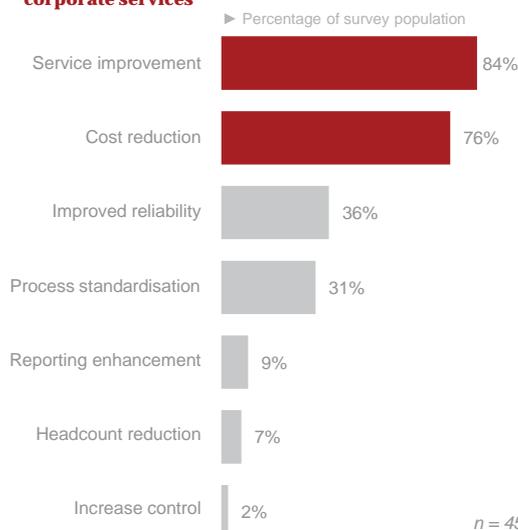
## Recognising the key drivers and challenges of outsourcing and shared services

### Key business drivers

It is possible to increase the efficiency and effectiveness of corporate service functions by standardising, simplifying and making effective use of technology and sourcing. Shared services and outsourcing arrangements have the potential to deliver significant cost reductions and service improvements for organisations.<sup>19</sup>

Our survey results support this line of thinking. For those councils that currently outsource or share corporate services, the top three business drivers for outsourcing or sharing a service are to improve services (84%), reduce costs (76%) and increase reliability (36%).

### Key business drivers for outsourcing or sharing corporate services



### Challenges

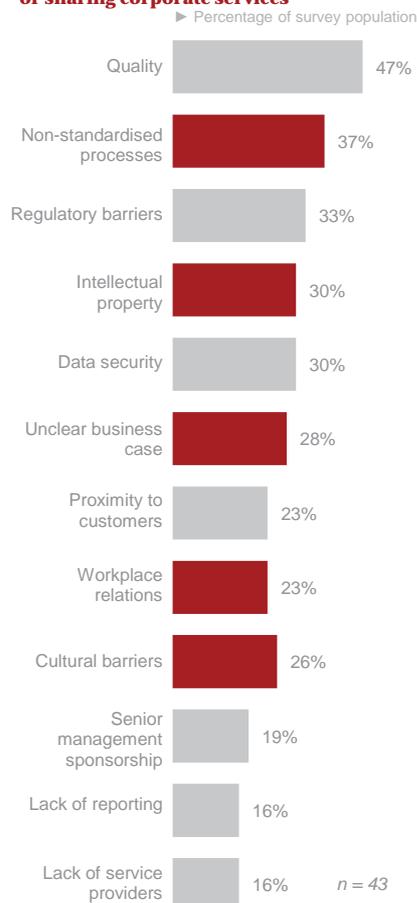
While there can be upside in sharing services or outsourcing, organisations can face many challenges during the implementation phase. The transition often presents a significant cultural change as well as physical and process changes. To mitigate these challenges, it is important to have a clear vision, secure active support from staff and users, conduct frequent performance assessments and ensure regular engagement between the provider and the council.

Councils that currently outsource or share services identify quality (47%), non-standardised processes (37%) and regulatory barriers (33%) as the top three challenges. In the PwC 2012 Benchmarking Insights Report, corporates surveyed also ranked quality as their number one challenge.<sup>20</sup> An effective transition approach and sound execution can minimise short-term quality impacts. To maintain quality in the longer term, it is vital to provide ongoing performance management, effective governance, targeted recruitment, retention measures and cross-skilling of shared service teams.

While councils in our survey ranked non-standardised processes the second greatest challenge, this item was ranked fourth by Australian organisations in the PwC 2012 Benchmarking Insights Report.<sup>21</sup> We acknowledge that having one common process across all business units is rarely seen in practice. However, organisations that maximise the potential benefits of shared services work hard to develop and maintain common processes. Holding the line on standard processes across business units is challenging, but enables significantly greater shared service or outsourced efficiencies.

.....  
 'Selling the change' involves working with the senior stakeholders to get them to understand the vision – to answer questions such as: 'Why are we starting this complex program?'; 'Why do we need it?'; and 'What benefits are we hoping to get out of it?' And it is vital that you also help them to understand how it will impact their part of the business.<sup>22</sup>  
 .....

### Key challenges faced when outsourcing or sharing corporate services



■ Survey population  
 ■ Wollongong City Council

<sup>19</sup> PwC, 2013, 'Transforming business services: The seven essentials for success'

<sup>20</sup> PwC Australia, 2012, Benchmarking Insights Report, 'How do you know if you lead or follow?'

<sup>21</sup> Ibid

<sup>22</sup> PwC, 2013, 'Transforming business services: The seven essentials for success'

# **Case study: Armidale Dumaresq and Guyra Shire Councils**

## **Shared services**

### **When did Armidale and Guyra recognise a case for change?**

We began our journey toward sharing services in 2006 when the NSW government nominated four councils in the New England region for amalgamation. As an alternative to full amalgamation, we proposed sharing services across all functions. Unfortunately, this system ultimately failed due to limitations in the governance structure and a lack of common objectives.

However, it was only when the shared services structure dissolved in 2009 that we fully recognised the potential benefits of operating in this way and decided to continue our partnership.

### **What approach did Armidale and Guyra take?**

We now combine resources under a single team with one management structure. We have a formal service level agreement, and have created standardised policies and procedures. Our shared service centre covers finance, IT, human resources, stores, plant, fleet and payroll. The Head of Shared Services, Keith Lockyer, reports directly to the General Managers at Armidale and Guyra and is responsible for ensuring appropriate governance across the councils. He has eight direct reports who each run individual shared-service teams.

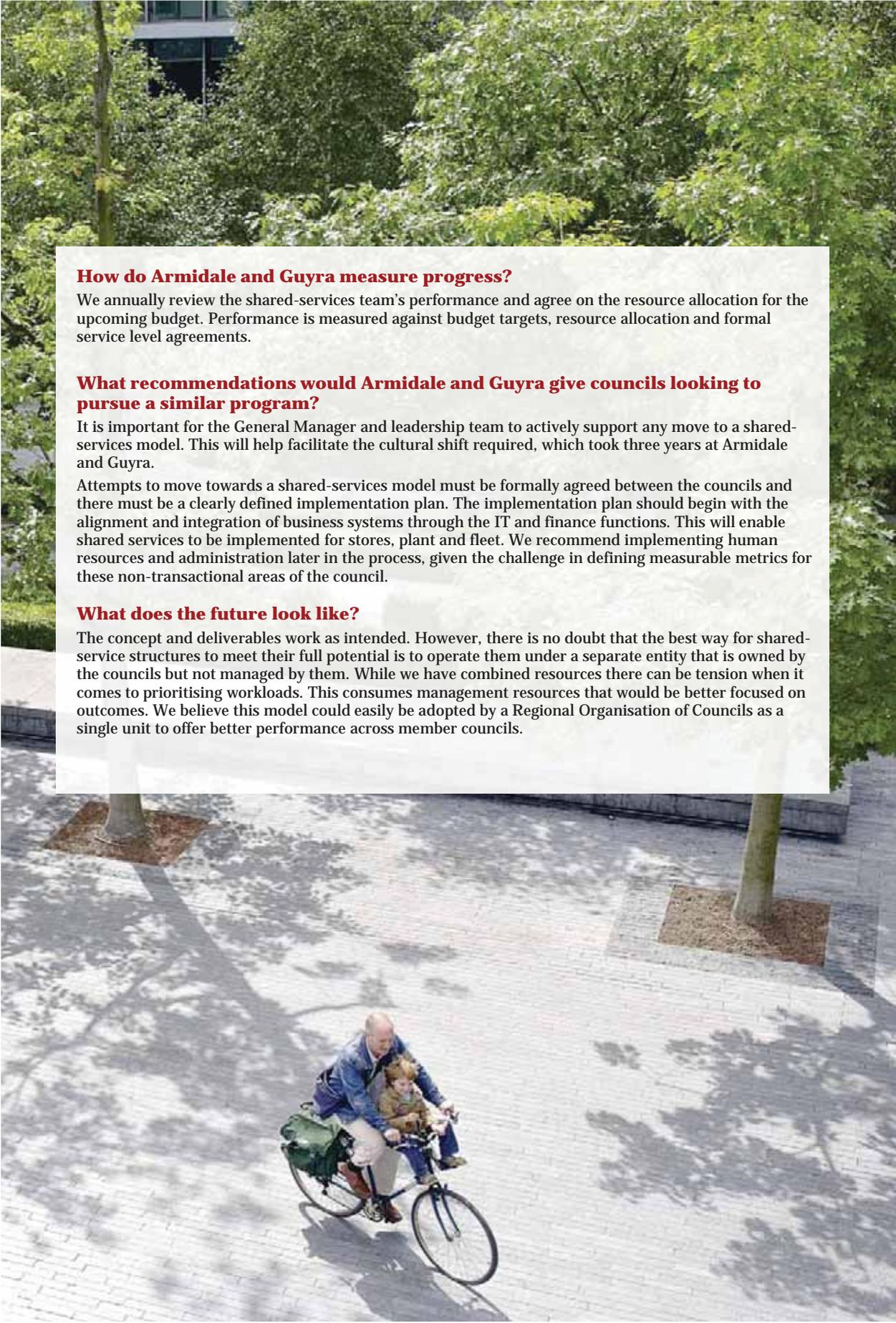
The shared-services team's resource costs are distributed between Armidale and Guyra based on employee timesheets. Indirect costs are also distributed based on activity. This ensures that an accurate measure of time is allocated to each council.

### **What results did the change achieve?**

The objective of the shared-services model is to work together under one simple management structure, using economies of scale to create operational efficiencies. As a result, we have developed common processes and standardised reporting templates, with improved skill application and reduced work duplication. This has resulted in procurement savings of approximately 20% and, now that the processes have matured, a combined resourcing cost saving of 15%. These savings have been reinvested in the councils, enabling us to hire more experienced and skilled employees.

### **What challenges did Armidale and Guyra face and how were they overcome?**

It is vital to maintain strong relationships between the teams and ensure clear communication. To enable this, the shared-services team works on-site with other employees at Armidale and Guyra two days a week. State-of-the-art video conferencing facilities have allowed flexible working arrangements for the team and allowed staff to have face-to-face conversations. The initial cultural change at the councils was relatively easy to manage once relationships were built and job security was established. However, parochialism still exists within management levels in each council outside of the shared-services team. Having a robust governance structure and shared-services-centre staff members who are prepared to navigate negotiated processes has helped to overcome any barriers to success.

A man in a blue jacket is riding a bicycle on a paved path. A dog is sitting on his back. The path is surrounded by trees and a building in the background. The scene is bright and sunny, with shadows cast on the ground.

### **How do Armidale and Guyra measure progress?**

We annually review the shared-services team's performance and agree on the resource allocation for the upcoming budget. Performance is measured against budget targets, resource allocation and formal service level agreements.

### **What recommendations would Armidale and Guyra give councils looking to pursue a similar program?**

It is important for the General Manager and leadership team to actively support any move to a shared-services model. This will help facilitate the cultural shift required, which took three years at Armidale and Guyra.

Attempts to move towards a shared-services model must be formally agreed between the councils and there must be a clearly defined implementation plan. The implementation plan should begin with the alignment and integration of business systems through the IT and finance functions. This will enable shared services to be implemented for stores, plant and fleet. We recommend implementing human resources and administration later in the process, given the challenge in defining measurable metrics for these non-transactional areas of the council.

### **What does the future look like?**

The concept and deliverables work as intended. However, there is no doubt that the best way for shared-service structures to meet their full potential is to operate them under a separate entity that is owned by the councils but not managed by them. While we have combined resources there can be tension when it comes to prioritising workloads. This consumes management resources that would be better focused on outcomes. We believe this model could easily be adopted by a Regional Organisation of Councils as a single unit to offer better performance across member councils.

## From Operational Plan to action

### Operational Plan

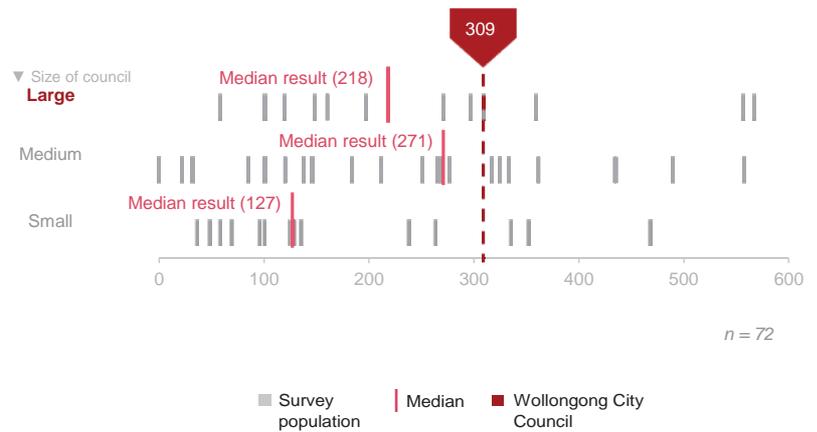
The annual Operational Plan is a critical document for each council. The plan should translate community strategic goals and commitments into individual projects, programs and activities. It is important that the actions identified within the Operational Plan are manageable and reflect the council's progress towards achieving its Delivery Program commitments.

Our survey results show how variable the number of reported actions can be in each council's Operational Plan. Small councils had a noticeably smaller median number of actions than medium-sized and large councils, but otherwise there was no clear pattern.

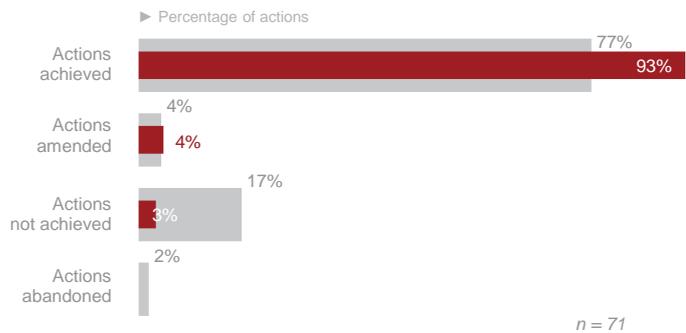
It is encouraging to see that in the 2012–13 financial year, 77% of the councils we surveyed achieved the actions in their Operational Plans and only 2% were abandoned. The 17% of 'actions not achieved' may be due to delays in grant funding or optimistic budgets. In some cases, these actions were formally postponed and reported back to council, with plans in place to complete them in the 2013–14 financial year. We encourage councils to evaluate the reasons for not delivering on their operational plan, and to identify any trends year on year.

We did not identify any correlation between the number of actions in the operational plan and the percentage of actions achieved. It appears that a council's ability to achieve its actions largely depends on its resource capability, capacity and commitment, rather than the number of actions identified.

**Total number of actions in FY13 Operational Plan**



**FY13 Operational Plan status**



# ***Risk Management***



## Managing risk

### Risk management policy

A risk management policy should clarify the council's objectives for and commitment to risk management. It is an effective way to promote and communicate an integrated, holistic approach to enterprise risk management across the council.

An effective enterprise risk management process will ensure that risk is defined broadly to include all relevant business risk categories, and that risk management is integrated with a council's strategy-setting and decision-making processes, governance arrangements, policies, plans and procedures.

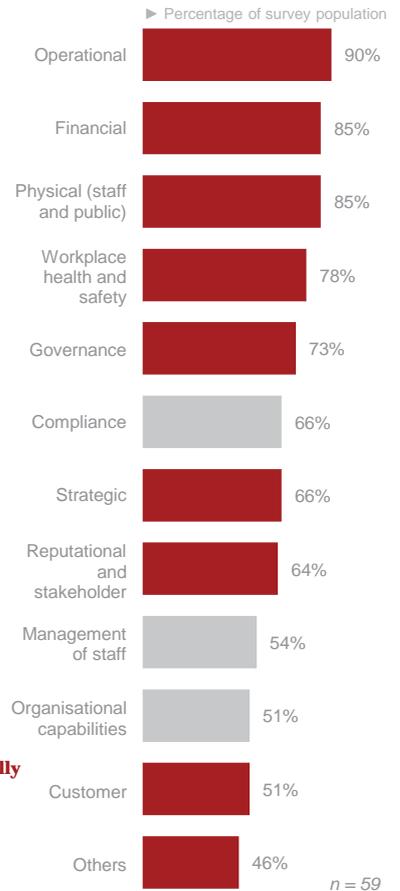
Risks that could affect the achievement of the council's strategy and objectives, and risks that impact core operations and key projects should be identified, assessed and managed in a systematic manner, using the principles set out in the Australian Standards for risk management AS/NZS ISO 31000.

The results from our survey show that 82% of councils have a risk management policy in place. We recommend that all councils have a risk management policy.

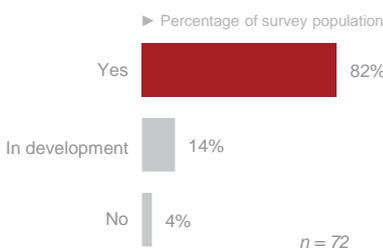
Our survey further reveals that management are not in the practice of formally reporting risks to council on a regular basis – over half the councils surveyed (52%) either report risks to council annually or as required, with a further 11% unable to say how often. The frequency and forum of reporting about risk to council on a formal basis will depend on the structure and effectiveness of other embedded risk reporting processes to management and the Audit and Risk Committee. While the Audit and Risk Committee is a sub-committee of the council, it remains prudent for the full council to be appropriately updated and assured as to the effectiveness of risk management on a consistent and regular basis.

When it comes to risk categories covered within a council's risk management policy, the top four are operational (90%), financial and physical (both 85%) and workplace, health and safety (78%). We recommend councils incorporate a balance of risk categories reflecting both internal risks (risks to a council's operational processes) and external risks (risk within the local government environment).

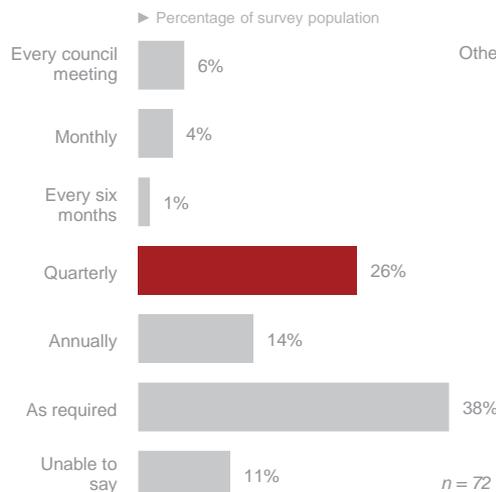
### Which categories are covered in your risk management policy?



### Does your council have an approved risk management policy in place?



### How often are your council's risks formally reported to council?



■ Survey population  
■ Wollongong City Council

## Corporate governance

### Audit and Risk Committee

The Audit and Risk Committee is an integral component of an organisation's corporate governance arrangements. Its responsibilities will generally cover, but are not limited to, the review and oversight of the following areas: internal control framework, risk management activities, financial statements, internal audit and external audit. The Audit and Risk Committee can also oversee and hold management accountable for its performance in managing these important areas.

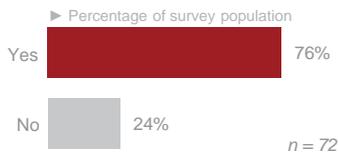
Our survey found that 76% of councils have an Audit and Risk Committee in place. In most instances the Audit and Risk Committees were combined into one oversight committee, which is common practice for organisations of this size and nature.

Examining the composition of the Audit and Risk Committee is also important. Assessing the level of independence, skill set and background of committee members to ensure alignment with the committee's goals and responsibilities is an effective way of allowing the committee to deal more comprehensively with risk management.<sup>23</sup> The appointment of independent members will strengthen the committee's actual and perceived independence. The Internal Audit and Risk Management Policy for the NSW Public Sector states that the majority of Audit and Risk Committee members must be independent.<sup>24</sup> While this policy is not mandatory for councils, it is considered best practice for the majority of Audit and Risk Committee members to be independent.

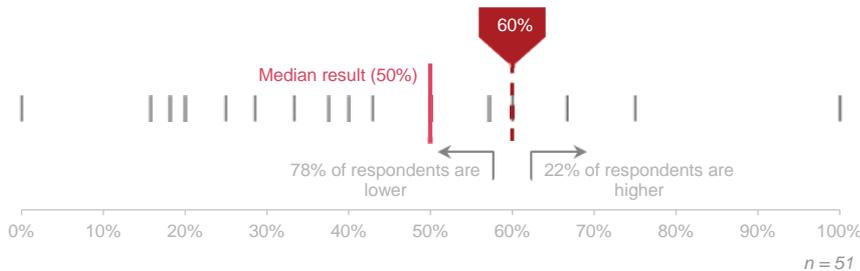
Our survey shows a median result of 50% of Audit and Risk Committee members being independent or external to council. Regional councils have a higher representation of independent or external members, with a median result of 60%. Those councils with no external representation on their Audit and Risk Committee are encouraged to review their composition and reconsider the need for additional independent representation. We also encourage the Audit and Risk Committees of each council to review their performance on an annual basis if they are not already doing so.

Each council needs to decide how to best achieve the right level of focus on risk management and this includes the level of investment in risk management resources. The number of risk-related FTE ranges from a median of 2.8 FTE in large councils to 1.0 FTE in small councils. The important point here is that at some level there is clear ownership and accountability for risk management within your council. Some councils may choose to have resources with risk management as a component of their role, while others will put in place dedicated risk resources.

#### Does your council have an Audit and Risk Committee (or equivalent)?



#### Percentage of independent external members of the Audit and Risk Committee



#### Number of risk-related FTEs by council size



<sup>23</sup> PwC Australia, March 2012, Audit and Risk Committee Matters, 'Forward thinking for the audit and risk committee'

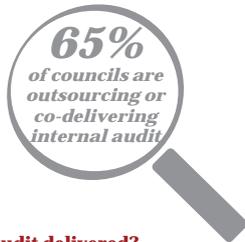
<sup>24</sup> NSW Treasury, August 2009, Treasury Policy Paper 09-05: 'Internal Audit and Risk Management Policy for the NSW Public Sector'

# Delivery of internal audit

## Internal audit

The Institute of Internal Auditors defines 'internal audit' as an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. Internal audit helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.<sup>25</sup>

Our survey indicates that 34% of councils outsource internal audits, 31% opt for co-delivered internal audits and 17% deliver internal audits through an internal function. The remaining 18% of councils don't engage in any form of internal audit. We recommend these councils reconsider this approach and assess the benefits internal audit would have on enterprise risk management and broader council operations. It would strengthen the governance framework and provide a third line of defence.

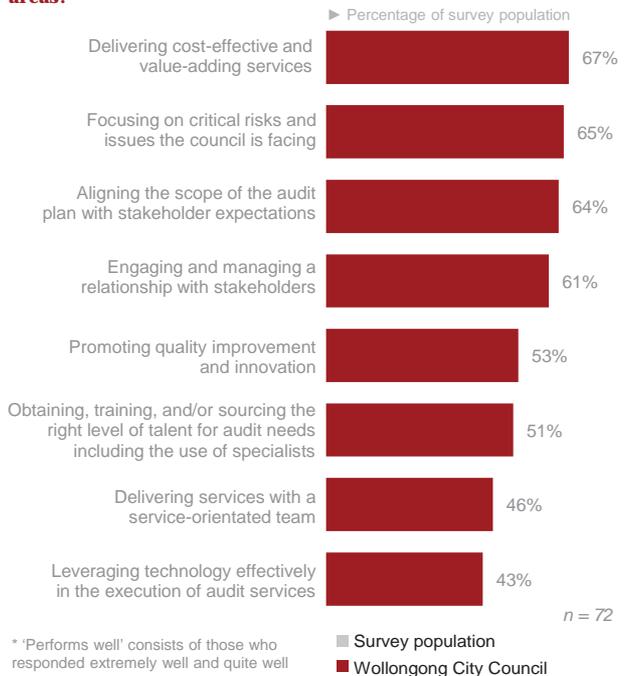


The results of our survey indicate that outsourced internal audits take the least amount of effort, with a median of four days per \$10 million in council revenue. Outsourced and co-delivered internal audits may reflect either lower levels of investment, higher efficiency of work programs, or a combination of both, in comparison to internal audits delivered by an internal function.

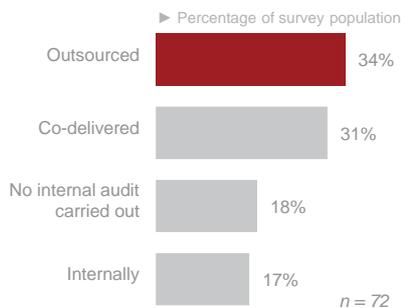
To assess the effectiveness of internal audit we asked councils to rate how well internal audit performs in a number of different areas. Delivering cost-effective and value-adding services (67%) was the best performing area, closely followed by focusing on critical risks and issues (65%).

The key area for local government to focus on is leveraging technology effectively, as only 43% of internal audit functions performed well in this area. This result is relatively consistent with PwC's recent global internal audit study, where only 40% of global internal audit functions performed well in this area.<sup>26</sup> However, when it comes to delivering services with a service-oriented team, only 46% of councils say they perform well, compared to the global result of 74%.

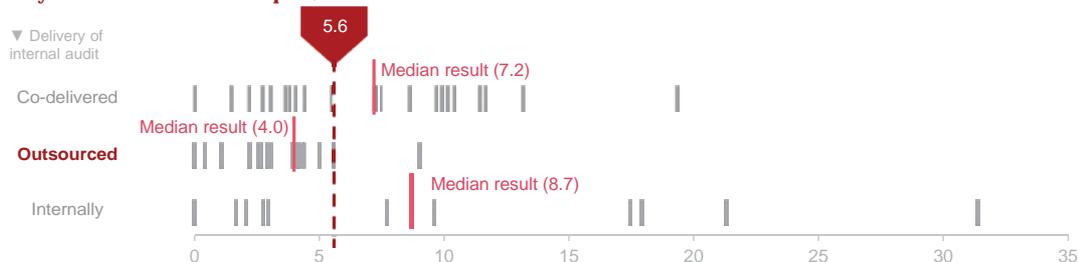
### Does your internal audit function perform well\* in the following areas?



### How is internal audit delivered?



### Days of internal audit effort per \$10 million in council revenue



<sup>25</sup> The Institute of Internal Auditors Research Foundation, January 2011, International Professional Practices Framework (IPPF), Florida, USA

<sup>26</sup> PwC, 2014, State of the Internal Audit Profession Study, 'Higher performance by design: a blueprint for change'

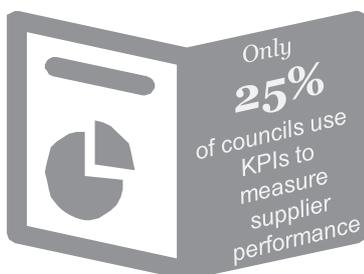
## A new focus on supplier risk management

### Supplier performance and relationships

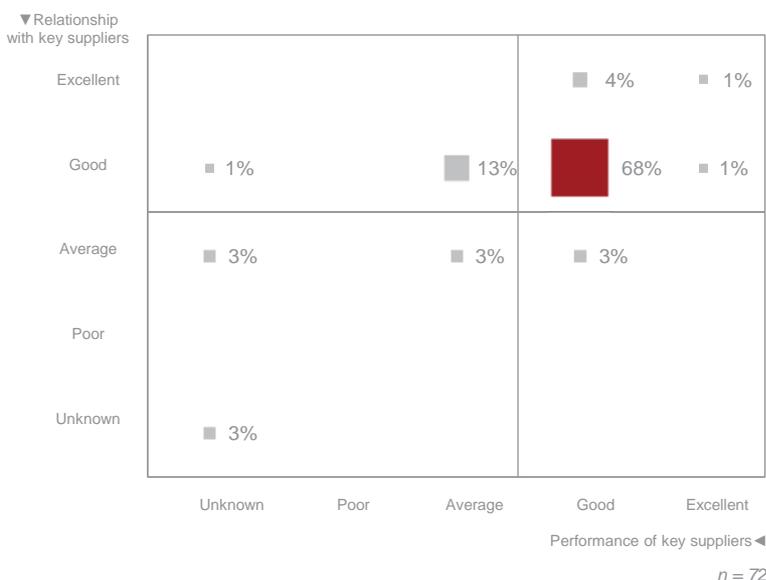
PwC Australia's recent Supplier Risk Management Study, shows that the reality for many Australian organisations is their supply chains are increasingly complex, encompassing multiple partners.<sup>27</sup> These multiple partners manage sourcing in a variety of ways across varied international jurisdictions. This increased complexity is creating a pressing need for organisations to get a better handle on their supplier arrangements.

In our survey we chose to explore key supplier performance and relationships, along with how councils measure performance of this group. Our results reveal that just over two-thirds (68%) of councils rate both the performance and relationship with their key suppliers as 'good'. This result is higher than the recent PwC study on supplier risk management, where only 59% of businesses rated performance and relationships as 'good'.<sup>28</sup> The Supplier Risk Management Study, which surveyed 68 organisations, found that relationships with key suppliers are stronger when clearly defined roles are established. Communicating the required controls and operating principles with key suppliers is also important.

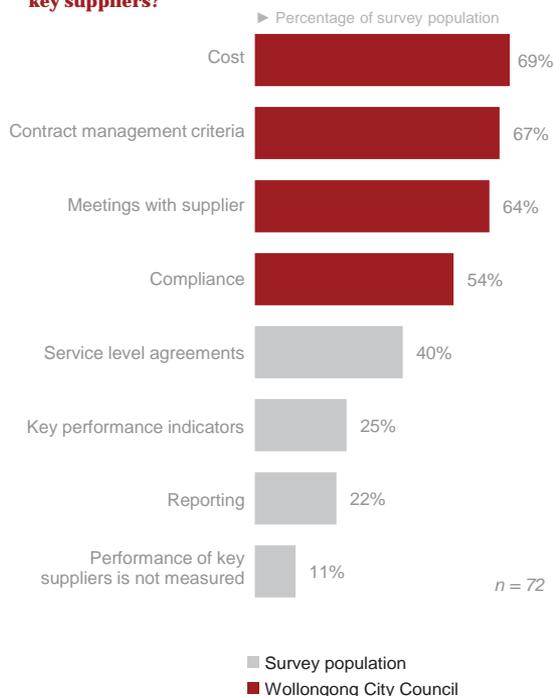
While 11% of councils are not measuring the performance of key suppliers, the remaining councils are using cost (69%), contract management (67%) and regular meetings (64%) to better understand supplier performance. A key point of difference when comparing councils to the organisations from the Supplier Risk Management Study is that the use of key performance indicators is low in NSW local government at 25%. In the Supplier Risk Management Study, 71% of organisations surveyed used KPIs to measure the performance of suppliers. This is an area of performance improvement for NSW councils.<sup>29</sup>



#### Performance of and relationship with key suppliers



#### How does your council measure the performance of its key suppliers?



<sup>27</sup> PwC Australia, 2013, Supplier Risk Management Study, 'Time to take control'

<sup>28</sup> Ibid

<sup>29</sup> Ibid

# *Corporate Leadership*



## Ensuring efficient and consistent decision making

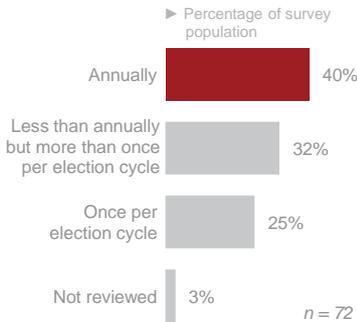
### Delegations register

The delegations register is an integral part of a council's overall governance framework. It is encouraging to see that after the 2012 council election, the vast majority of councils reviewed their delegations register. Only two councils (3%) did not review their register.

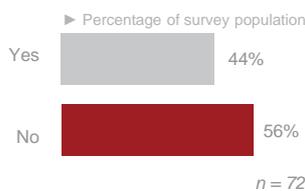
Reviewing the delegations register maintains a focus on efficient decision making within a council. It also helps manage risk by ensuring current delegations align with the capabilities, qualifications and needs of the positions to which they apply.

Equally important is that decisions comply with the delegations register, thereby protecting against misuse of delegated authority. We found that 56% of councils do not audit their decisions for compliance to the delegation register, leaving just 44% of councils that do perform this important step as part of their risk framework. We recommend that all councils implement a process to audit and review the performance of delegated functions and ensure compliance with operating procedures.

#### How frequently does your council review its delegations register?



#### Are your council's decisions audited for their compliance to the delegations register?

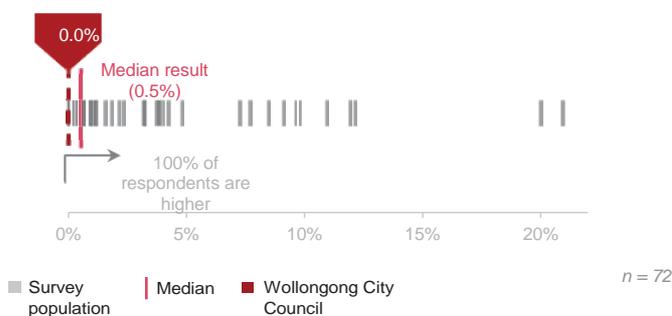


### Development applications

Considering development applications (DAs) is an important part of a council's community responsibilities, and an efficient and uniform approach is vital. The efficient and consistent processing of DAs can be assisted by clear delegation of authority.

Our survey reveals that during the 2012–13 financial year, the delegations register was used efficiently when it came to actioning DAs. The median result shows that only 0.5% of DAs that were entitled to be dealt with under delegated authority were considered at a council meeting.

#### Percentage of DAs that went to council (when they could have been actioned by management under the delegations register)



## Approach to decision making

### Council decision making

The Office of Local Government describes a councillor's role as setting the council's strategic direction and making final policy decisions. The *Local Government Act 1993* requires that council meetings be held at least ten times a year, each time in a different month.

We gathered data on each council's last six meetings in the second half of the 2012–13 financial year. Our survey results show that two-thirds of councils held a council meeting on a monthly basis during this period. While we understand that newly elected councils may initially meet more frequently and that new councils' meetings may be longer initially, given the significance of these meetings and the extent of council resources that goes into preparing, documenting and supporting them, councils should carefully consider the effectiveness of each council meeting.

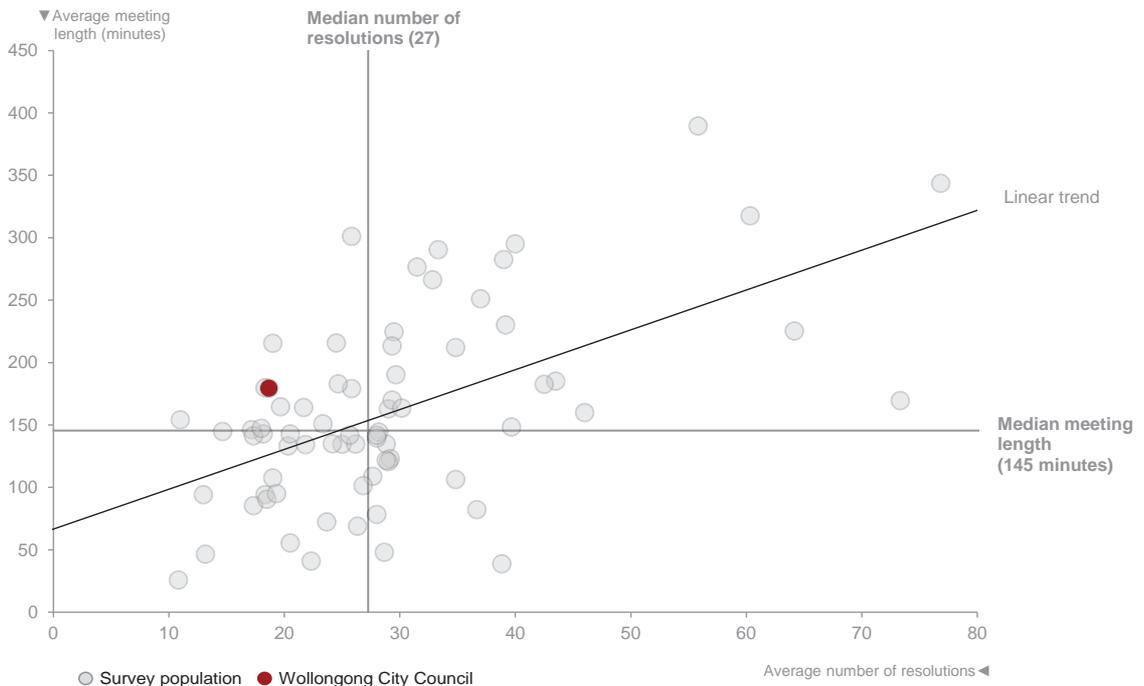
We have examined the correlation between meeting duration and resolutions passed. The survey results show that the median council meeting duration (of around 2.5 hours) produced around 27 resolutions.

For councillors to make effective decisions, they require timely information presented in a way that is easy to digest and clearly identifies options and potential issues. It is important that councillors can formulate a point of view while understanding related consequences, based on the information disseminated. The council's role is to make decisions efficiently and effectively to achieve the best outcome overall, and to engage and satisfy the community and workforce as part of the process.

#### Key considerations

- Do your council meetings regularly extend beyond three hours with limited resolutions?
- Are your councillors presented with clear and concise information on a timely basis that allows them to make informed decisions?
- Are meeting papers excessively long and complex, making a proper review onerous for councillors?
- Do you review the effectiveness of your council meetings?
- Are you using leading governance practices in your council meetings?

