

DRAFT
WOLLONGONG CITY COUNCIL

ANNUAL REPORT

2019 - 2020





WELCOME TO WOLLONGONG CITY COUNCIL'S ANNUAL REPORT 2019-20

Welcome to Wollongong City Council's Annual Report 2019-20. This report provides a summary of our performance over the 2019-20 financial year against the actions in the Operational Plan 2019-20 and the four year actions in the Delivery Program 2018-22.

HOW TO READ THIS DOCUMENT

The annual report comprises of five main sections. The first section provides an overview of our city, Council and financials. *Pages 2-19.*

The main body of the report contains two sections: Strategic Priorities and Strategic Goals. Both sections provide an overview of our performance during 2019-20 towards achieving the five year Strategic Priorities and Delivery Program Actions. *Pages 20-70.*

The fourth section of this report presents our detailed financial statements, including General Purpose Statements and Special Purpose Statements. *Attachment A-C.*

The last section of the report provides additional information on legislative requirements not covered in the main body of the report. *Attachment D-E.*

INTENDED AUDIENCE

This report provides information to a broad range of stakeholders including Wollongong City Council residents and ratepayers, government and non-government organisations, our partners and local businesses. It also provides our staff with information on how well we have performed over the year and how their efforts are contributing to achieve our community's vision, *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.*

HOW TO OBTAIN A COPY OF THIS DOCUMENT

A copy of this annual report and various other Council publications are available on our website www.wollongong.nsw.gov.au. If you would like a hard copy of this report, contact Council by phone 4227 7111 or write to:

Corporate Strategy Unit
Wollongong City Council
Locked Bag 8821, Wollongong DC NSW 2500

Hard copies of this report are also available for viewing in Council libraries and community centres.

ACKNOWLEDGEMENT OF COUNTRY

Wollongong City Council would like to show their respect and acknowledge the Traditional Custodians of the Land, of Elders past and present, and extend that respect to other Aboriginal and Torres Strait Islander people.

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Fast Facts

Population: 218,114 (ERP 2019)

69 suburbs

84,056 dwellings (2016 census)

3.19 people per hectare

39 median age

\$12.15B GRP

13,887 local businesses

95,936 local jobs

103,797 employed residents

Health Care and Social Assistance - Largest Industry

CITY OF WOLLONGONG

Located 80 kilometres south of Sydney, Wollongong covers 714 square kilometres and occupies a narrow coastal strip bordered by the Royal National Park to the north, Lake Illawarra to the south, the Pacific Ocean to the east, and the Illawarra escarpment to the west. The name Wollongong originated from the Aboriginal word woilyungah meaning five islands. Archaeological evidence indicates that Aboriginal people have lived here for at least 30,000 years. The tribe name of the Aboriginal people of the Illawarra is Wodi Wodi. Dr Charles Throsby first established a settlement here in 1815, bringing down his cattle from the Southern Highlands to a lagoon of fresh water located near South Beach. The earliest reference to Wollongong was in 1826, in a report written by John Oxley, about the local cedar industry. The area's first school was established in 1833, and just one year later the Surveyor-General arrived from Sydney to lay out the township of Wollongong on property owned by Charles Throsby-Smith. Our local steel industry commenced in 1927 with Charles Hoskins entering into an agreement with the state government to build a steelworks at Port Kembla, thereby commencing a long history of steel production that still continues to this day.

Operations began in 1930 with one blast furnace of 800 tons capacity. In 1936, BHP acquired Australian Iron and Steel Limited and production at Port Kembla increased rapidly. The steel industry was a catalyst for growth for many decades, and laid the foundations for the city's economy, lifestyle and culture. Wollongong is proud of its industrial roots, and is still known and acknowledged as one of Australia's leading industrial centres. While steel and other manufacturing industries remain an essential part of the local economy, the city has long recognised the need to diversify its economic base. Construction of the spectacular Sea Cliff Bridge to the north has given even more focus to the burgeoning tourism industry, and information technology, hospitality, health services and telecommunications continue to grow as key industries of the region. Wollongong enjoys a rich sense of community and cultural heritage, with people from more than 30 different language groups and 20 religious backgrounds living in harmony. A deep respect for others' traditions and regular celebrations of diverse customs add to the vibrant tapestry of community life and provide another dimension to our increasingly sophisticated city.



COMMUNITY STRATEGIC PLAN

OUR WOLLONGONG 2028

Our Wollongong 2028 is a whole of community plan, in which all levels of government, businesses, educational institutions, community groups and individuals have an important role.

The community strategic plan outlines the community's main priorities and aspirations for the future and includes strategies for how we will achieve them.



Community Vision

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.

Our Community Goals

To support the achievement of our community vision, collaborative efforts will focus on six interconnected goals:

1. We value and protect our environment
2. We have an innovative and sustainable economy
3. Wollongong is a creative, vibrant city
4. We are a connected and engaged community
5. We have a healthy community in a liveable city
6. We have affordable and accessible transport.

Planning Principles

Our Wollongong 2028 is underpinned by the Social Justice Principles of equity, access, participation and rights. These four interrelated principles ensure that:

- There is fairness in decision making, prioritisation and allocating resources, particularly for those in need
- All people have fair access to services, resources and opportunities to improve their quality of life
- Everyone has the maximum opportunity to genuinely participate in decisions that affect their lives
- Equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

ALIGNMENT TO OUR COMMUNITY'S PRIORITIES

Council refers to its adopted strategies and plans as Supporting Documents. These direction setting documents support the delivery of the community strategic plan, Council's resourcing strategy, delivery program and operational plan. These documents include goals, strategies and actions specific to a project. However, until the actions are enabled through resourcing and included in the delivery program and operational plan, they remain aspirational.

The following supporting documents have been endorsed by Wollongong City Council as priority documents and for the actions within them to be considered for inclusion through the annual planning process:

Community Services and Facilities

Ageing Plan 2018-2022

Beach and Foreshore Access Strategy 2019-2028

Your Library, Your Place-Wollongong City Libraries Strategy 2017-2022

Community Safety Plan 2016-2020

Creative Wollongong 2019-2024

Disability Inclusion Action Plan 2016-2020

Economic Development Strategy 2019-2029

Places for People – Wollongong Social Infrastructure Planning Framework 2018-2028

Public Art Strategy 2016-2021

Public Spaces Public Life 2016-2019

Public Toilet Strategy 2019-2029

Corporate Governance and Internal Services

Information Management and Technology Strategy 2018-2020

Environment

Dune Management Strategy

Environmental Sustainability Strategy 2014-2022 and Action Plan

Environmental Sustainability Strategy Part 2 2017-2022

Illawarra Biodiversity Strategy 2011-2016

Illawarra Escarpment Management Plan 2015

Illawarra Regional Food Strategy 2014-2018

Pest Animal Management Plan – Deer, Rabbit, Myna Bird 2017-2020

Urban Greening Strategy 2017-2037

Waste and Resource Recovery Strategy Plan 2015-2022

Wollongong Coastal Zone Management Plan

Stormwater Management Plans

Allans Creek Flood Study December 2019

Allans Creek Flood Study, Floodplain Risk Management Study and Plan Addendum 1 September 2008, Brandy and Water Creeks – Investigation and Design of Creek Modification May 2014, Upper Byarong Creek Flood Analysis and Option Investigation July 2011 – currently under review

Review of Brooks Creek Flood Study April 2018

Collins Creek Flood Study September 2019 (Combined Catchments of Whartons, Collins and Farrahars Creeks, Bellambi Gully and Bellambi Lake)

Combined Catchments of Whartons, Collins and Farrahars Creeks, Bellambi Gully and Bellambi Lake, Floodplain Risk Management Study and Plan June 2014

Duck Creek Flood Study May 2019

Fairy and Cabbage Tree Creeks Flood Study June 2020

Fairy and Cabbage Tree Creeks, Floodplain Risk Management Study and Plan December 2010 – currently under review

Hewitts Creek Flood Study December 2019

Hewitts Creek, Floodplain Risk Management Study and Plan December 2002 – currently under review

Kully Bay Overland Flow Study October 2019

Lake Illawarra, Floodplain Risk Management Study January 2012

Macquarie Rivulet Flood Study February 2017

Minnegang Creek Flood Study October 2019

Minnegang Creek, Floodplain Risk Management Plan January 2004

Mullet Creek Flood Model Update April 2018

Mullet and Brooks Creek, Floodplain Risk Management Study and Plan February 2010, Mullet Creek West Dapto Extension, Flood Model January 2012 – currently under review

Towradgi Creek Flood Study December 2019

Towradgi Creek, Floodplain Risk Management Study and Plan June 2003 – currently under review

Wollongong City Flood Study August 2019

Wollongong City, Floodplain Risk Management Study and Plan November 2015

Planning and Engagement

Community Participation Plan

Corrimal Town Centre Plan 2015-2022

Dapto Town Centre Plan 2017-2027

Figtree Town Centre Plan 2014-2020

Heritage Strategy and Action Plan 2019-2023

Helensburgh Town Centre Study (draft)

Keiraville/Gwynneville Implementation Plan 2014-2016

Mt Keira Summit Park, Plan of Management (2020)

Port Kembla Revitalisation Plan 2025

Sandon Point and McCauleys Beach, Plan of Management 2015

Unanderra Town Centre Masterplan 2014-2024

Warrawong Town Centre Plan 2013-2023

West Dapto Vision 2018

West Dapto Development Contribution Plan (2017) and draft (2020)

Wollongong Botanic Garden, Plan of Management (2020)

Wollongong City Centre - A City for People

Wollongong City-Wide Development Contribution Plan (2019)

Wollongong City Centre, Planning Review (draft)

Wollongong Major Events Strategy 2016-2020

Wollongong Local Strategic Planning Statement 2020

Recreation and Open Space

Figtree Oval Recreational Master Plan 2016 – 2029

Sportsground and Sporting Facilities Strategy 2017-2021

The Future of Our Pools Strategy 2014-2024

Wollongong Play Strategy 2014-2024

Tourist Parks Master Plan

Fairy Creek Corridor, Master Plan

Cringila Hills Recreation, Master Plan

Beaton Park Regional Precinct, Master Plan 2018-2038

Beach and Foreshore Access Strategy 2019-2028

Commercial Business

Memorial Gardens Master Plan

Kembla Grange Cemetery Master Plan

Transport Services and Infrastructure

Bike Plan 2014-2018 (currently under review)

Inner City Parking Strategy 2010-2026

Pedestrian Plan 2017-2021

Inner City Parking Strategy 2009-2026

City Centre Access and Movement Strategy 2013-2033



MESSAGE FROM THE LORD MAYOR

We have a tightknit community in Wollongong, and I'm proud of the way we've come together in a very tough year to provide care and support for one another in a challenging time.

It seems impossible to think that we started the year with bush fires, faced floods, before our focus shifted to the global pandemic that has seen everyone change the way they live, work and socialise.

As the global shutdown started to unfold, we put our targets from our Operational Plan 2019-20 on hold and considered the implications for those who call our city home. We needed to plan for the short, medium and long term impacts of an unprecedented pandemic.

We put robust plans in place to ensure our essential services were able to be delivered, and considered what steps needed to be taken to support our community.

We offered support to our residential and business rate payers by allowing for rate payments to be deferred, we put a freeze on price increases for fees and charges, domestic waste management and stormwater management and we set up the Creative Wollongong Quick Response grant program for our local musicians, performers and artistic community.

Throughout this process our councillors have remained focussed and engaged on supporting our community. The NSW State Government's extension of the term of the current elected Council has allowed us to proudly advocate on behalf of our residents.

I am proud of the way our councillors have stepped up and continued to advocate for our community. We endorsed our Delivery Program 2018-22 and Operational Plan 2020-21 to increase the amount of infrastructure works we're undertaking and have supported a revised social procurement policy that facilitates the potential to employ local contractors to carry out work on behalf of Council. This will be increasingly important as we move into a COVID-19 recovery phase and seek to bolster local employment.

Some of the key projects we've planned and continue to work on include:

- Starting work on new stages of the Grand Pacific Walk
- Maintaining Council's record investment in new footpaths across the city
- Next stage works on Corrimal CBD town centre upgrades
- Implementation of Stage 1 of the Cringila Hills Masterplan
- Climate action initiatives
- Helensburgh Town Centre upgrades
- Construction of the North Wollongong Surf Life Saving Club enhancement
- Renewal of Austinmer beach amenities.

It's also rewarding to see plans evolve for new major facilities including new libraries and community centres at Warrawong and Helensburgh and the upgrade of Beaton Park Leisure Centre.

There is no question the past few months have been hard, and there is still a long road ahead.

I'm proud of what this Council and our community have, and will continue to achieve for the betterment of all. We're certainly stronger together and we're ensuring our city has a bright future.