### Relationship between council meeting duration and resolutions passed in the second half of FY13



n = 72

## Analysing council meetings and resolutions

### Council meeting duration and number of resolutions

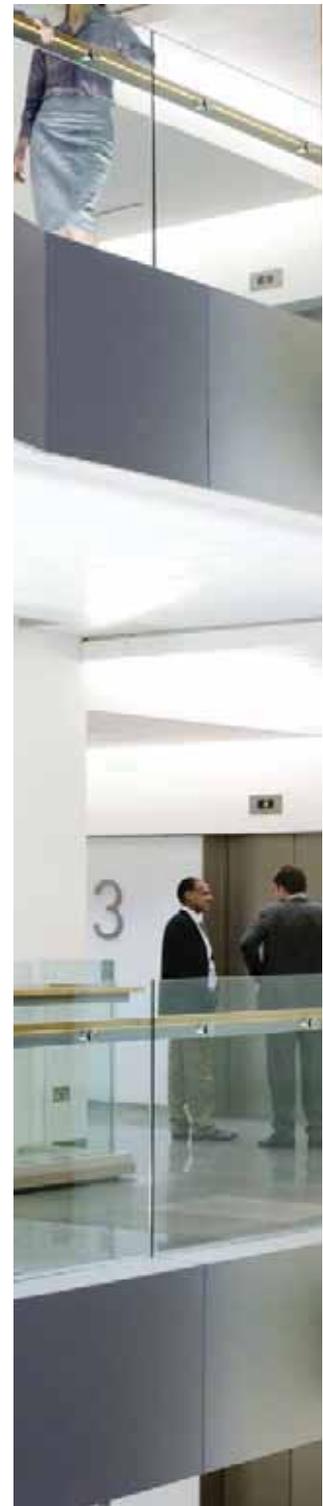
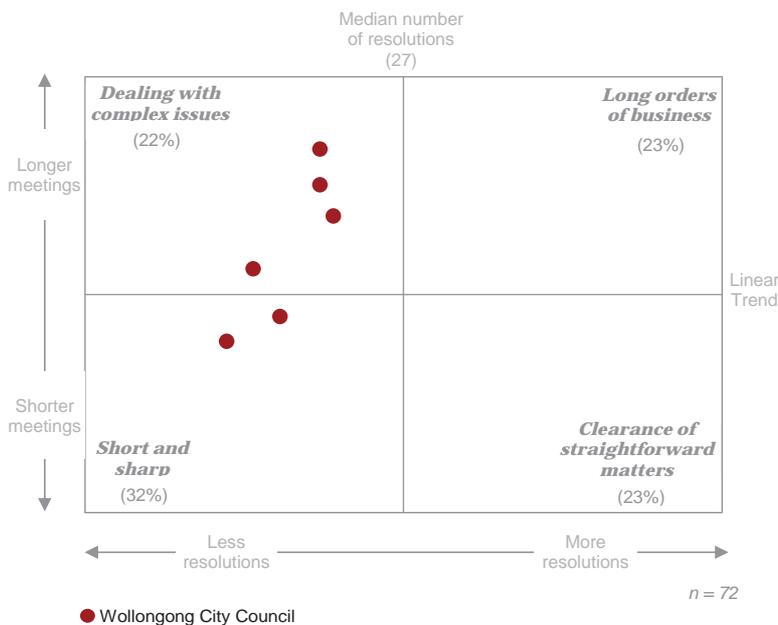
In the framework below, we have converted our survey data into a matrix to show possible reasons why council meetings may differ in duration and produce a different number of resolutions. This allows councils to further explore the correlation between meeting length and the number of resolutions passed at their council meetings in the second half of the 2012–13 financial year.

#### Key considerations:

- Did the level of issue complexity match the time taken to resolve them?
- Could more meetings have been short and sharp?

When reviewing your profile in the chart below, consider that councils may have meetings across all of the four quadrants if warranted by the nature of business to be discussed. In fact, it may enhance a council's productivity if a range of the identified meeting types exist across the year. Each council should assess its results against the complexity and the associated risk profile of the issues discussed in council meetings during the period January to June 2013.

### Relationship between council meeting duration and resolutions passed in the second half of FY13



## Maintaining high levels of staff engagement

### Staff engagement

Employees who feel valued are generally more productive and more motivated to give back to their colleagues, employer and community. Corporate Executive Board's Corporate Leadership Council conducted research in 2010 and found that the employees most committed to their organisations put in 57% more effort on the job and were 87% less likely to resign than employees who considered themselves disengaged.<sup>30</sup>

Our survey shows that 33% of councils improved staff engagement in the 2012–13 financial year; however, this varied by type of council. A breakdown of that result shows 40% of metropolitan councils, 33% of regional councils and 28% of rural councils improved staff engagement.

A further 37% of councils said their staff engagement had remained the same. For councils where staff engagement had declined (6%), there is an opportunity to develop actions to improve their staff engagement levels, and for 24% of councils to start to measure and track this important facet of efficient council operation.

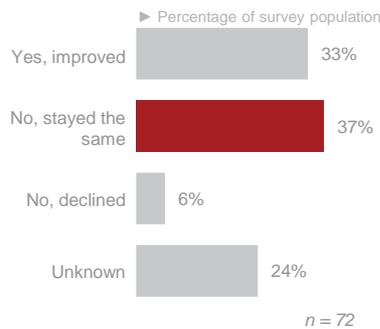
When it comes to the business planning process, 46% of councils have planning criteria in place to help employees develop their business plans, while 46% do not assist employees in this way. Interestingly, for councils with improved staff engagement, almost two-thirds provide this planning criteria to their employees to help them better develop their business plans.



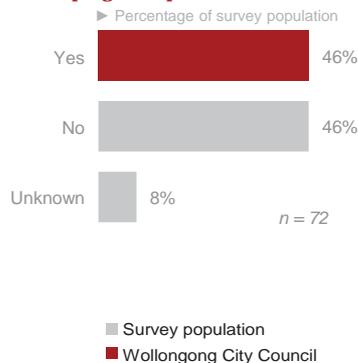
### Key considerations

- Do you conduct a brief employee survey on a regular basis, at least once a year?
- Do you tie employee recognition to the achievement of council's values and goals?
- Have you considered peer-to-peer recognition rather than just a top-down approach?
- Do you make staff recognition a priority and share success stories?

### Did your staff engagement levels improve during the year ending 30 June 2013?



### As part of the business planning process, do your staff have planning criteria in place that assist them in developing their plans?



<sup>30</sup> Corporate Executive Board, August 2010, 'The Role of Employee Engagement in the Return to Growth', published in *Bloomberg Businessweek*

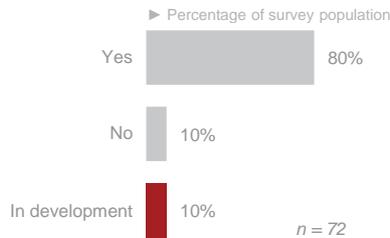
## Consulting with the community

### Community engagement

Councils that regularly engage with the community on a range of issues engender trust and understanding. Residents can contribute to decision making and influence outcomes in a way that directly impacts their local community. It is also legislated that, every four years, councils should engage the community under the Integrated Planning and Reporting framework. While there are numerous aspects to community engagement, we have chosen to focus on the community engagement strategy.

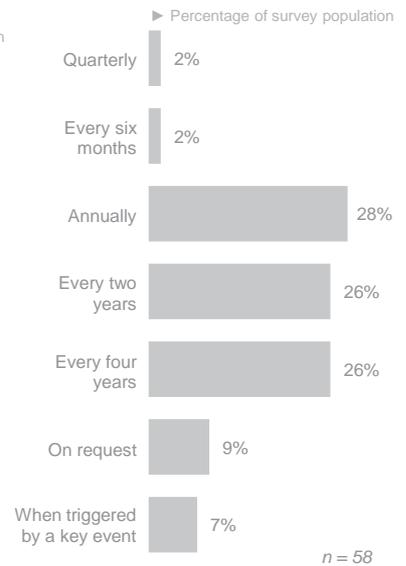
Our survey results show that 80% of councils have a community engagement strategy and a further 10% have one in development. Given this is a requirement of the Integrated Planning and Reporting legislation, we would expect to see all councils with a community engagement strategy in place. The frequency of review of this strategy varies for those councils with a strategy in place – 28% review annually, 26% review every two years and a further 26% review every four years.

#### Do you have a documented and approved community engagement strategy?



■ Survey population  
■ Wollongong City Council

#### How frequently is your community engagement strategy reviewed?



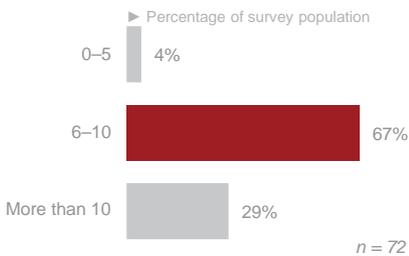
## Consulting with the community (continued)

### Community engagement

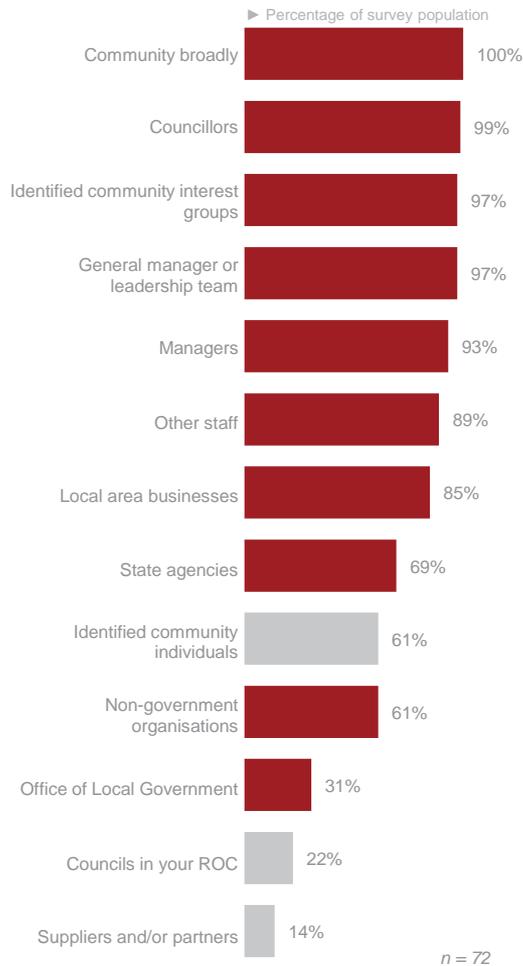
When it comes to consulting with stakeholders to assist in developing the council's community strategic plan, it is interesting to note that only one council consulted across all stakeholder groups. Of the remainder, 67% of councils consulted between six and ten stakeholder groups, and 29% consulted with more than ten.

So which stakeholders are being consulted? All councils consult the community broadly on strategy formation and the vast majority also consult councillors, identified community interest groups and the general manager and/or leadership team. Councils could improve their efforts in consulting much more widely to obtain a richer variety of inputs and issues to consider. Examples of stakeholders who can provide such inputs include suppliers, neighbouring councils in your Regional Organisation of Councils and the Office of Local Government.

#### How many different groups were consulted in developing your council's most recent community strategic plan?



#### Which of the following groups were consulted when developing the most recent council community strategic plan?



■ Survey population  
 ■ Wollongong City Council

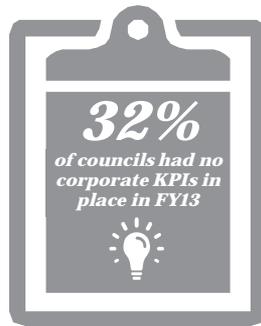
# Understanding council performance

## Corporate performance measures

Access to good-quality performance information is vital for creating, preserving and demonstrating effective achievements. Senior management require powerful and informative tools to help them translate the Delivery Program into financial and operational plans and then measure performance against those plans. This process allows for continuous improvement through periodic reviews and appropriate adjustments to financial and operational indicators. It also enables managers and employees to be recognised and rewarded for activities that help to achieve the council's strategic goals.

Managers all along the line have to become engaged in the process, they have to believe they can implement the strategy and must commit themselves to the goal. That is where strong leadership comes in, and that is why all companies (including councils) need good agents for change.<sup>31</sup>

When it comes to corporate performance measures that are tracked and formally reported to council, the top three areas where councils are focused are financial (94%), operational (83%) and governance (68%). Surprisingly, there appears to be a limited focus on measuring reputation and relationship with stakeholders (10%) and brand image (6%), which is at odds with the priorities of corporate Australia.

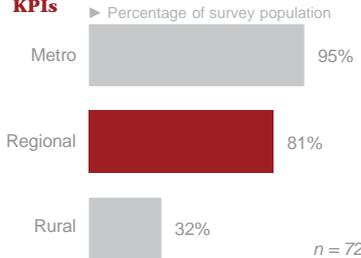


### Key considerations

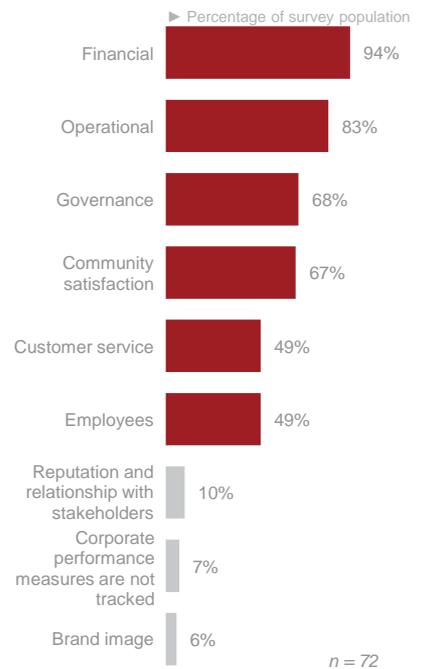
- Have you created a culture that focuses on measuring those things that are priorities for improvement?
- Are your corporate measures aligned to your strategy?
- Do you share the results of your council's KPIs with all employees?
- Are you focused on measuring and managing your reputation and interaction with the community?

Our survey reveals that over two-thirds of councils had established corporate key performance indicators (KPIs) in the 2012–13 financial year. Interestingly, although rural councils are least likely to have KPIs in place, where they are present 88% reported that they were on track. This compared to 85% of KPIs being reported as on track in metropolitan councils and 61% in regional councils. While this is encouraging to see, it is important to question whether your goals have sufficient 'stretch' for your council to progress at a faster rate.

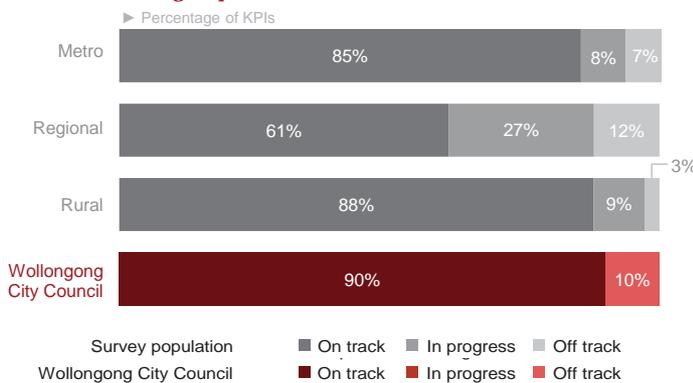
### Percentage of councils with corporate KPIs



### Which corporate performance measures are formally tracked and reported to council?



### Results from tracking corporate KPIs



Legend: Survey population (grey), Wollongong City Council (dark red)

<sup>31</sup> PwC, 2008, 'Managing business performance: The metrics that matter'

# Case study: Randwick City Council

## Corporate performance measures

### When did Randwick City Council (Randwick) identify there was a case for change?

Ten years ago, Randwick City Council (Randwick) appointed its current General Manager, who brought his own approach to corporate leadership. He identified the need for a renewed focus on measuring corporate performance and encouraged the council's leadership team to adopt a new credo: "what you can measure you can improve".

In developing its first City Plan in 2006, Randwick identified six major themes and corresponding outcomes for the council to work towards, and measure performance against. Prior to the plan's implementation, the majority of performance reviews were predominantly based on output. The City Plan, however, initiated a shift towards the outcome-based model that is now known by all councils as 'Integrated Planning and Reporting'.

### What approach did Randwick take?

A rigorous approach to front-end planning underpins corporate leadership at Randwick, as well as the confidence that any resources required for follow-through have been allocated. The council also employs 10-year financial strategies across all of its key operating areas, with Randwick's entire management team participating in deliberations in preparing the annual budget.

The council's meticulous planning is accompanied by a culture of continual monitoring that is driven by the Executive. Randwick's proactive approach means that it can respond promptly to any identified variances in performance before they are presented to the whole council each quarter. The suite of indicators (outcome and corporate/output) are facilitated by the Integrated Planning and Reporting function to ensure consistency.

### What results did the change achieve?

Following amendments to the *Local Government Act* in 2010 and the implementation of the OLG's Integrated Planning and Reporting Framework, Randwick became a Group 1 council. This led to the 'Buildings for Our Community' program gaining approval for a special rate variation application of approximately \$35 million.

The decision to monitor outcome-based (as opposed to output-based) indicators has also increased inter-departmental integration, with the focus shifting towards outcomes that benefit the Council and the community as a whole.

### What challenges did Randwick face ?

The new approach to performance monitoring initially met with some resistance around the idea of reporting on outcomes that were beyond the council's direct control. This was overcome by clearly defining where our council had either 'control', 'influence' or 'concern'. The introduction of Integrated Planning and Reporting legislation and our council's important role as custodians of Randwick City were also significant considerations.

To ensure continual progress towards the council's vision, all new council members attend an induction session with the leadership team. This helps new members feel that they are involved in the council's pursuit of set goals, and emphasises its culture of open communication.

### What recommendations would Randwick give to other councils?

Our experience has shown that it is much easier to set KPIs at an operational level than at the corporate level, but outcome measures provide greater clarity about the impact of our actions and our performance. In addition, it is imperative for a council's General Manager and leadership team to support any move towards an outcome-based model.

### What does the future look like?

At Randwick, we are currently considering options to integrate data sources through various systems, to optimise information flow and corporate knowledge.

### **What types of corporate measures does Randwick use?**

In 2012, Randwick developed a review model that emphasised outcome-based KPIs. We designed 70 KPIs to help monitor the council's progress towards City Theme outcomes. In this model, each indicator is assigned a level of management control: 'control', 'influence' or 'issue of concern'. Some examples of performance indicators are provided below:

#### ***Responsible management***

**KPI: Percentage of required annual maintenance expenditure on public works actually expended**

Management level: Control

Insight: Tells us how effective we are in maintaining public assets to a satisfactory standard

**KPI: Percentage of service requests completed within service level agreement targets**

Management level: Control

Insight: Tells us how efficient we are when responding to community requests

#### ***A sense of community***

**KPI: Percentage of surveyed residents who stated that they feel part of their local community**

Management level: Influence

Insight: Tells us how successful we are at creating inclusiveness and a sense of community

#### ***Places for people***

**KPI: Average development assessment processing time (days)**

Management level: Control

Insight: Tells us how efficient we are at processing development applications

#### ***A prospering city***

**KPI: The difference between the unemployment rate in the Randwick LGA and that of the Sydney Statistical Division**

Management level: Concern

Insight: Tells us how effective we might be in economic development

#### ***Moving around***

**KPI: Percentage of trips where mode of travel was not a vehicle driver**

Management level: Concern

Insight: Tells us how effective we might be in encouraging greater use of sustainable transport

#### ***Looking after our environment***

**KPI: Mains water consumed by the council's operations per day on average**

Management level: Control

Insight: Tells us how efficient we are at managing water usage and using alternative sustainable water sources

**KPI: Amount of residential waste diverted from landfill**

Management level: Influence

Insight: Tells us how effective we might be in influencing waste reduction

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## Contacts

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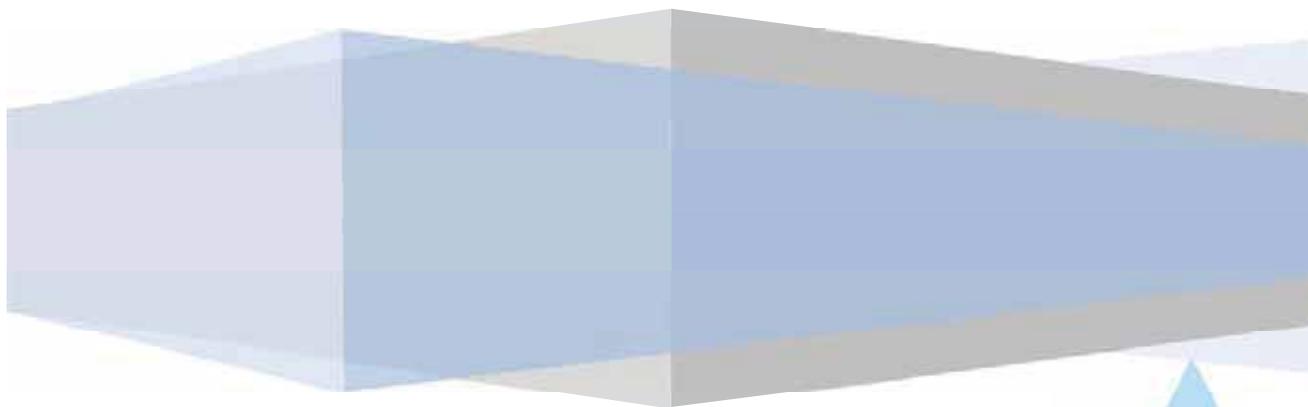


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# United Independent Pools Continuous Risk Improvement Program Final Audit Report

Wollongong City Council



Prepared for: Wollongong City Council  
Prepared by: Simon Iliffe – Senior Consultant  
Reviewed by: Mitchell Morley - Director  
Report date: 19 December 2014



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## Executive Summary

This report details the outcomes of a Continuous Risk Improvement Program (CRIP) audit of Wollongong City Council conducted by In Consult on behalf of United Independent Pools. The audit was conducted during September 2014.

The audit revealed that Wollongong City Council has made a significant top-down commitment to implementing Enterprise Risk Management (ERM) over many years. An extremely positive risk management culture was evident during the on-site component of the review, highlighted by executive management's commitment to, understanding of and involvement in ERM and reinforced by interviews with divisional managers and staff who are managing risk at an operational level.

The Council's risk maturity is well developed, evidenced by the "trickle down" of risk management principles and practices to operational levels and by a universal attitude that "managing risk and opportunity is integral to the way business is done at Wollongong". Many areas of "positive practice" were clearly identifiable during the review. Of particular note were:

- Consideration of the key strategic risks and incorporation of associated control strategies into the Delivery and Operational plans,
- The development of a multi layered risk oversight framework which permits input by a range of stakeholders,
- The comprehensive ERM framework supported by regular and targeted reporting,
- Incorporation of risk management considerations into the budget planning processes in the form of a comprehensive "business proposal" template,
- Detailed governance and legal compliance processes; and
- An extensive fraud and corruption control framework.

Having reaped the rewards of a long term investment in risk management, the challenge ahead for Wollongong City Council is to continue to refine its ERM processes in order that risk management practice and principles become an ongoing, inherent and organic part of business planning, service delivery and day-to-day activities. Our review has identified a number of "areas for potential refinement" for management to consider. These are:

1. Develop formal risk appetite statements for the various categories of risk in order to establish an inherent understanding of risk tolerance levels such that risk owners can determine independently which risks require further treatment or control;
2. Formalise the planning of ERM and risk management activities by preparing a risk management program in order to provide improved structure and focus;
3. Expand the scope of risk profiling activities to cover additional functions, perhaps by taking an all risks approach during the conduct of WHS risk assessments; and
4. Strengthen risk control assurance processes by developing a control implementation and effectiveness verification procedure or process to ensure that controls are in place and operating effectively, particularly for those risks which fall outside the scope of the internal

audit plan for a given year. A program of “spot control verification audits” may assist to embed this process in the initial stages.

## Audit Methodology and Timing

The UIP Continuous Risk Improvement Program (CRIP) Audit Tool was used to conduct the audit. Section one - Risk Management Commitment, Governance and Culture and section two - ERM Framework and Business Resilience were reviewed in full. A selection of four elements was reviewed in the third section, Risk Management in Practice. These elements were;

1. Management of infrastructure risks,
2. Management of fleet risks,
3. Management of risks that might result in fines for breaches of legal or statutory obligations; and
4. Management of the risk of fraud and corruption

The on-site component of the audit was conducted on 8 and 9 September, 2014. The on-site visit was preceded by Council conducting a self-assessment using the CRIP audit tool and providing a range of documentation to InConsult for review.

During our visit to Wollongong City Council (WCC) we interviewed three Directors and the General Manager and a number of line managers and operational staff. A total of 16 officers were interviewed during the course of the audit. In addition to interviewing staff we reviewed and sighted a range of documentation and, where appropriate, actual Council files in order to verify the implementation of a range of processes. Following the visit we compiled a draft audit report which was forwarded to Council for comment.

The interviewees were in all instances helpful and forthcoming with information in relation to their respective functions.

The review team would like to acknowledge Jason Hall, firstly for his efforts in relation to providing comprehensive documentation prior to the on-site component of the audit, and secondly for organising the interview schedule and ensuring that the review process was conducted in an efficient and timely manner.

## Rating Scale Summary

The CRIP audit tool consists of a series of auditable elements. Each element was assessed, in general terms, on the following basis:

Rating	Level	Explanation
0	Nothing in place	There is no system or policy in place in relation to this element
1	Partial Establishment	An informal system or policy is in place which does not meet the requirements of Level 2 or a formal system is still in development
2	Establishment	A formal documented system or approach is in place that meets any relevant standards or regulatory requirements. This is the minimum expected standard.
3	Implementation	Level 2 plus there is evidence that the system or approach has been implemented with appropriate monitoring and communication in place. Some aspects of the system may go beyond the minimum expected standard
4	Continuous Improvement	Level 3 plus there is evidence that the effectiveness of the system or approach is regularly measured and reviewed with improvements being implemented.

## Summary of Recommendations

Where elements of the review scored a rating of one or less (in other words they did not meet the minimum expected requirement) recommendations have been made which we believe Council should implement. Where an element scored a rating of two or more, suggested opportunities for improvement have been provided which Council may or may not choose to pursue. In those instances where an element meets the minimum expected standard, but its implementation does not reflect current best practice, an additional recommendation may be included.

Detailed findings and identified opportunities for improvement are contained in Appendix A. The following is a summary of our recommendations and suggested opportunities for improvement:

### **Recommendations**

There are no recommendations arising from the conduct of the Continuous Risk Improvement Process Audit. All elements demonstrated compliance with the minimum required standard.

### **Opportunities for Improvement**

- OP1.1 Consider “splitting” the Risk Management policy from the “statement of procedures” in order to create a stand-alone policy and an operational “strategy” or guidance document, albeit that it is acknowledged that the existing format is adopted format for Council’s management policies.
- OP1.2 Consider including Councillor responsibilities for the management of risk in the policy.
- OP1.3 Consider having the policy adopted by Council as a policy of the Council.
- OP2.1 Consider incorporating risk management responsibilities and accountabilities in all staff position descriptions over time.

- OP2.2 Consider formally documenting a process or procedure for escalating risks for management at the most appropriate level of the organisation and include it in the “statement of procedures”.
- OP2.3 Consider reviewing risk management performance during annual performance reviews or as a part of the Skills Performance Measurement and Management System.
- OP3.1 Consider developing a consolidated annual program of risk management activities and actions for consideration by the Executive Management and ERM committees.
- OP4.1 Consider developing simple yet specific risk appetite statements (and where possible defined risk tolerance levels) in consultation with stakeholders for each category of risk and have them endorsed by the Executive Management and ERM Committees.
- OP5.1 Consider incorporating risk appetite statements and a process for control verification into the statement of procedures to provide additional guidance for risk owners regarding the evaluation of risks and the effectiveness of controls.
- OP6.1 Consider developing a consolidated risk management program on an annual basis and submit it for consideration and endorsement by the Executive Management, ERM and /or Governance Committees.
- OP7.1 Consider formalising an annual risk profiling program which defines the functions and activities that will be assessed, reassessed or reviewed each year and incorporate the risk profiling program into the consolidated risk management program.
- OP8.1 Consider developing a control self assessment procedure or guidance material for use by risk owners (refer OP5.1).
- OP8.2 Consider the merits of implementing a program of “spot audits” to assist risk owners implement any control self assessment procedure which may be developed.
- OP8.3 Consider the merits of developing a “control declaration” to be submitted by risk owners as part of the performance review process.
- OP9 .1 Consider exploring options that permit better aggregation and categorisation of risks across risk divisional profiles for reporting purposes (Refer OP5.2).
- OP10.1 Review and clarify the process for prioritising works to address identified defects to ensure higher risk hazards receive greater priority
- OP11.1 Consider undertaking driver awareness training on the basis of statistics in relation to the type and nature of claims experienced.

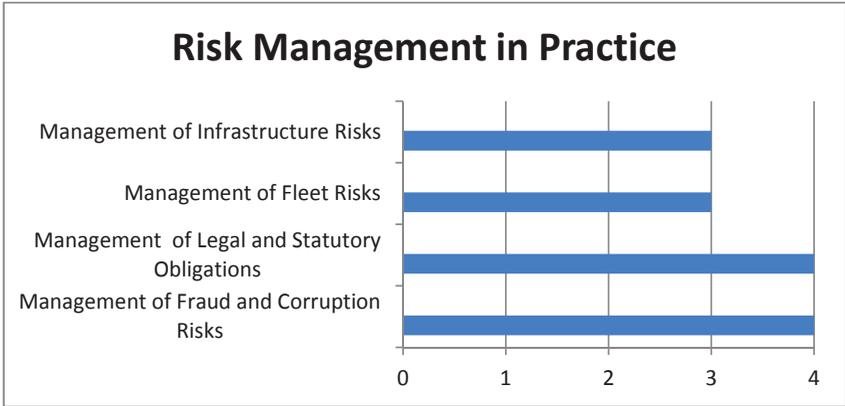
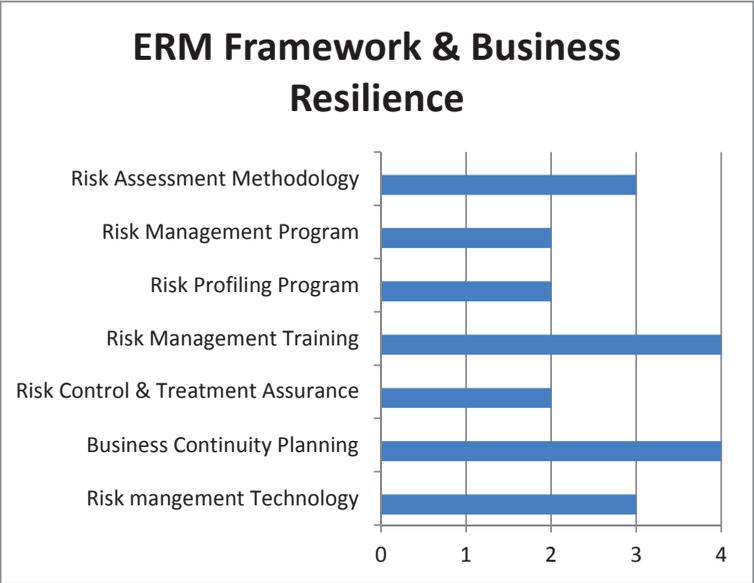
### *Disclaimer*

*We have performed this review to assist Wollongong City Council and United Independent Pools to assess Council's Enterprise Risk Management maturity. Our review was limited primarily to a high level review of certain documents and discussions with Council personnel. It was not designed to detect all weaknesses in the risk management framework, nor all instances of non-adherence to legal acts, regulations and documented policies and procedures. Council should obtain its own legal or other professional advice before taking any action in relation to, or emanating from, our review that may have legal or contractual implications.*

*Because of the inherent limitations of any risk management framework, it is possible that errors or irregularities may occur and not be detected. Further, we have not reviewed the internal control structure within which the risk management framework operates and we express no view as to its effectiveness.*

*This report is prepared solely for Wollongong City Council and United Independent Pools and should not be used for any other purpose or provided to, used by or relied upon by any other party other than Wollongong City Council or United Independent Pools without our prior written consent.*

## Summary of Element Ratings



## Appendix A - Detailed Findings

1.1 Mandate and Commitment - Assessment Results		Rating: 3
Summary of Findings	<p>Council has had a risk management policy in place for many years. The first significant review of the policy was undertaken in 2003 and the revised policy was adopted by the Executive Management Committee in June 2003. Subsequent reviews and adoptions occurred during 2009, 2011 and most recently April 2013. The date of the next scheduled review is April 2016.</p> <p>The policy clearly articulates its main objectives in a succinct policy statement. This is followed by a statement of procedures which effectively details the risk management framework, methodology and strategy which defines how the Council will embed ERM.</p> <p>The “statement of procedures” section of the policy broadly articulates responsibilities for managing risk without being overly specific with respect to particular positions within the organisational structure, other than the General Manager who has overarching responsibility for the ERM program.</p> <p>The statement of procedures also touches on matters such as the role of the ERM committee, the risk management methodology, the corporate risk register, division business planning risk registers and a brief explanation of risk appetite.</p> <p>The policy is version controlled (see summary sheet) and assigned a document number in the Council’s document and records management system, TRIM.</p> <p>A copy of the policy is available on the Council’s intranet site.</p> <p>Interviews with staff at all levels of the organisation indicated that there was not only a commitment to, but also a sound understanding of, the purpose and intent of both the risk management policy and the management of risk in general.</p>	
Opportunities for Improvement	Recommendations	Council Comment
OP1.1 Consider “splitting” the Risk Management policy from the “statement of procedures” in order to create a stand-alone policy and an operational “strategy” or guidance document, albeit that it is acknowledged that the existing format is the adopted format for Council’s management policies.	n/a	<p>Council’s preference is to retain the existing format of the Enterprise-wide Risk Management policy because:</p> <ol style="list-style-type: none"> <li>1. It is consistent with Council’s template for all policies;</li> <li>2. Experience has highlighted that the existing policy format assists employees to understand and apply Council’s ERM policy, framework and methodology;</li> <li>3. Separating the policy and procedure may result in unnecessary confusion due to its inconsistency with other policies.</li> </ol>

OP1.2 Consider including Councillor responsibilities for the management of risk in the policy.	n/a	Refer to OP 1.3.
OP1.3 Consider having the policy adopted by Council as a policy of the Council.	n/a	<p>Council will create an additional ERM Council Policy which:</p> <ul style="list-style-type: none"> <li>• Includes: <ul style="list-style-type: none"> <li>➤ Councillor responsibilities;</li> <li>➤ Appropriate ERM framework content;</li> <li>➤ Reference to the existing ERM Management policy</li> </ul> </li> <li>• Excludes operational content such as risk assessment methodology and Corporate Risk Ranking Tool.</li> </ul>

1.2 Responsibilities and Accountabilities for Managing Risk - Assessment Results		Rating: 3
Summary of Findings	<p>Council has responsibilities for the management of risk broadly documented in the Risk Management Policy. The General Manager is responsible for the ERM program in a “global sense” and “every Council employee, delegate, volunteer and contractor is responsible for actively managing the risks associated with the functions they perform” and “each employee is responsible for managing the risks of Council which are associated with the functional responsibilities of that employee”.</p> <p>Risk Management clauses are included in the General Manager’s contract which are then cascaded down to Directors and Managers contracts in the form of an “Accountability Statement”. This statement is structured to cover matters such as planning, control, organising and leadership. Under the leadership section, there is a documented requirement to “....provide timely advice to Council and the Executive on matters of policy, opportunity and risks, finance.....”</p> <p>There is a position within the organisation which is accountable for the development, implementation and maintenance of the risk management framework (Risk and Insurance Team Leader). Delegations are “position based” and regularly reviewed and decisions regarding the financing or implementation of risk treatments or controls are made within the limits of delegated authority.</p> <p>ERM Risk owners are defined within the Vault system and in general terms are the managers responsible for a particular function. In some instances risk owners may include coordinators or team leaders depending upon the nature of the risk under consideration.</p> <p>Council has not yet developed a “formal” internal escalation process to ensure that residual risks which are greater than Council’s stated risk appetite are escalated to an appropriate level. However, anecdotal evidence indicated that such risks will be escalated up the chain of command and discussed during annual risk reviews, business plan risk profile reviews or in forums such as the ERM committee or the Executive Management committee.</p>	
Opportunities for Improvement	Recommendations	Council Comment
OP2.1 Consider incorporating risk management responsibilities and accountabilities in all staff position descriptions over time.	n/a	Council will investigate this suggestion by 30 June 2015.
OP2.2 Consider documenting a process or procedure for escalating risks for management at the most appropriate level of the organisation and include it in the “statement of procedures”.	n/a	Council will investigate this suggestion in consultation with InConsult by 30 June 2015.
OP2.3 Consider reviewing risk management performance during annual performance reviews or as a part of the Skills Performance Measurement and Management System.	n/a	Council will investigate this suggestion by 30 June 2015.  <i>See also OP 8.3.</i>

1.3 Risk Oversight – Assessment Results		Rating: 3
Summary of Findings	<p>There are four committees which provide risk management oversight to varying degrees, including the Independent Audit Committee, the ERM Committee, the Governance Committee and the Executive Management Committee.</p> <p>Each of these committees has a charter and defined responsibilities and functions which include consideration of risk management matters including risk profiles, risk treatments and the ERM framework generally. The Independent Audit Committee meets a minimum of four times each year and amongst other responsibilities, monitors the performance of management in dealing with risk as well as providing advice to the Governance Committee which is responsible for monitoring the ERM framework. The Audit Committee does not currently endorse an annual risk management program; this is within the scope of the Governance and ERM Committees.</p> <p>The Governance Committee meets at least four times a year and has defined responsibilities in relation to risk management including to review reports on risk assessments and controls, review risk management policies and procedures, review the risk management systems and compliance processes for adequacy and ensure that risk assessments are reviewed by management when there are significant changes to work practices.</p> <p>Then ERM Committee meets monthly and is responsible for reviewing and monitoring the practical implementation and application of the ERM framework, including but not limited to reports on the spectrum of risk issues, emerging risks, the annual risk review and review of the risk framework as well as matters raised in relation to risk treatments and controls.</p> <p>The Executive Committee meets weekly and receives updates on a range of risk management related topics including risk profiles, emerging risks, risk and insurance statistics and WHS performance.</p>	
	Opportunities to Improve to Level 3 or 4	Recommendations to Achieve Level 2
	OP3.1 Consider developing a consolidated annual program of risk management activities and actions for consideration by the Executive Management and ERM committees.	n/a
		<p>An annual program of risk management activities and actions will be developed for consideration by the ERM committee by February 2015.</p> <p><i>See also OP 6.1</i></p>

1.4 Risk Reporting – Assessment Results		Rating: 4
Summary of Findings	<p>Council has an excellent reporting framework in place which provides relevant and topical reports to the various oversight committees. Monthly reports are provided to the ERM committee on a range of risk and ERM related topics including but not limited to ERM implementation progress, status of corporate risk reviews and related treatment plans, significant risk events, emerging risks and other matters which may be of interest to the committee. Examples of meeting agendas, minutes and reports were sighted.</p> <p>The Corporate Governance Committee receives a quarterly report on the status of the “top most” corporate risks and their current status in relation to perceived movements in the level of risk. Other reports may be provided to this committee at their request. An example of the “top most” risk report was reviewed whilst on site.</p> <p>In addition, a quarterly Key Performance Indicator report is provided in satisfaction of operational plan reporting requirements which addresses ERM progress, a summary of treatment plans in place and reviewed as well as insurance, claims and business continuity management. There was a strong correlation between the content of aforementioned reports and operational plan reporting.</p> <p>All reports are cascaded up through the management structure and reviewed at each level prior to submission to the relevant committee. The Executive Committee may consider some or all of the reports at their discretion or receive summary reports.</p> <p>Reports to Council also have a formal reference to the risks which may be present or created by decisions made by Council.</p>	
Opportunities to Improve to Level 3 or 4	Recommendations to Achieve Level 2	Council Comment
n/a	n/a	Noted.

1.5 Establishing Risk Appetite – Assessment Results			Rating: 2
Summary of Findings	The risk management policy makes specific reference to risk appetite and provides a brief summary of the concept. Informal risk tolerance levels were evident in the risk ranking tool where risks rated medium or above require treatment or a considered decision to tolerate the risk; notwithstanding this, clear risk tolerance levels or risk appetite statements were not evident in any documentation. Notwithstanding this, there are a number of consultative forums and processes available to risk owners through which risk tolerability can be determined; the ERM Committee is an example of one such forum. An opportunity exists to better define risk appetite and risk tolerance levels in consultation with stakeholders, the Executive Management Committee and the ERM Committee.		
Opportunities to Improve to Level 3 or 4	Recommendations to Achieve Level 2	Council Comment	
OP4.1 Consider developing simple yet specific risk appetite statements (and where possible defined risk tolerance levels) in consultation with stakeholders for each category of risk and have them endorsed by the Executive Management and ERM Committees.	n/a	Risk Appetite Statements will be developed for consideration by the ERM committee by March 2015.  <i>See also OP 5.1.</i>	

1.6 Strategic Risk Assessment – Assessment Results			Rating: 4
Summary of Findings	<p>Council has identified twenty five (25) corporate or strategic risks (also known as the top most risks) and seventy (70) corresponding risk outcomes or control strategies. An annual review of these strategic risks is undertaken during February each year in consultation with the risk owners. Further, the divisions of Council, as part of the business planning process, prepare a business plan risk profile each year and where new risks of a significant or strategic nature are identified, these may also be included in the strategic risk profile.</p> <p>The outcome of the review of strategic risks is referred to the Executive Management Committee and ERM Committee for review and verification and subsequently reported to the Senior Management Group (General Manager and Directors) and the Governance Committee. The outcome of the review of strategic risks is also used by internal audit to inform the three year strategic audit plan and the one year tactical audit plan.</p> <p>Strategic risks are maintained in the Vault system and a risk profile documenting the risk, the risk rating, the risk owner, controls and action plans was viewed whilst on-site. There was also demonstrable consideration of strategic risks and their management in both the Delivery and Operational plans.</p> <p>Many of the strategic risk action plans and controls are ongoing strategies in the Integrated Planning and Reporting framework and there was evidence of the progress of actions plans and controls being monitored and reviewed during the course of Delivery and Operational plan reviews.</p>		
Opportunities to Improve to Level 3 or 4	Recommendations to Achieve Level 2	Council Comment	
n/a	n/a	Noted.	

1.7 Integration of Risk Management into Strategic Business and Budget Planning Process - Assessment Results		Rating: 4
Summary of Findings	<p>The development of Enterprise Risk Management and particularly the review and maintenance of risk registers are defined actions in both the Delivery and Operational plans (refer item 4.4.1 - Ensure positive leadership and governance, values and culture are built upon and 4.4.1.2 – Ensure appropriate strategies and systems are in place monitored and reviewed). ERM activities are also reiterated in the Governance and Administration Business Plan</p> <p>Risk based prioritisation techniques were evident in a variety of actions and tasks in the delivery and operational plans not least of which included the Council’s approach to asset management, which has adopted risk based defect rating and rectification prioritisation which are further reflected in both capital works and maintenance programs.</p> <p>In terms of budget planning and management, the Council has developed a detailed business proposal template which is to be used for requesting additional funding of projects and initiatives which may include risk treatments. The template requires details of the proposals’ alignment with the integrated plans, Council policies or other programs, as well as an outline of the deliverables, methodology to be adopted, the stakeholders involved, the corporate risks and issues, a budget estimate and workforce requirements . A successful proposal for “contaminated lands review” was provided as an example.</p> <p>Consideration and ranking of the risks relevant to the actions in the Operational plan is undertaken as part of the quarterly review process and expressed as a traffic light icon in the Tech 1 performance management software. The risk associated with the program is rated as either low, medium or high. This a relatively new addition to the performance planning process and it is anticipated that use of the “risk traffic light icon” will become more sophisticated over time with officers able to articulate control strategies for those risks that are rated as medium or high.</p>	
Opportunities to Improve to Level 3 or 4	Recommendations to Achieve Level 2	Council Comment
n/a	n/a	Noted.

2.1 Risk Assessment Methodology and Process - Assessment Results		Rating: 3
Summary of Findings	<p>Wollongong City Council has a formal risk assessment methodology which is documented in the statement of procedures appended to the risk management policy. The methodology is consistent with the process outlined in ISO 31000:2009 and contains a risk matrix supported by severity and likelihood tables as well as step by step instructions regarding how to undertake a risk assessment along with a series of tables which provide information relevant to applying the methodology. The methodology has been reviewed on three (3) occasions (in line with policy reviews) and all changes have been version controlled.</p> <p>Risk Registers are maintained in the Vault risk management system and review of the risk profiles indicated that the methodology has been consistently applied across the organisation. The functionality of the "Vault" risk management system does not permit aggregation or categorisation of risks which limits the type and nature of reports able to be produced from the system. For example, it is not possible to extract reports by nature or cause of risk or interrogate the system to prepare a report that summarises all the disruption risks across the divisions.</p> <p>Staff undertake risk management training every two (2) years on-line using an e-learning package or during toolbox talks in instances where staff do not have access to a computer. In addition, risk methodology and ERM refresher training is provided for the Senior Management Group each year prior to undertaking risk reviews.</p>	
	<p><b>Opportunities to Improve to Level 3 or 4</b></p> <p>OP5.1 Consider incorporating a risk appetite statement and a process for control verification into the statement of procedures to provide additional guidance for risk owners regarding the evaluation of risks and the effectiveness of controls.</p>	<p><b>Recommendations to Achieve Level 2</b></p> <p>n/a</p>

2.2 Risk Management Program - Assessment Results		Rating: 2
Summary of Findings	<p>The Council has not prepared a formal risk management program, although does have set tasks and timeframes for undertaking corporate risk profile reviews, policy and procedure reviews and for the conduct of risk management training. Meetings of the ERM and Governance committees are set and there are timeframes in place for reporting to these committees.</p> <p>The development of a risk management program is a useful planning tool designed to define the tasks and activities to be undertaken during the year as well as timeframes for their completion. Endorsement of the program by the Executive Management Committee, ERM and Governance Committees will serve to secure an ongoing commitment for the program and to inform management of the tasks and activities that are undertaken by the risk management team.</p> <p>A WHS implementation plan is prepared on an annual basis and a similar approach could be adopted in the preparation of the annual risk management program.</p>	
	<p><b>Opportunities to Improve to Level 3 or 4</b></p> <p>OP6.1 Consider developing a consolidated risk management program on an annual basis and submit it for consideration and endorsement by the Executive, ERM and /or Governance Committees.</p>	<p><b>Recommendations to Achieve Level 2</b></p> <p>n/a</p>

2.3 Risk Profiling Program and Registering of Risks - Assessment Results		Rating: 2
Summary of Findings	<p>The Council has developed a risk profiling program of sorts with corporate risk reviews scheduled for February each year. The conduct of specific risk assessments is currently undertaken "as required". Divisional business plan risk profiles are also prepared or reviewed on an annual basis.</p> <p>The corporate risk profiles are recorded in the Vault risk management system. The data is able to be interrogated and a variety of risk reports are generated. Example of risk profiles were sighted as were a range of reports generated from the system.</p>	
	<p><b>Opportunities to Improve to Level 3 or 4</b></p> <p>OP7.1 Consider formalising an annual risk profiling program which defines the functions and activities that will be assessed, reassessed or reviewed each year and incorporate the risk profiling program into the consolidated risk management program.</p>	<p><b>Recommendations to Achieve Level 2</b></p> <p>n/a</p>

2.4 Risk Management Training Program - Assessment Results		Rating: 4
Summary of Findings	<p>Staff undertake risk management training every two (2) years on-line using an e-learning package or during toolbox talks in instances where staff do not have access to a computer. Staff completion of on-line training is tracked and training records are maintained.</p> <p>In addition, risk methodology and ERM refresher training is provided for the Senior Management Group each year prior to undertaking risk reviews. Further, information on the risk management function generally is also provided at induction.</p> <p>There is also training undertaken for the identification of WHS hazards and assessment of associated risks.</p>	
Opportunities to Improve to Level 3 or 4	Recommendations to Achieve Level 2	Council Comment
n/a	n/a	Noted.

2.5 Risk Control and Treatment Assurance and Review - Assessment Results		Rating: 2
Summary of Findings	<p>An audit plan has been developed and adopted by the Audit Committee which is risk based, addressing the higher risk functions of the Council first. The three year strategic audit plan and the one year tactical plan are in part derived from Council's corporate risk register (strategic risks). Audits are conducted in accordance with the plans, recommendations are forwarded to relevant managers for action and progress toward implementation is tracked and reported to the Audit Committee.</p> <p>Internal audit does review control implementation and effectiveness for those risks which are included on the internal audit plan, however a process or procedure for control self assessment by risk owners for those risks outside the annual audit schedule has not yet been developed. Council is soon to commence a program of WHS audits aimed in part at verifying the implementation and effectiveness of safety risk controls. A similar process of control verification (audit) could be applied to the corporate risk register or divisional business plan risk profiles. A program of "spot audits" would assist to embed the procedure and provide assurance that those risk controls which fall outside the internal audit schedule in any given year have been reviewed for their effectiveness.</p> <p>The Council has in place strong processes for legal compliance with a declaration or sign off being provided by Manager level and above prior to the performance review process being undertaken. A similar declaration or sign off with respect to the implementation and effectiveness of controls could also be considered in order to sheet home accountabilities for the management of risk.</p>	
	<b>Opportunities to Improve to Level 3 or 4</b>	<b>Recommendations to Achieve Level 2</b>
OP8.1 Consider developing a control self assessment procedure or guidance material for use by risk owners.	n/a	<p>A Control Verification and Self-Assessment process will be developed for consideration by the ERM committee by March 2015.</p> <p><i>See also OP 5.1 and OP 8.2.</i></p>
OP8.2 Consider the merits of implementing a program of "spot audits" to assist risk owners implement any control self assessment procedure which may be developed.	n/a	<p>Council will consider the merits of implementing a program of "spot audits" by May 2015.</p> <p><i>See also OP 8.1.</i></p>
OP8.3 Consider the merits of developing a "control declaration" to be submitted by risk owners as part of the performance review process.	n/a	<p>Council will investigate this suggestion by 30 June 2015.</p> <p><i>See also OP 2.3.</i></p>

2.6 Business Continuity Planning - Assessment Results		Rating: 4
Summary of Findings	<p>Council has had Crisis Management and Disaster Recovery plans in place for many years. During 2010 Council adopted a policy titled Business Continuity Management. This policy has been recently reviewed and expanded and is now known as the Corporate Emergency Planning Policy and was formally adopted during December 2013. The policy is supported by the corporate emergency management framework which is outlined in the statement of procedure appended to the policy.</p> <p>The framework consists of emergency response, critical incident and ICT disaster recovery procedures, the crisis management, business continuity, business recovery and pandemic plans. There is also a link to the Illawarra Emergency Management Plan. The framework also details authorities to activate emergency plans and procedures, the composition of the crisis management and recovery management teams and the corporate emergency planning committee. Also included is a schedule of plan exercising, training and review</p> <p>Exercising of the crisis management and business continuity component of the emergency plans has been undertaken annually for the past two years and changes to the plans arising from lessons learned during the exercises have been incorporated and version controlled.</p>	
	<p><b>Opportunities to Improve to Level 3 or 4</b></p> <p>n/a</p>	<p><b>Recommendations to Achieve Level 2</b></p> <p>n/a</p>

2.7 Use of Risk Management Technology - Assessment Results		Rating: 3
Summary of Findings	<p>The Council currently uses the “Vault” risk management software to record and store risk data and to produce risk management reports and profiles. The software meets the all of the requirements for the minimum expected standard and is used to store both ERM risk profiles and WHS risk assessments. The system is used by a variety of officers throughout the organisation to manage and update risk data, particularly for the purpose of WHS compliance.</p> <p>Examples of ERM reports extracted from the system and attached to reports to the various oversight committees were viewed. The system contains a function which logs and tracks system use and updates to data.</p> <p>In general terms, the system is serving the risk data management needs of the organisation but users have experienced some limitations in terms of the system’s ability to aggregate and categorise risks across the various risk profiles. For example, users experience difficulty when attempting to prepare tailored, ad hoc reports which extract specific risks or categories of risk from the various risk profiles contained within the system, whether that be by nature, cause or specific issues like disruption risks or other types of risks.</p> <p>The system is currently used for logging WHS incidents but not for recording public liability, motor vehicle or property incidents or claims.</p>	
	<p><b>Opportunities to Improve to Level 3 or 4</b></p> <p>OP9 .1 Consider exploring options that permit better aggregation and categorisation of risks across risk divisional profiles for reporting purposes.</p>	<p><b>Recommendations to Achieve Level 2</b></p> <p>n/a</p>

### 3.2 Management of Public Liability Risks Arising from Infrastructure Assets - Assessment Results

Rating: 3

#### Summary of Findings

Council has developed a systematic approach to identifying risks arising from its infrastructure assets and has implemented a proactive approach to maintaining such assets across 537km of constructed footpaths, 897kms of roads and 1464kms of kerb and guttering along with shared paths, bridges, jetties and other assets. The transport asset management plan was finalised during Oct 2011 and addresses the expected criteria.

Initial road condition assessments were conducted in 2010/11 by contractors using vehicle mounted video cameras and are due for reassessment in 2015. Footpaths were condition assessed during 2013 using an all terrain vehicle also with mounted video cameras and are due for reassessment during 2018. All infrastructure defects have been assessed using a rating methodology based on the International Infrastructure Management (IMM) methodology and entered into the Hanson Asset Management System which permits scheduling of rectification and maintenance works, cost capture, auditing and tracking of the completion of maintenance tasks and activities.

A rolling program of capital and maintenance works has been developed based upon condition assessments and the IMM rating methodology. These programs are reviewed annually and take into consideration additional defects or hazards which have been notified as a result of Asset Information Officer reinspections or customer requests received and hazard notifications advised by members of the public. Completion of works associated with the capital works and maintenance programs are tracked through Hanson works and purchase orders which are managed by Asset Information Officers, who may also inspect and verify the completion of works from time to time.

Infrastructure hazard and defect notifications by members of the public are logged in the "Pathways" Customer Request System which generates an action request which is forwarded to the relevant depot for inspection. The capital works and maintenance schedules are reviewed to determine if the notified defect is already included on either of the schedules. If not the defect is inspected and rated and included on the schedule as appropriate. Where work is to be undertaken a "Pathways" action request is scheduled, a work order generated, the work undertaken and once completed the rectification work is checked by the relevant supervisor.

A key aspect of the current business plan review is revisiting the procedures and methodology for risk based capital and maintenance works prioritisation and scheduling and aligning this with the section restructure which is currently underway. It was acknowledged that whilst there is adequate funding, appropriate staffing levels and experience to deliver infrastructure asset outcomes, improvements and formalisation of processes for prioritisation of scheduled and unscheduled high risk infrastructure hazards is required.

Opportunities to Improve to Level 3 or 4	Recommendations to Achieve Level 2	Council Comment
OP10.1 Review and clarify the process for prioritising works to address identified defects to ensure higher risk hazards receive greater priority	n/a	Council is undertaking a review of the Capital Works Program Planning and Prioritisation methodology within the implementation of an Asset Management Improvement Program. The review of the Capital Works Program Planning and Prioritisation methodology is anticipated to be adopted by Council in early 2015 and then used to inform future capital works programs.

3.8 Management of Risks Arising from the Operation of a Motor Vehicle Fleet - Assessment Results		Rating: 3	
Summary of Findings	<p>Council has processes in place for the management of its motor vehicle fleet as well as plant and equipment. Council has developed a comprehensive suite of plant and vehicle management policies, procedures and processes which covers all aspects of plant and vehicle management, purchase, maintenance and disposal. The vehicle management policy has undergone a series of reviews, the last having been conducted during June 2014. The next review is scheduled for June 2017. All reviews of the policy have been version controlled in TRIM and on the policy summary sheet.</p> <p>Plant and vehicle maintenance is scheduled in the 'Hanson Asset Management System and based upon odometer readings, manufacturers specifications (for vehicles) and timesheets/operating hours for plant and equipment. There is a documented procedure for reporting damage or defects to Council vehicles (light and heavy) as well as plant and equipment, conducting in-house repairs or maintenance and recording of action taken. All vehicle repairs or scheduled maintenance are recorded on a work order and once repairs are completed, all data is logged in the "Hanson" Asset Management System. Samples of work orders and Hanson reports were viewed as were samples of defect/accident reports showing corrective action taken.</p> <p>There are a suite of safe operating procedures for the range of plant and equipment and a risk assessment of all new or proposed plant is undertaken using "Plant Assessor". Examples of Safe Operating Procedures and Plant Assessor risk assessments were provided. All WHS related procedures and motor vehicle related management policies have been version controlled.</p> <p>There is competency based training for operators of Council plant and equipment and a new plant familiarisation program which provides an assessment of any additional training which may be required for operators. There is funding available for driver awareness training in the current budget, however, training is yet to be delivered.</p>		
	Opportunities to Improve to Level 3 or 4	Recommendations to Achieve Level 2	Council Comment
	OP11.1 Consider undertaking driver awareness training on the basis of statistics in relation to the type and nature of claims experienced.	n/a	<p>Council has implemented several safety initiatives into its fleet replacement programme over the past three years, and a review of fleet insurance claims for the past three years found a reduction in many key areas such as at-fault claims and collision with a stationary object. Council's preference is to promote safe driving through the use of "driver awareness toolkits" for all drivers as well as Council's Intranet by providing links to driver safety information available on sites such as the RMS, NRMA, ANCAP.</p> <p>To support the promotion of safe driving, Council will develop and release the "driver awareness toolkits" by 30 June 2015, utilising the 2014-15 UIP Driver Awareness budget allocated to each member council. Further, in anticipation of 2015-16 UIP Driver Awareness budget being made available Council will consider additional fleet safety awareness initiatives for implementation in 2015-16.</p>

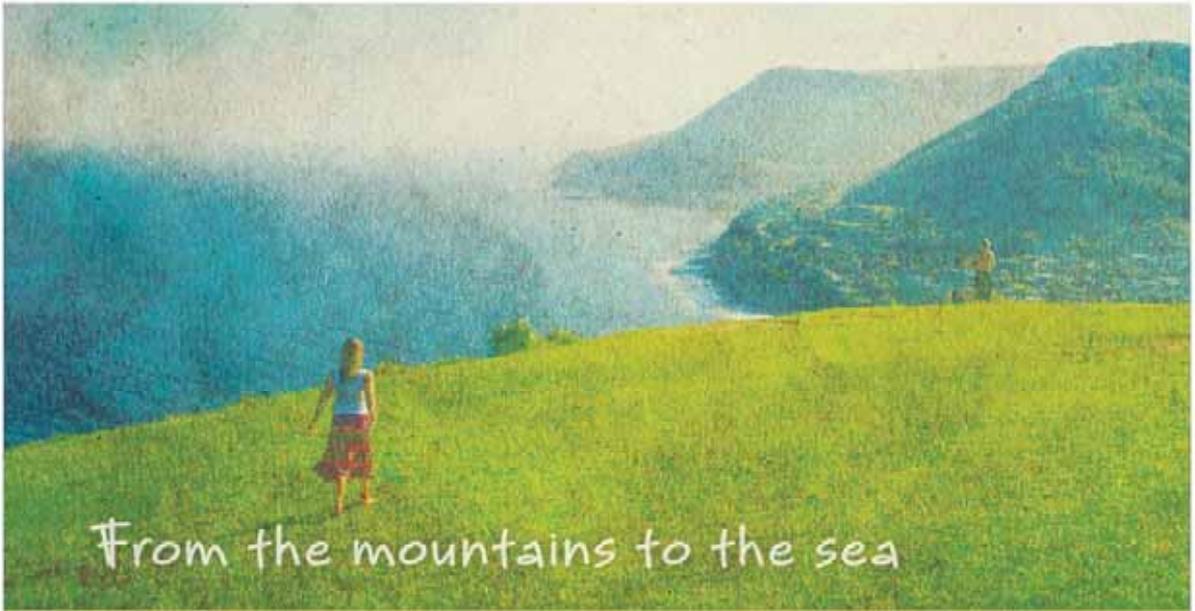
**3.9 Management of Risks that Might Result in Fines or Breaches of Legal or Statutory Obligations**

**Rating: 4**

**- Assessment Results**

<p><b>Summary of Findings</b></p>	<p>Council has developed a comprehensive framework for ensuring that Council effectively manages its statutory obligations. Elements of the framework include:</p> <ul style="list-style-type: none"> <li>• A governance health check tool which addresses in the order of 50 good governance elements,</li> <li>• Responsibilities and accountabilities for managing statutory compliance in position descriptions,</li> <li>• A process of annual review and officer declaration of statutory compliance and reporting requirements,</li> <li>• A process for identifying legislative updates and amending compliance requirements,</li> <li>• Processes for tracking the status of outstanding tasks associated with legal requirements from an operational perspective.</li> </ul> <p>The governance health check tool is designed to cover all aspects of good corporate governance. Each of the 50 elements has associated tasks and due dates which are assigned to relevant officers within the organisational structure. The Delivery plan is aligned to the health check elements through various Key Performance indicators which are reported quarterly. The tool is subject to internal audit every three years in line with audit plan and improvements are made in line with audit recommendations with version control maintained in TRIM.</p> <p>Position descriptions, from the General Manager to manager level, contain a responsibility to manage those legal compliance obligations relevant to their functional areas. Each officer is provided with a list of legislation and associated tasks for which they are responsible and these are aggregated from manager level to Director up to the General Manager. The lists are administered by the Manager Governance and Information and officers are made accountable by being required to sign off that all legal obligations for which they are responsible have been adequately discharged over the course of the past year. This sign off (declaration) is required prior to the annual performance review. An example of the Statutory Reporting Requirements Schedule for the General Manager was provided whilst on-site.</p> <p>Amendments to legislation are tracked and systematically updated in the legal compliance system each year during July. Sources of information regarding amendments include Office of Local Government circulars, LGSA and LGNSW weekly bulletins, Thompson and Reuter’s daily alerts and information provided by Council’s panel of legal firms.</p> <p>There are a series of systems for tracking outstanding tasks associated with legal requirements from an operational perspective. Examples include resolutions (of Council) tracking system, the Audit and Governance committees task tracking system which tracks the status of implementation of audit recommendations and those of the Internal Ombudsman and tracking and reporting of Executive Management Committee recommendations.</p>	
<p><b>Opportunities to Improve to Level 3 or 4</b></p>	<p><b>Recommendations to Achieve Level 2</b></p>	<p><b>Council Comment</b></p>
<p>n/a</p>	<p>n/a</p>	<p>Noted.</p>

3.10 Management of the risk of Fraud and Corruption that Might Lead to Fidelity Guarantee or C&O Claims - Assessment Results		Rating: 4
Summary of Findings	<p>Council has developed a detailed Fraud and Corruption Management Framework. The framework contains a Fraud and Corruption Prevention Policy and Control Plan which is supported by the Code of Conduct, a fraud and corruption risk assessment and a professional conduct investigation policy and procedures.</p> <p>The Fraud and Corruption Policy sets out the responsibilities structure for Council management and staff with respect to managing fraud and corruption risks, following the Code of Conduct and other relevant matters as well as a summary of the Fraud and Corruption Control Plan and reporting and investigation requirements. The Code of Conduct was reviewed and adopted during March 2013, the Fraud and Corruption Policy was reviewed and adopted during May 2013. The suite of associated policies and procedures has also been reviewed and all have been appropriately version controlled.</p> <p>The Fraud and Corruption Control Plan sets out the elements of the plan and relevant deadlines. The elements include the integration of fraud and corruption related policies, responsibility structures, requirements for risk assessment, employee, customer, community and supplier awareness, internal and external notification systems, detection systems, investigation systems and conduct and disciplinary systems.</p> <p>A Professional Conduct Assessment Committee has been formed which considers complaints and notifications in relation to corrupt conduct, maladministration and other conduct related matters. The committee considers matters such as appropriate responses commensurate with the seriousness of the complaint, allocating investigators and prudent notifications based on the outcomes of investigations.</p> <p>A fraud and corruption risk assessment has been previously undertaken and is due for review in the near future in line with the three year review cycle. A copy of the risk assessment was viewed whilst on-site.</p> <p>There is regular reporting to management and to the Governance and Audit committees. Outstanding items are tracked and managed using the Audit Committee “task tracking” system.</p>	
	Opportunities to Improve to Level 3 or 4	Recommendations to Achieve Level 2
	n/a	n/a
	Council Comment	
	Noted.	



# WOLLONGONG 2022 DRAFT QUARTERLY REVIEW STATEMENT

December 2014





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# MESSAGE FROM THE GENERAL MANAGER

WOLLONGONG CITY COUNCIL

This draft Quarterly Review Statement reports the period from September – December 2014 and reports on progress towards achieving the five Councillor Strategic Programs from the Delivery Program with 2015 being the third year of a rolling five year delivery program (2012-2017) and the Annual Deliverables from the Annual Plan 2014-2015. Highlights and significant progress with key projects from the Annual Plan 2014-2015 are reported by the six Community Goals from the Wollongong 2022 Community Strategic Plan.

Highlights from this quarter include:

- 1 Completion of the Crown Street Mall refurbishment
- 2 Great results from the community survey
- 3 The launch of the West Dapto home deposit scheme
- 4 Acceptance into the Fit For The Future Joint Organisation pilot program

The organisational performance is also reported by the inclusion of the performance indicators which monitor the status and progress of our Council programs, activities, projects, finances, people and processes.

This report also includes an overview of how Council is tracking against its budgets and expenditure. It is a concise visual summary of Council's financial situation for the quarter including budget, capital budget and expenditure. Full budget details are included in the Budget Review Statement.

I would like to thank all staff and the community for their contributions to the achievements identified in this draft Quarterly Review and Budget Review Statement.

David Farmer  
General Manager

# STRATEGIC PROGRAMS PROGRESS REPORT

WOLLONGONG CITY COUNCIL

Our Councillors have made a commitment to support our organisation and the community in making Wollongong a better place to live, work, visit and play. To focus Council's attention to achieve this, Councillors have agreed to five Strategic Programs. These are outlined in the Delivery Program 2012-17. Progress made in the December 2014 quarter is outlined below:

## 1 Financial Sustainability

**Our Council is committed to improving the standards of community assets over the five year Council term. This will be achieved by directing 85% of all capital investment into asset renewal, and a strong emphasis of cost effectiveness in service provision.**

**Project Sponsor:** General Manager  
**Project Manager:** Executive Manager Strategy

## Strategic Program Progress

✓ On Track

Moderate risk in achieving the Strategic Program and/or impact on delivery timeframe

Significant risk in achieving the Strategic Program

## Program Achievements

Council at its meeting 23 June 2014 adopted a revised budget and annual plan that included a special rate variation, efficiency target, minor service adjustments and planned increases in fees and charges. This three year strategy commenced in July and increased income is reflected in the expansion of the capital works program to address asset renewal across the city.

Annual efficiency targets have been built into the budget and across Council's service portfolio work is underway to identify improvement opportunities. At the end of the quarter \$563K of efficiency savings have been found.

## Program Risks

With the approval of a special rate variation by the Independent Pricing and Regulatory Tribunal (IPART) in June, and the adoption of a multi-faceted strategy, the risk rating for the Financial Sustainability Program has decreased. The focus is now to ensure ongoing business improvements resulting in efficiencies and the delivery of a significant capital works program.

## 2 West Dapto Urban Release

Council will work in collaboration with key agencies to provide the infrastructure needed to support growth within the West Dapto Urban Release Area. This will include improving access, infrastructure and local services which are needed to support the additional 17,000 future housing lots within the release area.

**Project Sponsor:** Director Planning + Environment | *Future City and Neighbourhoods*  
**Project Manager:** Manager Project Delivery

### Strategic Program Progress



On Track

Moderate risk in achieving the Strategic Program and/or impact on delivery timeframe

Significant risk in achieving the Strategic Program

### Program Achievements

The following progress on the Access Strategy for the West Dapto Urban Release Area has occurred:

- Shone Avenues Stage 1 Bridge replacement and road works - Complete
- Shone Avenues Stage 2 Bridge replacement and road works - Commenced
- Cleveland Road Bridge over Mullet Creek and associated road works - Complete
- Intersection improvements Princes Highway and West Dapto Road Kembla Grange - Complete
- Road improvements West Dapto Road and Wongawilli - Design commenced.

### Program Risks

West Dapto Access – Fowlers Road to Fairwater Drive - Funding of \$22.5 million has been allocated by the NSW State Government under the Restart NSW Illawarra Infrastructure Fund towards the project.

## 3 Waste Management

During Council's term we will work to reduce the environmental impact of waste by improving waste management across the city. We will finalise and deploy Council's Waste Strategy, assess the impacts of the carbon tax, and work toward the development of a new landfill cell at Whyte's Gully to increase landfill capacity for the region.

**Project Sponsor:** Director Infrastructure + Works | *Connectivity Assets + Liveable City*  
**Project Manager:** Manager City Works and Services

### Strategic Program Progress



On Track

Moderate risk in achieving the Strategic Program and/or impact on delivery timeframe

Significant risk in achieving the Strategic Program

### Program Achievements

The following progress has been made in waste management:

#### Helensburgh Waste Landfill Rehabilitation Project

- The landfill closure plan has been approved.
- Detailed design is being completed as a priority.
- Development modification has been submitted to Council to incorporate a landfill gas flaring unit.
- Tender documentation is currently being prepared.

#### Whytes Gully New Landfill Cell

- Stage 1A construction works completed in the previous quarter, Environmental Protection Agency(EPA) has completed a review of the Quality Assurance and test plans for Stage 1A and supplied approval for operational commencement.
- Stage 1B construction works physically completed, EPA is to review the Quality Assurance and test plans for Stage 1B in view of providing operational approval.
- Landfill gas collection infrastructure has been installed under stages 1A and 1B of the new landfill cell.

### Program Risks

There are a number of risks associated with Helensburgh Waste Landfill Rehabilitation Project and the Whyte's Gully New Landfill Cell; the major risks are that the Whytes Gully new landfill cell is not completed and available for filling prior to the current landfill running out of space, and the rain shed is not completed in time for land fill operations. The landfill gas flare at Helensburgh does not receive development approval, delays to either project, the landfill liner at Whytes Gully not installed correctly and the capital cost of both projects exceeding initial expectations.

## 4 City Centre Revitalisation

Council's fourth aspiration in the Delivery Program is to improve the attractiveness of the Wollongong City Centre to work and visit, reinforcing its role as the region's major hub for investment and jobs growth.

**Project Sponsor:** Director Corporate + Community Services | *Creative, Engaged and Innovative City*  
**Project Manager:** Manager Project Delivery

### Strategic Program Progress



On Track

Moderate risk in achieving the Strategic Program and/or impact on delivery timeframe

Significant risk in achieving the Strategic Program

### Program Achievements

During the quarter, significant progress has been achieved with the city centre revitalisation. Highlights include:

- The completion of the Crown Street Mall refurbishment with the official opening held on 22 November 2014.
- Completion of the improvements to the Keira Street precinct.
- Stage 2 of the Crown Street and Inner City Building Façade Program commenced during the quarter with applications being received and evaluated, and eligible works being placed on Public Notice. Council at its December meeting endorsed 19 applications which totalled over \$586,000 in eligible works.
- The Public Spaces, Public Life Study has shared early analysis with the community in November and December 2014 and will move to refining Key Directions in early 2015.
- Council has endorsed an Alcohol Free Zone exemption for a maximum of ten events per year in each of the following locations: Lower Crown Street Mall, Upper Crown Street Mall, Globe Lane and Arts Precinct. These exemptions are conditional on the implementation of guidelines to ensure the safe delivery of these events.
- Destination Wollongong launched the new "On Crown" marketing campaign for the Crown Street Mall in conjunction with the Mall opening celebration events conducted during the month of November 2014.
- The summer edition of the City Centre News was prepared and distributed to city centre businesses and retailers.

### Program Risks

- Wet weather continues to be a risk impacting on the delivery program.

## 5 Connectivity/Walkability

Council's fifth aspiration is to improve the connectivity of the Local Government Area (LGA) through the upgrade of our network of footpaths and cycleways. This focus on our path and cycle network will ensure that necessary works are carried out to achieve an accessible and connected city.

**Project Sponsor:** Director Infrastructure + Works | *Connectivity Assets + Liveable City*  
**Project Manager:** Manager Infrastructure Strategy and Planning

### Strategic Program Progress



On Track

Moderate risk in achieving the Strategic Program and/or impact on delivery timeframe

Significant risk in achieving the Strategic Program

### Program Achievements

During the quarter, Council had spent \$4.0 million of the \$12.4 million allocated to capital programs supporting connectivity.

Development of strategies supporting this program are continuing including:

- Wollongong City Bike Plan – The final plan was adopted by Council in June 2014.
- Grand Pacific Walk Master Plan – The Masterplan for the entire project was adopted by Council in July 2014.

Construction works started or completed in the December quarter include:

- New footpaths in Cirrus Avenue and Woodlawn Avenue - Completed
- The Nannawilli Street Kerb Ramp - Completed
- Footpath in Pioneer Road (east side) from Carters Lane to Towradgi Beach Hotel - Completed
- Footpath in Eager Street from Boyten Park to Albert Street - Completed
- Footpath in Lawrence Hargrave Drive (west side) from Prince Street to High Street - Completed
- Footpath in Alcoomie Street adjacent to number 29 and 22 - Completed
- Reconstruction of laneways in Cowper Street, 115 Marshall Street, O'Donnell Drive - Completed
- Share path in Princes Highway from Kembla Grange Racecourse to Northcliffe Drive - Completed
- Share path in Gloucester Boulevard adjacent to Darcy Road - Completed
- Section of Grand Pacific Walk at Coalcliff Railway Station - Completed

Design works under way for the ongoing delivery of the program include :

- Footpath in O'Brien's Road from Jacaranda Avenue to Foye Avenue - Commenced
- Footpath in Seafoam Avenue from Church Street to Coast Street - Completed
- Footpath in Corrimal Street from Campbell Street to Smith Street - Commenced
- Footpath in Gilmore Street from Reserve to Acacia Avenue - Completed
- Footpath for 104 to 108 Mount Keira Road - Completed
- Footpath in Kialoa Road from Connection to Memorial Drive - Completed
- Footpath in Redman Avenue from Railway Road to Henley Road - Completed
- Footpath in Kembla Street (east side) from Bourke Street to Corrimal Street - Completed

- Footpath in Wollongong Harbour Stage 2b - Completed
- Shared path in Princes Highway from Point Street to Black Diamond Place - Completed
- Design of Unanderra Central Business District upgrade – Commenced.

## Program Risks

There are a number of sites on the network expansion program with significant geographical, technical, agency approval and community concerns that may impact on the design phase and hence construction time frames. To minimise the impact from this risk, designs for projects further down the delivery program are also being progressed such that construction programs can be re-phased to ensure continued delivery of the improvement program.

# ANNUAL PLAN 2014-15

## PROGRESS SUMMARY

WOLLONGONG CITY COUNCIL

The following section provides an overview of Council's progress with delivering Wollongong 2022. It provides a summary of progress for 2014-15 annual deliverables [Council's programs, projects and activities] and highlights significant progress with annual projects as outlined in the Wollongong 2022 community goals. This exception based reporting provides an overview of achievements for the December 2014 quarter. The organisations performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Annual Plan 2014-15 contains 326 annual deliverables across the 6 community goals. Table 1 below outlines how Council is tracking in the December quarter to achieve the annual deliverables for each community goal.

**Table 1:  
Annual Deliverable Progress by Community Goal**

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1 We value and protect our natural environment	32%	0%	5%	0%	63%
2 We have an innovative and sustainable economy	29%	2%	4%	0%	66%
3 Wollongong is a creative, vibrant city	22%	3%	0%	3%	73%
4 We are a connected and engaged community	40%	3%	1%	0%	56%
5 We are a healthy community in a liveable city	29%	1%	5%	1%	63%
6 We have sustainable, affordable and accessible transport	83%	0%	13%	0%	4%
<b>Total Annual Deliverable Progress</b>	35%	2%	4%	1%	59%

\*Note: Each goal does not have equal number of Annual Deliverables; therefore the Annual Deliverable progress totals do not necessarily add together.

# ANNUAL PLAN 2014-15 PROGRESS SUMMARY

Overall 4% of annual deliverables were reported to be delayed, while 1% were deferred. Table 2 below outlines all annual deliverables that were reported as delayed or deferred at the end of December 2014.

**Table 2**

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
1 We value and protect our natural environment	Determine a future use for the Bulli Miners Cottage which conserves the heritage values of the building	Y		Building upgrade works are required prior to a Request for Proposals for the future use of the Bulli Miners Cottage. A revised building condition assessment and heritage report are being prepared to guide the building upgrade works.
	Progress the Yallah Marshall Mount Planning Proposal and draft DCP chapter	Y		The post exhibition report on the draft Yallah Marshall Mount Structure Plan and draft Planning Proposal was deferred from the December Council meeting, to enable infrastructure issues to be clarified. Report now scheduled for next quarter for finalisation. Draft amendments to the West Dapto DCP Chapter will then be prepared.
	Subject to funding, pursue acquisition of eligible properties under a VPS (Voluntary purchase scheme) approved by the State Government	Y		Negotiations for acquisition of 17-19 Burringbar St Dapto complete. Awaiting confirmation of funding by State Government.
2 We have an innovative and sustainable economy	Implement the Keira Street Precinct Plan	Y		The works in Keira Street have been completed with assistance from the GPT Group and Roads and Maritime Services (RMS).
	Resolve options for key services including power and water supply to the Mt Keira summit	Y		Mt Keira Power Supply - Council has had its electrical design certified by Endeavour Energy. This along with other documentation has been submitted to National Parks and Wildlife Service (NPWS) for its approval. Pending approval construction is still anticipated to commence in 2015.  Mt Keira Water Supply - Investigations have been underway to determine the condition of existing water supply assets in the area and the costs associated to bring them to a serviceable condition.