Councillor Gordon Bradbery AM
Wollongong City Lord Mayor



MESSAGE FROM THE GENERAL MANAGER

For the past decade Wollongong City Council's focus has been on securing a sound financial position for our city's future.

This has meant that as 2020 has unfolded, we have been able to respond in a positive, proactive and financially prudent manner.

There is no doubt, we are faced with tough times, but the work over the past 10 years on our finances, and now our focus on service and infrastructure improvements, will allow us to take a strong lead on behalf of our community.

We started the year with a bush fire emergency that, while fortunate to not burn through our city's bushland and properties, saw Council offer up resources and skills to our neighbouring local government areas who were affected.

From this, we moved into February where significant rain fell followed by the unfolding global pandemic which filled newspapers, social media and caused us to step back and reflect upon ways to do our work differently.

Wollongong City Council has an important role to play in our community and we take that responsibility seriously. We've responded to the pandemic by reworking our Operational Plan and boosting our infrastructure program. We will keep working on behalf of our community, and the increased workload will provide opportunities for potentially struggling local contractors to find employment. This in turn, will bolster our local economy.

Our \$800 million infrastructure delivery program over the next four years includes additional investment in new and ongoing improvements to shared pathways, as well as recreational improvements like a BMX pump track, a criterion track and more accessible amenities.

We've been able to fast-track some additional projects including cycle ways and playgrounds, following \$3.7 million grant funding boosts from state and federal governments, and have targeted plans to undertake work on additional lengths of the Grand Pacific Walk, support the development of new community facilities like Warrawong Community Centre and Library and deliver Stage 1 of the Cringila Hills Masterplan.

We extended financial assistance to our residential and business rate payers by offering the opportunity to defer their rate payments, and then to spread out these payments over the next financial year.

At a practical level we made service modifications, and we closed some frontline services for a period, to support the health, safety and wellbeing of our staff and volunteers, their families and our community. Staff from some of those frontline services, like our libraries and Wollongong Art Gallery, used this time as an opportunity to explore new ways to interact with the community virtually and this was welcomed at a time when social isolation, while essential, was a challenge for many.

Global pandemic or not, this Council's focus continues to be on making Wollongong an enjoyable place to live, work and play and we will continue to deliver on that promise.

Greg Doyle
General Manager

OUR COUNCIL ELECTED REPRESENTATIVES

The Wollongong Local Government Area (LGA) is divided into three wards with four Councillors elected to represent each Ward. The Lord Mayor is elected by all voters and represents the entire Wollongong LGA.

Councillors are not employees or officers of Council. Their role is to make decisions about the running of Wollongong City Council and ensure the General Manager and Council officers carry out decisions made at the Council meetings.

During the period under review, 14 Ordinary Council meetings and 1 Extraordinary Council meeting were held, and the agendas and minutes are available on Council's website. In addition, 34 Councillor briefings/workshops were held.



**LORD MAYOR
GORDON BRADBERRY AM**

BA, BD (Psych, Sociology and Divinity), GAICD, JP
Telephone: 02 4227 7111
Email: council@wollongong.nsw.gov.au
Minister of the Uniting Church in Australia
First Elected 2011, re-elected 2017
Elected as Chair of Illawarra Shoalhaven Joint Organisation (ISJO) 2018, re-elected 2020

WARD 1



MITHRA COX
Senior Electorate Officer

Mobile: 0419 720 322
Email: cr.mcox@wollongong.nsw.gov.au
Audit, Risk and Improvement Committee member
First elected 2017



JENELLE RIMMER
JP
Senior Electorate Officer

Mobile: 0418 147 016
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First elected 2017



LEIGH COLACINO
Artist

Mobile: 0417 199 189
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First elected 2011, re-elected 2017



JANICE KERSHAW
Manager

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First elected 1991, re-elected 1995, 1999, 2004, 2011, 2017

WARD 2



DAVID BROWN
BSc, GAICD, JP
Media Consultant

Mobile: 0409 897 597
Email: cr.dbrown@wollongong.nsw.gov.au
First elected 2002, re-elected 2004, 2011, 2017



JOHN DORAHEY
GAICD
Sales Director Australia NZ

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Audit, Risk and Improvement Committee member
First elected 2011, re-elected 2017



CATH BLAKEY

BEnvSci (Hons)
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First elected 2017



**DEPUTY LORD MAYOR
TANIA BROWN**

GAICD, JP
Chief Operating Officer
Mobile: 0428 604 999
Email: cr.tbrown@wollongong.nsw.gov.au
First elected 2017

WARD 3



VICKY KING

Councillor Vicky King passed away 25 February 2020. Cr King was a passionate advocate for all in our community and was a strong promoter of Wollongong. Her passing is a sad loss for our community, and the Council. The position will remain vacant until the local government election scheduled for Saturday 4 September, 2021.



ANN MARTIN BM

BA (Visual Arts), MFA, MPlan, GAICD
Artist/Planner
Mobile: 0435 575 370
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First elected in 2011, re-elected September 2018 (by-election)



DOM FIGLIOMENI

Dip Public Admin, B.Bus, Post Grad Bus.Mgmt, FCPA, FECU, FCILT, GAIST, GAICD
CEO / Retired
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First elected 2017



CAMERON WALTERS

GAICD, JP
Advisor
Mobile: 0401 558 359
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First elected 2017

EXPENSES AND PROVISION OF FACILITIES TO COUNCILLORS

The Lord Mayor and councillors are paid an annual fee that is within the limit set by the Local Government Remuneration Tribunal. Council has adopted a policy on the payment of expenses and provision of facilities. The policy outlined in Attachment E depicts the services and facilities provided to the Lord Mayor and councillors to enable them to discharge their civic duties.

The total cost on payment of fees and expenses and on the provision of facilities to the Lord Mayor and councillors (from 1 July 2019 to 30 June 2020) is **\$559,926.10** and consist of the following:

| | |
|-------------------------|---------------------|
| Fees | \$505,640.00 |
| Expenses and facilities | \$54,286.10 |

Specific costs as required by Clause 217 of the *Local Government (General) Regulation 2005* are as follows:

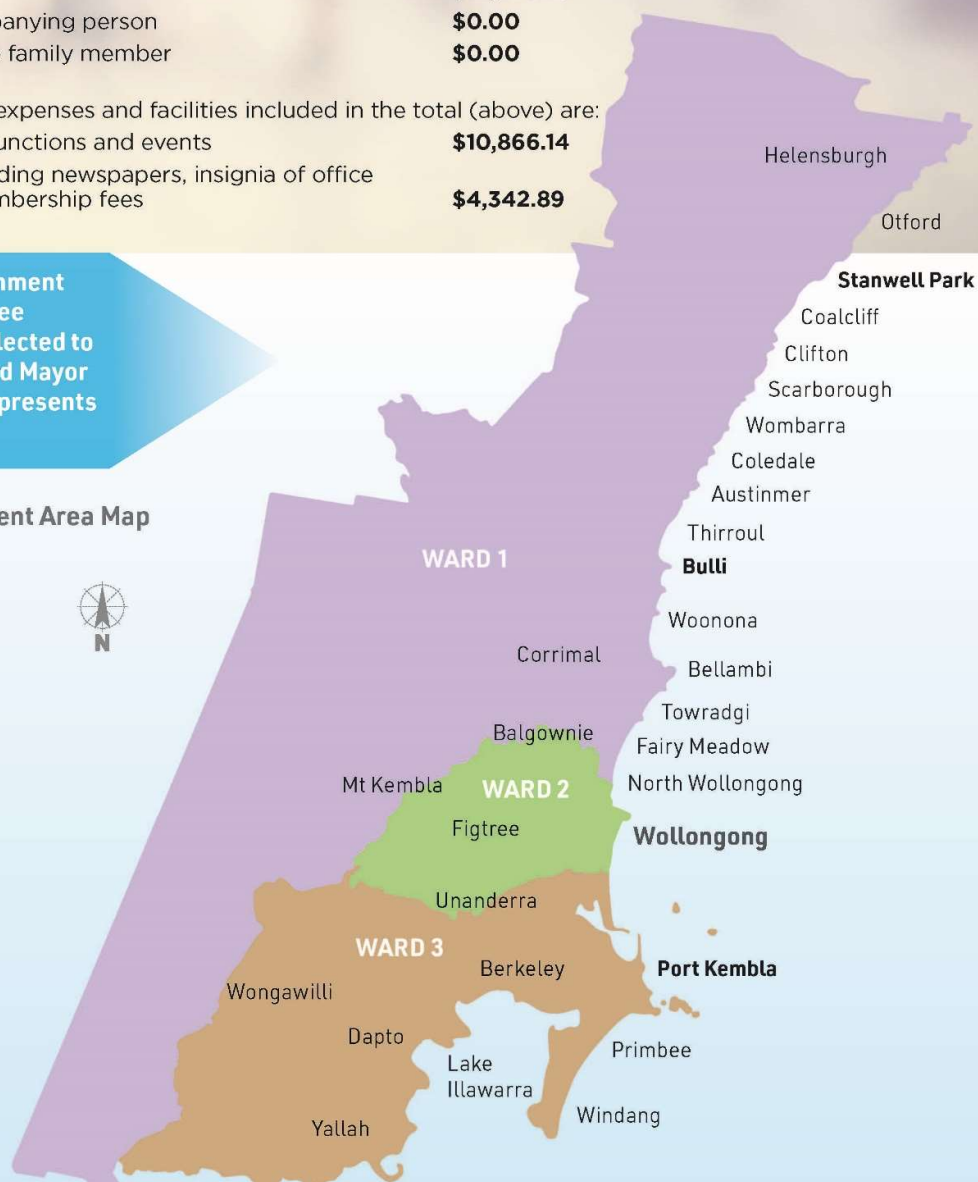
| | |
|---|--------------------|
| i Provision of facilities | \$14,431.73 |
| ii Telephone calls | \$1,498.58 |
| iii Conference and seminars | \$8,137.79 |
| iiia Induction and other Professional Development | \$0.00 |
| iv Other Training and skills development | \$39.54 |
| v Interstate travel (non-conference related) | \$555.23 |
| vi Overseas travel | \$14,414.20 |
| vii Partner, spouse or accompanying person | \$0.00 |
| viii Care of child or immediate family member | \$0.00 |

Other expenditure relating to expenses and facilities included in the total (above) are:

| | |
|--|--------------------|
| a Attendance at meetings, functions and events | \$10,866.14 |
| b Other civic expenses including newspapers, insignia of office and local government membership fees | \$4,342.89 |

The Wollongong Local Government Area (LGA) is divided into three wards with four councillors elected to represent each ward. The Lord Mayor is elected by all voters and represents the entire Wollongong LGA.

Wollongong Local Government Area Map



DURING 2019-20 WE PROVIDED, INSPECTED AND MAINTAINED:

ENVIRONMENT

- 698 environmental program events/ workshops
- Over 416 hectares of restoration at 141 natural area sites

RECREATION

- 146 playgrounds
- 430 park sites
- 85 sportsgrounds and sporting facilities
- 5 skate parks
- 8 outdoor exercise facilities
- 17 pools (rock pools and swimming pools)
- 7,030 primary school students, 60 newly arrived immigrants to the city and 350 university students participated in water safety education programs/ presentations.