## ANNUAL PLAN 2014-15 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
3 Wollongong is a creative, vibrant city	Contribute Local Studies Library expertise to planning for Council's Bi-Centenary of European Settlement project		Y	<p>The Library plans to partner with the Illawarra Historical Museum in 2016 to prepare and exhibit a display on the First Land Grants in the Illawarra which were made in 1816. This display will be portable and presented in the Central Library, the Museum, library locations and other locations interested throughout 2016.</p> <p>The Local Studies Librarian will continue to contribute as a member of the Bi-Centenary Committee,</p>
4 We are a connected and engaged community	Deliver and evaluate the Place Management approach to enhance coordination and communication of Council services, plans and projects	Y		<p>The review of the Place Management program and information note to Council was planned for the second quarter, but has been delayed until early 2015, due to competing commitments and priorities. The review will, nevertheless, be completed by the end of the 2014-2015 planning cycle.</p>
5 We are a healthy community in a liveable city	Assess rezoning submissions and progress supported Planning Proposals	Y		<p>27 planning proposals were in progress throughout the quarter. 12 rezoning requests were reported to Council in the quarter, 7 were supported and will proceed to Gateway determination and then exhibition. 3 requests were not supported. 2 reports on submissions received during the exhibition period were reported to Council, 1 was supported and will now be finalised, and the other re-exhibited.</p> <p>4 planning proposals have been exhibited and issues raised in submissions are being assessed, and one proposal is awaiting notification by the state government.</p> <p>5 new planning proposal requests were lodged in quarter.</p>
	Continue to prepare the Housing Study Review incorporating affordable housing issues		Y	<p>The Housing Study Review project was put on hold during the quarter due to the need for resources to progress other planning projects and planning proposals. Scheduled to recommence 4th quarter.</p>

## ANNUAL PLAN 2014-15 PROGRESS SUMMARY

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Undertake programmed renewal works at Austinmer, Bellambi, Towradgi and Wombarra tidal rock pools	Y		The contractor appointed to refurbish the Austinmer Pool has gone into liquidation. Council has taken over the site and made the site safe to reopen over the busy summer period. Council will seek alternative contractors to complete the work at a suitable time in 2015.
	Undertake a minor review of the Beaton Park and Botanic Garden Plans of Management.	Y		Council will be undertaking a Call for Proposals process for the future use of Gleniffer Brae which will inform the Botanic Garden Plan of Management. A new master plan for Beaton Park is to developed which will inform the revision of the Beaton Park Plan of Management.
	Finalise land title requirements for the transfer of land occupied by Russell Vale Golf Course	Y		Current status remains on hold - awaiting feedback from Wollongong Coal to reopen negotiations. Golf Course operations continue as programmed.
6 We have sustainable, affordable and accessible transport	Commence construction of the Cordeaux Road Shareway	Y		The replacement of the bridge west of William James Drive is progressing in accordance with the construction program. The contractor for the construction of the shared path from Boorea Boulevard to Bushells Bridge Mt Kembla has been selected and is expected to commence work on site early in 2015.
	Continue to construct Stage 1 of the Grand Pacific Walk	Y		Council is continuing to prepare the detailed designs for the next stage of the Grand Pacific Walk between Coalcliff and Stanwell Park.
	Work with Shellharbour Council and others to extend the Lake Illawarra cycleway	Y		Investigation, scoping, design and construction estimates need to be prepared so that we can apply for funding as opportunities present.

# GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

WOLLONGONG CITY COUNCIL

## Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions

During the quarter, a meeting was held with NSW Planning and Environment to progress the proposed levy to support implementation of Biocertification. Advice and guidance was provided to Council on the level of information needed for NSW Planning and Environment to build a business case for the levy. This includes providing a cost benefit analysis comparing an accurate estimate of the costs for Biocertification against alternate offsetting measures, to achieve, maintain or improve biodiversity outcomes for the West Dapto Urban Release Area. Council will continue to work closely with the Office of Environment and Heritage to provide NSW Planning and Environment the necessary information.

## Implement Council's Floodplain Risk Management Plans.

Implementation of the Floodplain Risk Management Plans continues through the capital works and maintenance programs. The preparation of various Flood Studies/Floodplain Risk Management Plans is ongoing, and designs for flood mitigation/stormwater either in progress or completed. Two flood affected properties have been demolished and a further one acquired under the Voluntary Purchase Scheme.

The Swan Street Culvert upgrade was completed in mid December along with finalisation of the swale in Charles Harper Park Helensburgh. Drainage culvert works at Coledale were completed in late December. The realignment of pipe outlet structures in several of council's detention basins were recently completed.

## Continue to deploy Council's Waste and Resource Recovery Strategy

The Wollongong Waste and Resource Recovery Strategy 2022 was endorsed by Council on 28 July 2014. The Strategy represents a pathway for Council and the community to work towards sustainable waste management. Actions contained within the Strategy are now being implemented. The current actions in progress include:

- New community recycling centre development.
- New leachate management system at Whytes Gully.
- Environmental rehabilitation of Helensburgh landfill.
- New and ongoing arrangement for landfill gas extraction at Whytes Gully.

Council has also successfully secured grant funding that has employed a Waste Projects Coordinator to help implement strategic action priorities out of the Waste and Resource Recovery Strategy.

### Continue implementation of priority actions from the Dune Management Strategy.

During the quarter progress continued on priority actions:

- A preliminary options report and coastal hazard assessment was prepared for the Towradgi Dunes reshaping project.
- Council was awarded three grants under the OEH Coastal Management Program; Whartons Creek entrance management study and policy \$20,000; Wollongong dune vegetation management \$100,000; and Wollongong beach and dune monitoring \$40,000.
- Bulli Beach-Whartons Creek entrance management plan – monthly beach surveys were undertaken to inform the study and quotes have been received from consultants.
- A lifeguard tower was constructed at Windang Beach.
- A contractor has been engaged to construct a lifeguard tower for Wollongong City Beach.
- Port Kembla beach access path was assessed and is now on maintenance schedule.
- Council investigated the status of the Bulli seawall for protection against coastal hazards. Two sections of the wall were exposed using an excavator and a sand vacuum machine and a geotechnical officer assessed the condition.
- The Beach and Dune monitoring program continued, with transects surveyed and photo monitoring conducted.
- A draft implementation procedure was developed for the Wollongong Coastal Erosion Emergency Action Sub plan.
- Vegetation surveys were undertaken at priority beaches to form the basis of ongoing weed management and installation of appropriate species.
- A Federal Government Green Army project commenced in October. This project is being run in conjunction with Campbell Page. A team supervisor and nine participants are working at priority beaches to remove litter and weeds and install appropriate species from Council's adopted planting list.



*Image: The new lifeguard tower at Windang Beach, installed as part of the Dune Management Strategy*

### PERFORMANCE MEASURES

- Participation rate in environmental programs: 5,166 (Q1 = 11,903)
- Number of volunteers for Environmental Programs - Greenhouse Park: 600 (Q1 = 405)
- Plants Propagated : 6,576 (Q1 = 11,749)
- Plants Distributed : 17,321 (Q1= 19,676)
- Tonnes of Rubbish collected from clean-up activities : 13 (Q1= 12)
- Number of volunteers worked at Bushcare and FIReady sites : 407 (Q1= 443)

## GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

WOLLONGONG CITY COUNCIL

As a part of the Advantage Wollongong Program continue to work with University of Wollongong, NSW Trade & Investment and others to promote Wollongong's competitive advantage nationally and internationally

Advantage Wollongong promotes Wollongong as a place to invest and do business. Highlights include:

- Announcement on 12 November 2014 that NEC Australia will establish new operations at the Innovation Campus, creating over 100 new jobs in the first instance. The Advantage Wollongong partnership facilitated the new project.
- Participation at the Auscontact Association National Conference on 22-23 October 2014, focusing on developing leads for potential business expansions or establishments in Wollongong for the contact centre industry.
- Pitching to the board of the Auscontact Association on 19 November 2014 to hold the 2015 national conference in Wollongong.
- Hosted the Knowledge Services Forum on 21 November 2014, which highlighted the region's achievements in the knowledge services sector and raised awareness about the sector's importance to the local economy.

### Investigate a model and support for the development of social enterprises

Council is working in partnership with iAccelerate, School of Social Entrepreneurs and Wild Rumpus to conduct the Social Change 101 course for social entrepreneurs in 2015. The Social Change course is co-designed and co-delivered to meet the unique needs of the community and to enable sustainable skills transfer in social enterprise development into the region.

In November over 100 people attended "The Big Conversation – fostering social innovation in the Illawarra" forum to raise awareness of Social Enterprises in the area and provide information on the opportunity to apply to complete the Social Change 101 training course.

### Continue the review of the City Centre Revitalisation Plan

The Public Spaces, Public Life Study has shared early analysis with the community in November and December 2014 and will move to refining key directions in early 2015. In addition the following activities were carried out in the quarter:

- The refurbishment of the Keira Street precinct extending from Market Street to Smith Street Wollongong has been completed.
- The Crown Street Mall refurbishment project has been completed with the official opening launch taking place on the 22 November 2014.
- Stage 2 of the Crown Street and Inner City Building Façade Program commenced during the quarter with applications being received and evaluated, and eligible works being placed on Public Notice. Council at its December meeting endorsed 19 applications which totalled over \$586,000 in eligible works.
- Council has endorsed an Alcohol Free Zone exemption for a maximum of ten events per year in each of the following locations: Lower Crown St Mall, Upper Crown St Mall, Globe Lane and Arts Precinct. These exemptions are conditional on the implementation of guidelines to ensure the safe delivery of these events.



*Image: The Crown Street Mall refurbishment was officially opened with a community celebration on 22 November 2014. Senator for New South Wales The Hon Concetta Fierravanti-Wells and Minister for the Illawarra, The Hon John Ajaka were amongst the dignitaries in attendance*

### Provide opportunities for Council staff to access further education and training through tertiary assistance program, Cadets, Apprenticeships and Trainee Program and other learning & development

Recruitment for the 2015 intake has been completed with one trainee and four apprentices to commence in January 2015. This will bring the total number of Cadets, Apprentices and Trainees in Council to 18 cadets, 7 apprentices and 11 trainees. Applications for the 2015 Tertiary Assistance Program are open with selection due to take place in January 2015. The corporate training program is proceeding as planned. The Work Health and Safety (WHS) Leadership Program is continuing and an abridged version has now been developed to be rolled out to all operational staff. WHS compliance training and licences are up to date and the Emergency Management training roll out is proceeding as planned.

### Deliver a program of activities and provide services that facilitate learning by community members: Born to Read; History Week workshops; Book Clubs

Between October and December 2014, libraries ran 316 activities which were attended by 4,359 children and adults. These programs included IT Training, bookgroups, preschool storytime, primary school visits to the library, tweens clubs and various school holiday activities. The Summer Reading Club kicked off in December.

### Research and assess the applicability of emerging technologies for library service provision

In the past Quarter, the Library has introduced "Comicsplus" an e-comics collection downloadable from the Library website. This will be promoted in the New Year in conjunction with the roll-out of promotion for Comic Gong 2015. The library also introduced a collection management software program "Collection HQ" which has great potential for library staff to best manage collections, transfer stock and add new items based on statistical evidence.

## PERFORMANCE MEASURES

- Occupancy rates of licensed car parks: 100 % (Q1 = 100%)
- Occupancy rates of paid on street parking: 74 % (Q1 = 74%)
- Tourist parks occupancy rate of unpowered sites: 34 % (Q1 = 15%)
- Tourist parks occupancy rate of powered sites: 39 % (Q1 = 24%)
- Tourist Park occupancy rate of cabins: 53 % (Q1 = 38%)
- Tourist park onsite average annual occupancy: 99 % (Q1 = 99%)
- Number of visitations to the tourism information centres: 14,816 (Q1 = 15,792)

# GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

WOLLONGONG CITY COUNCIL

## Deliver Creative Dialogues Program

There were 16 creative dialogue events held this quarter: A forum "Stories: Who says shorter is not better?" in partnership with the South Coast Writers Centre; Pozible -Crowd funding; Hugh MacKay -The Art of Belonging in Partnership with UoW; Transmission- Artist Talks at Project Contemporary Artspace; eleven Lunch in the Precinct performances were held with a total audience of 2,185. The following three launches were incorporated in Lunch in the Precinct performances: Honk festival, Viva la Gong and Illawarra Folk Festival.

International Day of Ability was celebrated in partnership with Essential Personnel at Lunch in the Precinct.



*Image: South Coast Writers Centre presented "Stories: Who Says Shorter is Better" as part of the Creative Dialogues program*

### Deliver the IPAC/Merrigong Theatre Production Program via the IPAC funding agreement

During this quarter, the Merrigong 2014 Season drew to a close with the highly regarded Bell Shakespeare production *The Dream*. *Lola's Keg Night*, a musical memoir from local independent artists 8 Arms Productions, was presented as part of Merrigong's independent artist program, Merrigong Studio Sessions. Musical performances from jazz stalwart Vince Jones and the festival hit *Tubular Bells for Two* were programmed under the 'Music at IPAC' banner.

As a venue for hire, IPAC welcomed major national and international artists including Marina Prior, Kitty Flanagan, dance ensembles from Ireland and Russia, and the Sydney Comedy Festival Showcase. Later in the period, the venue has hosted numerous end-of-year concerts from community hirers including dance and performing arts schools.

### Collaborate with Culturally and Linguistically Diverse (CALD) community to support community events and celebrations

During the quarter, Council supported a number of community events and celebrations including:

- The Spanish Cultural Evening, the closing event for the Illawarra Spanish and Latin American Festival. This partnership event with the Spanish and Latin American Community Organisation (SALCO) was held at the Art Gallery with 90 people in attendance.
- Ready Arrive Work (RAW) program a partnership project with Department of Education and Communities for Year 10 ESL students to learn about vocational pathways. 49 young people participated.
- Civic Welcome for 47 TAFE Adult Migrant Education Program (AMEP) students who were provided an overview of local government and participated in a tour of the library, IPAC theatre and Town Hall.

### Refurbish Corrimal Library

The refurbishment work at Corrimal Library and Community Centre has now been completed. These works have refreshed the facility and ensured it continues to reflect the value of the asset to the community, as well as ensuring greater amenity of the facility to meet community needs.

### Coordinate and ensure delivery of Viva La Gong, Australia Day and News Years Eve celebrations

Planning is well underway for Australia Day with major sponsors in place. New Years Eve celebrations took place as planned. Programs and promotional material have been distributed across the city for these major events.

The Viva la Gong Festival was delivered on 8 November with 25,000 plus people attending. 75 people were involved in nine Community Cultural Development workshops leading up to the festival this quarter and 478 people participated in the parade.



*Image: The 2014 Viva la Gong festival drew crowds of more than 25,000 and featured a packed program of performance, music, dance, workshops and family fun*

## PERFORMANCE MEASURES

- Library programs: number of participants: 5,610 (Q1 = 7,880)
- Library programs: number of programs: 395 (Q1 = 451)
- Library – total number of loans: 313,705 (Q1 = 351,600)
- Library visitations: 233,909 (Q1 = 262,362)

# GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

## WOLLONGONG CITY COUNCIL

### Deliver the Bushcare Program

Bushcare is a Council program that aims to encourage and support community participation in the conservation and restoration of natural areas on community land. The work carried out by Council, contracted bush regenerators and volunteers are making a significant contribution to the conservation and restoration of our valuable natural areas. During the quarter a total of 64 sites were under management engaging 393 volunteers who contributed 3,967 hours of volunteer labour.



*Image: There are more than 60 Bushcare groups across Wollongong*

### Determine Council's response to local government reform proposals and coordinate any resulting change

The NSW Government sought Expressions of Interest in this quarter for regions to participate in a pilot program for Joint Organisations. Joint Organisations are the proposed new format for regional collaboration under the local government reform program "Fit for the Future". The Illawarra region, inclusive of Wollongong, Shellharbour, Kiama and Shoalhaven Councils were successful in their application to be part of the pilot program. Initial meetings between the State Government and the four Councils have been held to initiate the pilot which will fully commence in the next quarter. Council officers also commenced preparing the Fit For the Future Improvement Proposal which will utilise much of the information from Council's Revised Resourcing Strategy.

### Deliver National Volunteer Week and International Volunteers Day events

Community Transport Volunteers were recognised with a certificate and voucher for International Volunteers Day. Community Support and Enterprise staff organised 'volunteer recognition' lunch and dinner events, during December 2014 to mark the end of another year and to thank volunteers for their contribution. Special awards were presented to volunteers that had been with the service for 5, 10, 15, 20 years



*Image: Kevin Blackett (above right with David Farmer and fellow volunteer Bob) was named the Volunteer of the Year in the Illawarra by the Centre for Volunteering, recognised for his work with Council's Social Support Services and Community Transport programs*

### Deliver Rise and Shine

Rise and Shine aims to increase civic pride, accelerate environmental improvement and increase quality of life for present and future generations. Rise and Shine is a campaign encouraging community participation in a range of activities to improve the environment that in turn will benefit the quality of life enjoyed by local residents. During the quarter a total of 92 community groups participated in the Rise & Shine Community Clean-up and 1100 volunteers disposed of 36.36 tonnes of litter and rubbish. The 29th Annual Rise and Shine Awards night was held to recognise the outstanding achievements of community groups and individuals during the year.

### Participate in planning activities for the community services sector, to provide input, assist in identifying gaps in service provision and advocate for improved services

During the quarter, Council participated in an asset mapping project with Families NSW for children 0-8 years based on the Australian Early Development Census (AEDC) data to identify service gaps.

Council officers also met with the Senior Manager Sector Planning & Development, NSW Family and Community Services - Illawarra Shoalhaven District, to explore opportunities for joint planning and information sharing between local government and state government. Meetings regarding Aged Care Reform were also conducted with funding bodies and relevant stakeholder organisations.

### PERFORMANCE MEASURES

- Carers Leave: 0.65 Days (Q1 = 0.66)
- Lost Time Injury Frequency Rate :16.43 (Q1 = 18.19)
- Number of media releases issued: 40 (Q1 = 43)
- Number of Council Facebook page 'likes': 6,633 (Q1 = 6,294)
- Workers compensation costs as a percentage of payroll: 0.48 % (Q1 = 1.8%)
- Telephone calls are answered within 30 seconds: 79 % (Q1 = 77%)
- Enquiries made in person are welcomed and attended to within 5 minutes: 92 % (Q1 = 91%)
- Number of Twitter followers for Council: 2,792 (Q1 = 2,567)
- Sick Leave: 6.75 Days (Q1 = 6.97)

# GOAL 5: WE ARE A HEALTHY COMMUNITY IN A LIVEABLE CITY

## WOLLONGONG CITY COUNCIL

### Implement the Wollongong Community Safety Plan 2012-2016 and Graffiti Management Policy

Activities undertaken this quarter to implement the Community Safety Plan 2012 - 2016 include:

- Five community safety audits undertaken
- Community Safety Assessments completed on 29 Development Applications ( of which 11 were for Liquor Licences)
- Support provided to assist in organising White Ribbon Day events including the community walk (with over 150 people attending) and fundraiser BBQ
- A rapid removal of graffiti response was initiated at Bellambi Surf club and changes to the building were undertaken to reduce graffiti and vandalism, as well as working closely with NSW Police
- Council received a total of 1,077 reports of graffiti for this quarter, of which 579 (54%) were on Council assets and 498 (46%) were on private residences or business premises
- One graffiti prevention mural on the Art on Boxes (RMS traffic signal boxes) was completed

### Provide advice on access related matters

During the quarter internal advice was provided on the NSW Disability Act 2014 and the requirement for Council to develop a Disability Access and Inclusion Action Plan.

The "Keep it Clear" campaign was launched as part of International White Cane Day on 14th October. The awareness raising campaign included posters displayed at bus stops across the city to remind people of the types of behaviours that impact people who are blind or have low vision.

Council supported "International Day of People with a Disability" through the printing and distribution of the "Celebration of Ability" Calendar to promote local activities being held throughout the Illawarra. Council also partnered with Vision Australia to provide a ceramic jewellery making workshop for people who are blind or have low vision.



Images: Posters from the "Keep it Clear" campaign will be displayed in various places including bus stops and community centres

### Undertake the biennial community survey

The biennial Community Survey was undertaken this quarter, with the overall findings a great result for Council and staff. Satisfaction continued its strong upward trend since the low in 2008, recording the highest level since 1997, with 90% of residents indicating a medium to high satisfaction with Council.

The majority of residents agree Council is an organisation they can trust, and there has also been a significant increase in the number of residents who believe Council has spent the community's money wisely over the past 12 months.

### Deliver community development programs for children and young people

During the quarter a range of activities were delivered as part of Paint the Gong REaD.

- The Bright Spark Mascot appeared at the Lifeline Book Fair, Transition to School Picnic, Viva la Gong and a range of child care centres, libraries and services as part of their Christmas activities.
- Reading tents were provided at the Lord Mayor's Giving Tree and Viva la Gong.
- Book boxes which include a variety of donated books have been distributed to a number of doctor's surgeries and organisations.
- Work continues with the Dolly Parton Imagination Library and the combined Rotary Clubs.
- 70 registrations have been received for the National Paint the Town REaD Conference scheduled for March 2015.
- Council in partnership with Big Fat Smile held the "Transition to School Picnic" on the 2nd November with 160 families participating in this day of celebration.



*Image: Paint the Gong Read: Deputy Lord Mayor Councillor Connor reading to students in Crown Street Mall at the launch of the 2014 City of Wollongong Giving Tree*

### Develop and implement public health, amenity and safety regulatory programs that assist in improving compliance with legislative requirements

Council undertook a review of its Dogs on Beaches Policy that considered considerable community feedback. The review resulted in the current zonings remaining and Council pursuing additional parks as off-leash areas along with further education and signage being pursued to improve compliance. Council has also changed its animal control service, moving from a contractor to employees to manage animal control and dogs on beaches. Council continued with its parking school zone program and Rangers also undertook an enforcement program that removed unlawful campers causing health and safety concerns from the Wollongong foreshore area.

### Manage the Home Deposit Assistance Program

There have been eight applications under the program since the launch on October 24 with seven successful applications, and more to be considered. Property purchases have not yet occurred to trigger the placement of security deposits by Council.

The housing market is changing rapidly and moderately priced housing stock in the urban release area is limited due to market forces and changes. West Dapto right now is in the early stages and as new land releases become available it is anticipated private enterprise will offer different housing stock which will attract people who might participate in the program.

Council is also continuing to promote the program and its value to the housing industry. Council is planning to hold further discussions with the housing industry.



*Image: West Dapto Home Loan Assistance Program information night*

### PERFORMANCE MEASURES

- Social Support hours of service: 8,842 Hours (Q1 = 17,277)
- Total Visits commercial heated pools: Corrimal: 42,136 (Q1 = 16,968)
- Total Visits commercial heated pools: Dapto 23,196 (Q1 = 9,333)
- Utilisation/visitation at pools: 150,752 (Q1 = 47,840)
- Utilisation/visitation at beaches: 254,782 (Q1 = 34,263)
- Utilisation of Direct-Run District Level Community Facilities: 8,877 Hours (Q1 = 10,103)
- Direct-Run District Level Community Facilities visitation: 60,154 (Q1 = 61,599)
- Community Transport trips: 26,059 (Q1 = 31,699)

# GOAL 6: WE HAVE SUSTAINABLE, AFFORDABLE AND ACCESSIBLE TRANSPORT

WOLLONGONG CITY COUNCIL

## Implement footpath and cycleway improvement programs and the development of city wide pedestrian plan.

Program is on track. Footpaths already constructed include Keira Street Wollongong, Woodlawn Avenue Mangerton, Pioneer Rd Towradgi and Cirrus Avenue Dapto. Those underway include Wollongong Harbour Heritage Walk, Princes Highway Fairy Meadow and the design of Crown Street West.

The Bike Plan was recently completed and a similar project to develop a citywide pedestrian, shared path and footpath plan is required. This would further integrate civil construction project planning and confirm developer requirements, particularly in suburban areas.

## Commence construction of the Cordeaux Road Shareway

The replacement of the bridge west of William James Drive is progressing in accordance with the construction program.

The contractor for the construction of the shared path from Boorea Boulevard to Bushells Bridge Mt Kembla has been selected and is expected to commence work on site early in 2015.

## Council to work with key agencies and partners to progress the provision of an effective and integrated regional transport network

Council is liaising with a number of key State Government Agencies on a number of projects. These include: City Centre projects relating to bus operations and facilities, traffic signal installations and operations and sustainable transport projects relating to bicycle and pedestrian facilities. West Dapto transport projects have required liaison with RMS, State Rail, and Transport for NSW (TfNSW).

## Deliver the asset renewal program for active transport

The reconstruction of the shared path in Squires Way between Cabbage Tree Creek and Elliots Road was completed in December 2014. The renewed facility is 4 metres wide and 1.3 kilometres long and provides separate designated areas for cyclists and pedestrians. The facility is an important link within Council's bicycle network and provides a crucial connection between Wollongong Foreshore/City Centre and coastal suburbs to the north. Utilisation of the path has been found to be amongst the highest in the city. The increase in width will improve amenity for the range of users who use this busy section of path.



*Image: The upgraded shared pathway along Squires Way, one of the most popular shared pathways in the LGA.*

## PERFORMANCE MEASURES

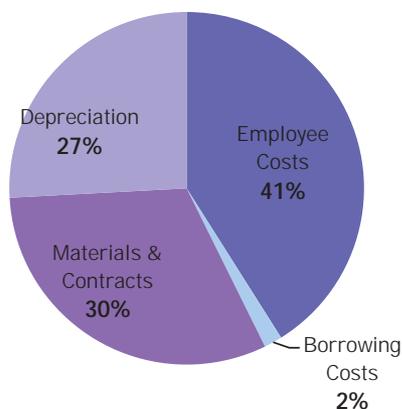
- Delivery of Council's Capital Program: 48 % (Q1 = 19%)

# HOW WE PERFORMED AGAINST OUR BUDGETS

WOLLONGONG CITY COUNCIL

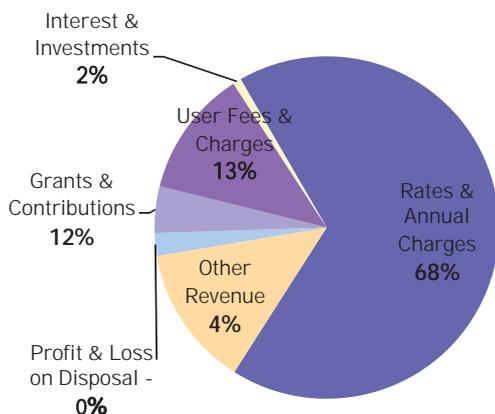
## Budget 2014/15

The graph below shows Council's expenses from ordinary activities by expense type for the quarter:



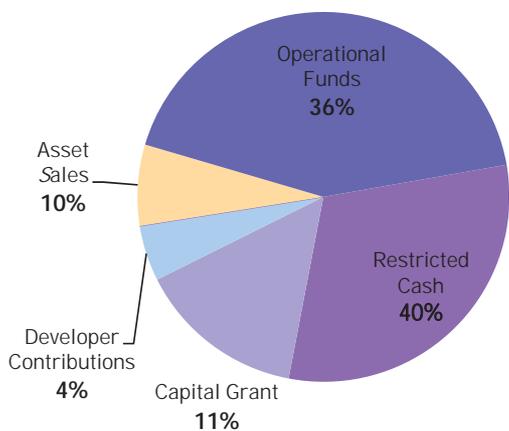
Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	48.27	98.75
Borrowing Costs	1.94	3.99
Materials & Contracts	36.93	87.50
Depreciation	30.39	60.77
Loss on Disposal of Assets	0.00	0.00
<b>Total</b>	<b>117.53</b>	<b>251.01</b>

The graph below shows Council's revenue from ordinary activities by revenue type for the quarter:



Income Type (\$M)	YTD Actual	Proposed budget
Rates & Annual Charges	82.04	166.59
Other Revenue	16.22	9.56
Profit on disposal of Assets	2.62	4.55
Grants & Contributions	5.35	29.11
User Fees & Charges	14.63	31.80
Interest & Investments	0.95	5.51
<b>Total</b>	<b>121.80</b>	<b>247.12</b>

The graph below shows Council's funding sources for the capital project budget for the quarter:



Income Type (\$M)	YTD Actual	Proposed budget
Restricted Cash	12.60	19.39
Capital Grant	5.98	14.57
Developer Contributions	1.99	5.61
Loan Borrowings	0.00	15.00
Asset Sales	2.90	12.84
Operational Funds	17.46	18.79
<b>Total</b>	<b>40.94</b>	<b>86.20</b>

# BUDGET REVIEW STATEMENT

## REPORT OF MANAGER

### FINANCE

#### WOLLONGONG CITY COUNCIL

The following table provides a summary view of the organisation's overall financial forecast and proposed variations for the full year 2014-15 based on year to date and anticipated performance to December 2014.

FORECAST POSITION		Original Budget	Q1 Budget	Proposed Budget	Variation
KEY MOVEMENTS		1-Jul	26-Sep	26-Dec	Q2
Operating Revenue	\$M	241.8	242.3	247.1	4.8
Operating Costs	\$M	(251.1)	(251.3)	(251.0)	0.3
<b>Operating Result [Pre Capital]</b>	<b>\$M</b>	<b>(9.3)</b>	<b>(9.0)</b>	<b>(3.9)</b>	<b>5.1</b>
Capital Grants & Contributions	\$M	32.6	32.5	28.2	(4.3)
<b>Operating Result</b>	<b>\$M</b>	<b>23.3</b>	<b>23.5</b>	<b>24.3</b>	<b>0.8</b>
<b>Operational Funds Available for Capital</b>	<b>\$M</b>	<b>41.8</b>	<b>41.0</b>	<b>41.3</b>	<b>0.3</b>
<b>Capital Works</b>		<b>83.7</b>	<b>84.7</b>	<b>86.2</b>	<b>(1.5)</b>
Transfer to Restricted Cash		1.0	2.8	25.5	(22.7)
<b>Contributed Assets</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Funded from:					
- Operational Funds	\$M	41.8	41.0	41.3	0.3
- Other Funding	\$M	40.3	42.9	67.4	24.5
<b>Total Funds Surplus/(Deficit)</b>	<b>\$M</b>	<b>(2.7)</b>	<b>(3.5)</b>	<b>(3.0)</b>	<b>0.5</b>

The revised projections at the December Quarterly Review for the year ending 30 June 2015 indicate an improvement of \$5.1M in the projected Operating Result [pre capital] that is impacted by the following major items as well as a range of less significant adjustments that are discussed in more detail through this report:

- Profit on land sales \$3.6M (F). The sale of two large properties during the last quarter has generated a profit of \$3.6M and net proceeds of \$7.6M. It is proposed that the proceeds be transferred to a new internally restricted asset, Property Investment Fund, for future use and, as such, does not impact the Total Funds result.

- Decrease in Depreciation Expenditure \$1.0M (F). Depreciation forecasts have been revised to reflect asset changes recognised at 30 June 2014 that include new assets constructed or acquired, contributed assets, revaluations and changes in lives. The most significant impact on these projections has been the downward valuation of buildings.
- Waste Facility Operations \$0.2M(F). There has been a significant decline in income at the waste facility \$0.8M. This is predominately due to a decrease in commercial tipping. This has been offset by a reduction in EPA costs for commercial waste landfill (\$0.5M) and reduction in EPA on cover material (\$0.5M) due to the ability to site source a higher level of cover material than budgeted for in the first part of this year.
- Insurance Recoveries & Penalties \$0.3M (F). Council has received a further \$0.2M for prior year claims that were unwritten by HIH. This income was not included in the current budget.

The Operating Result, inclusive of capital grants and contributions, has improved by \$0.8M. This is lower than the pre capital amount of \$5.1M due to the removal of capital income for grants that were received prior to the commencement of the year, including Building Better Regional Cities (\$4.9M) and the Fowler's Road Access grant (\$0.6M).

The Funds Result shows an estimated improvement of \$0.5M compared to the adopted budget. This is comprised of improvements in net waste operational costs (\$0.2M), rates income (\$0.2M) and unbudgeted legal and insurance recoveries relating to prior years (\$0.3M). These positive variations have been partially offset by the introduction of expenditure for the West Dapto review project (\$0.2M) and reduction in Rural Fire Services operational grants (\$0.1M).

## BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

### 1 Income & Expense

The primary variations and issues are discussed below with favourable changes identified as (F) and unfavourable (U). A more comprehensive list is provided in Table 2.

- **Rates & Annual Charges \$0.7M (F).** This includes a proposed increase to domestic waste (\$0.3M) and rates (\$0.4M). The increased income from domestic waste will be offset by a transfer to restricted cash and does not impact the Funds result. The variance in rate income is the result of variations in the final notional yield caused by additional properties and introduction of pro rata levies for subdivisions created in the current financial year that were not budgeted.
- **User Charges and Fees \$0.05M (U).** This variation is due to deterioration in Commercial Tipping charges (\$1.2M) offset by increases in household drop off income (\$0.5M), Development Assessment income (\$0.3M), Tourist Park Income (\$0.2M) and Crematorium income (\$0.1M).
- **Interest and Investment Income \$0.1M (F).** Proposed increase is due to the increase in cash from Local Infrastructure Renewal Scheme 3 loans (LIRS funds which will be invested until spent) (\$0.2M) and increased cash holdings from land sales (\$0.1M). These are partially offset by reduction in interest income on overdue rates (\$0.2M).
- **Other Revenue \$0.2M (F).** This increase is mainly due to receipt of HIH insurance claims made in prior years (\$0.2M), property insurance claims (\$0.1M) offset by a reduction in metal recycling income (\$0.1M). The property insurance claims do not flow through to the funds result as the income has been used to fund capital works that replace the asset razed.
- **Grants & Contributions Operating – \$0.1M (F).** This increase is due to the introduction of the Local Infrastructure Renewal Scheme 3 (LIRS3) loan interest rate subsidy that is recognised as a grant (\$0.2M). In addition, new grants were received that reduced the notional grant income (\$600K) that had been introduced as part of the September Quarterly Review.
- **Grants & Contributions – Capital \$4.3M (U).** This variation is due to the adjustments for grants received in prior years including the Building Better Regional Cities grant (\$4.9M) and the Fowler’s Road access design grant (\$0.6M). These items are offset by additional Developer Contributions in the current year (\$1.4M).
- **Profit on Disposal of Assets \$3.7M (F).** This is due to the difference between sale price and book value of Watt’s Lane, Bellambi and Underwood Street, Corrimal.
- **Employee Costs \$1.1M (U).** This variation is due to increase in resource requirements in the City Planning area that is offset by additional income (\$0.2M) and the reclassification of expenditure (\$0.9M) that in the main relates to replacement of staff on extended sick leave and workers’ compensation that was previously budgeted under materials and contracts.
- **Borrowing Costs \$0.2M (U).** Interest associated with LIRS3. Cost of this is offset by additional interest income.
- **Materials, Contracts & Other Expenses \$0.5 (F).** The proposed budget reductions are largely due to transfers to employee costs (\$0.9M), adjustments to EPA levy (\$1.0M), offset by the introduction of funded projects (\$0.6M), the West Dapto review project (\$0.3M), property selling costs relating to Watt’s Lane, Bellambi and Underwood Street, Corrimal (\$0.1M) and

increase in Sustainability Implementation Project equivalent to net additional income from Crematorium and Tourist Parks (\$0.3M).

- **Depreciation \$1.0 (F).** Depreciation forecasts were revised to reflect asset changes recognised at 30 June 2014 that include new assets constructed or acquired, contributed assets, revaluations and changes in lives. While asset changes will occur through the current year, most of these are not recognised until the latter part of the year or as part of the end of year process, hence, it is not expected that there will be a requirement for additional budget to the above extent for the remainder of the year.

## **2 Capital Budget**

The capital works program is reviewed on a continuous basis to monitor progress and reflect planned delivery dates. Revised capital projections include an increase to the program from \$84.7M to \$86.2M. The increase is funded from restricted cash and has been reported and approved through the monthly reporting process. At the end of December, Council has expended \$40.9M of the revised budget.

## **3 Cash & Investments**

The increase in projected cash and investments of \$16.9M at December is largely due to the impact of the projected receipt of the LIRS3 loan (\$15.0M), projected cash holdings and timing of projects.

Available Funds excludes movement in externally and internally restricted cash such as timing of special purpose grants, progress of funded projects and land sales and reflects only the impact of operational improvements. The Available Funds have increased by \$0.5M compared to the September Quarterly Review budget mainly due to the favourable funds result at the December Quarterly Review. The receipt of the LIRS3 loan does not affect available funds as it is included as an external restriction.

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS					
	Actual 2013/14	Original Budget 2014/15	September QR 2014/15	December QR 2014/15	Actual Ytd 26 December 2014
	\$M	\$M	\$M	\$M	\$M
Total Cash and Investments	117.9	109.5	112.9	129.8	122.8
Attributed to:					
External Restrictions					
Developer Contributions	14.0	11.7	11.2	12.5	16.3
Specific Purpose Unexpended Grants	11.6	17.8	20.8	15.5	18.5
Special Rates Levy City Centre	0.2	0.2	0.1	0.1	0.2
Unexpended Loans	25.3	16.8	15.7	30.5	7.2
Domestic Waste Management	8.1	9.5	10.4	10.7	9.3
Private Subsidies	3.3	2.3	4.3	3.8	3.5
West Dapto Home Assistance Prog		5.8	5.8	5.8	3.1
Stormwater Management Charge	0.4	0.4	0.2	0.2	0.4
Total External Restrictions	63.0	64.6	68.6	79.1	58.5
Internal Restrictions					
Property Investment Fund				7.8	
Community Infrastructure Fund	1.5	3.7	4.2	4.2	3.0
Future Projects	5.2	5.2	5.2	5.2	5.2
Sports Priority program	0.8	0.8	0.7	0.5	0.9
Car Parking strategy	0.2	0.2	0.1	0.1	0.2
MacCabe Park Development	0.5	0.7	0.7	0.7	0.6
Darcy Wentworth Park	0.1	0.2	0.2	0.2	0.1
Garbage Disposal Facility	13.8	16.4	13.1	11.2	10.4
Telecommunications Revenue	0.1	0.2	0.1	0.1	0.1
West Dapto additional	0.3	-	0.0	0.0	0.5
Natural Areas			0.5	0.4	
Carbon Pricing	4.5	6.6	4.5	4.5	4.7
Total Internal Restrictions	27.0	33.5	29.2	35.1	25.6
Available Cash	28.0	11.3	15.2	15.6	38.7
Net Payable & Receivables	(3.6)	4.5	5.9	5.9	(6.2)
Current payables	(29.1)	(22.6)	(22.6)	(22.6)	(34.6)
Receivables	18.6	21.2	21.4	21.5	16.3
Other	1.6	0.9	1.7	1.7	6.8
Non current Receivables	5.2	5.0	5.4	5.4	5.2
Available Funds	24.4	15.9	21.0	21.5	32.4

It is proposed that an internally restricted asset, Property Investment Fund, be created to provide funding for investment in longer term income generating activities. While detailed governance and operational requirements will need to be developed through the annual planning process, the initial concept is that proceeds of property sales (excluding those already identified through the rationalisation program), investment income on accumulated funds held and dividends from investments, be used to create and maintain this fund. It is proposed that net proceeds from the recent land sales (Underwood Street and Watts Lane) (\$7.6M) be used to establish this fund.

## BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

### 4 Securing Our Future Outcomes

An Efficiency target was developed as part of the Securing Our Future program and was endorsed by Council in the adoption of the 2014-15 Annual Plan along with the special rate variation, revenue increases and service adjustment targets.

Securing Our Future Adopted Outcomes	EFFICIENCY		SERVICES	REVENUE		TOTAL
	Lower Impact	High Impact		Rates *	Other	
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
2014/15	1,000		1,000	4,950	120	7,070
2015/16	1,000		200	4,560	250	6,010
2016/17	1,500	500	200	4,990	130	7,320
2017/18		500	100			600
2018/19						-
<b>TOTAL</b>	<b>3,500</b>	<b>1,000</b>	<b>1,500</b>	<b>14,500</b>	<b>500</b>	<b>21,000</b>

The long term financial projections include efficiency targets of \$1.0 million for 2014-15, \$1.0 million for 2015-16, \$2 million for 2016-17 and \$0.5 million for 2017-18 that are indexed thereafter. The lower impact targets for improvements have been proportionally allocated to individual services based on the level of discretionary expenditure in each. Managers are working towards the short and medium term targets. Progress will be reported through the Quarterly Review. Where improvements in income or non-discretionary cost can be achieved ahead of schedule, it is intended that the additional funds may be used to initiate further actions required to achieve future improvement targets or offset individual targets that may not be achieved in the planned timeframe.

As at the December Review, the rates (\$4.9M), services (\$1M) and other revenue (\$0.12M) components have been achieved for the current year and 56% of efficiency budget improvements (\$0.56M) has been identified. In line with the strategic intent, the efficiency targets are not intended to impact on service delivery. The following table shows where efficiency improvements have been identified to date.

Table 3

Securing Our Future Improvement Targets									
	2014-15			2015-16			2016-17		
Service	Adopted Budget \$000's	Achieved \$000's	Balance \$000's	Adopted Budget \$000's	Achieved \$000's	Balance \$000's	Adopted Budget \$000's	Achieved \$000's	Balance \$000's
<b>Allocated Efficiency Targets - Lower Impact</b>									
Aquatic Services	(65)	58	(6)	(129)	60	(69)	(233)	61	(172)
Botanic Garden and Nursery	(23)		(23)	(46)		(46)	(82)		(82)
Community Facilities	(20)	20	0	(39)	39	0	(71)	71	0
Community Programs	(11)	3	(8)	(22)	3	(19)	(40)	3	(37)
Corporate Strategy	(8)	5	(3)	(17)	10	(7)	(30)	18	(12)
Crematorium and Cemeteries	(18)	15	(3)	(36)	15	(20)	(64)	13	(51)
City Centre Management	(6)		(6)	(12)		(12)	(22)		(22)
Cultural Services	(19)	6	(13)	(39)	6	(33)	(70)	6	(64)
Integrated Customer Service	(33)		(33)	(66)		(66)	(119)		(119)
Development Assessment and Certificatic	(49)	49	0	(98)		(98)	(177)		(177)
Stormwater Services	(20)	11	(9)	(39)		(39)	(71)		(71)
Economic Development	(6)		(6)	(13)		(13)	(23)		(23)
Emergency Management	(7)	1	(6)	(14)	2	(12)	(25)	3	(22)
Environmental Services	(16)	11	(5)	(32)	11	(21)	(57)	11	(46)
Financial Services	(40)	40	0	(79)	79	0	(143)	143	0
Governance and Administration	(42)	18	(24)	(84)	28	(56)	(151)	38	(113)
Public Health	(7)		(7)	(15)		(15)	(27)		(27)
Human Resources	(42)		(42)	(84)		(84)	(151)		(151)
Information and Communications Technoc	(19)		(19)	(38)		(38)	(69)		(69)
Infrastructure Planning & Support	(94)	143	49	(189)	148	(41)	(340)	158	(182)
Internal Charges Service	(2)		(2)	(4)		(4)	(8)		(8)
Leisure Services	(29)	23	(6)	(57)	27	(30)	(103)	30	(73)
Libraries	(57)	57	(1)	(114)	113	(1)	(206)	104	(102)
Natural Area Management	(13)	7	(6)	(26)	7	(19)	(47)	7	(40)
Land Use Planning	(17)	8	(9)	(33)	8	(25)	(60)	8	(52)
Property Services	(10)		(10)	(21)		(21)	(37)		(37)
Public Relations	(20)	1	(19)	(41)	2	(38)	(73)	4	(69)
Parks and Sportsfields	(87)	19	(68)	(174)	20	(154)	(314)	20	(294)
Regulatory Control	(22)		(22)	(44)		(44)	(80)		(80)
Tourist Parks	(30)	30	0	(61)	31	(29)	(109)	32	(77)
Transport Services	(98)	12	(86)	(195)	4	(191)	(352)	4	(348)
Waste Management	(61)	27	(33)	(122)		(122)	(219)		(219)
Youth Services	(8)	1	(7)	(16)	1	(15)	(29)	2	(27)
	(1,000)	564	(436)	(2,000)	617	(1,383)	(3,602)	738	(2,864)
<b>High Impact Efficiency Target, Income &amp; Service Adjustments</b>									
Efficiency Improvements							(500)	215	(285)
Service Adjustments				(200)	0	(200)	(400)		(400)
Additional Revenues				(26)	26	0	(151)	72	(79)
	0	0	0	(226)	26	(200)	(1,051)	287	(764)
	(1,000)	564	(436)	(2,226)	643	(1,583)	(4,653)	1,025	(3,628)

## 5 Long Term Financial Projections

Key Performance Information shown below is based on the financial forecasts that are contained in the Revised Delivery Program 2012-17 and Resourcing Strategy 2012-22 that were adopted by Council on 17 February 2014 and changes identified in the Adopted Annual Plan 2014-15. Council has a continuous budget process that revises the long term forecasts in line with quarterly changes

and resets assumptions and indices annually or where new information leads to an immediate requirement to change the indices.

The revised long term forecasts that these indicators are based on are indicative and will be reviewed through the annual management planning process.

## BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

### **Long Term Operating Surplus/(Deficit) [pre capital]**

The Operating Result [pre capital] provides an indication of the long term viability of Council. In broad terms, a deficit from operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew existing assets.

Improvements to the forecast for 2014-15 during this quarter include profit on sale of land (Underwood Street and Watts Lane) \$3.6M, forecast decrease in depreciation \$1.0M and various other more minor improvements that have been discussed in detail earlier in this report. It should be noted that the two major changes do not flow on to the Funds result as depreciation is a non-cash adjustment and it is proposed that the proceeds from the land sales be restricted for future initiatives.

The long term projections have also been reviewed to incorporate more recent information from both external sources and internal analysis as programs develop or become more defined. Key changes in the long term Operating Result forecasts include:

- Investment earnings. These have been reduced in the first two years of the projections to reflect current investment market conditions. Increases in future years reflect projected cash holdings that are generally associated with restricted cash holdings and, as such, do not flow on to the Fund result.
- Depreciation. There is a further reduction in depreciation expenditure in 2015-16, however; this begins to increase in subsequent years as a result of the growing capital program. It should be noted that these projections do not include West Dapto growth. Changes in depreciation also do not impact the Fund result.
- Rate income. Forecasts have been updated for expected growth patterns including West Dapto. Additional income from West Dapto does not impact on the Fund Result, as Council's current direction is to 'ring fence' these funds for providing future services in this area.

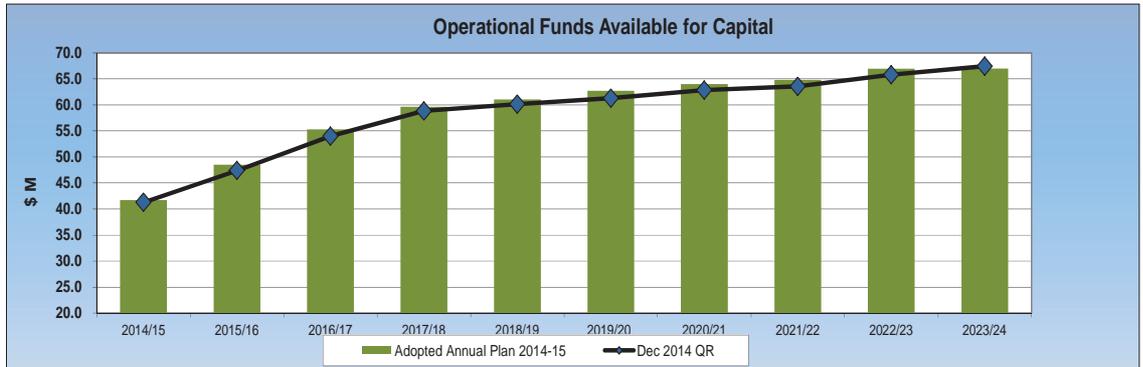
During the quarter, there has been progress towards the settlement of a long term litigation matter associated with investment advice provided to Council. The potential outcome of this has not been included in the revised forecasts at this stage. Early indications are that this could be in the vicinity of \$1.8M.

# BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

## Long Term Operational Funds Available for Capital

An increase in Operational Funds available for capital remains the primary objective of Council to provide for effective renewal of assets. Timing issues such as early receipt of grant income or deferral of externally funded projects do not impact on Operational Funds available for Capital projections.

Table 4

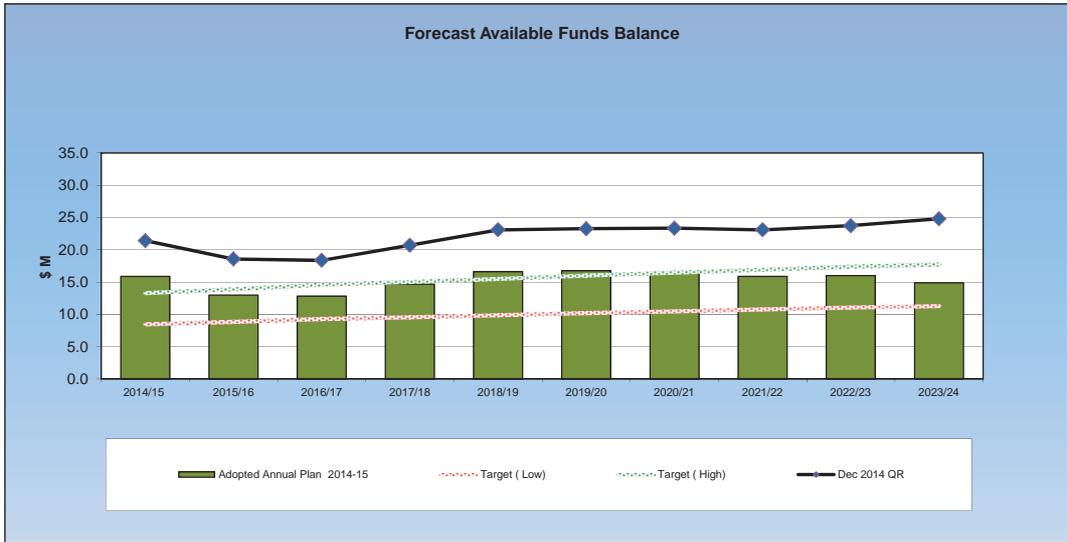


## Available Funds

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue, and to provide flexibility to take advantage of opportunities that may arise from time to time. Council's Financial Strategy has a target to achieve and maintain an Available Funds position between 3.5% and 5.5% of operational revenue [pre capital].

The Available Funds remain above Council's Financial Strategy target of 3.5% to 5.5% of operational revenue [pre capital]. Based on the Adopted 2014-15 Annual Plan the target range for Available Funds is between \$7.7 million and \$11.2 million (lower range) and between \$12.1 million and \$17.7 million (upper range) over the life of the current Long Term Financial Plan. The result for the year ended 30 June 2014 has resulted in an improvement of \$5.8 million in Available Funds. This has reduced during the first quarter to \$5.0 million due to the reintroduction of a number of projects that were in progress at year end but has improved by \$0.5M during this review. An additional \$5.2 million was transferred to restricted asset for future projects during 2013-14. The revised long term projections at December indicate an improvement over the ten years mainly due to improvements in investment earnings and rate income (other than West Dapto) and a correction in year ten for income that was not included in the initial forecasts. As discussed during the adoption of the 2014-15 Annual Plan and the June Quarterly Review, the Available Funds and Future Projects position offers the opportunity to review delivery programs or projects in the short term. Council will review this position and consider options for future plans during the preparation of the 2015-16 Annual Plan.

Table 5



# BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

<b>WOLLONGONG CITY COUNCIL</b>					
December Quarterly Review 2014					
	Original Budget \$'000	Current Budget \$'000	2014/15 Actual YTD \$'000	Proposed Variation \$'000	Proposed Budget \$'000
<b>Income Statement</b>					
<b>Income From Continuing Operations</b>					
<b>Revenue:</b>					
Rates and Annual Charges	165,699	165,849	82,040	736	166,585
User Charges and Fees	32,487	31,854	16,217	(49)	31,804
Interest and Investment Revenues	5,238	5,382	2,616	132	5,514
Other Revenues	9,143	9,327	5,349	235	9,562
Grants & Contributions provided for Operating Purposes	28,146	29,009	14,630	102	29,110
Grants & Contributions provided for Capital Purposes	32,604	32,470	7,375	(4,295)	28,174
<b>Other Income:</b>					
	0	0	0	0	0
Profit/Loss on Disposal of Assets	1,040	868	950	3,677	4,546
<b>Total Income from Continuing Operations</b>	<b>274,357</b>	<b>274,758</b>	<b>129,177</b>	<b>538</b>	<b>275,298</b>
<b>Expenses From Continuing Operations</b>					
Employee Costs	107,212	108,219	54,009	1,119	109,339
Borrowing Costs	3,830	3,830	1,935	160	3,991
Materials, Contracts & Other Expenses	90,424	89,467	37,669	(545)	88,922
Depreciation, Amortisation + Impairment	61,767	61,768	30,392	(995)	60,773
Internal Charges (labour)	(10,606)	(10,593)	(5,740)	3	(10,591)
Internal Charges (not labour)	(1,536)	(1,423)	(738)	1	(1,422)
FSR (X6nnn)	0	0	0	0	0
Savings Target (G2479/3284)	0	0	0	0	0
<b>Total Expenses From Continuing Operations</b>	<b>251,092</b>	<b>251,268</b>	<b>117,527</b>	<b>(257)</b>	<b>251,012</b>
<b>Operating Results From Continuing Operations</b>	<b>23,265</b>	<b>23,490</b>	<b>11,650</b>	<b>795</b>	<b>24,284</b>
<b>Discontinued Operations</b>					
Net Profit/Loss from Discontinued Operations	0	0	0	0	0
<b>Net Operating Result for the Year</b>	<b>23,265</b>	<b>23,490</b>	<b>11,650</b>	<b>795</b>	<b>24,284</b>
<b>Net Operating Result for the Year before Grants &amp; Contributions provided for Capital Purposes</b>	<b>(9,338)</b>	<b>(8,980)</b>	<b>4,275</b>	<b>5,090</b>	<b>(3,890)</b>
<b>NET SURPLUS (DEFICIT) [Pre capital] %</b>	<b>(3.4%)</b>	<b>(3.2%)</b>	<b>9.0%</b>	<b>946.3%</b>	<b>(1.4%)</b>
<b>Funding Statement</b>					
<b>Net Operating Result for the Year</b>	<b>23,265</b>	<b>23,490</b>	<b>11,650</b>	<b>795</b>	<b>24,284</b>
Add back :					
- Non-cash Operating Transactions	78,059	75,948	37,250	(4,744)	71,204
- Restricted cash used for operations	14,413	15,103	3,898	696	15,799
- Income transferred to Restricted Cash	(58,334)	(58,060)	(17,184)	3,850	(54,210)
- Payment of Accrued Leave Entitlements	(10,145)	(10,145)	(5,018)	0	(10,145)
- Payment of Carbon Contributions	(427)	(263)	0	0	(263)
<b>Funds Available from Operations</b>	<b>46,832</b>	<b>46,072</b>	<b>30,596</b>	<b>596</b>	<b>46,669</b>
Advances (made by) / repaid to Council	(135)	(135)	5	0	(135)
Borrowings repaid	(4,914)	(4,914)	(3,818)	(322)	(5,236)
<b>Operational Funds Available for Capital Budget</b>	<b>41,782</b>	<b>41,023</b>	<b>26,783</b>	<b>274</b>	<b>41,297</b>
<b>CAPITAL BUDGET</b>					
Assets Acquired	(83,693)	(84,659)	(40,933)	(1,540)	(86,199)
Transfers to Restricted Cash	(1,040)	(2,758)	(1,515)	(22,713)	(25,472)
Funded From :-					
- Operational Funds	41,782	41,023	26,783	274	41,297
- Sale of Assets	3,263	4,981	2,902	7,857	12,838
- Internally Restricted Cash	5,126	6,420	5,427	1,832	8,252
- Borrowings	0	0	0	15,000	15,000
- Capital Grants	13,914	12,250	5,326	(277)	11,973
- Developer Contributions (Section 94)	5,858	5,752	1,990	(140)	5,612
- Other Externally Restricted Cash	10,136	10,885	7,173	254	11,139
- Other Capital Contributions	1,955	2,647	658	(49)	2,598
<b>TOTAL FUNDS SURPLUS / (DEFICIT)</b>	<b>(2,700)</b>	<b>(3,460)</b>	<b>7,811</b>	<b>498</b>	<b>(2,962)</b>

## BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

MAJOR VARIATIONS YTD compared to Budget	\$ '000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>REVENUES FROM ORDINARY ACTIVITIES</b>					
<b>Rates &amp; Annual Charges</b>					
Domestic Waste		295			
Rates income		210	231		736
<b>User Charges &amp; Fees</b>					
Offset to Efficiency Target, Sustainability Implementation & Continger		364			
Whytes Gully Waste Disposal Centre		(695)			
Development Assessment Income		207			
Other		75			(49)
<b>Interest and Investment Income</b>					
Increased cash holding due to LIRS3 & land sales		282			
Outstanding rates		(150)			132
<b>Other Revenue</b>					
Settlement of prior year HIH Insurance Claims & penalties			295		
Property damage insurance claim applied to asset replacement		139			
Reduction in metal recycling & waste site lease income		(129)			
Recovery of legal costs associated with collection of outstanding rates		(75)			
Other		7		(2)	235
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>					
<b>Employee Costs</b>					
Offset to Efficiency Target, Sustainability Implementation & Continger		83			
Development Assessment resourcing offset by income		(207)			
Reallocation to/from Other Categories		(850)			
Introduction of externally funded projects		(15)			
Natural Areas Asset Plan		(40)			
Various other adjustments		(90)			(1,119)
<b>Borrowing Costs</b>					
Local Infrastructure Renewal Scheme 3		(160)			(160)
<b>Materials, Contracts &amp; Other Expenses</b>					
Offset to Efficiency Target, Sustainability Implementation & Continger		(140)			
Waste EPA Levy		824	203		
Property Selling Costs		(144)			
West Dapto review project		(120)		(180)	
Introduction of externally funded projects		(512)	15		
Natural Areas Asset Plan		(60)			
Reallocation to/from Other Categories		850			
Operational Contingency applied to short term projects		221			
Sustainability Implementation Program		(321)			
Efficiency Target allocations		(130)			
Various other adjustments		39			545
<b>Depreciation</b>		995			995
<b>Internal Charges</b>					
Labour		(3)			(3)

## BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

MAJOR VARIATIONS YTD compared to Budget	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>Grants &amp; contribution - Operating</b>					
RFS Operations				(83)	
Removal of notional grants introduced Sept QR		(600)			
Additional grants advised		785			102
<b>Profit/Loss on Disposal of Assets</b>					
Land Sales proceeds		7,775			
Carrying value of land sales		(4,180)			
GPT Airspace & Tunnel long term lease		82			3,677
<b>Operating Variation [pre capital]</b>		<b>4,612</b>	<b>744</b>	<b>(265)</b>	<b>5,090</b>
<b>Capital Grants &amp; Contributions</b>					
Building Better Regional Cities received prior year		(4,925)			
Grants Received prior years		(788)			
Developer Contributions		1,391			
Other		26			(4,295)
<b>Operating Variation [post capital]</b>		<b>316</b>	<b>744</b>	<b>(265)</b>	<b>795</b>
<b>FUNDING STATEMENT</b>					
<b>Non Cash Expenses</b>					
Profit on land sales		(3,595)			
Depreciation		(995)			
GPT Airspace & Tunnel		(82)			
Leave Liability		(73)			(4,745)
<b>Restricted Cash Used for Operations</b>					
Externally funded project adjustments		592			
Natural Area Assessment Management Plan		100			
Domestic Waste restricted cash prior year adjustment			3		696
<b>Borrowings Repaid</b>					
Repayment of LIRS3 principal		(322)			(322)
<b>Income Transferred to Restricted Cash</b>					
Interest applicable to restricted assets		(106)			
Capital grants received in prior years		4,925			
Adjustments to reflect timing of capital & operational grant		(716)	13		
Domestic Waste Reserve		(266)			3,850
<b>OPERATIONAL FUNDS AVAILABLE FOR CAPITAL</b>		<b>(222)</b>	<b>760</b>	<b>(265)</b>	<b>274</b>
<b>CAPITAL BUDGET</b>					
Increase in capital program		(1,734)			
Adjustment to capital program to offset net impact of LIRS3		194			
Increase in associated funding		1,758			
Property Insurance Claim		(139)			
Sale of Assets		7,857			
Transfer of net proceeds from asset sales to restricted cash		(7,713)			
LIRS Loan Funds received & transferred to restricted cash			15,000	(15,000)	223
<b>TOTAL FUNDS SURPLUS/(DEFICIT)</b>		<b>0</b>	<b>15,760</b>	<b>(15,265)</b>	<b>498</b>

# BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

## CAPITAL PROJECT REPORT

as at the period ended 26th December 2014

Program	\$'000		\$'000		YTD Expenditure	\$'000	
	Original Budget		Current Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure	Other Funding
<b>Asset Class:Roads And Related Assets</b>							
Traffic Facilities	2,118	(1,253)	2,285	(1,286)	1,382	167	(33)
Public Transport Facilities	250	(75)	250	(75)	143	(0)	(0)
Roadworks	5,676	(911)	6,467	(1,141)	3,103	791	(230)
Bridges, Boardwalks and Jetties	3,620	(1,840)	3,670	(1,840)	2,013	50	(0)
<b>Total Roads And Related Assets</b>	<b>11,664</b>	<b>(4,079)</b>	<b>12,672</b>	<b>(4,342)</b>	<b>6,641</b>	<b>1,008</b>	<b>(263)</b>
<b>Asset Class:West Dapto</b>							
West Dapto Infrastructure Expansion	8,725	(8,725)	8,725	(8,749)	5,509	(0)	(23)
<b>Total West Dapto</b>	<b>8,725</b>	<b>(8,725)</b>	<b>8,725</b>	<b>(8,749)</b>	<b>5,509</b>	<b>(0)</b>	<b>(23)</b>
<b>Asset Class:Footpaths And Cycleways</b>							
Footpaths	5,073	(4,078)	5,558	(4,463)	1,729	485	(385)
Cycle/Shared Paths	7,948	(6,062)	6,910	(4,862)	2,307	(1,039)	1,200
Commercial Centre Updages - Footpaths	13,827	(2,815)	13,877	(2,815)	9,613	50	(0)
<b>Total Footpaths And Cycleways</b>	<b>26,848</b>	<b>(12,955)</b>	<b>26,345</b>	<b>(12,140)</b>	<b>13,648</b>	<b>(504)</b>	<b>815</b>
<b>Asset Class:Carparks</b>							
Carpark Construction/Formalising	773	(500)	677	(400)	111	(96)	100
Carpark Reconstruction or Upgrading	425	0	471	0	447	46	0
<b>Total Carparks</b>	<b>1,198</b>	<b>(500)</b>	<b>1,148</b>	<b>(400)</b>	<b>558</b>	<b>(50)</b>	<b>100</b>
<b>Asset Class:Stormwater And Floodplain Management</b>							
Floodplain Management	1,239	(489)	1,279	(709)	622	40	(220)
Stormwater Management	1,200	(700)	1,430	(750)	769	230	(50)
Stormwater Treatment Devices	200	(200)	200	(200)	83	(0)	0
<b>Total Stormwater And Floodplain Man</b>	<b>2,639</b>	<b>(1,389)</b>	<b>2,909</b>	<b>(1,659)</b>	<b>1,474</b>	<b>270</b>	<b>(270)</b>
<b>Asset Class:Buildings</b>							
Cultural Centres (IPAC, Gallery, Townhall)	800	0	802	0	39	2	0
Administration Buildings	2,270	0	1,916	0	690	(354)	0
Community Buildings	6,175	(961)	5,379	(925)	1,541	(797)	36
Public Facilities (Shelters, Toilets etc)	956	(135)	1,115	(113)	304	159	22
<b>Total Buildings</b>	<b>10,201</b>	<b>(1,096)</b>	<b>9,211</b>	<b>(1,038)</b>	<b>2,574</b>	<b>(990)</b>	<b>58</b>
<b>Asset Class:Commercial Operations</b>							
Tourist Park - Upgrades and Renewal	700	0	700	0	333	0	0
Crematorium/Cemetery - Upgrades and R	200	0	274	0	39	74	0
Leisure Centres & RVGC	150	0	150	0	39	(0)	0
<b>Total Commercial Operations</b>	<b>1,050</b>	<b>0</b>	<b>1,124</b>	<b>0</b>	<b>411</b>	<b>74</b>	<b>0</b>
<b>Asset Class:Parks Gardens And Sportfields</b>							
Play Facilities	2,110	(755)	2,122	(767)	476	12	(12)
Recreation Facilities	549	0	624	0	334	75	0
Sporting Facilities	889	(712)	1,313	(936)	81	424	(224)
Lake Illawarra Foreshore	225	0	225	0	65	(0)	0
<b>Total Parks Gardens And Sportfields</b>	<b>3,773</b>	<b>(1,467)</b>	<b>4,284</b>	<b>(1,703)</b>	<b>957</b>	<b>511</b>	<b>(236)</b>
<b>Asset Class:Beaches And Pools</b>							
Beach Facilities	333	0	413	0	140	80	0
Rock/Tidal Pools	895	0	1,375	0	581	480	0
Treated Water Pools	1,152	0	1,259	(8)	288	107	(8)
<b>Total Beaches And Pools</b>	<b>2,380</b>	<b>0</b>	<b>3,048</b>	<b>(8)</b>	<b>1,008</b>	<b>667</b>	<b>(8)</b>

# BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

## CAPITAL PROJECT REPORT

as at the period ended 26th December 2014

Program	\$'000		\$'000		YTD Expenditure	\$'000	
	Original Budget		Current Budget			variation	
	Expenditure	Other Funding	Expenditure	Other Funding		Expenditure	Other Funding
<b>Asset Class:Natural Areas</b>							
Environmental Management Program	220	0	145	0	2	(75)	0
Natural Area Management and Rehabilitat	165	(45)	165	(45)	59	(0)	(0)
<b>Total Natural Areas</b>	<b>385</b>	<b>(45)</b>	<b>310</b>	<b>(45)</b>	<b>60</b>	<b>(75)</b>	<b>(0)</b>
<b>Asset Class:Waste Facilities</b>							
Whytes Gully New Cells	3,850	(3,850)	5,550	(5,550)	5,294	1,700	(1,700)
Whytes Gully Renewal Works	200	(200)	390	(390)	43	190	(190)
Helensburgh Rehabilitation	500	(500)	500	(500)	146	(0)	0
<b>Total Waste Facilities</b>	<b>4,550</b>	<b>(4,550)</b>	<b>6,440</b>	<b>(6,440)</b>	<b>5,483</b>	<b>1,890</b>	<b>(1,890)</b>
<b>Asset Class:Fleet</b>							
Motor Vehicles	2,886	(1,773)	2,886	(1,773)	9	(0)	(0)
<b>Total Fleet</b>	<b>2,886</b>	<b>(1,773)</b>	<b>2,886</b>	<b>(1,773)</b>	<b>9</b>	<b>(0)</b>	<b>(0)</b>
<b>Asset Class:Plant And Equipment</b>							
Portable Equipment (Mowers etc)	400	(300)	400	(300)	59	0	0
Mobile Plant (trucks, backhoes etc)	2,000	(150)	2,000	(150)	786	(0)	0
Fixed Equipment	260	0	260	0	49	(0)	0
<b>Total Plant And Equipment</b>	<b>2,660</b>	<b>(450)</b>	<b>2,660</b>	<b>(450)</b>	<b>893</b>	<b>(0)</b>	<b>0</b>
<b>Asset Class:Information Technology</b>							
Information Technology	790	0	820	0	100	30	0
<b>Total Information Technology</b>	<b>790</b>	<b>0</b>	<b>820</b>	<b>0</b>	<b>100</b>	<b>30</b>	<b>0</b>
<b>Asset Class:Library Books</b>							
Library Books	1,200	0	1,200	0	670	(0)	0
<b>Total Library Books</b>	<b>1,200</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>670</b>	<b>(0)</b>	<b>0</b>
<b>Asset Class:Public Art</b>							
Public Art Works	282	(22)	282	(22)	23	0	0
Art Gallery Acquisitions	100	0	141	(41)	67	41	(41)
<b>Total Public Art</b>	<b>382</b>	<b>(22)</b>	<b>423</b>	<b>(63)</b>	<b>90</b>	<b>41</b>	<b>(41)</b>
<b>Asset Class:Emergency Services</b>							
Emergency Services Plant and Equipment	830	0	400	0	63	(430)	0
<b>Total Emergency Services</b>	<b>830</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>63</b>	<b>(430)</b>	<b>0</b>
<b>Asset Class:Land Acquisitions</b>							
Land Acquisitions	225	0	730	0	637	505	0
<b>Total Land Acquisitions</b>	<b>225</b>	<b>0</b>	<b>730</b>	<b>0</b>	<b>637</b>	<b>505</b>	<b>0</b>
<b>Asset Class:Non-Project Allocations</b>							
Capital Project Contingency	1,161	0	284	0	0	(877)	0
Capital Project Plan	1,111	(366)	775	(366)	149	(336)	(0)
<b>Total Non-Project Allocations</b>	<b>2,272</b>	<b>(366)</b>	<b>1,059</b>	<b>(366)</b>	<b>149</b>	<b>(1,213)</b>	<b>(0)</b>
<b>Asset Class:Loans</b>							
West Dapto Loan	0	(2,760)	0	(2,760)	0	0	0
<b>Total Loans</b>	<b>0</b>	<b>(2,760)</b>	<b>0</b>	<b>(2,760)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Asset Class:Not Applicable</b>							
Not Applicable	(0)	0	(0)	0	(0)	0	0
<b>Total Not Applicable</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>84,659</b>	<b>(40,177)</b>	<b>86,393</b>	<b>(41,934)</b>	<b>40,933</b>	<b>1,734</b>	<b>(1,758)</b>

## BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

The Quarterly Budget Review Statement (QBRs) requirements issued by the Department of Local Government in December 2010, require Council to provide additional information that is included in the following schedules and this report should be read in conjunction with these.

The QBRs guidelines require councils to provide a listing of contracts that have been entered into during the quarter that have yet to be fully performed. Details of contracts, other than contractors that are on a council's preferred supplier list, that have a value equivalent of 1% of estimated income from continuing operations or \$50K, whichever is the lesser, are required to be provided.

Contract Listing					
Budget Review for Quarter ended December 2014					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
GC Group Company Pty Ltd	Corrimal Beach Access Stairs	73	7/10/2014	FY 2014/2015	YES
Isuzu & Hino	Replacement of Five Trucks including bodies	683	27/10/2014	FY 2014/2015	YES
Ruby's on Bulli Beach	Lease of Bulli Tourist Park Kiosk	462	10/11/2014	FY 2014/2020	YES
Knightguard Protection Services Pty Ltd t/as Knightguard Protection Group	Provision of Cash Collection Services	199	1/12/2014	FY 2014/2018	YES
Florence Jaquet	Master Plans for Wollongong Lawn Cemetery & Memorial Gardens	146	8/12/2014	FY 2014/2015	YES
C&M Constructions	Re-Roofing of the Wollongong City Council Central Depot Workshop	474	18/12/2014	FY 2014/2015	YES
Knightguard Protection Services Pty Ltd t/as Knightguard Protection Group	Provision of Cash Collection Services	199	1/12/2014	FY 2014/2018	YES

The QBRs guidelines also require councils to identify the amount expended on consultancies and legal fees for the financial year. Consultants are defined as a person or organisation that is engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally, it is the advisory nature of the work that differentiates a consultant from other contractors.

Consultancy and Legal Expenses		
Budget Review for Quarter ended December 2014		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	376	YES
Legal Fees	511	YES

## BUDGET REVIEW STATEMENT – REPORT OF MANAGER FINANCE

### **STATEMENT OF RESPONSIBLE ACCOUNTING OFFICER**

All investments held at the 31 December 2014 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 31 December 2014.

Year to date cash and investments are reconciled with funds invested and cash at bank.

### **BUDGET REVIEW STATEMENT - REVISION TO FULL YEAR ESTIMATES**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulation 2005.

It is my opinion that the financial statements and schedules contained within the Quarterly Review Statement for Wollongong City Council for the quarter ended 31 December 2014 indicate that Council's projected financial position at 30 June 2015 will be satisfactory having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

The overall year to date position is within expectations of the adopted budget across the broad range of indicators and on a budget outcome basis is acceptable.

BRIAN JENKINS  
RESPONSIBLE ACCOUNTING OFFICER



**North Beach Diggies Kiosk Refurbishment  
T14/31**



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**JACOBS**

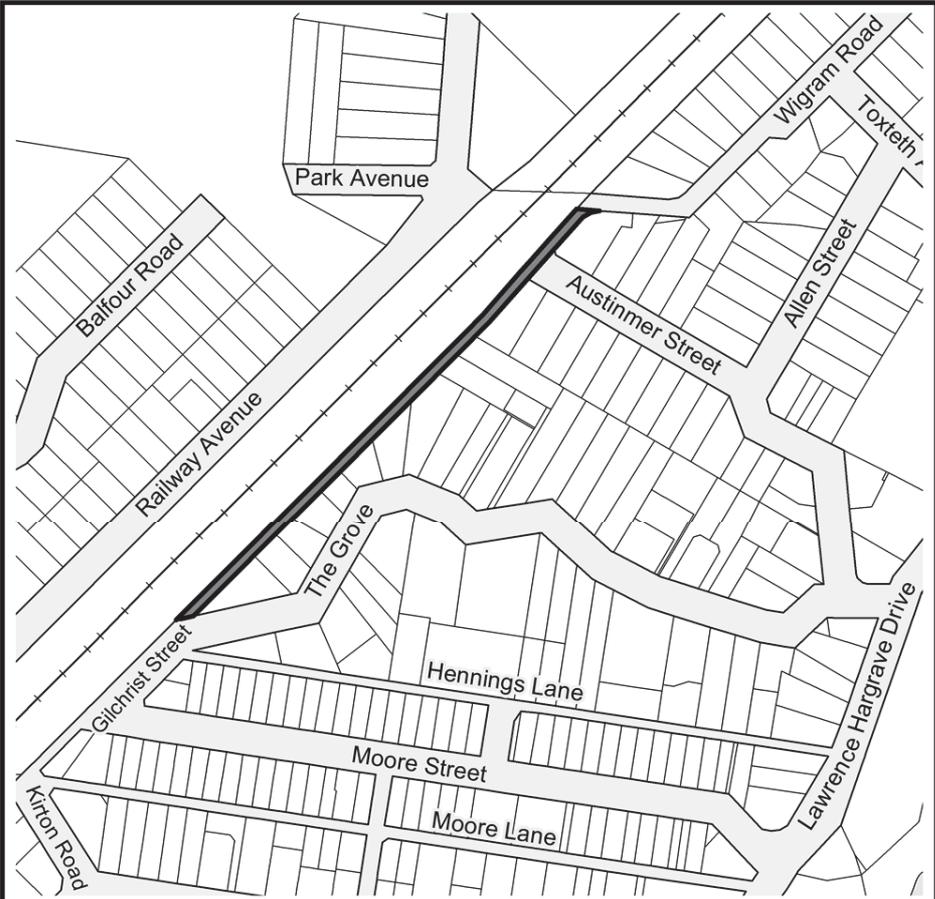


**Kenny and Burelli Traffic Signals  
T14/32**



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We warrant that the data made available to you has been made to achieve the highest possible quality, of data availability, and to be accurate for any purposes of the information stated. Copyright © Wellington City Council. Planning Services Section. This map may not be reproduced in any form without the express written permission of Wellington City Council.



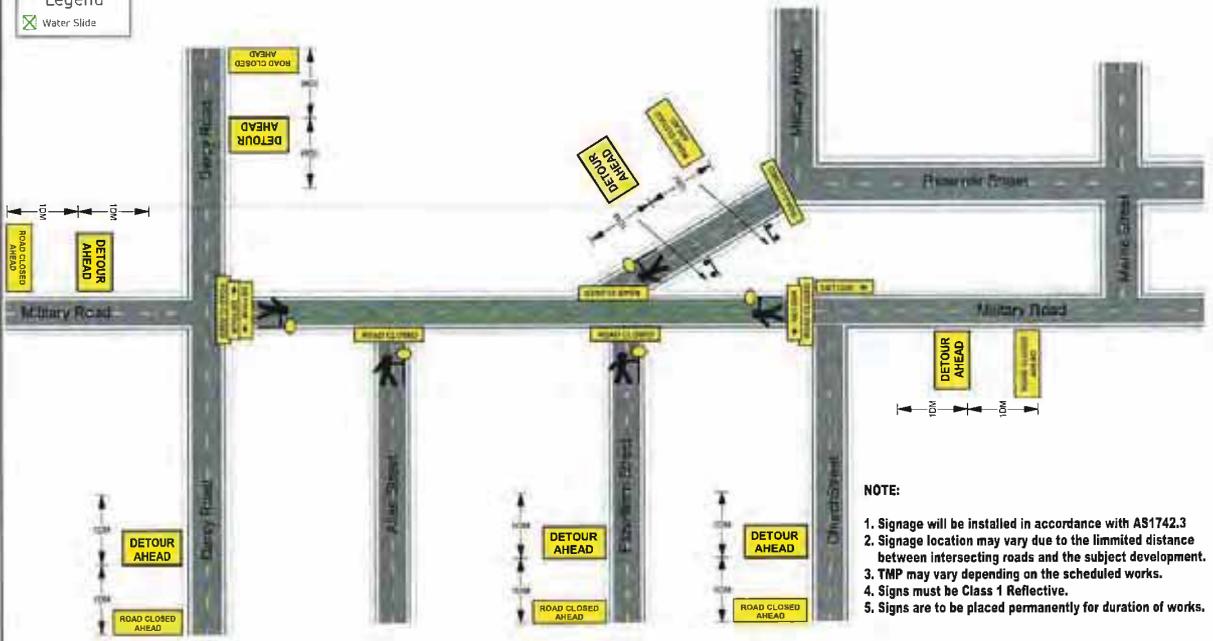
Lane Proposed to be dedicated as Public Road



gi09837-01.mxd

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Legend  
X Water Slide



**NOTE:**

- 1. Signage will be installed in accordance with AS1742.3
- 2. Signage location may vary due to the limited distance between intersecting roads and the subject development.
- 3. TMP may vary depending on the scheduled works.
- 4. Signs must be Class 1 Reflective.
- 5. Signs are to be placed permanently for duration of works.



TRAFFIC MANAGEMENT SERVICES (AUST) DO NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TMP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION.