TRANSPORT

- over 1,000km roads
- over 500km footpaths and cycle ways
- over 300 car parks
- over 600km stormwater pipes

BUILDINGS

- over 800 community buildings
- 104 public toilets

COMMERCIAL OPERATIONS

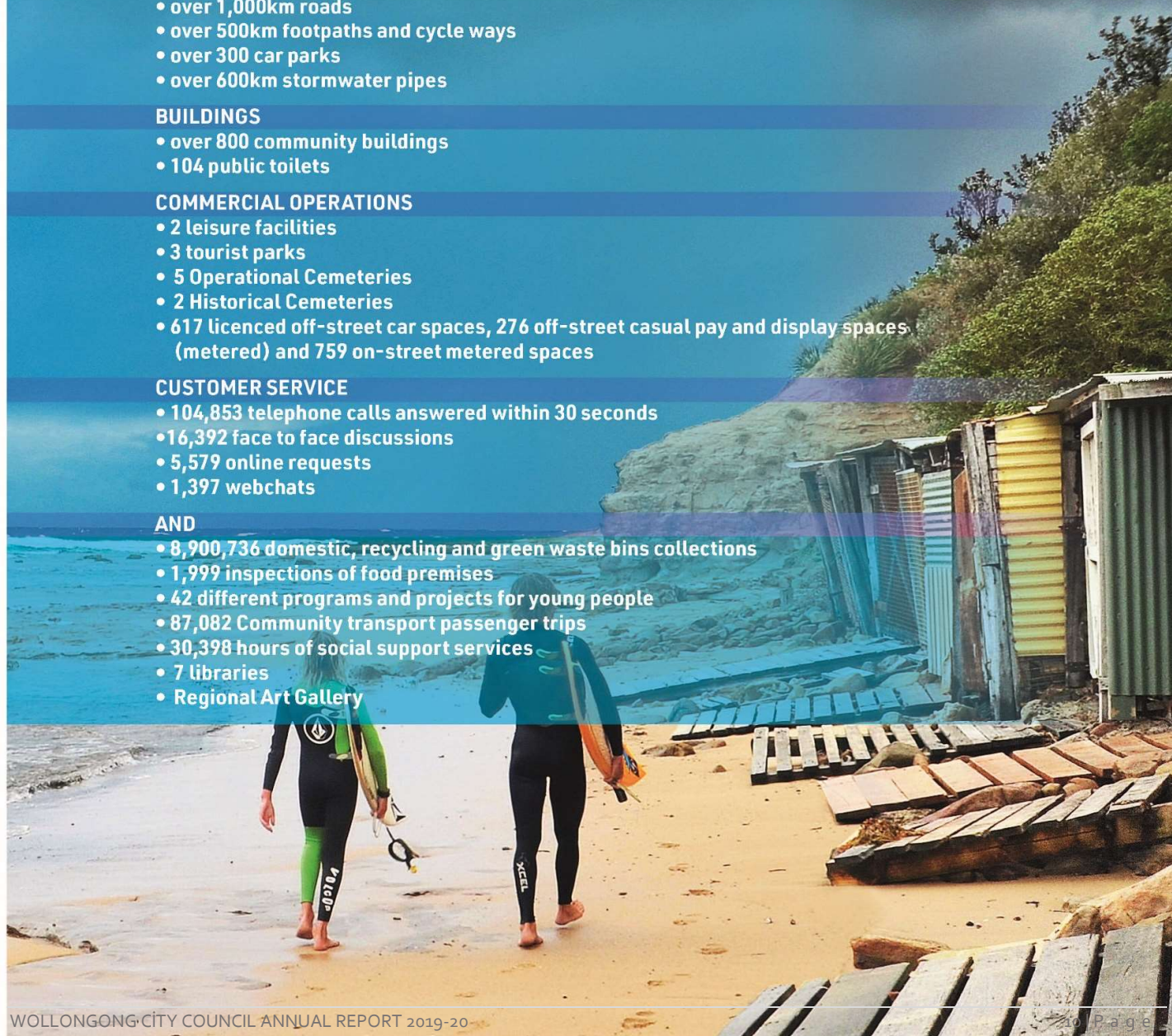
- 2 leisure facilities
- 3 tourist parks
- 5 Operational Cemeteries
- 2 Historical Cemeteries
- 617 licenced off-street car spaces, 276 off-street casual pay and display spaces (metered) and 759 on-street metered spaces

CUSTOMER SERVICE

- 104,853 telephone calls answered within 30 seconds
- 16,392 face to face discussions
- 5,579 online requests
- 1,397 webchats

AND

- 8,900,736 domestic, recycling and green waste bins collections
- 1,999 inspections of food premises
- 42 different programs and projects for young people
- 87,082 Community transport passenger trips
- 30,398 hours of social support services
- 7 libraries
- Regional Art Gallery



MAJOR CAPITAL WORKS PROJECTS

Wollongong City Council is the custodian of infrastructure, property, plant and equipment assets valued at approximately \$2.7 billion (written down value after depreciation of \$1.9 billion) on behalf of the community. During 2019-20, Council delivered a capital works program worth \$89.8 million, across 611 projects throughout the local government area. This includes \$58.6 million on renewing and replacing existing ageing assets, and \$31.2 million on upgrading or constructing and purchasing new assets.

In addition, Council received a further \$21.2 million of contributed assets such as roads and drainage from new subdivisions constructed by developers.

The following is a summary of the 2019-20 expenditure program, highlighting some of the major projects undertaken in the financial year:

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|----------------|---------|---------|---------|----------|---------|
| Capital Works* | \$82.7M | \$90.8M | \$95.9M | \$115.8M | \$89.8M |

MAJOR CAPITAL PROJECTS

| | |
|--|---------|
| Extension of Fowlers Rd to Fairwater Dr (Karrara Bridge) | \$16.2M |
| Northcliffe Dr, Pharlap Ave to Princes Hwy, roundabout | \$2.6M |
| West Dapto Rd/ Wongawilli Rd / bridge upgrade | \$1.8M |
| Bellambi Rock Pool | \$1.8M |
| Princes Hwy, Hicks St to Terania St | \$1.4M |
| Uralba St Bridge | \$1.1M |
| Webb Park Amenities Upgrade | \$1.1M |
| Thirroul Pool Saltwater Intake Pipe | \$1.1M |
| Wisemans Park Amenities | \$1.0M |

PROJECTS ACROSS MULTIPLE LOCATIONS

| | | |
|--------------------------------------|--------------|---------|
| Footpaths and Cycle Ways | 125 projects | \$11.0M |
| Parks, Gardens and Sports Fields | 50 projects | \$4.1M |
| Roads Bridges and Related Assets | 184 projects | \$22.2M |
| Car Parks | 22 projects | \$1.9M |
| Buildings | 68 projects | \$7.2M |
| Floodplain and Stormwater Management | 108 projects | \$7.6M |
| Beaches and Pools | 14 projects | \$3.6M |
| West Dapto | 10 projects | \$19.4M |
| Commercial Operations | 12 projects | \$2.0M |
| Library Books | | \$1.2M |
| Waste Facilities | 18 projects | \$2.6M |
| Plant and Equipment | | \$2.6M |

Expenditure quoted above refers to the actual expenditure for 2019-20, not the total cost of the project.

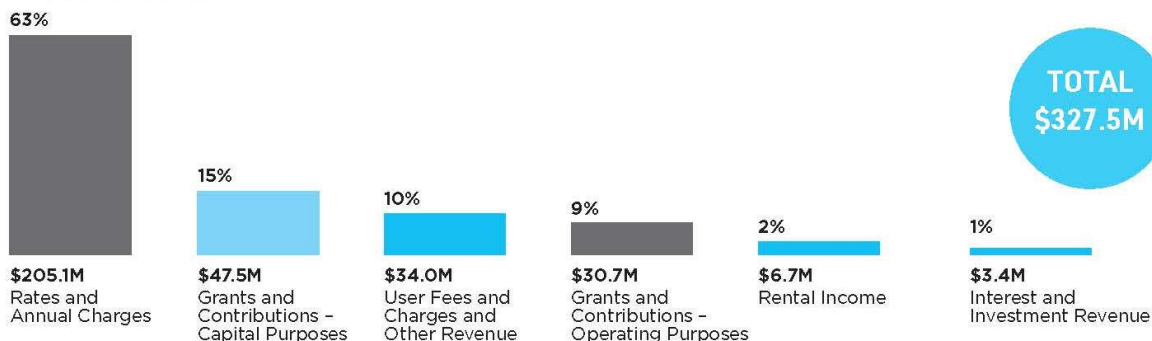
* Number of projects quoted refers to the number of projects Council spent money on, not necessarily constructed.



YOUR RATES AT WORK

Council's revenue for 2019-20 was \$327.5M, with the majority of revenue coming from general rates and annual charges. This funding supported more than 34 services and programs, as well as new investment in operational and strategic priorities for the city. The following information provides an overview of Council's revenue and expenditure in 2019-20.

FINANCIAL SNAPSHOT WHERE DOES THE MONEY COME FROM?

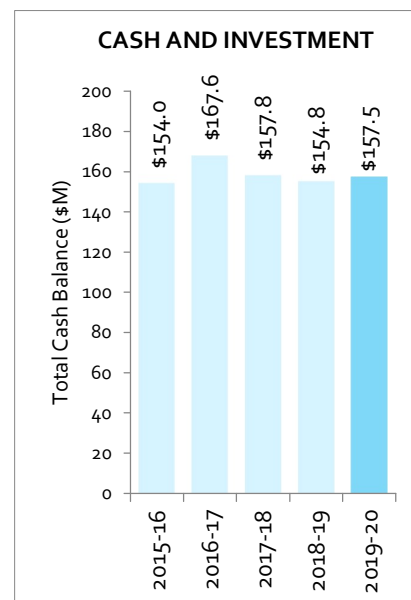
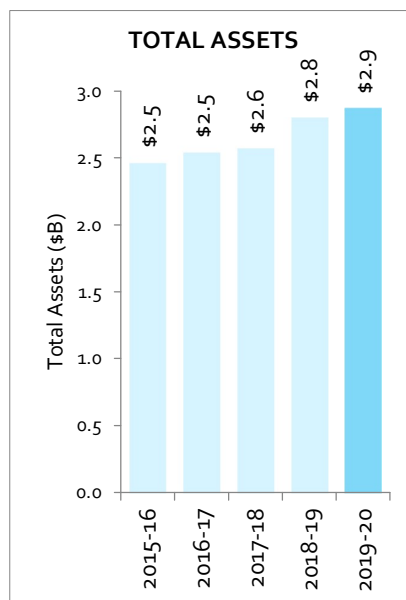
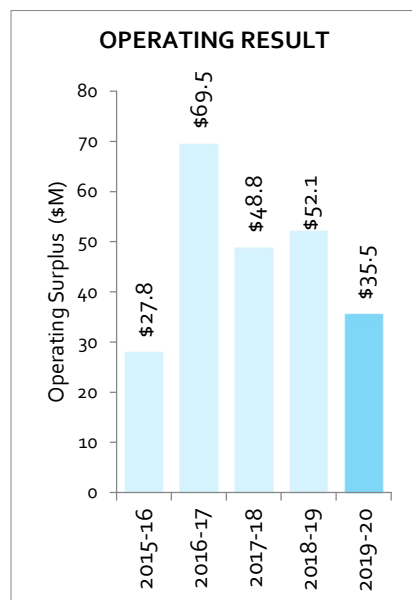


EXPENDITURE BY SERVICE

The following table provides the operating costs associated with the delivery of each of Council's services along with comparities for the previous year.

| SERVICE | 2018-19 Actual \$M | 2019-20 Actual \$M |
|--|--------------------|--------------------|
| Aged and Disability Services | 4.03 | 4.08 |
| Aquatic Services | 13.48 | 16.34 |
| Botanic Garden and Annexes | 3.63 | 3.74 |
| City Centre Management | 3.06 | 2.81 |
| Communications, Engagement, Events and Signage | 2.87 | 3.06 |
| Community Facilities | 5.55 | 5.78 |
| Community Programs | 2.03 | 2.01 |
| Corporate Strategy | 2.71 | 3.26 |
| Crematorium and Cemeteries | 2.27 | 2.46 |
| Cultural Services | 7.24 | 6.83 |
| Development Assessment and Certification | 8.14 | 8.59 |
| Economic Development | 2.67 | 2.66 |
| Emergency Management | 5.06 | 5.75 |
| Environmental Services | 2.42 | 2.51 |
| Financial Services | 7.44 | 6.81 |
| Governance and Administration | 8.42 | 8.45 |
| Human Resources | 14.12 | 8.34 |
| Information and Communications Technology | 6.85 | 8.02 |
| Infrastructure Planning and Support | 13.47 | 11.89 |
| Integrated Customer Service | 4.56 | 4.62 |
| Land Use Planning | 3.20 | 2.97 |
| Leisure Services | 4.71 | 4.46 |
| Libraries | 11.35 | 11.76 |
| Natural Area Management | 3.94 | 4.43 |
| Parks and Sports Fields | 19.66 | 22.04 |
| Property Services | 4.45 | 6.34 |
| Public Health | 1.10 | 1.12 |
| Regulatory Control | 4.98 | 5.14 |
| Stormwater Services | 14.82 | 16.79 |
| Tourist Parks | 6.31 | 6.32 |
| Transport Services | 50.18 | 54.82 |
| Waste Management | 40.51 | 36.46 |
| Youth Services | 1.19 | 1.26 |
| TOTAL | 286.42 | 291.92 |

FINANCIAL OVERVIEW



INCOME STATEMENT

The income statement identifies income and expenses for 2019-20. As at June 2020, Council's operating result was \$35.53 million. The operating surplus of \$35.53 million was \$2.03 million higher than original budget, primarily due to early receipt of the Financial Assistance Grant partially offset by lower income due to the COVID-19 pandemic.

BALANCE SHEET

The balance sheet identifies what Council owns as assets, what it owes as liabilities and its net worth position (equity). As at June 2020, Council managed \$2.87 billion worth of total assets.

CASH FLOW STATEMENT

This statement provides a summary of Council's cash receipts (inflow) and cash payments (outflows) during the year. The closing cash balance as at 30 June 2020 was \$157.47 million. This represents a \$2.65 million increase from the previous year, primarily due to the favourable operating result.

EXTERNAL FUNDING

In 2019-20 Wollongong City Council received \$35.58 million in federal and state government funding compared to \$52.40 million received in 2018-19.

The full amount of grants received is reported in Note 3 of the financial statements.

FIVE YEAR SUMMARY OF KEY STATISTICS

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|--|------------|------------|------------|--------------------|-----------------------|
| Total number of residents* | 208,875 | 211,201 | 213,841 | 216,071 | 218,114 |
| Total number of ratepayers | 79,881 | 81,005 | 82,089 | 82,961 | 83,905 |
| Rates levied (income) | \$146.4M | \$158.1M | \$159.8M | \$164.7M | \$171.3M |
| Average general residential rate | \$1,333.12 | \$1,417.99 | \$1,444.05 | \$1,477.69 | \$1,512.55 |
| Increase in average residential rate | 6.7% | 6.4% | 1.8% | 2.3% | 2.4% |
| State government rate ceiling | 2.4% | 1.8% | 1.5% | 2.7% | 2.6% |
| Specific purpose grants revenue (incl. capital and operating) | \$21.3M | \$15.2M | \$21.1M | \$33.8M | \$16.3M |
| Available working funds balance | \$10.4M | \$27.0M | \$23.1M | \$29.4M | \$25.4M |
| Operating performance ratio | 0.9% | 10.7% | 2.8% | -0.5% | -1.62% |
| Debt service ratio | 3.3% | 3.2% | 3.3% | 3.3% | 3.4% |
| Asset maintenance ratio | 0.97 | 0.98 | 0.98 | 1.00% | 1.01% |
| Capital Works Program | \$82.7M | \$90.8M | \$95.9M | \$115.8M | \$89.9M |
| Number of positions (permanent FTE) | 1,046.27 | 1,045.92 | 1,097.26 | 1,117.55 | 1,166.37 ¹ |
| Population per employee (permanent FTE) | 199.6 | 201.9 | 194.9 | 193.3 | 187.0 |
| Governance + Admin expense per capita | \$167 | \$199 | \$153 | \$198 [†] | \$183 |
| Environmental expenditure per capita | \$280 | \$291 | \$302 | \$300 | \$287 |
| Community services, education, housing, amenities expenditure per capita | \$143 | \$134 | \$151 | \$163 | \$175 |
| Recreational + Culture expenditure per capita | \$262 | \$258 | \$267 | \$282 | \$300 |
| Public order, safety + health expenditure per capita | \$74 | \$76 | \$69 | \$69 | \$77 |
| Roads, bridges and footpath expenditure per capita | \$239 | \$192 | \$251 | \$242 | \$246 |
| Material diverted from landfill (Domestic waste collection) | 46.9% | 46.3% | 45.2% | 48.0% | 44.9% |
| Development Applications assessed | 1,462 | 1,419 | 1,502 | 1,430 | 1,409 |
| Wollongong Botanic Garden visitation | 481,214 | 451,652 | 418,177 | 413,359 | 358,979 |
| Wollongong Art Gallery visitation | 80,488 | 87,328 | 101,030 | 119,208 | 69,728 ² |
| Illawarra Performing Arts Centre and Town Hall visitation | 131,231 | 113,694 | 170,351 | 144,500 | 95,293 ² |
| Library visitation | 1,008,330 | 981,551 | 1,020,671 | 1,023,880 | 903,176 ² |
| Pools attendance | 1,175,667 | 1,219,485 | 1,152,239 | 1,282,194 | 900,029 ² |

* 2019 Estimated Resident Population - Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled by .id

[†] Note: The allocation of costs between the services has varied over the reporting period making direct comparison at this level inaccurate.

[†] Increase in costs allocated to Administration in 2018-19 relates primarily to a significant variation in the value of future employee leave entitlements due to the impact of decreased interest rates on the net present value calculation, the reassessment of prior year worker's compensation estimated values, and the upfront costs associated with the purchase and first stage implementation of an Enterprise Resource Planning System. ¹ 2019-20 FTE figure includes Grant funded positions (previously not included). ² Impacted by Covid-19 - facilities closed from March 2020 under the NSW Public Health Order.

OUR ORGANISATION

Council is the governing body that appoints the General Manager.

Four directors (Planning + Environment, Infrastructure + Works, Corporate Services and Community Services), along with the General Manager, form the Executive Management Committee (EMC). The senior staff structure was endorsed by Council in May 2018.

The Executive Management Committee (EMC) meets on a weekly basis to oversee policy development, strategy and the overall management of Council. Members of EMC attend all Council meetings and provide information and advice enabling Council to make informed decisions on strategic and policy issues.

The Executive team is supported by senior managers and staff that have responsibility for implementing the policies and directions set by the Council.



General Manager



Director Planning + Environment

- Development Assessment + Certification
- City Strategy
- Regulation + Enforcement



Director Infrastructure + Works

- Infrastructure Strategy + Planning
- City Works
- Project Delivery
- Open Space + Environmental Services



Director Corporate Services

- Finance
- Governance + Customer Service
- Human Resources
- Information + Improvement



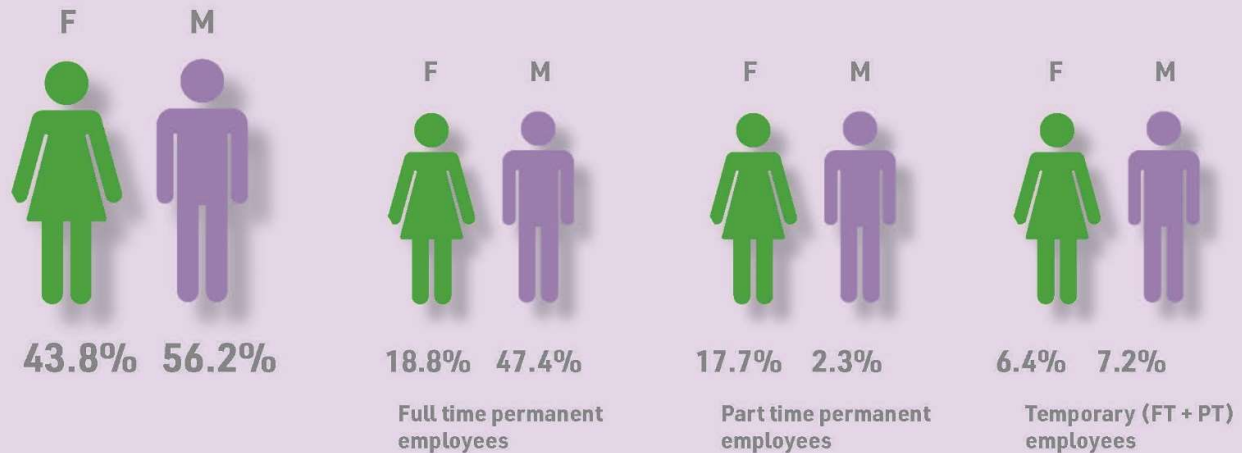
Director Community Services

- Community Cultural + Economic Development
- Library + Community Services
- Property + Recreation

OUR WORKFORCE

(INCLUDES ALL PERMANENT, TEMPORARY AND CONTRACT EMPLOYEES AS AT 30 JUNE 2020)

OUR WORKFORCE IS COMPRISED OF 1218.1 FTE EMPLOYEES, INCLUDING



* 0.2% of our total workforce identify as non binary

33% of employees are Baby Boomers, of which 14.3% are women.

| | | |
|-------------------------------------|-------|-------|
| Baby Boomer (and earlier) (1966) | 20.8% | 16.8% |
| Generation X (1967-1980) | 19.0% | 16.7% |
| Generation Y (1981-1994) | 11.8% | 8.2% |
| Generation Z and beyond (post 1994) | 4.6% | 2.0% |



36.2% of employees at manager level and above are women

| | | |
|----------------|-------|-------|
| CEO | | 100% |
| Director | 75.0% | 25.0% |
| Senior Manager | 38.5% | 61.5% |
| Middle Manager | 32.5% | 67.5% |



JOB FAMILIES ARE DOMINATED BY



69% Administration

73% Service Delivery



91% Trades and Labour

69% Engineering and Technical

GENDER PAY ANALYSIS



WOLLONGONG CITY COUNCIL'S FULL TIME GENDER PAY GAP

3.95% (\$3117.11 p.a.)
in favour of women

* Compared to WGEA February 2020 national gender pay gap 13.9% (\$12,630.80 pa) in favour of men



**WOMEN TAKE HOME A BASE SALARY OF \$673 p.a.
MORE THAN MEN, ON AVERAGE.**

Based on like-for-like, which compares positions in the same job family and same salary range that have similar attributes, roles and responsibilities)

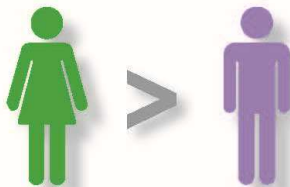
BASE SALARY PACKAGE PER JOB FAMILY: **\$1,078.29** pay gap

A woman's full time base salary across job family categories, on average, is \$1078.29 (1.29%) a year more than the average man's.

For example, a job family could include male employees who are apprentices/ trainees/ junior staff and female employees who have range of responsibilities, from apprentice up to senior officers. Therefore the large gender pay gap reflects the difference in skill levels.

BASE SALARY GENDER PAY GAP: OVERALL MANAGER* CATEGORY

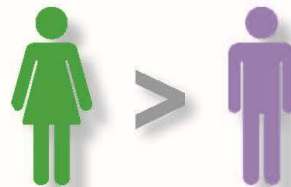
Includes all senior staff contracted managers, middle managers, coordinators and supervisors/leading hands)



Women in management (leadership) roles are paid \$9,517.77 p.a. MORE than men as a base salary package.

* Compared to WGEA 2019 gender pay gap ranging from \$32,348 to \$93,442 pa in favour of men across manager category

TOTAL REMUNERATION GENDER PAY GAP: SENIOR STAFF CONTRACTED MANAGERS



Women in senior staff contracted positions are paid \$21,720.33 p.a. MORE than men as a total remuneration package

INTEGRATED PLANNING AND REPORTING

Our Community Strategic Plan, Our Wollongong 2028, includes the community's vision, goals, objectives and strategies for the future. Council's delivery program outlines how those strategies for which it holds responsibility will be translated into actions, with detailed operational deliverables for each year of the program.

REPORTING ON OUR PROGRESS

The Local Government Act 1993 and Local Government (General) Regulation (2005) requires us to report under the Local Government Planning and Reporting (IP+R) Framework. This includes regularly reporting on our progress towards implementing the objectives and actions within our Delivery Program 2018-22 and Operational Plan 2019-20.

Quarterly Reports

The quarterly reports to Council provide an assessment of progress against the objectives and key performance indicators identified in the four-year delivery program and one-year operational plan.

Annual Report

The annual report provides the community, Councillors and staff with a summary of work completed by Council during the year.

End of Term Report

Achievements towards Our Wollongong 2028 Community Strategic Plan are reported in an end of term report. End of term reports are prepared at the end of a council term.

WOLLONGONG CITY COUNCIL



EMERGENCY RESILIENCE, DISASTER RESPONSE AND RECOVERY

This year has been one that has responded to significant challenges. A bushfire emergency in January followed by significant rainfall in February and now the global health and economic challenge of the Coronavirus or COVID-19 pandemic. These have all contributed to what Council was able to deliver and the way we serve and support the community.

Throughout COVID-19 pandemic, Council has applied a community-orientated, risk-based approach to the delivery of its services. In response to advice from government authorities, some services and key facilities were temporarily altered or ceased. In line with public health advice, Council was then able to reopen key facilities such as our supervised swimming pools, library buildings and the Customer Service Centre, however with strict social distancing and enhanced hygiene measures.

As always, Council's focus is on protecting vulnerable members of our community and protecting the health, safety and wellbeing of staff and volunteers, their families and our community.

Council's workforce remained fully engaged during this time to support ongoing service requirements and deliver the Infrastructure Delivery Program as planned.

Council plays an important role in the community as a major employer, landlord, contractor and service provider. A COVID-19 community assistance approach has been implemented in response to the challenges. The approach consists of the following measures:

Rate Relief Program

This provided residential and business ratepayers the option to defer their fourth quarter rates and annual charges instalment until 30 September 2020, with no interest charged up to 31 December. Council will not charge any interest for overdue rates and is committed to not pursuing legal action at this time. Ratepayers who elected to defer their fourth quarter instalment had this outstanding instalment spread equally over each of the four instalments for 2020-21 to ensure a double instalment is not due in September 2020.

Supporting Council's tenants

Community and commercial leasing arrangements were reviewed, with Council offering the option to defer rental payments for 90 days effective from 26 March. Council will offer an extension of rental payment deferral beyond 90 days, on a case-by-case basis and will not undertake rental reviews, apply interest to existing debts or undertake recovery action during this time. Council has approximately 170 lessees and licensees who operate from our properties or off our land. Outdoor dining licence fees will also be waived.