PLAN 1  
CROWN ST - HARBOUR ST TO MARINE DR

"Tri The Gong 2015" - TRIATHLON FESTIVAL



Implemented by	Comments
Name:	1. TCP Designed as a guidance
Date:	Team leader to check & apply TCP to site
Signet:	2. All signage to be reviewed on completion of the works
Cell by:	3. Sign installation only may need to incorporate processes etc
	4. Traffic Coordinators are to manage pedestrians on work
	This sign & signpost will AS 1910 2 Traffic Control devices as required
	and
	with a collection of signage, traffic etc.

PROJECT
"Tri the Gong 2015" TRIATHLON FESTIVAL

**Traffic Management**  
 WOLLONGONG SYDNEY  
 Phone: (02) 43221133 Phone: (02) 9611 7962  
 Fax: (02) 43221134 Fax: (02) 9611 7963

TCP 54  
USED AS  
A GUIDE

PLAN 2  
CLIFF RD - HARBOUR ST TO MARINE DR

"Tri The Gong 2015" - TRIATHLON FESTIVAL



<p>Name Date Signed</p>	<p>Comments: TCP completed on 14/01/15 Page 1 of 1 Page 2 of 1 Page 3 of 1 Page 4 of 1 Page 5 of 1 Page 6 of 1 Page 7 of 1 Page 8 of 1 Page 9 of 1 Page 10 of 1 Page 11 of 1 Page 12 of 1 Page 13 of 1 Page 14 of 1 Page 15 of 1 Page 16 of 1 Page 17 of 1 Page 18 of 1 Page 19 of 1 Page 20 of 1 Page 21 of 1 Page 22 of 1 Page 23 of 1 Page 24 of 1 Page 25 of 1 Page 26 of 1 Page 27 of 1 Page 28 of 1 Page 29 of 1 Page 30 of 1 Page 31 of 1 Page 32 of 1 Page 33 of 1 Page 34 of 1 Page 35 of 1 Page 36 of 1 Page 37 of 1 Page 38 of 1 Page 39 of 1 Page 40 of 1 Page 41 of 1 Page 42 of 1 Page 43 of 1 Page 44 of 1 Page 45 of 1 Page 46 of 1 Page 47 of 1 Page 48 of 1 Page 49 of 1 Page 50 of 1 Page 51 of 1 Page 52 of 1 Page 53 of 1 Page 54 of 1 Page 55 of 1 Page 56 of 1 Page 57 of 1 Page 58 of 1 Page 59 of 1 Page 60 of 1 Page 61 of 1 Page 62 of 1 Page 63 of 1 Page 64 of 1 Page 65 of 1 Page 66 of 1 Page 67 of 1 Page 68 of 1 Page 69 of 1 Page 70 of 1 Page 71 of 1 Page 72 of 1 Page 73 of 1 Page 74 of 1 Page 75 of 1 Page 76 of 1 Page 77 of 1 Page 78 of 1 Page 79 of 1 Page 80 of 1 Page 81 of 1 Page 82 of 1 Page 83 of 1 Page 84 of 1 Page 85 of 1 Page 86 of 1 Page 87 of 1 Page 88 of 1 Page 89 of 1 Page 90 of 1 Page 91 of 1 Page 92 of 1 Page 93 of 1 Page 94 of 1 Page 95 of 1 Page 96 of 1 Page 97 of 1 Page 98 of 1 Page 99 of 1 Page 100 of 1</p>	<p>PRO Shipping 20</p>	<p>Phone: 03 4772113 Fax: 03 4772114</p>	<p>TCP 14 USED AS A GUIDE</p>
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PLAN 2 (SATURDAY)  
CLIFF RD - HARBOUR ST TO MARINE DR

### "Tri The Gong 2015" - TRIATHLON FESTIVAL



DATE: 10/01/2015  
SCALE: 1:1000  
PROJECT: "Tri The Gong 2015" - TRIATHLON FESTIVAL

Comments:  
1. This plan shows the proposed route for the triathlon festival on Saturday, 10th January 2015.  
2. The route is shown in yellow and is subject to change without notice.  
3. All participants must adhere to the route shown on this plan.  
4. All participants must adhere to the traffic signs and signals shown on this plan.

PROJECT:  
"Tri The Gong 2015" - TRIATHLON FESTIVAL

**Invarion Engineering**  
10/01/2015  
Phone: 021 422 2113 Phone: 021 963 2942  
Fax: 021 422 2113 Fax: 021 963 2942



PLAN 3  
CLIFF RD - GEORGES PL  
TO BOURKE ST

# "Tri The Gong 2015" - TRIATHLON FESTIVAL



TCP 54  
USED AS  
A GUIDE

 PLAN NOT TO SCALE	implemented by Name: _____ Date: _____ Signed: _____ Cert No: _____	1 TCP Designed as a guide only. Team leader to Setup & Modify TCP to suit 2 All signage to be removed on completion of the works 3 Sign distances may vary due to obstructions, driveways etc. 4 Traffic Controllers are to manage pedestrians as well	PROJECT "Tri the Gong 2015" TRIATHLON FESTIVAL	 WOLLONGONG Phone: (02) 42727133 SYDNEY Phone: (02) 9631 7962 Fax: (02) 42727134 Fax: (02) 9631 7963	

PLAN 4  
BOURKE ST - CORRIMAL ST TO CLIFF RD

"Tri The Gong 2015" - TRIATHLON FESTIVAL



# "Tri The Gong 2015" - TRIATHLON FESTIVAL

PLAN 5  
 GEORGE HANLEY DR - VIGINIA ST TO CORRIMAL ST



Implemented by Name: _____ Date: _____ Signed: _____ Cert No: _____	Comments 1 TCP Designed as a guide only. Draw reader to Traffic & Mobility TCP to suit. 2 All signage is to be removed on completion of the works. 3 Sign distances may vary due to restrictions, drawways etc. 4 Traffic Controllers are to manage pedestrians as well. The plan is in accordance with AS 1742.3 Traffic Control Directives of vehicles and The 2012 Traffic Control & Signage Code of Practice.	PROJECT "trithegong 2015" TRIATHLON FESTIVAL	 WOLLONGONG Phone: (02) 42727133 Phone: (02) 9631 7862 Fax: (02) 42727134 Fax: (02) 9631 7863	TCP 54 USED AS A GUIDE 
---	--	--	---	---

DED TRAFFIC MANAGEMENT DOES NOT ACCEPT  
 LIABILITY FOR IMPLEMENTATION OF THIS TCP  
 IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION

# "Tri The Gong 2015" - TRIATHLON FESTIVAL

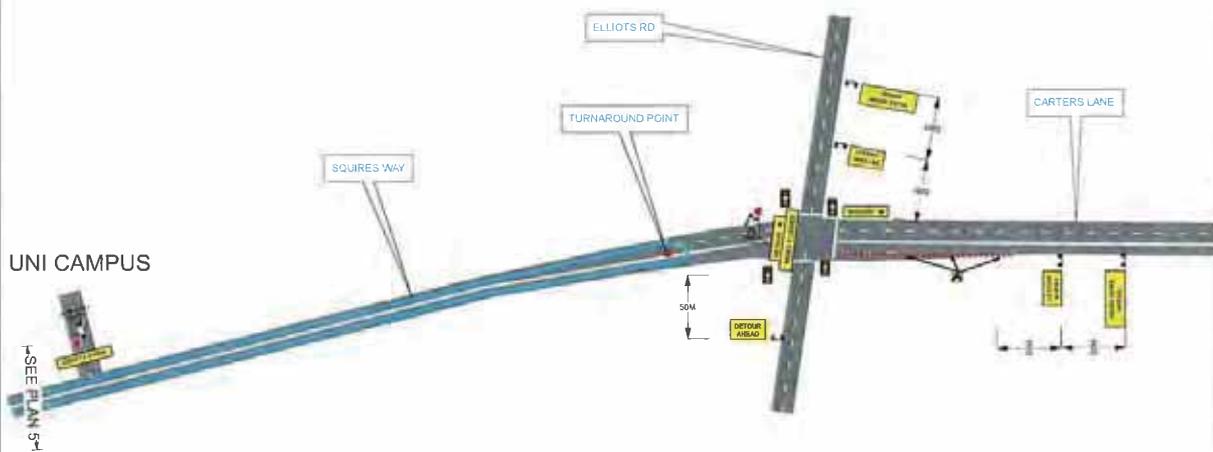
PLAN 6  
SQUIRES WAY - ELLIOTTS RD TO UNI CAMPUS



 <p>PLANNED TO SCALE</p>	Implemented By: _____ Name: _____ Date: _____ Signed: _____ Cert No: _____	<b>Comments:</b> 1. TCP Designed as a grade only. Team leader to direct & monitor TCP to suit. 2. All signage to be removed on completion of the works. 3. Sign distances may vary due to obstructions, driveways etc. 4. Traffic Controllers are to manage pedestrians as well.  The plan is in accordance with AS 1742.3 Traffic Control Devices at workzones and the RTA Traffic Control at workzones manual 4.0	<b>PROJECT</b> "Inithogong 2015" TRIATHLON FESTIVAL	 <p><b>Traffic Management</b> SYDNEY                  WOLLONGONG                  Phone: (02) 42727133 Phone: (02) 9631 7962                  Fax: (02) 42727134 Fax: (02) 9631 7963</p>	TCP 54 USED AS A GUIDE  
	<p><small>DAD TRAFFIC MANAGEMENT DOES NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TCP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION</small></p>				

PLAN 6A  
SQUIRES WAY - ELLIOTTS RD TO UNI CAMPUS

# "Tri The Gong 2015" - TRIATHLON FESTIVAL

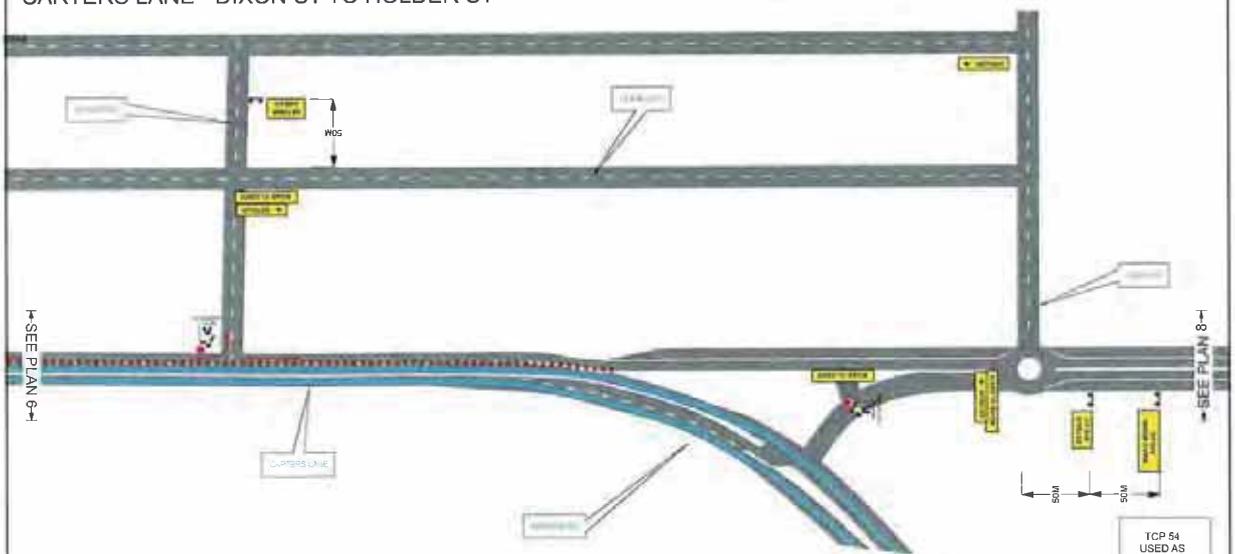


TCP 54  
USED AS  
A GUIDE

 PLAN NOT TO SCALE	Implemented By: _____ Name: _____ Date: _____ Signed: _____ Cert No: _____	Comments: 1. TCP Designed as a guide only. 2. Open leader to Select & Modify TCP to suit. 3. All signage is to be removed on completion of the works. 4. Sign distances may vary due to obstructions, driveways etc. 5. Traffic Controllers are to manage pedestrians as well. This plan is in accordance with AS 1942-1 Traffic Control Devices at work sites and The RTA Traffic Control at work sites manual 4.0	PROJECT "TriTheGong 2015" TRIATHLON FESTIVAL	 WOLLONGONG SYDNEY Phone: (02) 42727133 Phone: (02) 9531 7962 Fax: (02) 42727134 Fax: (02) 9531 7963 D&D TRAFFIC MANAGEMENT DOES NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TCP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION	
	This plan is in accordance with AS 1942-1 Traffic Control Devices at work sites and The RTA Traffic Control at work sites manual 4.0				

PLAN 7  
CARTERS LANE - DIXON ST TO HOLDER ST

# "Tri The Gong 2015" - TRIATHLON FESTIVAL

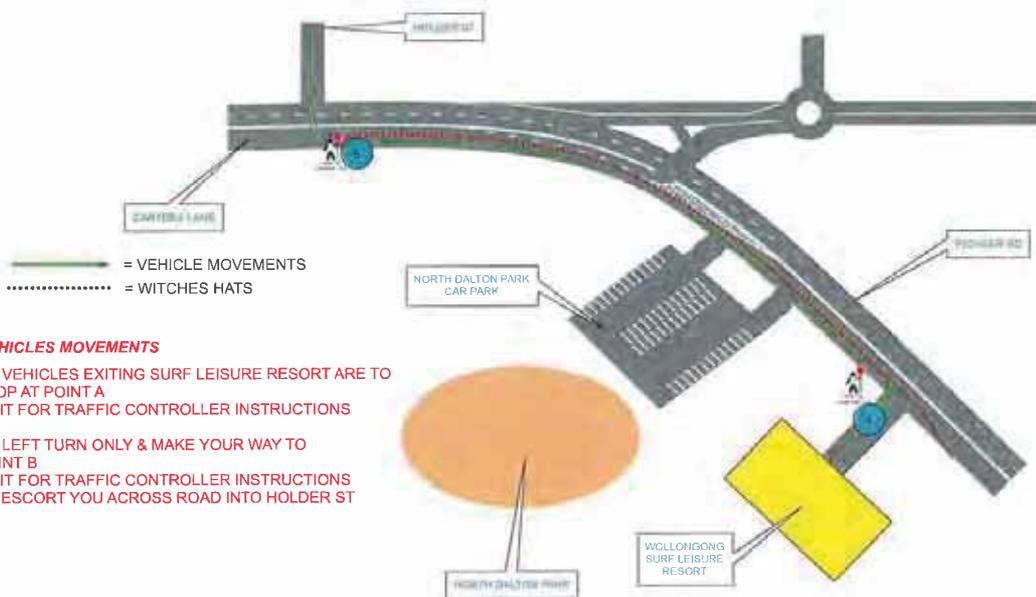


TCP 54  
USED AS  
A GUIDE

 <p>PLAN NOT TO SCALE <b>7</b></p>	<p>Implemented By</p> <p>Name: _____</p> <p>Date: _____</p> <p>Signed: _____</p> <p>Cert No: _____</p>	<p><b>Comments:</b></p> <ol style="list-style-type: none"> <li>1. TCP prepared as a guide only.</li> <li>2. Must be used in accordance with the RTA Traffic Control Manual (Manual 4 G).</li> <li>3. All activities to be implemented on completion of the works.</li> <li>4. Signage to be placed in accordance with the RTA Traffic Control Manual (Manual 4 G).</li> <li>5. Traffic Control to be used in accordance with the RTA Traffic Control Manual (Manual 4 G).</li> </ol> <p>The sign is in accordance with the RTA Traffic Control Manual (Manual 4 G) and the RTA Traffic Control Manual (Manual 4 G).</p>	<p>PROJECT</p> <p>"Inhengah 2015" TRIATHLON FESTIVAL</p>	 <p><b>WOLLONGONG SYDNEY</b></p> <p>Phone: (02) 42727133 Phone: (02) 9531 7862          Fax: (02) 42727134 Fax: (02) 9531 7863</p> <p><small>DED TRAFFIC MANAGEMENT DOES NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TCP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION</small></p>	
---	--	---	--	--	---

PLAN 7A  
PIONEER RD - RESORT EXIT

"Tri The Gong 2015" - TRIATHLON FESTIVAL



**VEHICLES MOVEMENTS**

1. - VEHICLES EXITING SURF LEISURE RESORT ARE TO STOP AT POINT A  
WAIT FOR TRAFFIC CONTROLLER INSTRUCTIONS
2. - LEFT TURN ONLY & MAKE YOUR WAY TO POINT B  
WAIT FOR TRAFFIC CONTROLLER INSTRUCTIONS TO ESCORT YOU ACROSS ROAD INTO HOLDER ST

TCP N/A  
USED AS  
A GUIDE

 PLAN NOT TO SCALE	Impediment by Name: _____ Date: _____ Signed: _____ (Print Name)	Comments: 1. TCP Designed as a guide only. 2. Team leader to Select & Modify TCP to suit. 3. All signage is to be removed on completion of the works. 4. Sign distances may vary due to obstructions, driveways etc. 5. Traffic Controllers are to manage pedestrians as well.	PROJECT "Tri the Gong 2015" TRIATHLON FESTIVAL	 WOLLONGONG Phone: (02) 42727133    Phone: (02) 9631 7962 Fax: (02) 42727134    Fax: (02) 9631 7963	
	This plan is in accordance with AS 1742-3 Traffic Control Devices at work sites and	DB Traffic Management does not accept liability for implementation of this TCP if not correctly involved in its implementation			

PLAN 8  
PIONEER RD - GLOSSOP ST TO EDGAR ST

"Tri The Gong 2015" - TRIATHLON FESTIVAL



Name	Event Title
Date	Event Dates
Project	Event Location
Client	Event Organiser

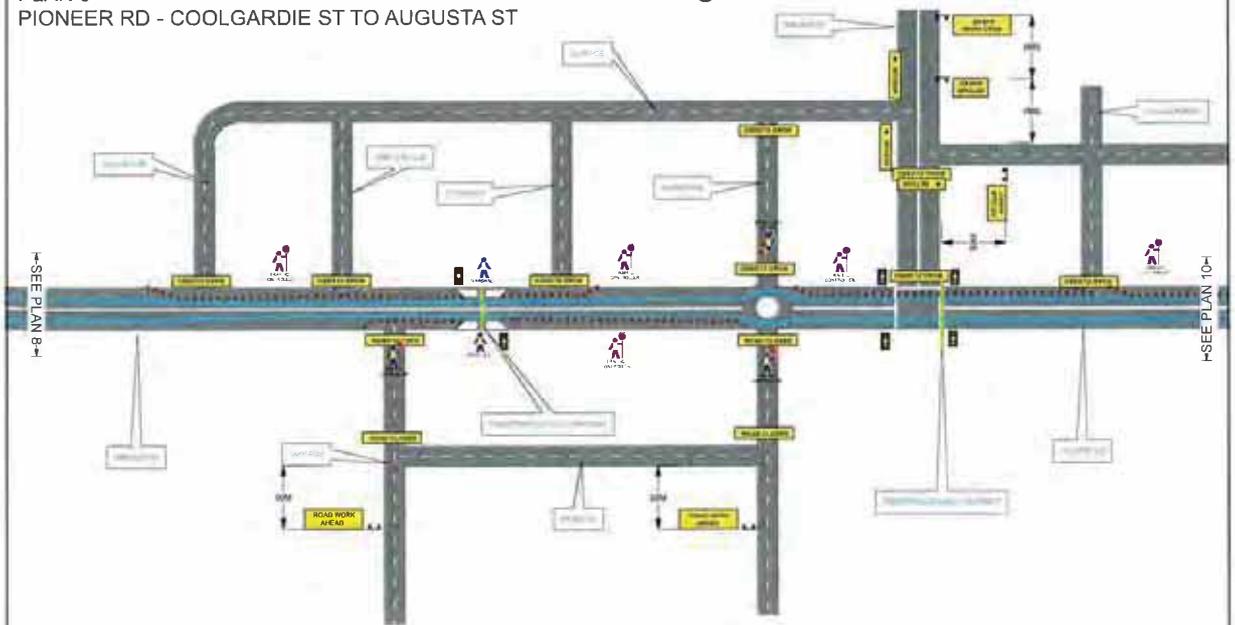
PROJECT
"Tri The Gong 2015" TRIATHLON FESTIVAL

**Traffic Management**  
WELLSVILLE  
Phone: 020 4977113 | Mobile: 077 9601 7962  
Fax: 020 4977134 | E-mail: 077 9601 7963

TCP 54  
USED AS  
A GUIDE

PLAN 9  
PIONEER RD - COOLGARDIE ST TO AUGUSTA ST

"Tri The Gong 2015" - TRIATHLON FESTIVAL



TCP 54  
USED AS  
A GUIDE

 PLAN NOT TO SCALE	Prepared by: Name: _____ Date: _____ Signed: _____ Cert No: _____	Comments: 1. TCP Designed as a guide only Team leader to Sign & Study TCP to suit 2. All signage to be removed on completion of the works 3. Sign placement may vary due to obstructions, overhangs etc 4. Traffic Controllers are to manage pedestrians as well This plan is in accordance with AS 1942 Traffic Control Devices at worksites and Traffic Management Handbook 2012	PROJECT "Wollongong 2015" TRIATHLON FESTIVAL	 WOLLONGONG SYDNEY Phone (02) 42727133 Phone (02) 9631 7962 Fax (02) 42727134 Fax (02) 9631 7963	
	BAD TRAFFIC MANAGEMENT DOES NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TCP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION				





**DETOUR OVERVIEW  
FOR PLANS 9 & 10**

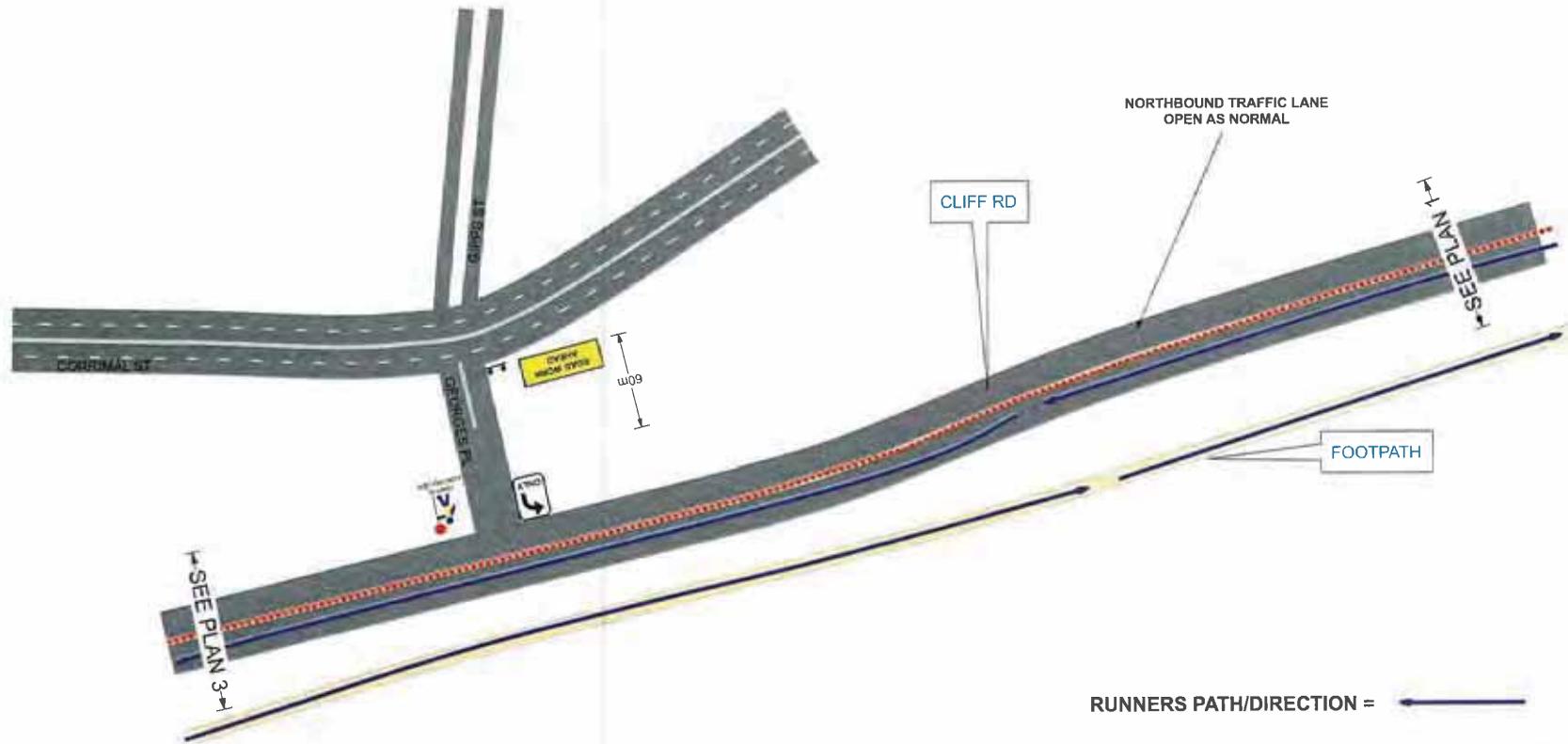
--- = DETOUR ROUTE  
--- = ORIGINAL ROUTE

"Tri The Gong 2015" - TRIATHLON FESTIVAL

Google

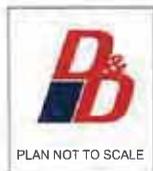


THE COLOR RUN 2015  
 PLAN 2 - CLIFF RD - GEORGES PL TO BOURKE ST



 PLAN NOT TO SCALE	Implemented By Name: ..... Date: ..... Signed: ..... Cert No.: .....	Comments: 1 TCP Designed as a guide only, Team leader to Select & Modify TCP to suit 2 All signage is to be removed on completion of the works 3 Sign distances may vary due to obstructions, driveways etc 4 Traffic Controllers are to manage pedestrians as well  This plan is in accordance with AS 1742.3 Traffic Control Devices at worksites and The RTA "Traffic Control at worksites" manual	PROJECT  <b>THE                  COLOR                  RUN</b>	 <b>WOLLONGONG SYDNEY</b> Phone: (02) 42727133 Phone: (02) 9631 7962 Fax: (02) 42727134 Fax: (02) 9631 7963  D&D TRAFFIC MANAGEMENT DOES NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TCP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION	

THE COLOR RUN 2015  
 PLAN 3 - CLIFF RD - HARBOUR ST TO MARINE DR



Implemented By

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signed: \_\_\_\_\_

Cert No: \_\_\_\_\_

**Comments:**

- 1 TCP Designed as a guide only, Team leader to Select & Modify TCP to suit
- 2 All signage is to be removed on completion of the works
- 3 Sign distances may vary due to obstructions, driveways etc
- 4 Traffic Controllers are to manage pedestrians as well

This plan is in accordance with AS 1742.3 Traffic Control Devices at worksites and The RTA 'Traffic Control at worksites' manual

**PROJECT**

**THE COLOR RUN**

**D&D Traffic Management**

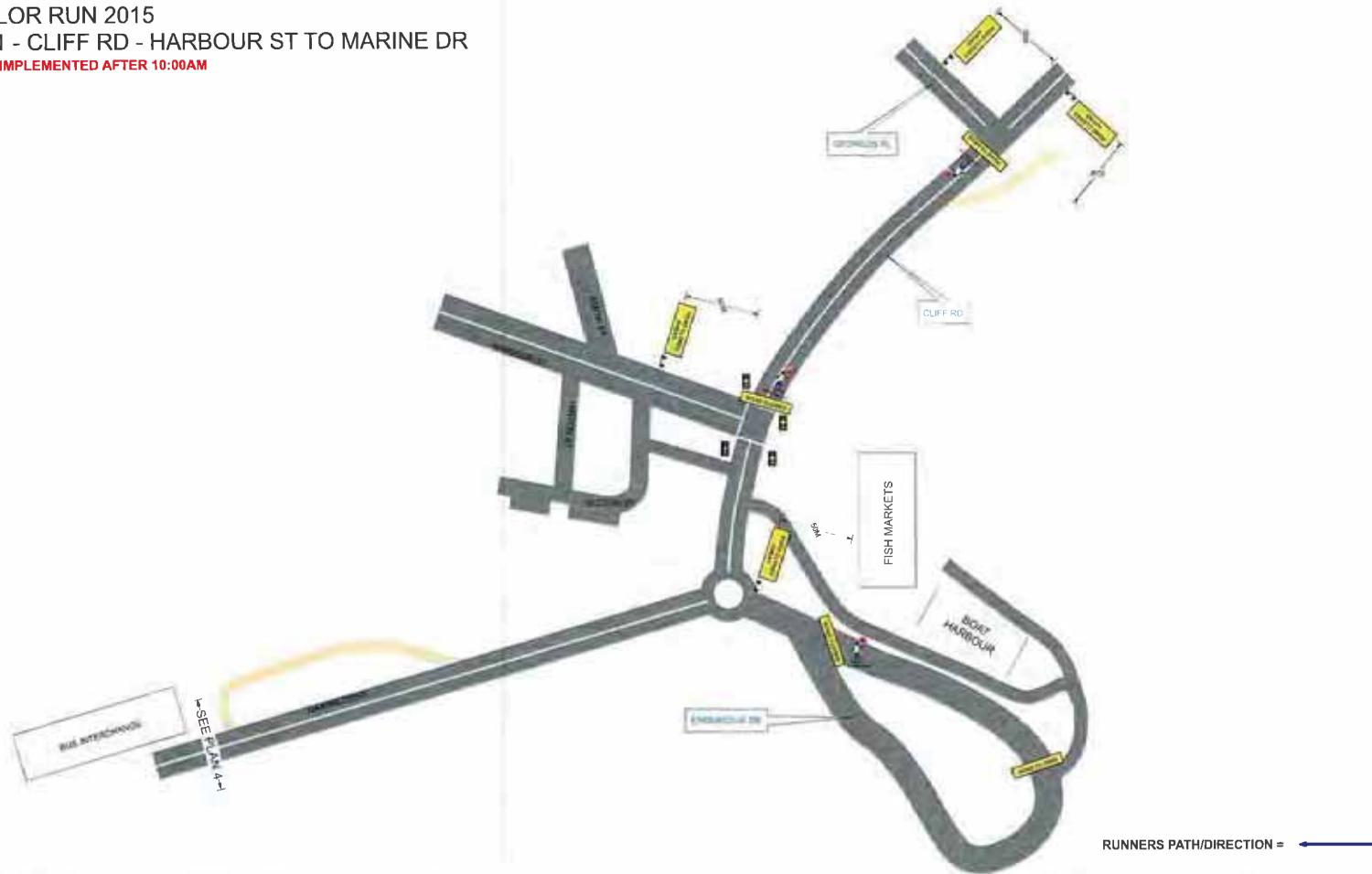
WOLLONGONG SYDNEY

Phone: (02) 42727133 Phone: (02) 9631 7962  
 Fax: (02) 42727134 Fax: (02) 9631 7963

D&D TRAFFIC MANAGEMENT DOES NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TCP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION

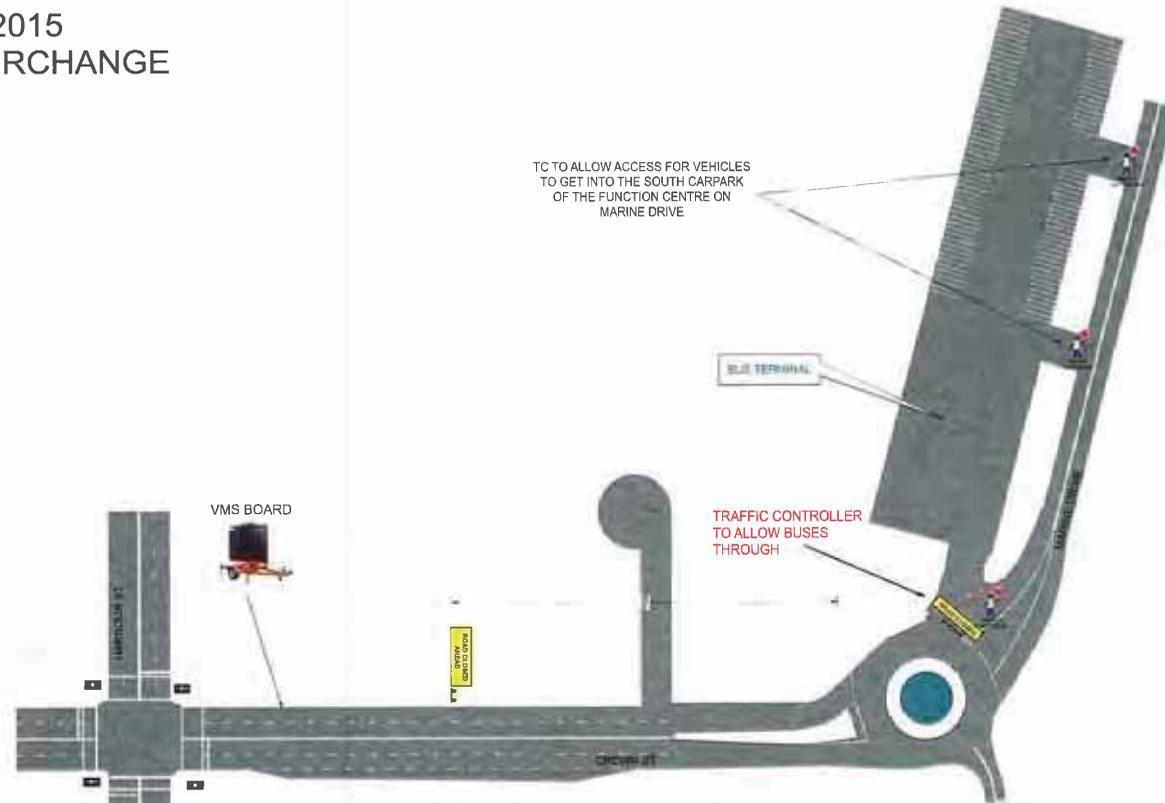


THE COLOR RUN 2015  
 PLAN 3.1 - CLIFF RD - HARBOUR ST TO MARINE DR  
 PLAN TO BE IMPLEMENTED AFTER 10:00AM



 PLAN NOT TO SCALE	Implemented By Name: _____ Date: _____ Signed: _____ Cert No: _____	Comments: 1 TCP Designed as a guide only, Team leader to Select & Modify TCP to suit. 2 All signage is to be removed on completion of the works 3 Sign distances may vary due to obstructions, driveways etc 4 Traffic Controllers are to manage pedestrians as well  This plan is in accordance with AS 1742.3 Traffic Control Devices at work sites and The RTA "Traffic Control at work sites" manual	PROJECT  <b>THE                  COLOR                  RUN</b>	 <b>Traffic Management</b> WOLLONGONG SYDNEY Phone: (02) 42727133 Phone: (02) 9631 7962 Fax: (02) 42727134 Fax: (02) 9631 7963	
	D&D TRAFFIC MANAGEMENT DOES NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TCP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION				

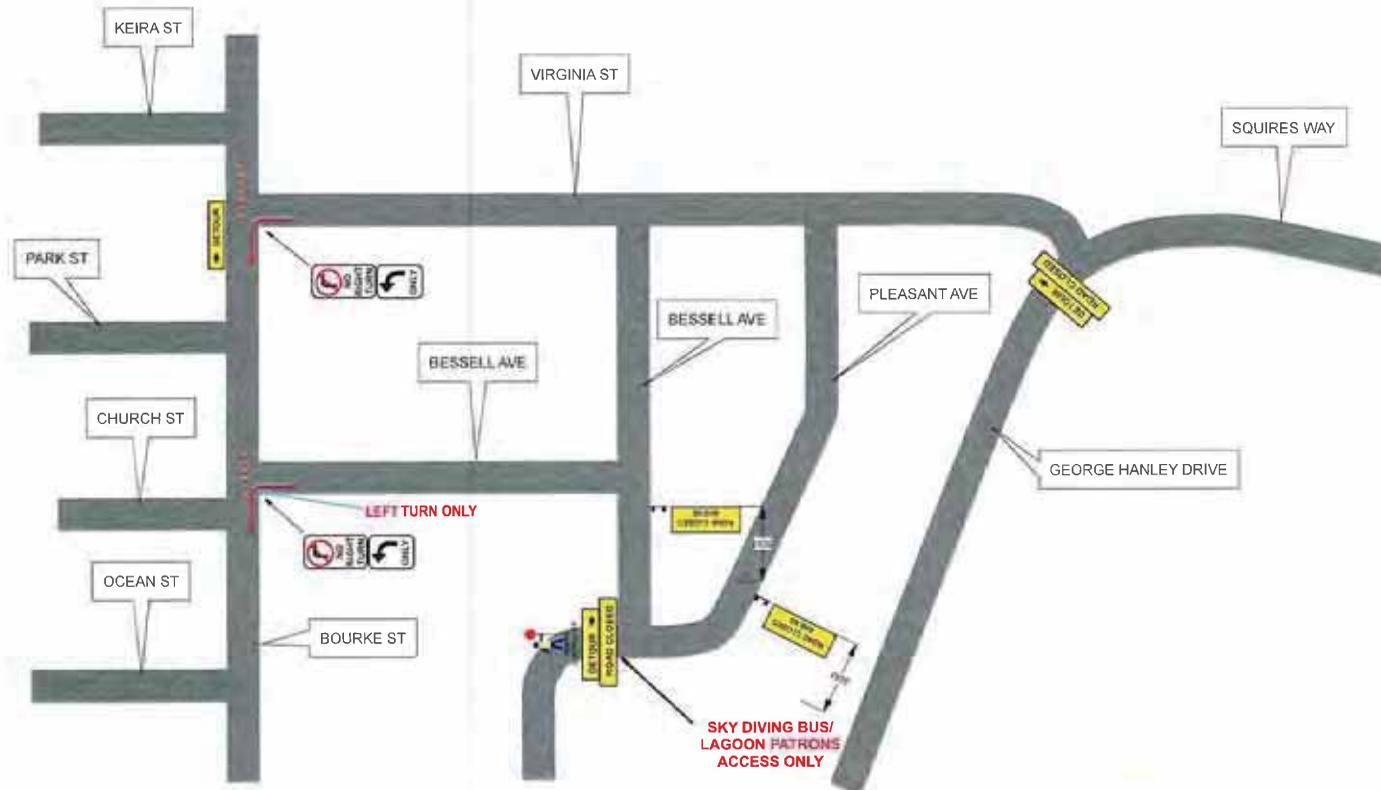
# THE COLOR RUN 2015 PLAN 4 - BUS INTERCHANGE



Implemented By	Comments:	PROJECT		
Name: .....	<ol style="list-style-type: none"> <li>1 TCP Designed as a guide only, Team leader to Select &amp; Modify TCP to suit</li> <li>2 All signage is to be removed on completion of the works</li> <li>3 Sign distances may vary due to obstructions, driveways etc</li> <li>4 Traffic Controllers are to manage pedestrians as well</li> </ol>	<h2>THE COLOR RUN</h2>	WOLLONGONG SYDNEY Phone: (02) 42727133 Phone: (02) 9631 7962 Fax: (02) 42727134 Fax: (02) 9631 7963	D&D TRAFFIC MANAGEMENT DOES NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TCP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION
Date: .....	This plan is in accordance with AS 1742.3 Traffic Control Devices at worksites and The RTA "Traffic Control at worksites" manual			
Signed: .....				
Cert No: .....				