Supporting Council's suppliers and local businesses

Council has and will fast track payments to suppliers for goods and services where possible, injecting money back into the economy more quickly. Throughout the year, Council asked for community feedback on our draft sustainable procurement policy, which proposes to increase local economic capacity by increasing the local content weighting for tenders from 5% to 10%.

Increased investment in City Centre activation and marketing activities

To support the regional and local economic recovery, in June 2020 Council endorsed to redirect net revenues from the city's parking meters to city centre activation and marketing activities. Over the next four years, this will deliver additional investment in our region of over \$2.3 million.

Business advice and educational support

Council partnered with the Illawarra Business Chamber to provide a series of online business advice tutorials covering a range of topics relevant to small businesses including transitioning to online trading, social media marketing and awareness materials for tenants and landlords to assist with the new mandatory code of conduct for tenants and landlords. Council libraries are also offering a range of online education programs to support student learning. Studiosity is a free online tutoring service for students from year 3 to year 12 and early tertiary students providing on-demand homework and study help.

Deployment of Creative Wollongong Quick Response Grants

This program provides financial assistance to eligible individual artists or arts organisations who have been impacted by cancellations and/or lost opportunities due to the pandemic.

Delivering our investment in community infrastructure

In June 2020, Council endorsed its Infrastructure Delivery Program 2020-21 as planned; representing an investment of over \$800 million over the next four years in the maintenance, operation and construction of infrastructure across the Local Government Area. Council's annual investment in infrastructure is significant and will continue to provide employment opportunities to local contractors, suppliers and businesses. Council is committed to bringing forward 'shovel-ready' infrastructure projects to stimulate the local economy in 2020-2021.

Providing a voice for our community

Council has strong relationships with many of our local stakeholders, including other levels of government and has and will continue to work closely and tactically to advocate for our community during these unprecedented times.



STRATEGIC PRIORITIES

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 agreed to five strategic priorities; which are outlined in the Delivery Program 2018-22.

Activating Our Suburbs

We are committed to enhancing and activating spaces and places across our local government area through sound planning and focused programs.

Our delivery program includes an ambitious plan of action to establish our city, towns and villages as connected and liveable spaces offering a variety of attractions and opportunities for people to work, live, play, learn, visit and invest. Our program supports a variety of infrastructure spending to enhance recreation, sporting and cultural opportunities.

Project Sponsor: Director Community Services

Project Manager: Manager Community Cultural and Economic Development

Strategic Program Progress: ✓ On Track

PROGRAM ACHIEVEMENTS

During the year, a range of activities were delivered in our suburbs to support connected and liveable spaces for our community.

The Connecting Neighbours Program has enabled community members to deliver projects in their suburbs with the support of Council. The grant program funds ideas generated by the community to bring people together and make neighbourhoods a better place. Projects were delivered or are underway within Wollongong, West Wollongong, Dapto, Figtree, Fairy Meadow, Austinmer, Horsley, Mount Pleasant, Berkeley and Warrawong.

Working in partnership with Barnardos, CareWays and Wollongong Northern Districts Aboriginal Community and residents, NAIDOC Week events were held at Bellambi, Koonawarra and Warrawong. Over 1,800 people from all backgrounds, came together to share in the activities and fun the suburbs-based community events offered.

Council has been working with the Australian Social Investment Trust (ASIT), NSW Department of Communities and Justice (DCJ), Bellambi Neighbourhood Centre and residents of Bellambi to implement projects in the Bellambi area and community led action plans. One project includes artists working with local community groups and schools to create a community art mural in the Bellambi Mews.

Council officers have also been working with NSW Department of Communities and Justice (DCJ), Mission Australia, Barnardos South Coast and the residents of Warrawong, Bundaleer and Illawong Gardens to implement a community developed action plan for each location.

Council partnered with Vision Australia to design a Braille Map for Luke's Place all-inclusive playground in Corrimal, and Charles Harper playground in Helensburgh was officially opened.

Paint the GONG REaD mascot, Bright Spark, visited children and parents/carers in suburbs across the region. Reading tents were set up at events in Port Kembla, Dapto, Corrimal, Koonawarra, Warrawong and Bellambi facilitating fun educational opportunities for children and allowing discussions with parents/carers on tips for reading to their children. The Annual Reading Day event was held at Warrawong Plaza encouraging children to participate in art, reading and storytelling while parents/carers explored the importance of early literacy.

Council engaged young people and delivered structured programs in Bellambi, Corrimal, Cringila, Bundaleer Estate, Warrawong, Koonawarra and Kanahooka. The *You Decide* program has commenced in Cringila providing a platform for young people to participate in activating spaces in their community. As part of the Port Kembla 2505 Revitalisation Plan Implementation Plan, Council officers are working with the local community on renewal plans for basketball courts in Port Kembla. The Port Kembla Community 'Welcome' Mural and CD Project at the Macedonian Centre Port Kembla was completed and launched in September 2019. A new Mosaic Wall at Coomaditchie amenity block was completed in March 2020.

The Fowler's Road Bridge mural was completed in March 2020, with artist BAFCAT and community members/artists Warwick Keen and Jess Brown.

Community engagement (including school-based visual arts and poetry workshops) and design and implementation of four cuboid solar-powered lightboxes (which will become permanent exhibition boxes near Luke's Place) was completed in May 2020. One new mural was completed at Corrimal Community Centre. Two new large murals completed in Corrimal (Corrimal Soccer Club / Tennis Club) by artist OX King completed in June 2020.

Council's four-year Infrastructure Delivery Program includes a suite of programs and projects that directly respond to our strategies and priorities to activate and enhance our community centres, public domain and open spaces. In addition to the many footpaths, cycle ways and open space upgrades, these initiatives include streetscape and public domain improvements in Warrawong, Corrimal, Dapto and Helensburgh town centres.

Urban Greening

Urban Greening forms a significant focus during this Council term. Our program includes the implementation of key priorities within Council's Urban Greening Strategy, in conjunction with projects and services that impact sustainability and the quality of our environment.

Project Sponsor: Director Infrastructure and Works

Project Manager: Manager Open Space and Environmental Services

Strategic Program Progress: ✓ On Track

PROGRAM ACHIEVEMENTS

The Urban Greening Program has continued to progress and deliver stronger environmental outcomes for the community this financial year.

Achievements include the development of Urban Greening Technical Guidelines and Verge Garden Guidelines. On the ground, new tree planting has been targeted to shade parks and playgrounds in high need suburbs. Renewal planting has been undertaken to offset future losses of important avenues and individually significant trees currently at a rate of two trees for every tree removed.

Roll out of tree planting aligned with Council's capital works program in projects such as Kembla Grange Lawn Cemetery and footpath renewals. Two-hundred semi-mature trees were installed into the Kembla Grange Lawn Cemetery as part of the overall master plan implementation.

Detailed consultation with the Port Kembla community to undertake a community tree planting event in October was undertaken to ensure planting of high need trees within the Port Kembla area. The planting day was held at Coomaditchie Lagoon, with five Moreton Bay Fig trees and five established Port Jackson Fig trees planted along the Parkes Street side of the lagoon. Port Kembla was a focus suburb for this financial year, with approximately 270 street trees planted, including an additional planting of low growing grasses on the headland of King George Oval, funded via a Community Urban Greening Grant.

Council made a commitment to stop planting from December through to February 2020 due to Level 2 Sydney Water restrictions. An accelerated planting program then commenced during Autumn without impacting total program delivery.

Data inventory collection has progressed and currently stands at 22,000 records and growing. Operational staff are using software to plan, prioritise and program tree maintenance works, and internal staff workshops are underway to streamline the decision making process and policy framework for trees across public and private realm.

Water Sensitive Urban Design trials at Corrimal CBD have seen trees irrigated through captured stormwater, and the construction of a soil vault is expected to guide future designs in highly built areas resulting in larger shade trees, and less infrastructure damage long term, caused by tree roots. This design approach will harvest stormwater for irrigation. The actions within the Urban Greening Implementation plan are on track for completion (year 3 of 4).



West Dapto Urban Release

We will continue to work in collaboration with key agencies to provide the infrastructure needed to support growth and employment lands within the West Dapto Urban Release Area. This will include, but is not limited to, coordinated planning for access improvements including new roads and bridges which are needed to support the additional 19,500 future housing lots and 8,500 jobs required over the next 30 years.

Project Sponsor: Director Planning and Environment

Project Manager: Urban Release Manager

Strategic Program Progress: ✓ On Track

PROGRAM ACHIEVEMENTS

Council's largest civil infrastructure project, Karrara Bridge, was opened on 28 April 2020, a major project highlight of the year that will benefit existing and future residents of West Dapto by providing flood reliable access. The project was delivered at a cost of approximately \$71 million and is a vital part of the Fairwater Drive to Fowlers Road link project.

Council continues to assess planning proposal requests, neighbourhood plans and development applications that facilitate urban development. To date, neighbourhood plans have been adopted within Stages 1, 2, part Stages 3 and 4 which combined will facilitate land for over 4,350 lots. Neighbourhood plans to support 3,950 lots are currently being assessed. Council development application approvals are now 2,125 new lots.

The Independent Pricing and Regulatory Tribunal's final recommendations were made on 15 May 2020 following their review of Council's draft West Dapto development contributions plan, 2020. This is a major milestone and a result of Council's dedication during the year to update the Contributions Plan to reflect West Dapto's local infrastructure needs. Council awaits advice from the Minister for Planning and Public Spaces before the contributions plan is adopted.

During the year the Department of Planning, Industry and Environment announced the intent to finalise a Special Infrastructure Contribution (SIC) determination for the West Lake Illawarra release areas, which includes West Dapto. This follows continued representations made by Council to the state government requesting progress on the SIC.

Towards the end of the year, the Department of Planning, Industry and Environment also announced the State Voluntary Planning Agreement funding program which will allocate funding to projects that support development in a nominated *collection area*. West Dapto is located within a nominated collection area and accordingly, Council commenced work on applications for project funding.

Implementation of the West Dapto Vision 2018 has progressed with Council commencing a review of suburb boundaries during 2019-20 to ensure suburbs reflect the growing urban area.



Active Transport and Connectivity

We are planning for and progressively working towards an integrated and active transport network with improved connectivity across the local government area. A series of actions will be undertaken across this term of Council to facilitate the upgrade of our public transport and bicycle networks and pedestrian access. This renewed focus is complemented by a significant investment into our footpaths and cycle ways.

Project Sponsor: Director Infrastructure and Works

Project Managers: Manager Infrastructure Strategy and Planning

Strategic Program Progress ✓ On Track

PROGRAM ACHIEVEMENTS

During the year, Council continued to plan and progressively work towards an integrated and active transport network with improved connectivity across the LGA. A series of actions will be undertaken across this term of Council to facilitate the upgrade of our public transport and bicycle networks and pedestrian access.

Actions identified within the Wollongong Bike Plan and Wollongong Pedestrian Plan are incorporated into the Infrastructure Delivery Program and operational programs for progressive implementation. Of note, is the significant budget increase for the 2020-21 financial year for new footpaths and the implementation of actions in the Pedestrian Plan and draft Cycling Strategy. Footpath and cycle way capital budgets for 2019-20 and 2020-21 are \$11 million. This is funded through various means, for example, Council received \$470,000 grant funding from the state government for pop up cycle ways for delivery in 2020-21. As well as funding, community engagement is key, and supporting these plans staff have collaborated with the Walking Cycling and Mobility Reference Group and key interest groups such as primary and high schools, to review and develop targeted programs to promote and provide active transport initiatives to support our most vulnerable users including school children, people with disability and the aged.

The draft Wollongong Cycling Strategy 2030 was placed on public exhibition. The new strategy's priorities and expectations will also align with delivery of the anticipated UCI 2022 World Road Cycling Championships Legacy projects. Proposed actions of this strategy planned to be delivered in the 2020-21 financial year have been included in Council's final Delivery Program 2018-22 and Operational Plan 2020-21. All actions that are proposed to be delivered in 2021-22 and beyond will be considered in future planning and budgeting processes. The inclusion of 2020-21 projects will further provide significant funding opportunities for construction ready projects through the ability to identify priorities based on studies supporting the cycling strategy.

Council also continues to deliver state government grant funding for active transport and connectivity improvements including streetscape upgrades in Helensburgh, and an initial feasibility assessment to use the Otford Railway Tunnel as a shared pathway or rail trail.

Council has been successful in securing \$3.6 million in additional funding from the Commonwealth and NSW Government following Council's successful advocacy for pedestrian, cycle way, and infrastructure improvements. As part of this funding, the new cycle ways budget increased by \$1.9 million and new road safety upgrades (traffic facilities budget) increased by \$1.6 million.

Business and Investment

We will continue to grow the Wollongong economy through attracting business, investment, major events and tourism to the region. We will continue to promote our local advantages, including our proximity to Sydney, supportive business environment, innovative ecosystem, vibrant CBD and superb liveability to attract businesses and encourage local jobs growth. We will work with key stakeholders, including state and federal governments to further promote our city and attract greater investment in infrastructure and other key assets.

Project Sponsor: Director Community Services

Project Manager: Manager Community Cultural and Economic Development

Strategic Program Progress: ✓ On Track

PROGRAM ACHIEVEMENTS

The Economic Development Strategy 2019-2029 was endorsed by Council in September 2019. A key focus of this strategy includes a job target of 10,500 new jobs in the Wollongong LGA over the next decade. In 2018-2019, more than 1,800 new jobs were created in the Wollongong LGA.

The new Invest Wollongong brand was launched in October 2019. Over 100 local business leaders, councillors and government representatives attended the rebrand of Advantage Wollongong to Invest Wollongong. A new Invest Wollongong website went live with a focus on marketing automation and customer relationship management. A new Investment Prospectus was also launched, showcasing case studies outlining why companies have chosen Wollongong as their home. Invest Wollongong's social media presence continues to organically grow, with over 1,100 LinkedIn followers.

The new Invest Wollongong brand is performing well, with targeted campaigns to highlight the many benefits of locating a business in Wollongong rolled out. Wollongong sponsored an insert in the Australian Financial Review: Wollongong: Australia's best kept office leasing secret in February 2020. 47,000 hard copies were distributed over Australia showcasing the benefits of working in Wollongong as well as a digital advertising campaign on realcommercial.com.au.

Invest Wollongong held a webinar targeting the Shared Services Sector titled The Professional Services Centre of the Future in partnership with AusContact and Dr Steve Nuttall, Director of Research at Fifth Quadrant. NEC General Manager Martin Braithwaite also participated. The webinar discussed the findings of the Fifth Quadrant research report including the benefits from businesses relocating to Wollongong. Another webinar *Suddenly remote in Wollongong* was also hosted by Technology Solutions Chief Director James Dellow and remote work specialist Lisa Tinker.

New collateral has been developed including videos featuring high profile Wollongong companies and the reasons they decided to base themselves in Wollongong. To assist with myth busting some common misconceptions about Wollongong and highlight the benefits of working in Wollongong, a series of blogs were commissioned, which include the interviews of those who have made the move to Wollongong. This new material will support the roll out of an integrated Business Development Strategy/Marketing Program with a strong focus on Professional Services and Scaleups in the September 2020 quarter, to coincide with the COVID-19 recovery phase. The objective of this program will be to promote Wollongong as a superior business location and alternate CBD location, targeting those export-oriented sectors (i.e. not population service sectors).

The additional supply of A-grade office space means there is an opportunity to reposition Wollongong as an alternative CBD location. The availability of new office stock combined with our large highly skilled commuter pool provides an opportunity to market the city in a way that has not existed in the past. As such, the Wollongong CBD Office Market Prospectus will be developed, which will highlight the substantial commercial leasing opportunities that are coming online within Wollongong over the next 24 months. The key target audience will be external professional and financial services firms, Sydney based tenant representatives/leasing agents and government agencies. This new prospectus will be launched in the new financial year with a targeted engagement process undertaken with key stakeholders.

During the first half of the financial year, Council, via Destination Wollongong contributed funding towards four major events. These events included the National Junior Table Tennis Championships, the OZ Geo Muster, Australian Cross Country Championships and the Antique Motorcycle Club Meet, contributing an estimated \$3.9 million to the local economy.

Other events successfully held include:

- Australian Supercross Championships
- Australian Motorcycle Festival
- Nutri Grain Ironman and Ironwoman Series
- Yours and Owls music festival.

These events cover the Sport, Motoring, Arts and Adventure sectors of Destination Wollongong. Council also facilitated delivery of the Women's Big Bash League Cricket Match, Sydney Thunder vs Adelaide Strikers in November 2019 at North Dalton Park.

As part of the Events Concierge Service, Council staff managed approximately 173 event enquiries, including 45 filming and photography applications. Unfortunately, events planned for the latter half of the financial year were significantly impacted by COVID-19 and were either cancelled or rescheduled.

Extensive planning and engagement continue as the city prepares for one of the World's largest international cycling events, UCI Road World Championship, second only to the Tour de France. Council is also working closely with the UCI Road World Championship, Local Organising Committee, Wollongong 2022 on planning for this event.

GOAL 1

We value and protect our environment

As a community we value our heritage and protect our natural environment. We have enhanced our wildlife corridors and the city's unique natural beauty through a green network that connects the escarpment to the sea. We manage our resources effectively and work together to decrease our impact on the environment. Our beautiful city is well maintained and cared for, and the urban environment is well planned and managed so that population growth and urban expansion are achieved in a sensitive and sustainable way. We have the capacity to deal with the many pressures facing our unique environment, such as sea level rises and other climate change related issues. We balance the need for development with the desire of the community to protect and preserve our city's natural environment.

Services provided under this goal:

- Aquatic Services
- Development Assessment
- Environmental Services
- Natural Area Management
- Land Use Planning
- Parks and Sports Fields
- Public Health and Safety
- Regulatory Control
- Stormwater Services
- Waste Management

Key Highlights

- 2:1 replacement/ removal target was exceeded with 1,700 semi-mature trees installed, and 725 trees removed. The 250 street trees target for Port Kembla was also exceeded with 276 trees installed at the request of residents.
- 31 waste education events / workshops held with 9,993 participants including school competition 'Balloons Blow, No Party for Nature', the Giant Car Boot sale event at Corrimal and Garage Sale Trail. 2,9674kg was diverted from landfill through Garage Sale Trail
- 67 volunteers completed 9,492 volunteer hours weeding, planting and maintaining the community garden and grounds at Greenhouse Park.
- Restoration works on 141 sites (including 43 new sites) covering 416ha of natural areas. \$1,873,680 was expended on contract works, supported by \$241,050 worth of volunteer labour.
- Clean Up Australia Day celebrated 30 years with 17 businesses, 53 schools and 55 community participating this year, collect 7.5 tonnes of litter and rubbish.
- Operation Nappy program awarded a LGNSW Excellence Environment Award.

2019-20 ACHIEVEMENTS

An overview of how we worked towards achieving the community's goal of valuing and protecting our environment through the four-year delivery program actions and operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – Activating Our Suburbs (page 20), Urban Greening (page 22) and West Dapto Urban Release (page 23).

Community Participation to Improve Natural Areas

The Natural Areas Volunteer programs have continued to be supported at various sites across the LGA. During the year, there were 58 active Bushcare sites, 6 Dunecare groups and 11 FiReady sites with a total of 1,753 volunteers contributing 7,617 hours across the three programs.

Community groups and volunteer participation has underpinned the successful delivery of Urban Greening in 2019-20, with the focus on greening Port Kembla strongly supported by Transition Port Kembla and Our Community Project groups. Corporate volunteer programs have seen the continued greening of William Beach Reserve with 2,500 trees planted in October 2019. This year has also seen the establishment of a Northern Suburbs volunteer tree planting group. However due to COVID-19 restrictions planting projects have been deferred.

Best Practice Urban Tree and Vegetation Management

Aligned with Urban Greening, a pre-grown commercial nursery contract supply is ensuring quality tree stock supply suited to the Wollongong LGA is in place. The Tree Management Technical Guidelines were also completed as a best practice document for Council to ensure clear and consistent decision making on trees across Council property.

The Public Tree Inventory Data Collection Project progressed significantly during the year, with more than 27,000 individual trees recorded up to 30 June 2020. The tree inventory assists our tree crews to work proactively on planned tree inspections.

Pest Management Programs

During the year, the Illawarra Wild Deer Management program (managed by the NSW South East Local Land Services) conducted 162 operational nights, culling a total of 641 deer across the LGA including 108 on Council land.

Control operations continued for rabbits and foxes, along with the Indian Myna Bird Program workshops for residents.

Environmental Sustainability Strategy 2014-22

Following an extensive engagement process to inform the development of a revised strategy, a draft Sustainable Wollongong 2030: A Climate Healthy City Strategy was endorsed by Council for public exhibition late June 2020. Three Aboriginal artworks were purchased from Coomaditchie United Elders Corporation for inclusion in the strategy.

National Tree Day

National Tree Day was celebrated in August with schools and community groups participating by planting over 3,000 new trees. This event has been celebrated since 1996 and to mark Council's ongoing support of the day, Lord Mayor Councillor Gordon Bradbery AM planted an established fig tree near the playground in Stuart Park, North Wollongong. This tree is five years old and has a lifespan of more than 100 years.

Council staff worked with students from Unanderra, Lakelands, Russell Vale, Coniston, Tarrawanna, Port Kembla and Cringila primary schools to plant 300 trees within their grounds. Council staff and community members also worked at three sites, O'Briens Road, Figtree (adjacent to the Princes Highway on American Creek); Hooka Point, Berkeley (near Holborn Street car park) and Wollongong's Greenhouse Park, Coniston to plant species including Eucalypts, Wattles and Casuarinas, as well as other local natives.

Lake Illawarra Coastal Management Plan (draft)

During the year, Wollongong and Shellharbour city councils have partnered to progress the draft Lake Illawarra Coastal Management Plan (CMP). Both councils have collaborated and conducted extensive community consultation over the past five years to prepare the draft CMP. The project was overseen by a team including representatives of both councils and the NSW Department of Planning, Industry and Environment. Throughout its preparation, advice was sought from the Lake Illawarra Estuary Management Committee, which includes council representatives, community and Aboriginal community representatives, independent scientific advisors and various state agency representatives.

Development of the draft CMP also involved consultation with community members, organisations and state government agencies. As a result, the draft CMP contains 39 specific actions under nine management strategies for delivery over the next 10 years. These actions include small scale dredging to improve public recreation access and the investigation of larger scale dredging.

At their respective April 2020 meetings, both Wollongong and Shellharbour city councils endorsed to submit the revised draft CMP program to the state government for certification. This is the first draft CMP to be submitted to the NSW Minister for Local Government for certification under the new state government framework.

Our Foreshore Areas

Despite favourable sea conditions throughout the patrolling season, the impact of neighbouring fires and smoke haze on repeated days between November 2019 and January 2020, and Public Health Order restrictions on public gatherings from March 2020, overall beach patronage declined by 12% from the previous year (1,218,812 attendances). There were 69,469 preventative actions with swimmers advised, 1,073 first aids and 414 rescues.

Restrictions on recreational activities on our beaches and Lake Illawarra lead to increased use of foreshore cycle ways and reserves.

Asset Protection Zones

A total of 15 bush fire maintenance projects comprising 110 individual asset protection zones have continued across the LGA during the year. Tree works and hazard complaints were investigated and completed for public land. Council received \$47,700 grant funding from the Rural Fire Service to undertake hazard reduction works over 13 sites. There were 11 active FiReady groups whose activities were affected until June 2020 due to COVID-19 restrictions.

Urban Stormwater and Floodplain Management Programs

As part of Council's adopted Voluntary Purchase Scheme (VPS) for flood affected properties, Council has been working to acquire properties identified as high risk in the various catchment mitigation areas. This has resulted in 24 properties being purchased and demolished to date. Council receives funding from NSW Flood Program to support these purchases with two purchases being finalised in 2019-20.

The lowering of the Gurungaty causeway was completed. This flood mitigation option was recommended by the Wollongong City Floodplain Risk Management Study and Plan (2015) to decrease flood impacts in South Wollongong.

Flood studies for all catchments (except Lake Illawarra) have been completed (implementing Council's Blockage Policy).

Floodplain risk management studies and plans are underway in Mullet Creek, Allans Creek, Fairy and Cabbage Tree creeks, Hewitts Creek and Towradgi Creek.

Council's grant application for the Allans Creek Floodplain Risk Management Study and Plan and the Fairy and Cabbage Tree Creeks Floodplain Risk Management Study and Plan were successful. These projects will be delivered during 2020-22.

Community Environmental Programs

Thirty-one waste education events and workshops were held during the year with 9,993 participants including the school competition 'Balloons Blow, No Party for Nature', Giant Car Boot sale event at Corrimal, Garage Sale Trail and a summer Plastic Free Wollongong Blitz.

Environmental Expo, Enviro 2019 celebrated 34 years of the Rise and Shine Campaign at Wollongong Botanic Gardens during September 2019. The Enviro19 event saw over 800 school children from 12 local schools across Years Five and Six participate in five environmental hands-on workshops. The aim of the program was to show children how they can make small changes to improve the environment like using a beeswax wrap rather than plastic film wrap on sandwiches. It was also an opportunity for children to learn about water pollution, importance of dune vegetation to decreasing erosion, biodiversity and the importance of recycling.

The Garage Sale Trail event was held in October 2019, across 60 sites around the city, with 323 sales/stalls and 4,218 shoppers and sellers. The national event offers an alternative way of selling unused items, encourages people to get to know their neighbours and importantly, diverts significant amounts of material from landfill. It's estimated the weight of items diverted from landfill by being reused locally was 29,674 kilograms.