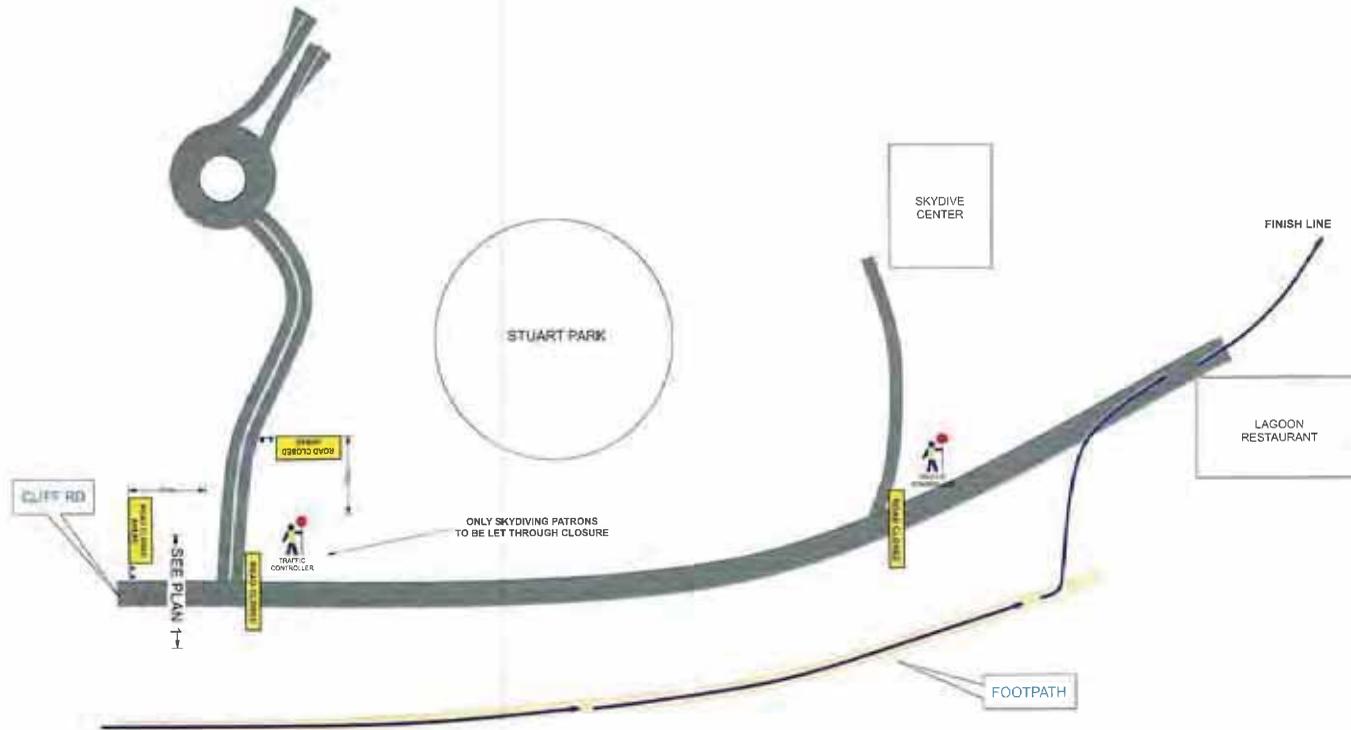
# THE COLOR RUN 2015 PLAN 6 - VIRGINIA ST



Implemented By	Comments:	PROJECT	 <b>WOLLONGONG</b> SYDNEY Phone: (02) 42727133 Phone: (02) 9631 7962 Fax: (02) 42727134 Fax: (02) 9631 7963	
Name: ..... Date: ..... Signed: ..... Cert No: .....	1 TCP Designed as a guide only. Team leader to Select & Modify TCP to suit 2 All signage is to be removed on completion of the works 3 Sign distances may vary due to obstructions, driveways etc 4 Traffic Controllers are to manage pedestrians as well  This plan is in accordance with AS 1742.3 Traffic Control Devices at worksites and The RTA "Traffic Control at worksites" manual	<b>THE COLOR RUN</b>		

**D&D TRAFFIC MANAGEMENT DOES NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TCP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION**

# THE COLOR RUN 2015 PLAN 7 - STUART PARK



RUNNERS PATH/DIRECTION =



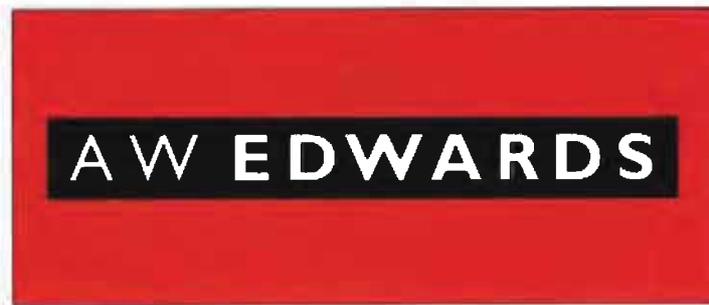
<p>Implemented By</p> <p>Name: .....</p> <p>Date: .....</p> <p>Signed: .....</p> <p>Cert No: .....</p>	<p>Comments:</p> <ol style="list-style-type: none"> <li>1 TCP Designed as a guide only.</li> <li>2 Team leader to Select &amp; Modify TCP to suit</li> <li>3 All signage is to be removed on completion of the works</li> <li>4 Sign distances may vary due to obstructions, driveways etc</li> <li>5 Traffic Controllers are to manage pedestrians as well</li> </ol> <p>This plan is in accordance with AS 1742.3 Traffic Control Devices at worksites and The RTA "Traffic Control at worksites" manual</p>	<p>PROJECT</p> <p><b>THE COLOR RUN</b></p>	 <p><b>WOLLONGONG SYDNEY</b></p> <p>Phone: (02) 42727133 Phone: (02) 9631 7962</p> <p>Fax: (02) 42727134 Fax: (02) 9631 7963</p> <p><small>D&amp;D TRAFFIC MANAGEMENT DOES NOT ACCEPT LIABILITY FOR IMPLEMENTATION OF THIS TCP IF NOT DIRECTLY INVOLVED IN ITS IMPLEMENTATION</small></p>	
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35 Montague St Nth Wollongong 2500  
Ph: 02 4229 7000  
Fx: 02 4229 7500

19 Orielson Rd Smeaton Grange 2567  
Ph: 02 4648 2200  
Fax: 02 4648 2298

## TRAFFIC MANAGEMENT PLAN



### New Dapto Rd - Wollongong



35 Montague St Nth Wollongong 2500  
 Ph: 02 4229 7000  
 Fx: 02 4229 7500

19 Orielson Rd Smeaton Grange 2567  
 Ph: 02 4648 2200  
 Fax: 02 4648 2298

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## List of Attachments

1. Attachment 1 Traffic control Plans
2. VMS Wording / Location
3. Letter to Residents
4. Insurances



35 Montague St Nth Wollongong 2500  
Ph: 02 4229 7000  
Fx: 02 4229 7500

19 Orielson Rd Smeaton Grange 2567  
Ph: 02 4648 2200  
Fax: 02 4648 2298

## **1. Scope**

The scope of this Traffic Management Plan (TMP) includes the provision for the safe movement of vehicular and pedestrian traffic, the provision for access to properties, the design, construction and removal of any necessary temporary roadways and detours, the provision of traffic controllers, the installation of temporary signs and safety barriers. It also covers all the existing road configurations, including the existing road ways that will be used for the temporary diversion of traffic, over the duration of the works on Saturday 28<sup>th</sup> February 2015, Sunday 1<sup>st</sup> March 2015, Saturday 7<sup>th</sup> March 2015, Sunday 8<sup>th</sup> March 2015, Saturday 14<sup>th</sup> March 2015, Sunday 15<sup>th</sup> March 2015 and Saturday 21<sup>st</sup> February 2015, Sunday 22<sup>nd</sup> February 2015 as a contingency. Hours of operation will be between 0700-1800.

## **2. Traffic Logistics Authority:**

Traffic Logistics Pty Limited is an authorised Traffic control company by the Roads Regulation 2008 to appoint traffic controllers and direct traffic and is registered under the RMS's Registration Scheme Category G.

Traffic Logistics have been engaged by Resolution Rigging to design and implement TMP, TCP's and personal for the closure of New Dapto Rd - Wollongong. This TMP is based on information that has been provided from AW Edwards and information collected via site inspections.

## **3. Approval:**

The final TMP and TCP's are to be approved by the local Traffic committee; a letter from the traffic committee is then issued to Traffic Logistics for final approval of this TMP.

Authority of the Traffic Management Plan

When this traffic management plan has been approved by all governing authorities, it will become the prime managing document for the AW Edwards Project on New Dapto Rd - Wollongong.

Changes to the TMP can only be done with approval by all relevant parties involved

Final approved traffic management plan must be distributed to:

- a) AW Edwards
- b) Wollongong Council
- c) RMS



35 Montague St Nth Wollongong 2500  
Ph: 02 4229 7000  
Fx: 02 4229 7500

19 Orielson Rd Smeaton Grange 2567  
Ph: 02 4648 2200  
Fax: 02 4648 2298

#### **4. Objectives:**

Traffic Logistics objectives with respect to the Traffic Management Plan (TMP)

- Ensure the safety of its employees, contractors, the general public, pedestrians, cyclists and traffic
- Keep traffic delays to a minimum
- Minimise disruption to surrounding businesses and property access
- For works near traffic lights:
  - a. Inform the RMS Representative (TMC)
  - b. Not damage the equipment
  - c. Make suitable arrangements where required.
- Obtain approvals and licenses such as Road Occupancy, Traffic Signals, and works on a state road
- Obtain council approval for road closures, Car Parking, Shuttle bus routes
- Implement approved Traffic Control Plans

#### **5. Insurances**

AW Edwards hold their own certificate of currency and public liability insurance that covers their operations on day. Traffic Logistics has their own certificate of currency and public liability insurance for the traffic control/management operations for 2015.

#### **6. Traffic Control Plans**

The Traffic control plans (TCP) have been developed to accommodate pedestrian movement, vehicle movement, businesses and property access around New Dapto Rd - Wollongong.

##### **6.1. Design:**

Traffic Control Plans and traffic Management Plan has incorporated the following:

- Pedestrian movement around site
- Resident property access
- Business access
- General public parking
- Traffic Flows around New Dapto Rd - Wollongong
- Road Closures and detours
- Key Contacts

The site will be set out based on Traffic Controllers At Work Sites Manual V4 2010 (TCAWS), Traffic control measures will be implemented with regard to the RTA "Traffic Control at Work Site Manual" V4 2010 and as per Australian Standards AS 1742.3

Traffic control plans and traffic management plan has been drafted and drawn by Mason Burgess (General Manager Traffic logistics) with a Design & Inspect (Orange Ticket) 5293015901 Expiry date 4 December 2016.

Input into this TMP has been provided and consulted with AW Edwards, also input and feedback from Council & RMS after TMP has been submitted.



35 Montague St Nth Wollongong 2500  
Ph: 02 4229 7000  
Fx: 02 4229 7500

19 Orielton Rd Smeaton Grange 2567  
Ph: 02 4648 2200  
Fax: 02 4648 2298

## **6.2. Implementation**

AW Edwards, Council and RMS require the people to be competent, experienced and qualified to carry out the Services. Before the Routine Services or any Ordered Work begins the Traffic Logistics will carry out Risk Assessment and develop treatments and Plans to eliminate or mitigate hazards.

## **6.3. Overview of Traffic control Plan**

- a) Traffic control plans TLTCP-5862 Rev A will be implemented to facilitate the safe movement of pedestrians, vehicles, residents and transport arrangements around New Dapto Rd, Wollongong.
- b) New Dapto Rd will be closed between Princes Hwy & Mercury St Wollongong.
- c) Through traffic will have to follow detours set out in TLTCP-5863 Rev A
- d) Commercial properties between closure points will maintain access with the help of traffic management onsite.

## **7. Road Closures**

Temporary road closures and detours will be implemented so that vehicles, pedestrians and residents can safely move around the site.

## **8. Pedestrians**

For works on and around footpath a minimum width of 1.5m shall be maintained at all times for pedestrians to pass unhindered. Pedestrians shall not be directed onto roadway unless traffic controllers are used to control site and proper measures are put in place to conform to AS 1742.3

All pedestrians will be forced to use the Eastern side of New Dapto Rd whilst works in progress. They will be made to cross safely by utilizing both traffic signals and pedestrian refuges to pass along work area on Eastern footpath as per TLTCP-5862 Rev A.

## **9. Car Parking**

Resident Car Parking- Parking will be affected from Dudley St to New Dapto Rd. Residents will be granted access at all times with the help of traffic management.

General Car Parking- There are no general car parking spaces within work zone.

## **10. Workers Qualifications**

As a minimum requirement, all personnel who set up modify or pack up this traffic control site shall hold current Introduction to Traffic Controller certification (Blue Card) & Apply Traffic Control Plans (Yellow Card), as well as Work Cover OH&S Certification.



35 Montague St Nth Wollongong 2500  
Ph: 02 4229 7000  
Fx: 02 4229 7500

19 Orielton Rd Smeaton Grange 2567  
Ph: 02 4648 2200  
Fax: 02 4648 2298

## **11. Emergency Vehicles**

In the instance emergency vehicles have to enter the work area they will be given right of way and be able to access all areas of works.

## **12. Notification**

Notification is to be provided to residents and businesses in surrounding area prior to work commencing. This usually will be done via letter box drop. The letter will outline the upcoming works and impact on residents and local business.

Furthermore 2 x VMS boards shall be placed no less than 8 days prior on approach to work area to notify public of upcoming closure.

# TRAFFIC CONTROL PLAN FOR NEW DAPTO RD - WOLLONGONG



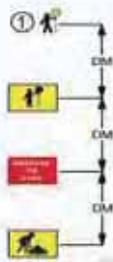
**Legend**

- Work Area
- ▲ Cone

For works on and around footpath a minimum width of 1.5m shall be maintained at all times for pedestrians to pass unhindered

Pedestrians shall not be directed onto roadway unless traffic controllers are used to control site and proper measures are put in place to conform with AS 1742.3

For any stop/slow works setup signs and distances in relation traffic controllers as illustrated here.



# DETOUR PLAN FOR NEW DAPTO RD - WOLLONGONG

www.invarion.com



Location: **New Dapto Rd - Wollongong**

Date Drawn: **12/12/2014**

Time of Works: **6700-1700**



Traffic Logistics do not accept responsibility of this traffic control plan if it is not implemented by Traffic Logistics Pty Ltd

THIS PLAN IS NOT TO SCALE



North

This site specific TCP is based on TCAWS Manual 2010 and is to be setup and packed up by qualified traffic controllers with current Introduction to Traffic Control at Roadworks (Yellow Card). Any modifications made to this site specific TCP should be made by qualified personnel with current Select and Modify (Red Card) or Design and Audit (Orange Card) and all modifications to be signed off on this TCP along with certification number

VMS Location  
Crown St Westbound  
Near #365



VMS Location  
Crown St Eastbound  
Near #451

Dear Resident,

Please be advised that New Dapto Rd will be closed between Princes Hwy and Loftus St Wollongong. Works will be carried out between 14<sup>th</sup> February 2015 & 1<sup>st</sup> March 2015 on Saturdays and Sundays only. Motorists will be detoured around worksite via Denison St & Throsby Dr. Residents will maintain access to their property at all times with the assistance of traffic management. We apologise for any inconvenience this may cause and ask for your patience and co-operation concerning this matter.

Traffic Logistics Pty Ltd



31 March 2014

Policy Number: CP-13540

## CERTIFICATE OF CURRENCY

Dear Sir/Madam

This is to certify that the undermentioned policy is current to the due date shown below.

<b>Type of Insurance:</b>	Contractors Plant
<b>INSURED</b>	Wollongong Crane Group Pty Ltd Wollongong Cranes Pty Ltd, Traffic Logistics Pty Ltd, Wollongong Cranes Labour Pty Ltd, Camtrac Cranes Pty Ltd, Wildwood Malua Bay Pty Ltd, WGC Crane Labour Pty Ltd, Camtrac Cranes Pty Ltd (ACN131906502) as trustee for Sergi Cranes Trust ABN 61192238948
<b>Business:</b>	Crane Operator
<b>Current Period of Insurance:</b>	31 March 2014 to 31 March 2015
<b>Territorial Limit:</b>	Within Australia

### Section 1 - Material Damage

<b>1.02 Insured Plant Market Value</b>	\$13,259,888
<b>1.03 Expediting Costs</b>	\$20,000
<b>1.04 Accessories and Tools</b>	\$5,000
<b>1.05 Debris Removal</b>	\$10,000
<b>1.06 Removal and Recovery</b>	\$250,000
<b>1.07 Windscreen Replacement</b>	\$1,000

### Section 2 - Road Risk Liability

<b>6.01 Public Liability</b>	\$20,000,000
<b>Sub-Limits</b>	
<b>6.02 Removal of Debris</b>	\$50,000

### Section 3 - Public Liability

<b>10.01 Public Liability</b>	\$20,000,000
<b>Sub-Limits</b>	
<b>10.02 Products Liability</b>	\$20,000,000
<b>10.03 Vibration, Weakening or the Removal of Support</b>	\$250,000
<b>10.04 Property in Care, Custody or Control</b>	\$500,000

### INSURER

### PERCENT

**Great Lakes Australia, ABN 18964580576, AFSL 318603**

100.00%

Y  
PO Box R1789  
Royal Exchange NSW 1225

Tel: (02) 9252 1040  
Fax: (02) 9252 1050

MELBOURNE  
PO Box 8226 Monash University  
LPO Clayton VIC 3800

Tel: (03) 8562 9180  
Fax: (03) 8562 9181

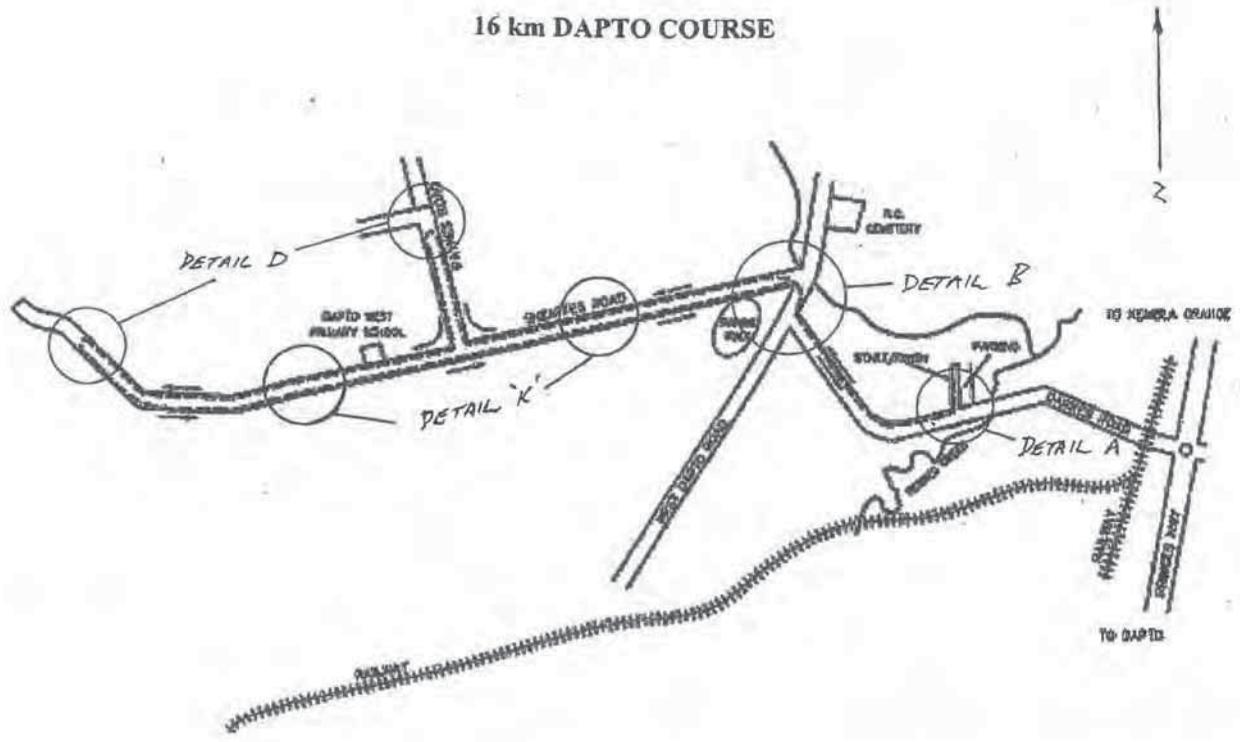
BRISBANE  
PO Box 6037  
Upper Mt Gravatt QLD 4122

Tel: (07) 3146 0100  
Fax: (07) 3114 0445

PERTH  
Level 1, 45 Ventnor Ave  
West Perth WA 6005

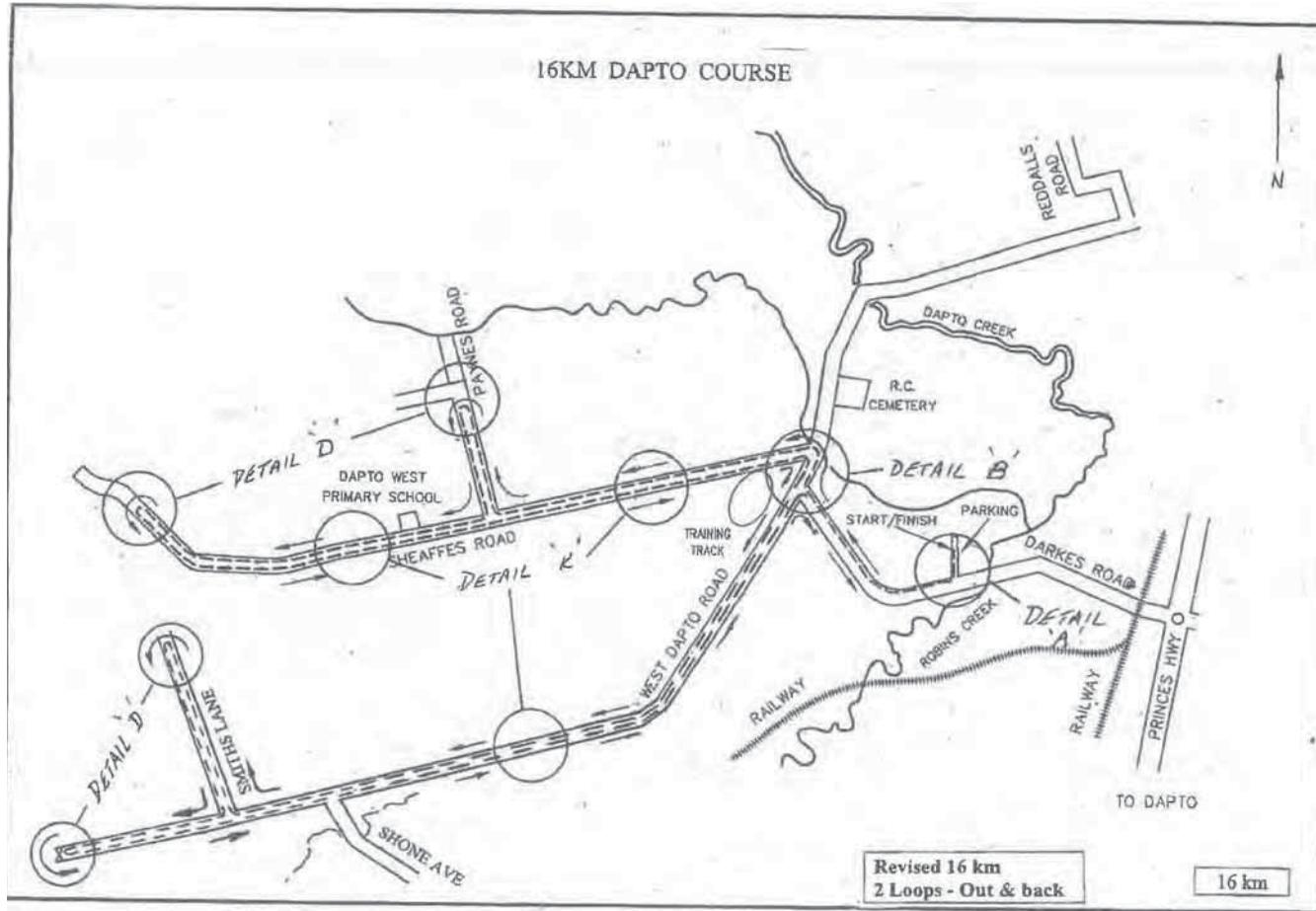
Tel: (08) 9322 4529  
Fax: (08) 9389 4400

# 16 km DAPTO COURSE



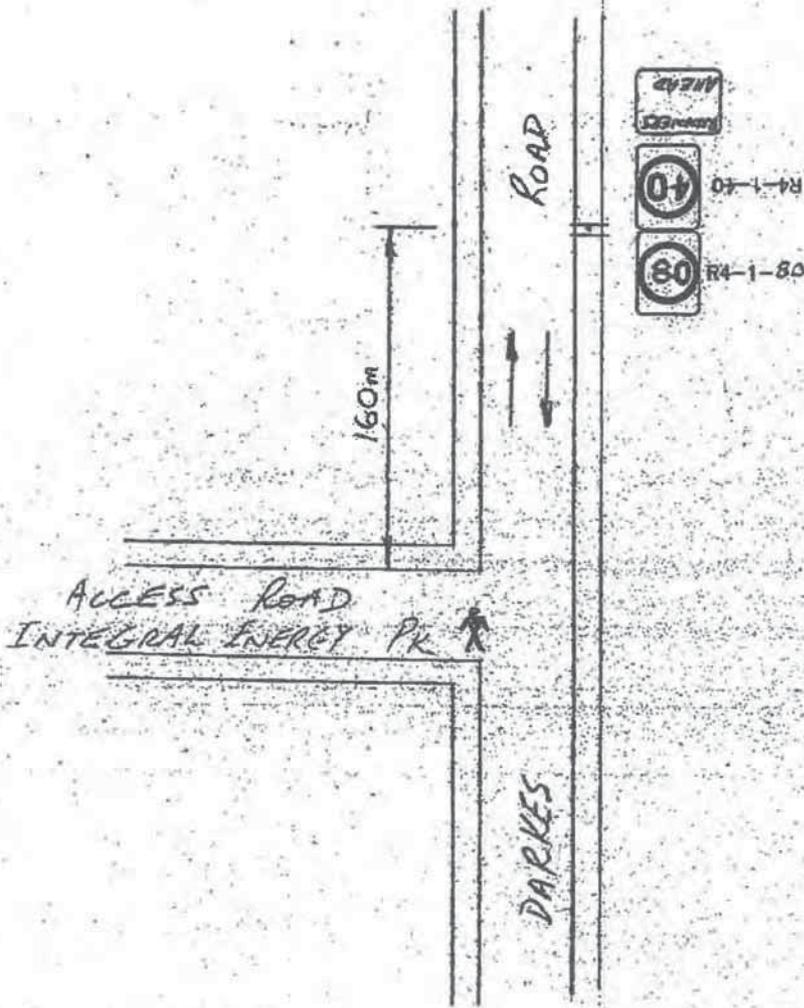
8 km

# 16KM DAPTO COURSE



Revised 16 km  
2 Loops - Out & back

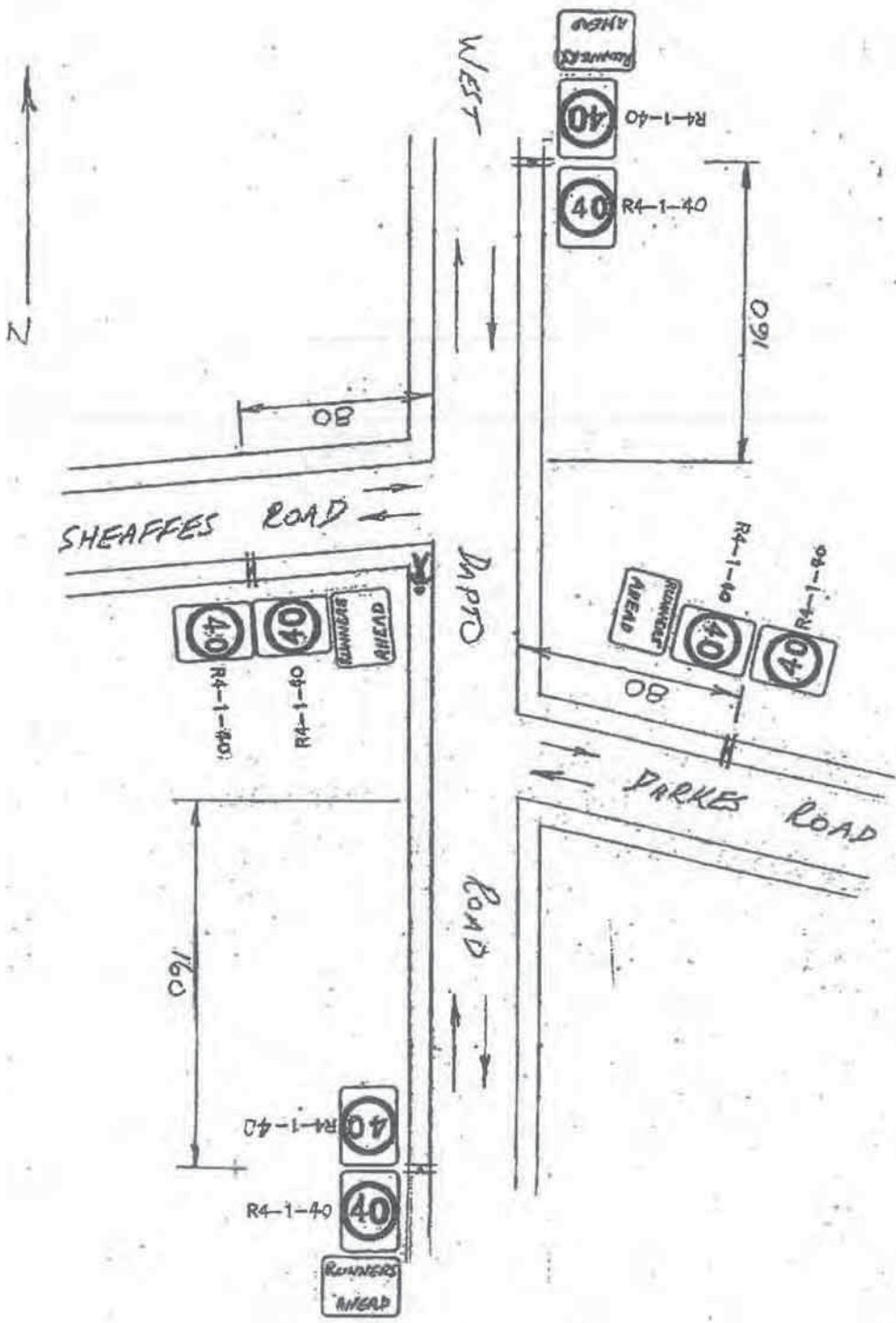
16 km



DETAIL 'A'

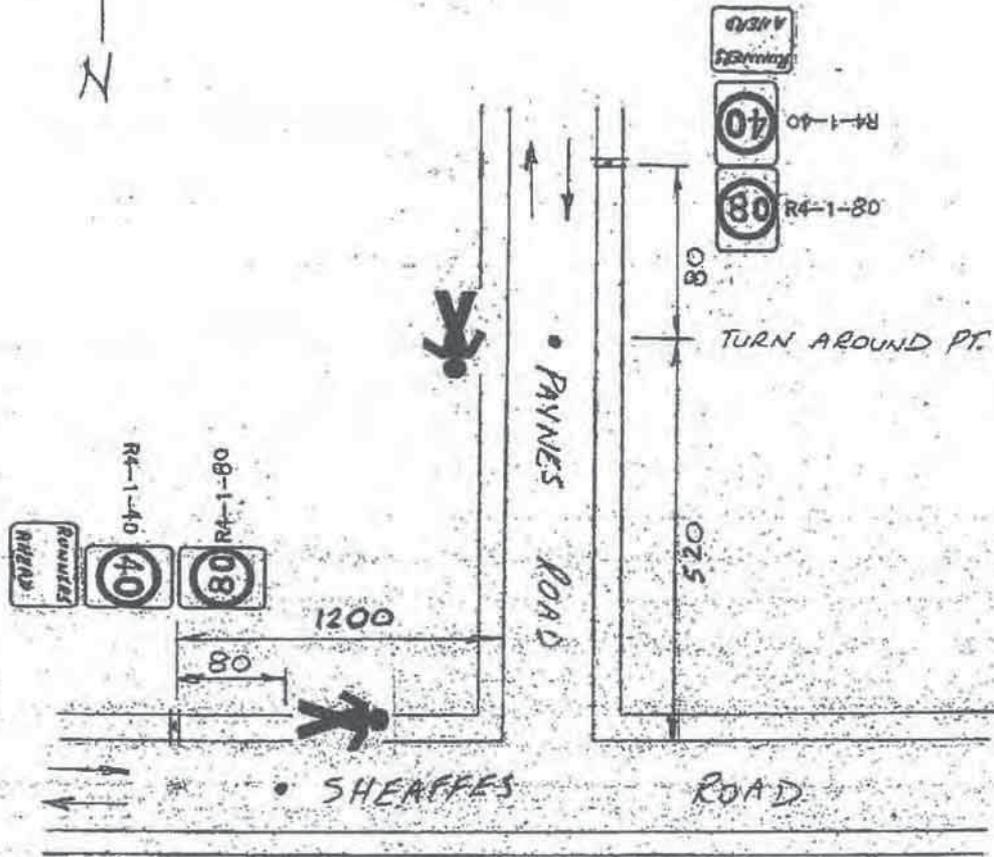
SPEED LIMIT

Based on TOP 57



DETAIL 'B'  
SPEED LIMIT

Based on TCP's 57 & 78.