Clean Up Australia Day celebrated 30 years, with this year's event launched at Woonona Beach in February 2020, where local school students replaced litter with low lying shrubs and grasses. The event also saw 17 businesses, 53 schools and 55 community sites involving 13,050 participants, clean up local areas and collect 7.5 tonnes of litter and rubbish throughout the LGA. Further engagement and educational activities occurred at Wollongong Harbour with the focus on improving waterways, roadsides, parks, reserves, beaches and bushland areas.

Waste Minimisation Programs

The year commenced with a heavy promotion schedule for Council's Community Recycling Centre and the 2019 Household Chemical Cleanup which resulted in 11,284 kilograms being collected. Other waste minimisation activities undertaken throughout the year include awarding a Waste Wise Events tender to Green Connect for Council's major events including Viva la Gong, New Year's Eve and Australia Day events and through grant funding, installing cigarette butt bins in key locations across the city, along with an awareness campaign has reduced butt litter. Due to COVID-19, no public workshops or interactive promotions were undertaken during the final quarter of the year.

Wollongong City Council received a LGNSW Excellence Environment Award for the 'Operation Nappy' program. This program promotes the use of reusable nappies to minimise disposable nappies going to landfill.

Regional Illegal Dumping Program (RID)

Council's Regional Illegal Dumping (RID) Program continued throughout 2019-20. The program included proactive hot-spot identification and patrols.

Hot-spots included in the program are:

- Cordeaux Road, Mount Kembla
- Avondale Road, Penrose
- Yallah Bay Road, Dapto
- Gilba Road, Koonawarra

Staff worked closely with Housing NSW to educate residents about illegal dumping and alternative, legal ways to dispose of waste. Additional RID signage has also been installed at Kanahooka Road and Valley Way locations where illegal dumping has been identified.

At the 2019 RID-Stock Annual Conference, Council staff presented the success of the joint project that commenced last financial year (and is still ongoing) between Wollongong City Council and Housing NSW. The project focuses on targeting illegal dumping outside Housing NSW properties and adopting partnership strategies between the agencies to address this issue. The presentation was well received by other NSW councils and agencies that attended the conference.

Council's RID Program Ranger set up education stalls at three local Bunnings stores during November 2019. The educational stalls were targeted at trades persons and provided information on topics such as asbestos awareness and disposal, the correct disposal methods for building and construction waste and what penalties apply for illegal dumping offences.

Food Organics Garden Organics (FOGO)

Waste management is a significant issue for the city, with almost 40,000 tonnes of residential waste going to landfill each year. While Council currently deploys a range of landfill diversion strategies (including operating the community recycling centre at Whytes Gully), FOGO is an important step to explore ways of keeping organic matter out of landfill.

During the year, Council completed a three-month trial of FOGO involving 1,600 homes throughout Austinmer, Cordeaux Heights and Warrawong. The trial results were analysed and deemed successful against the NSW EPA benchmarks and from the feedback received from residents who participated. A report and recommendations were presented to Council in July, with a decision to roll out the program across the city in November 2020 to residents with a green-lid bin. Longer term, Council is considering the introduction of a FOGO trial for multi-unit dwellings which currently don't have green-lid waste bins.

Emissions Reduction Target Aligned with Global Covenant of Mayors Compliance Requirements

In December 2019, Council resolved to adopt an aspirational emissions reduction target as part of the Global Covenant of Mayors Program and the declaration of a State of Climate emergency. It resolved the following targets:

- emissions reduction target of net zero emissions by 2050 for community emissions
- net zero emissions by 2030 for Council operations.

The City of Wollongong target will be reviewed in five years with a view to reducing the timeline from 2050 to 2030 in line with Council's target. While Council is not solely responsible for the implementation of actions to achieve the whole of city target, Council recognises and adopts a leadership role, and will be working with the community and industry to meet the 2050 target.

Following its December 2019 adoption, Council worked to establish and activate a governance framework to drive organisational action and accountability regarding climate change. A draft Climate Change Mitigation Plan 2020-22 was endorsed by Council for exhibition in June 2020 to guide action on reducing Council and citywide emissions. The draft plan prescribes 92 actions intended to reduce Council's own emissions and support the city in reducing theirs.

Throughout the year, Council has also joined the Cities Power Partnership Program to assist with reducing emissions. The Cities Power Partnership is a National Program administered by the Climate Council. The program aims to connect local

governments to share knowledge, successes and provide support in working towards emissions reductions and the transition to clean energy. Five pledges had been selected for the next 12 months under the City Power Partnership. These pledges show Council is committing action and resources to achieve renewable energy, sustainable transport, energy efficiency and to influence business, state agencies and residents in the city. The pledges (and themes) Council has committed are:

- install renewable energy systems on Council buildings (renewable energy)
- implement landfill gas methane flaring or capture for electricity generation (renewable energy)
- encourage sustainable transport use such as public transport, walking and cycling through Council's transport planning and design (sustainable transport)
- set city-level renewable energy or emissions reduction targets (work together and influence)
- adopt best practice energy efficiency measures across Council buildings, and support community facilities to adopt these measures (energy efficiency).

Annual Water and Energy Saving Actions

During the year, Council has continued to move away from standalone water and energy saving projects and instead integrate efficiency actions into all projects, where applicable. This integrated approach is guided by the draft Sustainable Building Strategy and is the most efficient way to achieve the desired outcomes.

The draft Sustainable Building Strategy is currently being reviewed in line with changes to Council policy frameworks, the National Construction Code and nominated rating tools. It will also be re-branded as the Towards Net Zero Buildings Strategy. It is anticipated the strategy will be reviewed during the first half of the next financial year. One of the most notable actions to be implemented next financial year is the design and construction of the Administration Building Solar Car Park. The system, once commissioned, will generate the equivalent of two months of the administration building's energy consumption. Projects such as these continue to demonstrate Council's commitment to reducing the environmental impact of its operations.

Council participated in Earth Hour by switching off non-essential lighting on Saturday, 28 March at 8.30pm, joining millions of others across the world. Earth Hour is an opportunity to think about how we can be more environmentally friendly and a way to demonstrate our support for stronger action to protect our planet's future. In line with this movement, the lights in the administration building are on sensors and switch off when not in use.

Helensburgh Town Centre Study

The draft Helensburgh Town Centre Study and draft Helensburgh Mainstreet Master Plan were exhibited for community feedback during May and June with submissions closing at the end of June.

Feedback from the community was called simultaneously on three strategic projects in Helensburgh – the proposed town centre plan, the streetscape master plan and the option for Helensburgh library project. By engaging on the plans simultaneously, Council was able to streamline community engagement, provide a comprehensive view of future considerations and actions needed to develop phased plans for 2021. The town centre plan sets out the community's vision for the town centre, and outlines clear strategies and actions to meet the current and future needs of the people who live, work, visit, play and belong in Helensburgh. The draft Streetscape master plan expresses the vision that has been communicated through the town centre planning process. The priority is to enhance the lived experience of everyone using the town centre, providing a great main street experience in a pedestrian friendly environment.

West Dapto Land Release Area

Implementation of the West Dapto Vision 2018 continued during the year with important tasks being undertaken. Council commenced a review of suburb boundaries for the release area focusing on existing suburbs of Kembla Grange, Huntley and Avondale. From those three suburbs six new suburbs will be formed as West Dapto begins to undergo significant growth and development. Over the past 10 years, almost 2,000 new housing lots have been approved and approximately 19,500 homes are forecast for the area by 2040.

In March 2020, public submissions were invited for the naming of new suburbs, extending until end of April 2020. Information on the historical significance of the names Avondale, Kembla Grange and Huntley was collated as part of the consultation process. A short list of names is currently being developed in conjunction with two stakeholder working groups comprising of representatives from Aboriginal, Heritage and Dapto communities. This list will be further assessed by the Geographical Names Board with the recommended names anticipated to be considered by Council in early 2021.

During the year, Council has also progressed a review of Chapter D16 - West Dapto Release Area, of the Wollongong Development Control Plan, 2009. Council will continue the review and engage further with the community in the coming financial year to ensure the control plan continues to evolve to ensure that planning decisions deliver on the vision.

Local Strategic Planning Statement

At the end of June 2020 Council adopted the Local Strategic Planning Statement (LSPS) and uploaded it to the NSW Department of Planning, Industry and Environment portal. The preparation of a LSPS was a newly introduced requirement under the Environmental Planning and Assessment Act, and Council's adoption of a final statement fulfilled its legislative obligations.

The LPSP is an important document as it sets out how Council will manage growth and change over the next 20 years, including the actions and outcomes that will help Council achieve our vision for the future of the LGA. Together with other strategic documents including the community strategic plan, Illawarra Shoalhaven Regional Plan, local environmental plan and development control plans, the statement supports the land use priorities and outcomes for the local government area.

Heritage Assistance Grant Program

The funding allocation for the Local Heritage Grant Fund was increased from \$30,000 to \$60,000 for the 2019-20 as part of the operational plan and budget adopted by Council in June 2019. Council was also successful in obtaining an additional \$5,500 in funding from the NSW Heritage Fund.

All supported grants for 2019-20 have been paid to a total of \$68,695 resulting in over \$200,000 in project value. Grant applications for 2020-21 closed in May 2020 and will be assessed by a subcommittee of the Heritage Reference Group in the first half of 2020-21.

Local Studies Library Project - Preservation of Local History and Community Stories

The Illawarra Mercury Photo Negatives Project to rescue 1960s images affected by vinegar syndrome is progressing well with 750 negatives digitised (preserved) and prepared for cataloguing. In addition, 1,458 images were added to the Illawarra Mercury (IM) photograph collection.

A total of 372 maps were digitised and attached to catalogue records, with an additional 106 maps digitized and queued to be attached to catalogue records.

This year also saw, 597 new records (monographs, manuscripts, images and indexed articles) added to the Local Studies Collection.

The 'Illawarra Stories' Oral Histories program continued to flourish, with the number of local stories reaching the 100 mark and the representation of stories from our broad and diverse community continuing to increase. The addition of 'Amplify' software, which enables members of the community to check and edit the stories online, provided an opportunity for people to continue to engage with local history during COVID-19 pandemic service closures.

The Local Studies Library also delivered a project for members of the community to capture their experiences of their local neighbourhood and lives, during the period of the pandemic, creating a valuable record for future generations of this historical landmark.

FUTURE DIRECTIONS

Over the next 12 months, we will work towards achieving the following:

- Judge the Wollongong Local History Prize.
- Prepare a landscape development plan for West Dapto
- Enhance the management of Council owned water and wastewater assets
- Complete an LGA-wide retail centres study
- Develop a Climate Change Adaptation Action Plan
- Monitor and report annually on endorsed emission reduction initiatives.

DELIVERY PROGRAM 2018-22 STATUS

The effectiveness of the delivery program is assessed through a number of performance indicators.

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|--|---------|---------|---------|---------------------|---------|
| Participation in environmental programs | 35,349 | 44,817 | 62,370 | 72,142 | 46,409* |
| Plants propagated by Wollongong Botanic Garden Nursery | 64,896 | 74,280 | 55,001 | 62,948 [†] | 59,674 |
| Plants distributed via Greenplan, external sales, landscape sales, Bushcare, FiReady, Dunecare and Botanic Garden collection | 68,678 | 79,291 | 55,025 | 53,641 | 62,421 |
| Tonnes of rubbish collected from clean up activities [^] | 53 | 60 | 58 | 36 | 40 |
| Total domestic material to landfill (tonnes) | 47,681 | 49,158 | 45,964 | 44,795 | 46,925 |

* Impacted by COVID-19

[†] Number of plants propagated increased due to the recommissioning of the new larger shade house and the benefit of additional resources allocated to nursery production. Distribution figures for the 2019-20 are forecast to increase via Bushcare, Greenplan and landscape projects.

[^] Measures the tonnage collected from Environment Strategy and Planning Community Service Program, Rise and Shine and Clean Up Australia Day.