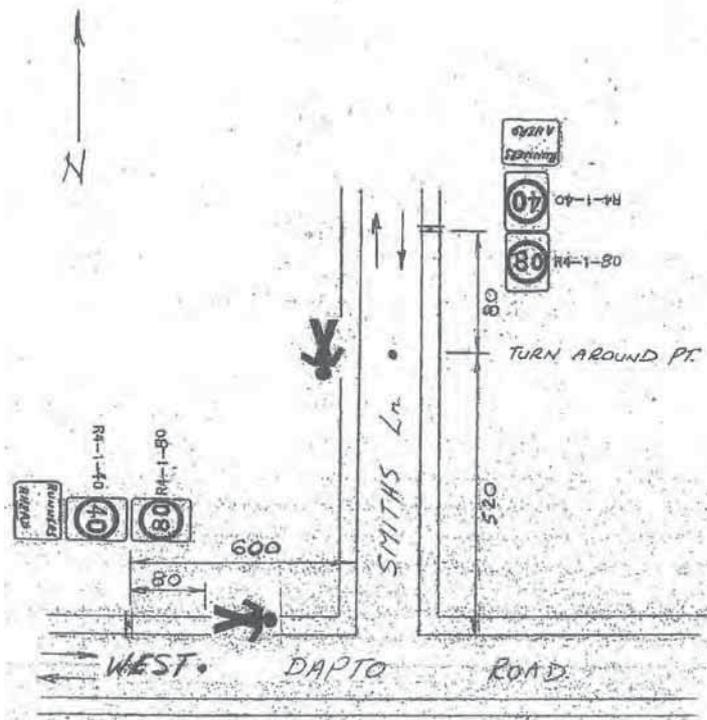


TURN AROUND POINT

DETAIL 'D'

SPEED LIMIT

Based on TCF 57

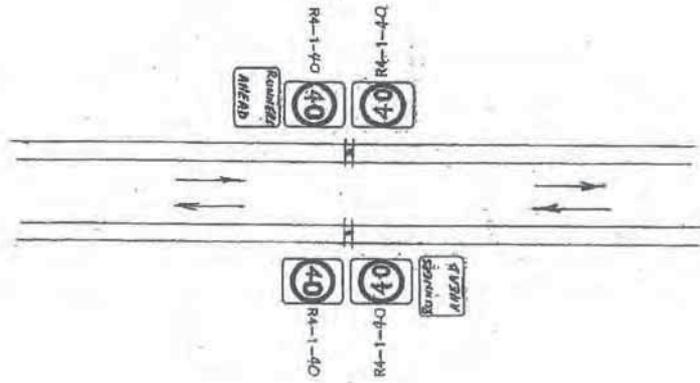


TURN AROUND POINT

DETAIL 'D'

SPEED LIMIT

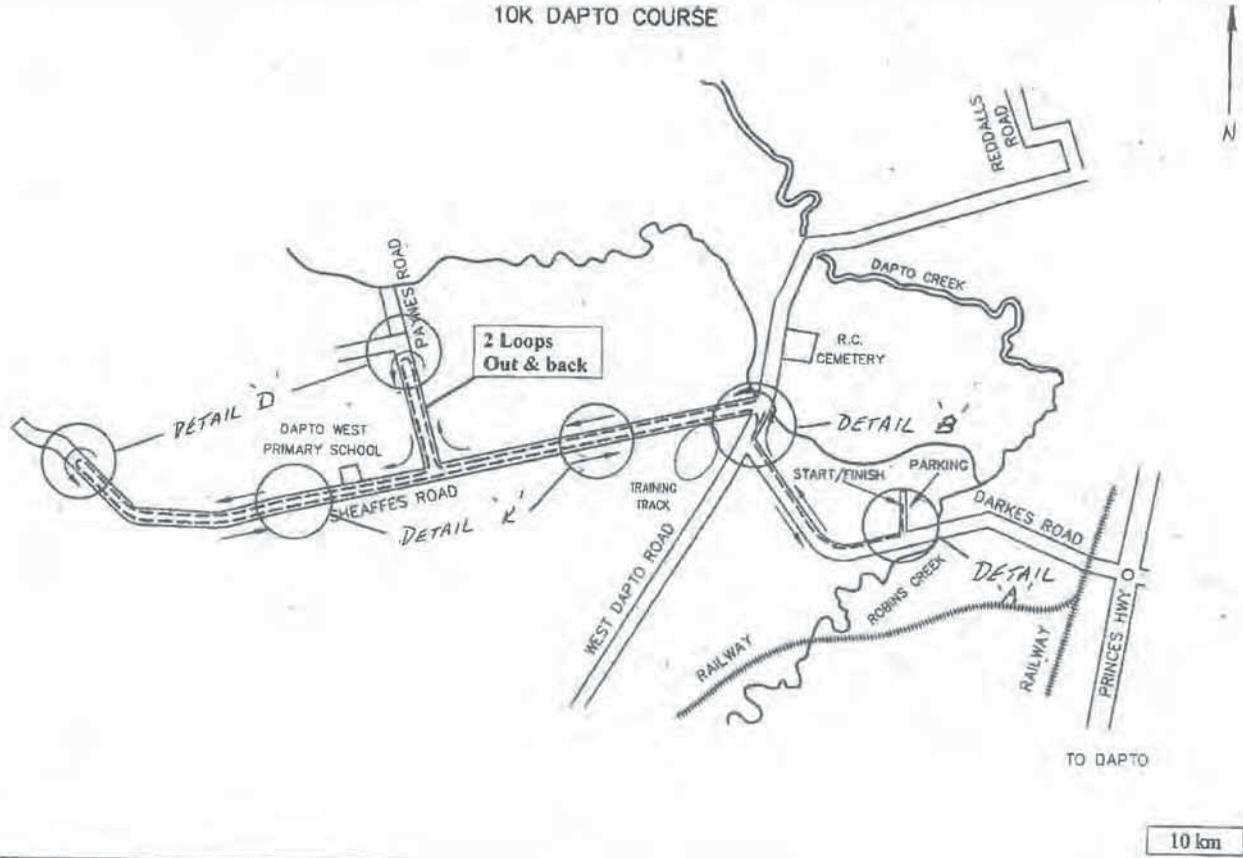
Based on Tef 57

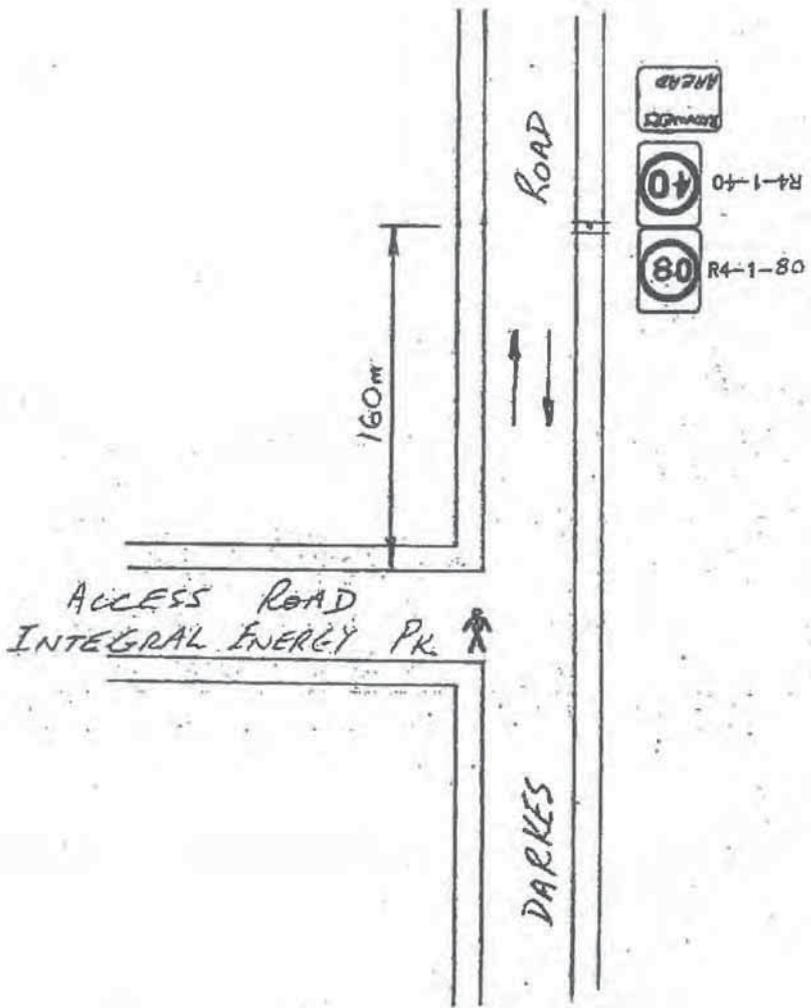


DETAIL 'K'  
SPEED LIMIT

Based on TCP 57

10K DAPTO COURSE

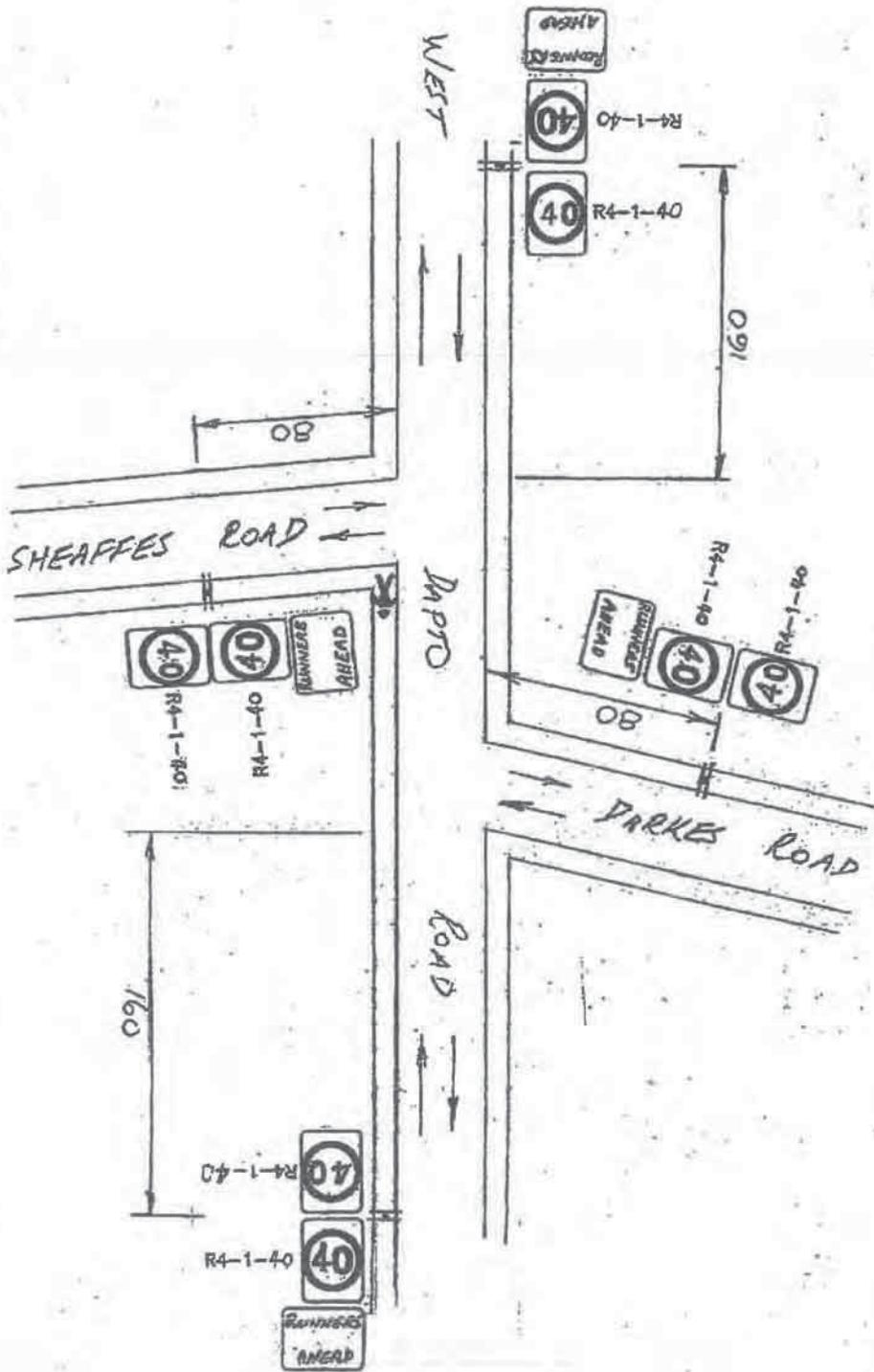




DETAIL 'A'

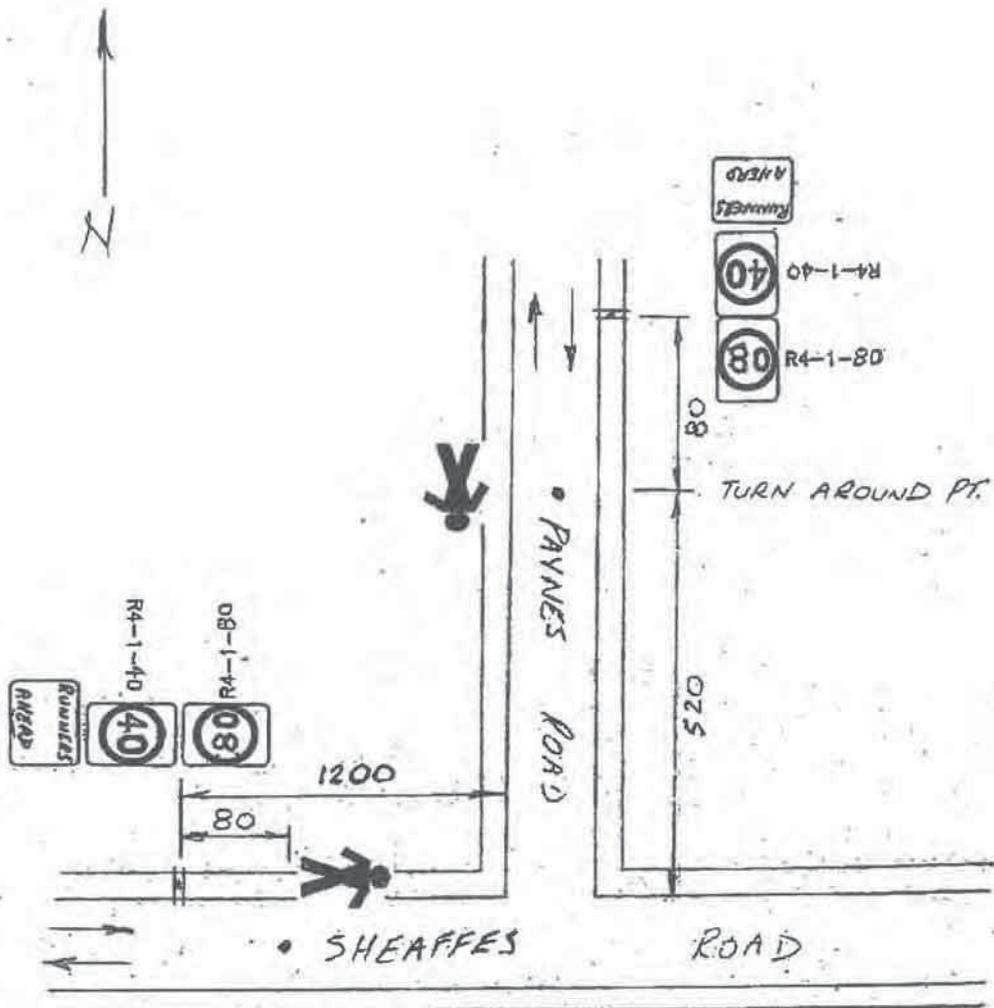
SPEED LIMIT

Based on TCP 57



DETAIL 'B'  
SPEED LIMIT

Based on T.P.O. 57 & 78.

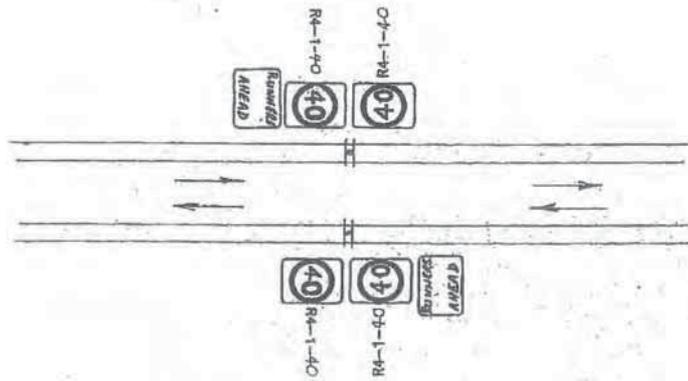


TURN AROUND  
POINT

DETAIL D

SPEED LIMIT

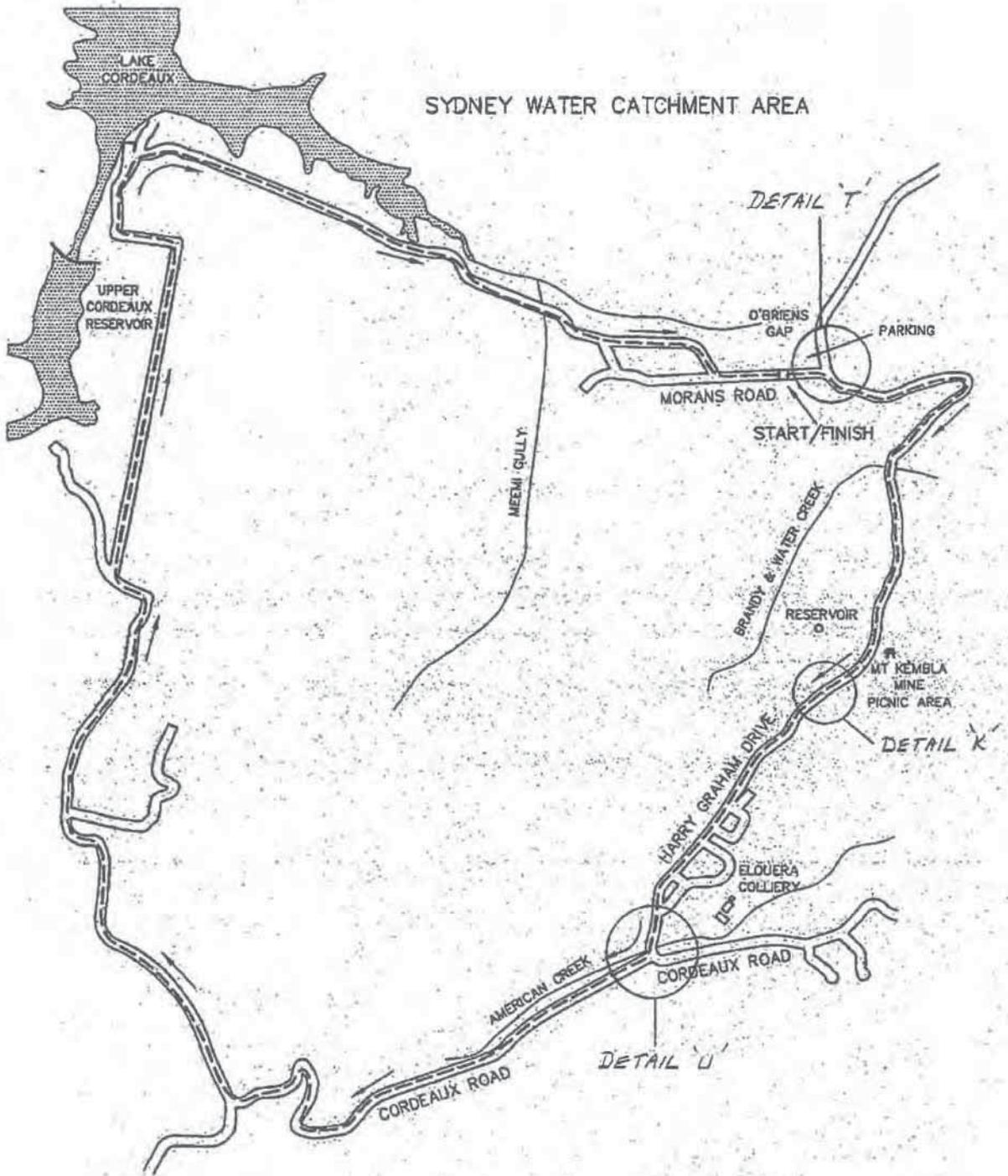
Based on TEP 57

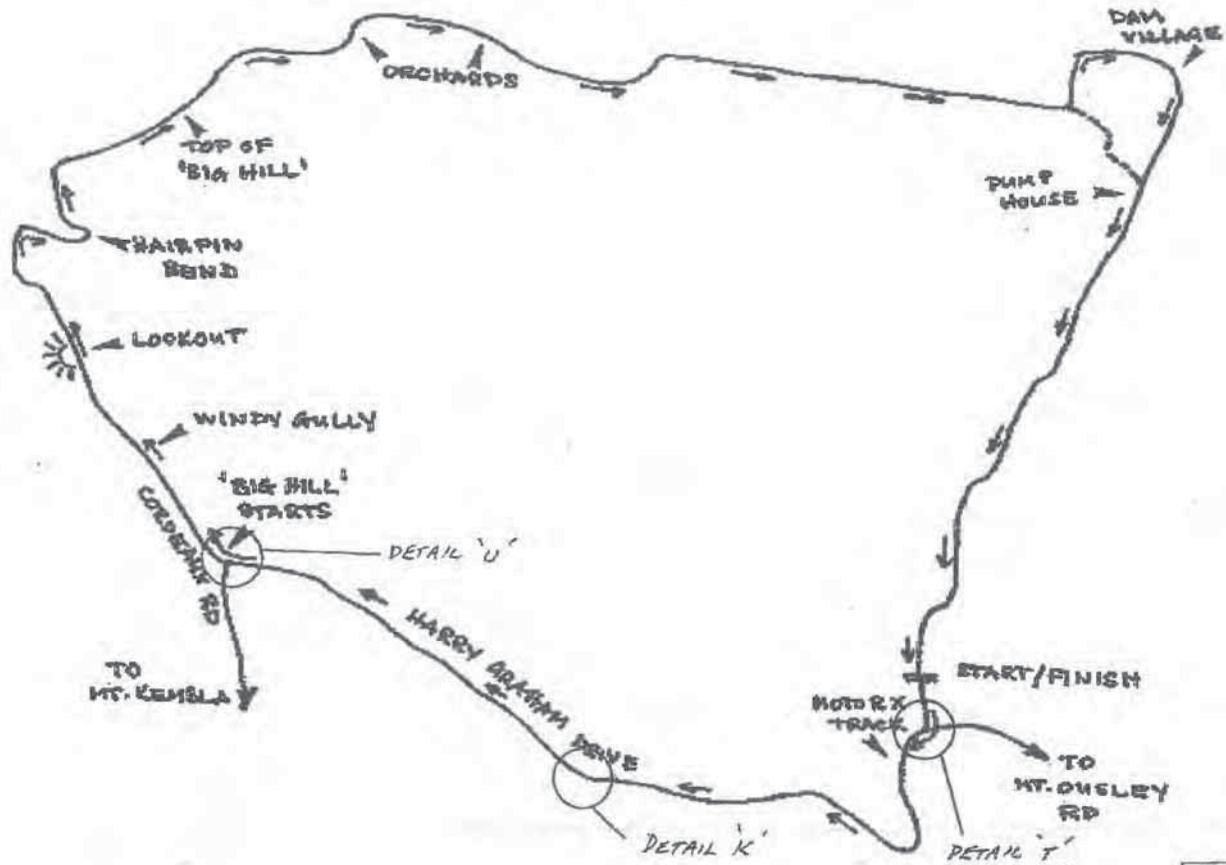


DETAIL K  
 SPEED LIMIT

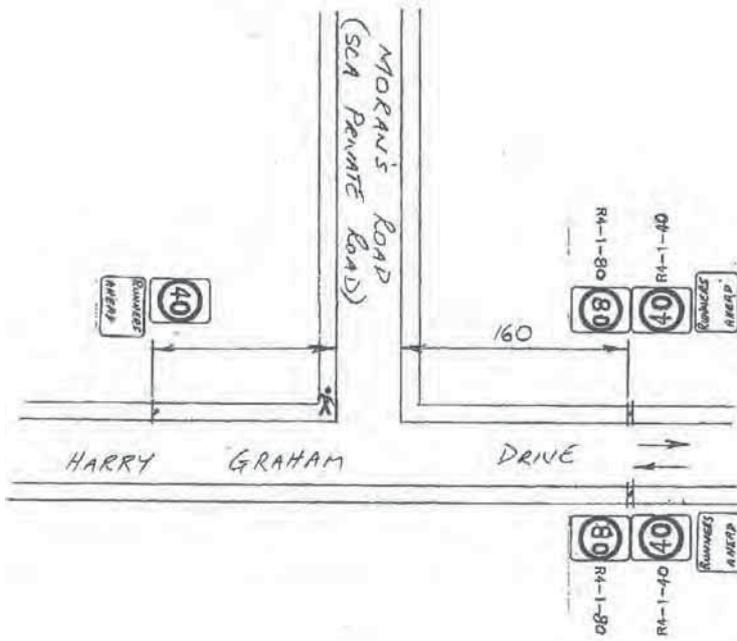
Based on TCP 57

9 MILE (14.4K) MT KEMBLA COURSE



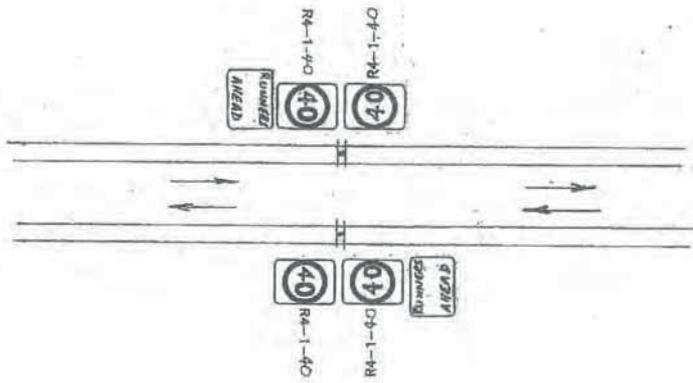


9 Mile



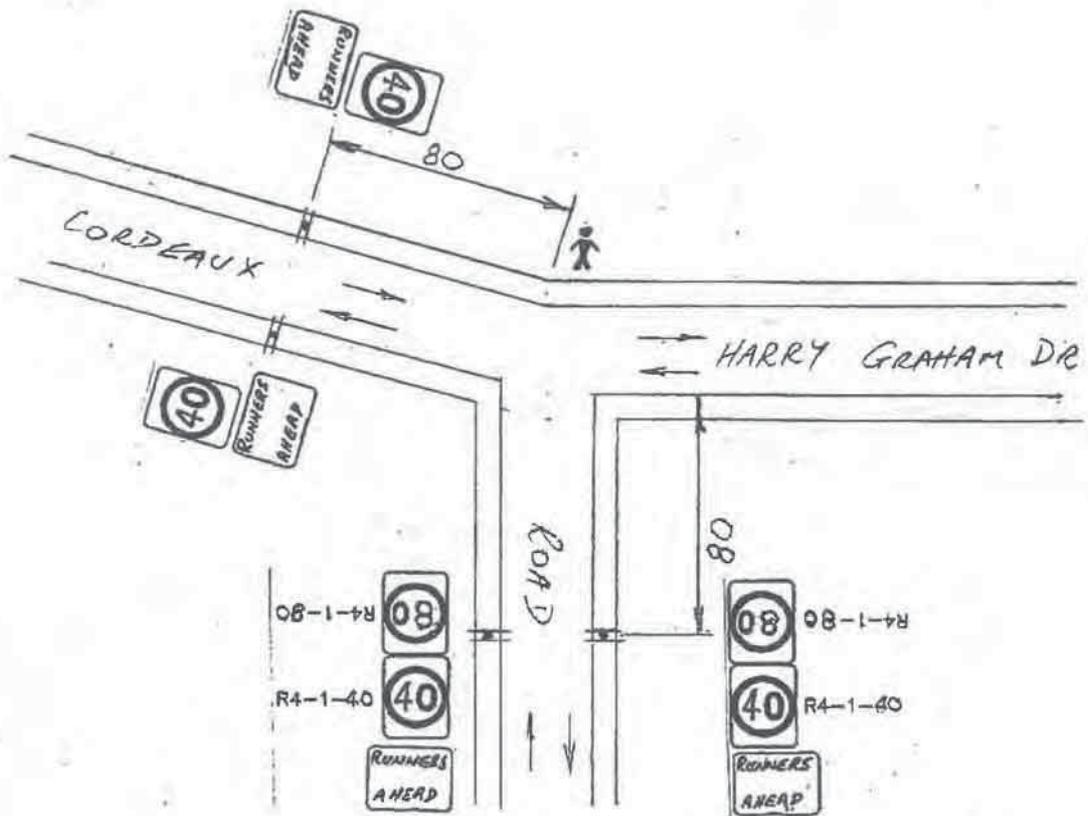
DETAIL 'T'  
SPEED LIMIT

Based on TCP 57



DETAIL K  
 SPEED LIMIT

Based on TCP 57

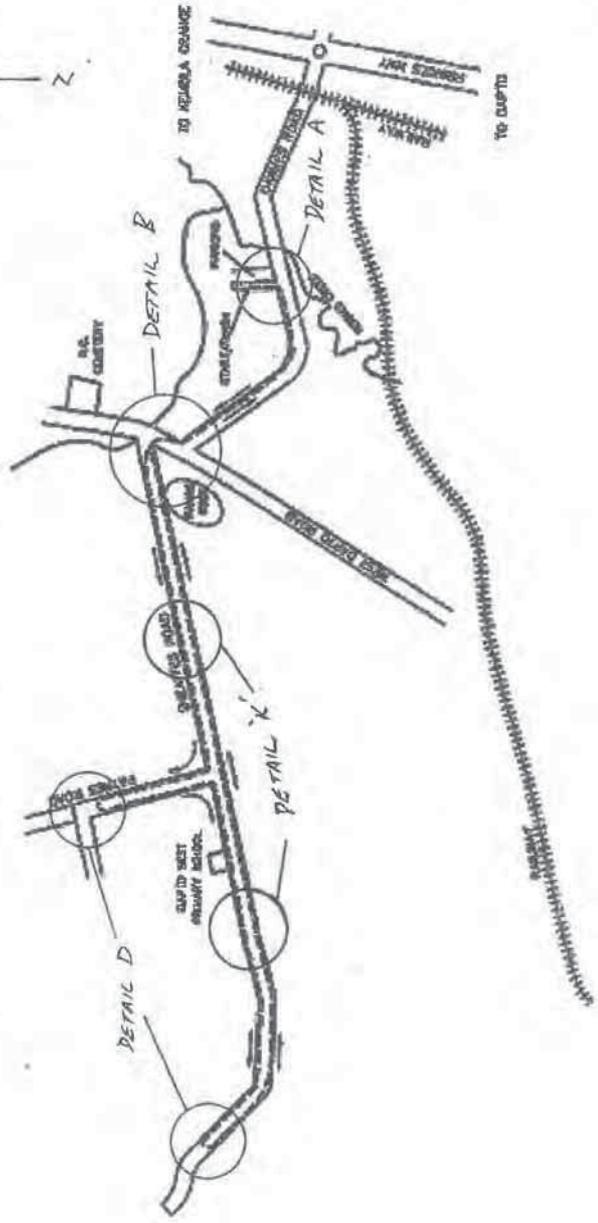


DETAIL 'U'

SPEED LIMIT

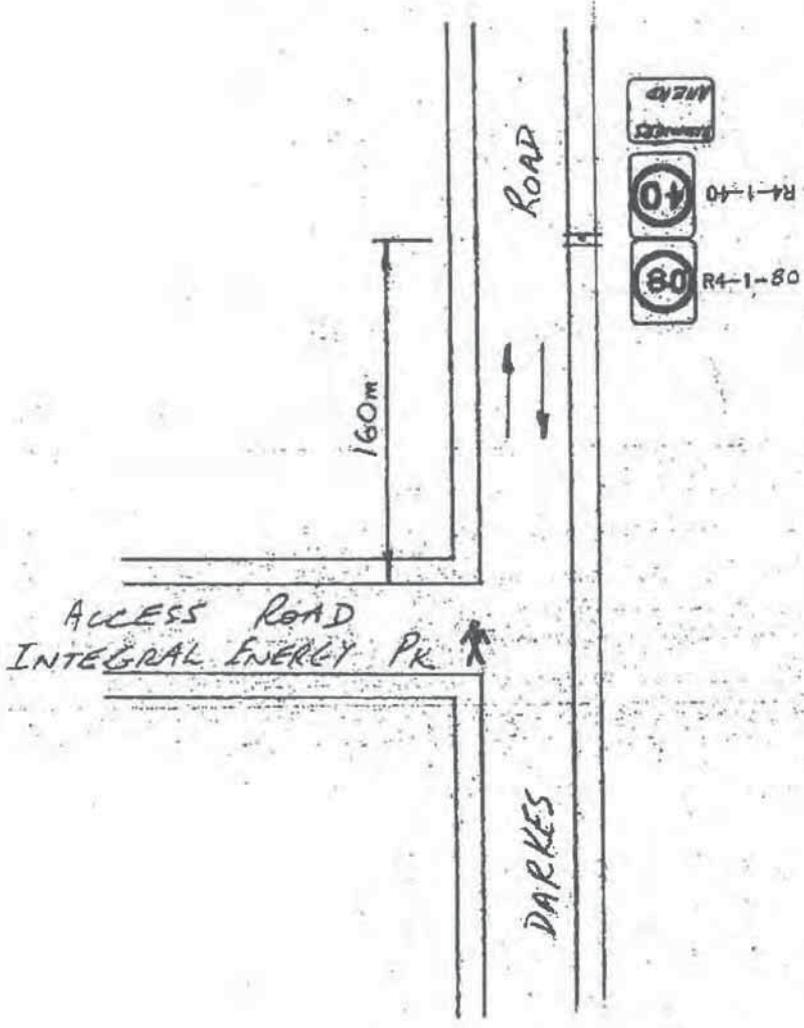
Based on TCP 57

8K DAPTO COURSE



8 km

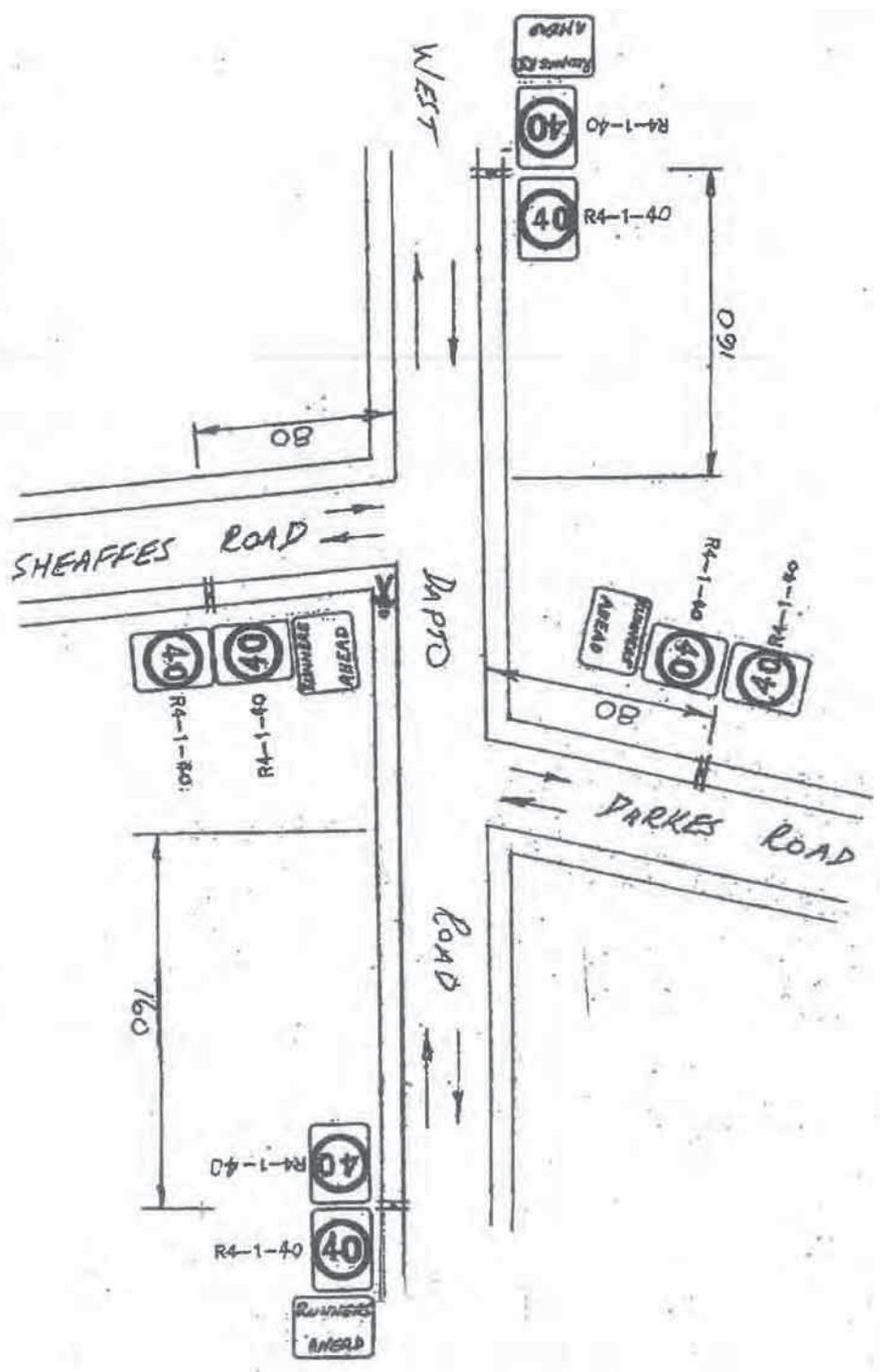
N



DETAIL A

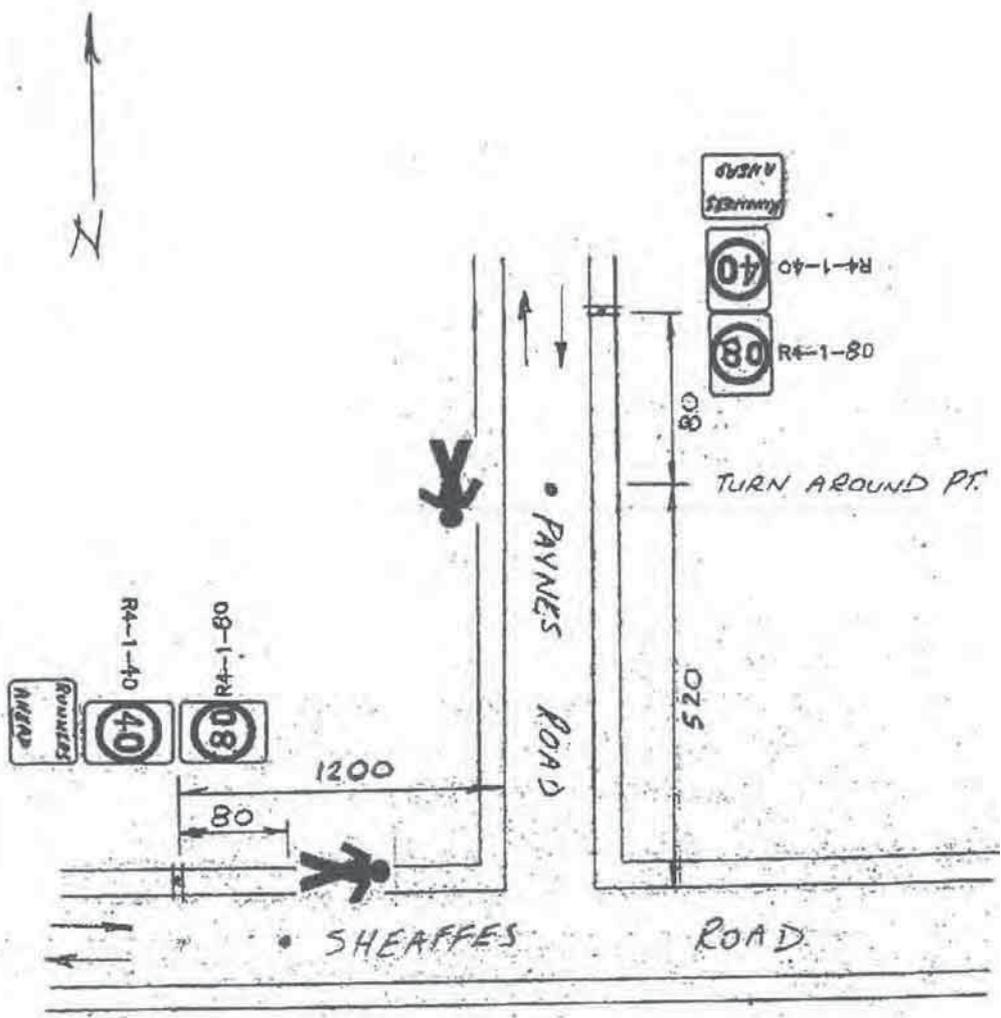
SPEED LIMIT

Based on TCP 57



DETAIL 'B'  
SPEED LIMIT

Based on T&P's STD 78.

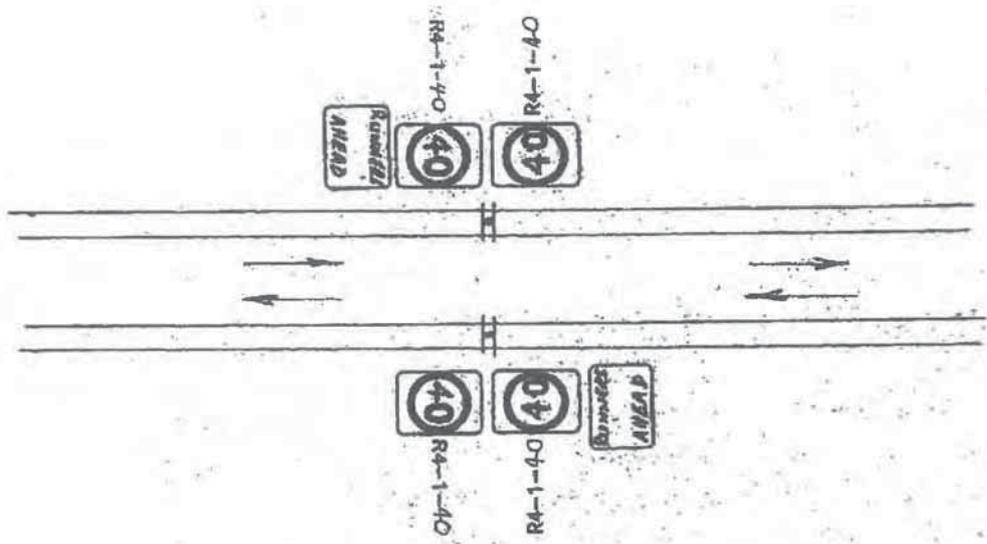


TURN AROUND POINT

DETAIL 'D'

SPEED LIMIT

Based on TSP 57



DETAIL K  
 SPEED LIMIT

Based on TCP 57