Status of Delivery Program/ Operational Plan Actions

On Track: 91.2%
Ongoing/ completed: 2.9%

Delayed: 1.5%

Deferred: 4.4%

| 5 Year Action | Status of Annual Deliverables 2019-20 |
|--|--|
| Implement programs and events which facilitate community participation to improve natural areas | All annual deliverables on track/ongoing. |
| Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented | Seven annual deliverables on track/ongoing. One delayed. One deferred. <i>Delayed: Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions</i> Application for WDURA Biodiversity Certification submitted on 23 August 2019 and accepted by DPIE, prior to statutory submission date of 25 August 2019. The application continues to be assessed by the DPIE. <i>Deferred: Prepare a Landscape Development Plan for West Dapto</i> As part of the 2020-21 planning cycle, this item was deferred and is not scheduled to commence till 2021-22. |
| Protect and conserve the health and biodiversity of our waterways and coast | All annual deliverables on track/ongoing. |
| The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively | All annual deliverables on track/ongoing. |
| Manage vegetation to reduce bush fire risk in asset protection zones on natural areas under Council care and control | All annual deliverables on track/ongoing. |
| Establish effective urban stormwater and floodplain management programs | All annual deliverables on track/ongoing. |
| Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint | All annual deliverables on track/ongoing. |

| 5 Year Action | Status of Annual Deliverables 2019-20 |
|--|---|
| Promote and enforce compliance with litter reduction | All annual deliverables on track/ongoing. |
| Methods to reduce emissions are investigated and utilised | All annual deliverables on track/ongoing. |
| Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments | All annual deliverables on track/ongoing. |
| Impacts from development on the environment are assessed, monitored and mitigated | All annual deliverables on track/ongoing. |
| Develop planning controls and town centre and neighbourhood plans with regard to the economic, social and environmental impacts | Three annual deliverables on track/ongoing. Two deferred. <i>Deferred: Engage with the community and carry out the Windang Town Centre Planning Study</i> Not scheduled to commence <i>Deferred: Engage with the community and carry out Bulli Town Centre Planning Study</i> As part of the preparation of the draft 2020-21 Operational Plan, the Bulli Town Centre project was deferred from the supporting documents priority list. |
| Carry out best practise assessment for urban development proposals and applications | All annual deliverables on track/ongoing. |
| Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas | All annual deliverables on track/ongoing. |
| Work in partnership with others to promote a diverse range of heritage education and promotion programs | All annual deliverables on track/ongoing. |
| Work with the local Aboriginal community in the management of Indigenous heritage | All annual deliverables on track/ongoing. |
| Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors | All annual deliverables on track/ongoing. |

GOAL 2

We have an innovative and sustainable economy

We are global leaders in innovative and sustainable research, development and new industries. We plan for the impacts of disruptive industries and work together to build a Smart City. Wollongong is established as the regional capital of the south, creating hubs of activity with a thriving and resilient local economy. The city is able to support the establishment of new industries, enterprises and business which attract and retain people to live, work and play. Wollongong is a student-friendly city and our residents are educated and employed. We have access to employment and education through a diverse industry base and world-class institutions.

Services provided under this goal:

- City Centre Management
- Communications, Engagement, Events and Signage
- Community Programs
- Cultural Services
- Economic Development
- Financial Services
- Infrastructure Planning and Support
- Libraries
- People and Culture
- Transport Services
- Waste Management

Key Highlights

- Winner of two Cadets, Apprentices and Traineeship Awards in Apprentice Turf Sports Management and Human Resources Trainee.
- The inclusion of Wollongong in the bi-annual National Crane Index (RLB Crane Index).
- Increase in the Sustainable Procurement Policy of the Local Economy Weighting in Tenders from 5% to 10%.
- A new Economic Development Strategy and the launch of the new Invest Wollongong Brand and website.
- Delivery of Council's largest civil infrastructure project – Karrara Bridge, West Dapto.
- Council's three tourist parks receiving a 9.11/10 rating for customer service from respondents.
- The Renew Wollongong Program attracted eight vacant properties and provided over 55 creatives and social enterprises the opportunity to trial their idea in a commercial space
- Over 300 programs delivered by the Wollongong Art Gallery including online.

2019-20 ACHIEVEMENTS

An overview of how we worked towards achieving the community's goal of establishing an innovative and sustainable economy through the four-year delivery program actions and operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – Activating Our Suburbs (page 20), West Dapto Urban Release (page 23 and Business and Investment (page 25).

Economic Development Strategy 2019-29

This year saw the finalisation and adoption of the Economic Development Strategy 2019-29. The new strategy was developed based on learnings from the previous strategy, research into best-practice approaches from other local governments and extensive consultation with business and government stakeholders.

The strategy provides several actions to support an innovative and sustainable economy in the city. A key theme of the strategy is a renewed focus on increasing the number of high-quality jobs in Wollongong, with the aim to generate 10,500 net new jobs in the decade through to 2028. This will be more than double the number of net new jobs created in the decade through to 2018.

Since its adoption a number of key activities were undertaken by stakeholders:

- Initiatives developed, aimed at assisting small businesses during COVID-19 pandemic. This includes a Rate Relief Program allowing for deferred payments for rates; a freeze on price increases for Fees and Charges, Domestic Waste Management and Stormwater Management; waivers for primary health inspections for businesses such as food and personal grooming; support for Council tenants through revised community and commercial leasing arrangements; the Creative Wollongong Quick Response grants; and partnered with the Illawarra Business Chamber to deliver online business advice tutorials;
- Endorsed a change to the Sustainable Procurement Policy, lifting the local economic content weighting in tenders from 5% to 10%;
- Wollongong now part of a bi-annual National Crane Index (RLB Crane Index), with 15 cranes recorded across the LGA in the latest release, including 14 in the CBD;
- Ongoing engagement with RDA Illawarra and other key stakeholders in relation to a region wide city deal.
- Partnering in the release of the Gateway Cities Report – in partnership with Geelong and Newcastle, highlighting the many ways gateway cities can contribute to growth;
- Advocate for important regional transport infrastructure including SWIRL and Picton Road. Council co-funded an updated business case on SWIRL with the Illawarra Business Chamber and Wollondilly Council;
- Participated on a range of external boards and advisory committees including Illawarra First, RDA Illawarra, Destination Wollongong, i3net, Economic Development Australia (EDA) and the Night Time Economy Council's Committee (NTECC).

Investing in Wollongong

Following an extensive review of the Advantage Wollongong brand, October marked the launch of a new investment and attraction brand, *Invest Wollongong* at a function attended by the local business community. Building on the work of its predecessor, Invest Wollongong has a strong focus on highlighting the many benefits of locating a business in Wollongong. The launch included the release of a new website, a range of marketing collateral and a new stakeholder program. The program is an opportunity for Wollongong's diverse business community to support Invest Wollongong and contribute to attracting more like-minded businesses and individuals to the city.

Since its launch, the brand continues to perform well with the growth of its social media presence with over 1,100 followers and the website now also considering marketing automation and customer relationship management.

The Invest Wollongong partnership continues to promote Wollongong as a superior business location with activities throughout the year including sponsorship of an insert in the Australian Financial Review: Wollongong: Australia's best kept office leasing secret in February 2020. 47,000 hard copies were distributed over Australia showcasing the benefits of working in Wollongong, as well as a digital advertising campaign on realcommercial.com.au.

Invest Wollongong hosted a series of webinars. The first in February targeting the Shared Services Sector titled The Professional Services Centre of the Future. The second titled *Suddenly Remote*, supported the local business community during COVID-19 pandemic.

City Centre Planning Review

During the year, work progressed on the draft Wollongong City Centre Planning review culminating in its endorsement in February for public consultation, including the Urban Design Framework and Economic Review.

The draft plan was exhibited throughout March and April 2020 with an engagement program being adjusted to deliver multiple on-line small group sessions in response to COVID-19 restrictions.

The Urban Design Framework forms part of a comprehensive city centre planning review to understand how the current planning policy aligns with A City for People, the Council-endorsed vision for the city centre. The framework was prepared in partnership with architecture and economic analysis and forecasting specialists.

The Urban Design Framework includes the following key principles:

- prioritise jobs by safeguarding land for commercial development
- encourage a variety of housing types in the right locations to support city life
- clearly guide development to respond to place
- elevate the importance of a well-designed city centre
- strengthen connections to make it easier to move around
- deliver high amenity to the public domain.

Consultation on the Urban Design Framework and economic analysis will inform new Planning Policy (Local Environmental Plan and Development Control Plan) which will return to Council later in 2020.

Wollongong as a Smart City

During the year, Council has progressed the Smart Cities and Suburbs Grant Funding Program on behalf of Illawarra Shoalhaven Joint Organisation (ISJO). The major project – SMART Waterways - has involved partnering with UOW SMART Infrastructure Facility, Shellharbour, Kiama and Shoalhaven councils and Lendlease and is jointly funded by the Commonwealth Government. The project involves the installation of solar powered sensors at discrete points in the stormwater network to identify blockage issues and monitor trends. The sensors capture different types of data, such as culvert blockages or sand berm heights, that will assist engineers determine corrective future actions to reduce the impacts of flooding on residents and businesses across the Illawarra and Shoalhaven.

Wollongong as a Learning City

A project to develop linkages between stakeholders and collective impact to create a culture of learning for the city, commenced in early 2020. This long-term project is aligned with the United Nations' Sustainable Development Goals and will ultimately lead to a city recognised internationally and nationally for its commitment to learning and the economic and social benefits that accrue from learning.

Marketing and Promoting Events in the City Centre

Throughout the year, a range of marketing and activation programs were implemented to promote and showcase the *city experience*. This included a new Digital Media Communications Strategy and Implementation Plan for the city centre with a focus on website, social media, digital media and electronic direct mail. New content across all social channels commenced implementation.

Support throughout COVID-19 included social distancing signage, additional seating and amenities, retailer engagement, adding vibrancy to empty shopfront windows and refurbishment of Globe Lane seating using fresh colours.

Other key activation initiatives throughout the year included:

- Creative Container activation and Live Music in the Mall
- Christmas activity including integrated Mall decorations, live music program including 'Honk into Christmas', Santa's arrival and tree lighting event, school concerts and coloured tree-guards and the Renew Wollongong creative container activation
- Lunar New Year 2020 community event, in January on the Crown Street Mall stage and intersection area. This program allowed for artists to show and celebrate the varied creative community in Wollongong
- Honk OZ Festival of Street Music, a three-day outdoor annual music event
- School holiday activities including a series of participatory activations such as a program of free rock-climbing play
- Communications and marketing strategy *Centre of it All* in partnership with the GPT Group/ Wollongong Central continued throughout the year with a focus on retail, sales and events.

Providing Learning in Our Libraries

The Lab - a versatile learning space on Level 1 of Wollongong Library (formally The Hub) was created to enable people to come together to work, collaborate, learn, play and read for entertainment and pleasure. A highlight of how The Lab has been used to create a space where the community can learn about technology was during The Senior's Festival. This attracted some participants who had not attended any technology training before, to learn about using Apps. Other sessions have included My Gov and Get Skilled Technology training.

This year also saw the start of a new book club for Adults in Wollongong - Get Booked. Not your average book club but an opportunity to attract a wide range of ages in their shared love of books.

Due to COVID-19, all programming in The Lab was postponed however; the team devised several Get Creative and Get Skilled Bite Size videos that have been put online to continue some of the Library's regular programs. These have featured demonstrations on how to access the Library's online resources, promote the online book platforms and how to sew materials at home to make a cutlery wrap or reusable make-up wipes.

Embracing and Leading Through Library Technology

During the year, the libraries embraced emerging technologies allowing for improvements in the customer experience. The latest technology being trialled by the libraries is Live Scanning Wands. The Library Management System *Spydus* has had improvements to functionality to include acquisitions, cataloguing, circulation, reporting and serials as well as new barcode scanners. The new barcode scanners provide the ability to scan digital membership cards stored on mobile devices.

This year also saw the launch of a new App for Wollongong City Libraries allowing library members the flexibility to check their loans, look for titles and to access digital content from a single App across both Apple and Android devices.

Other key highlights throughout the year include:

- purchase of USB adapters for iPads to allow barcode scanner connectivity for stocktaking
- charging stations for multiple devices installed across all seven libraries
- daily limits of the public WiFi extended to 5gb over a 24 hour period
- access points and controllers upgraded to provide new hardware and improved customer service
- new look library membership cards boasting faster scanning codes
- online learning service moved to Mango Languages an online training module which offers access to 70 different languages including English as a second language.

Wollongong as a Place to Holiday

While COVID-19 meant no cruise ship visitors to Port Kembla and a period of closure of the visitor information centres in Wollongong and Southern Gateway, initiatives to promote the region as a place to holiday have continued throughout the year. Discussions continued with Destination Wollongong around delivering projects from the Cultural Tourism Strategy with work also commencing on the development of a Blue Mile Tourist Walk in the new financial year.

Council's three tourist parks have continued to exceed customer's expectations with over 1,869 surveys completed throughout the year with a response rate of 9.11/10 for customer service. These results demonstrate Council's commitment to customer service and our city as a place to travel and stay.

FUTURE DIRECTIONS

Over the next 12 months, we will work towards achieving the following:

- Continue to investigate the development of Wollongong as a learning community, based on UNESCO framework and principles via the Wollongong Learning City Project
- Commence preparation of the City Centre Access and Movement Strategy document incorporating the data collected to date
- Development of a Blue Mile Tourist walk
- Extensive planning and engagement for the UCI Road World Championship 2022
- Engage in a range of activities that provide opportunities and promote Wollongong City Council as an employer of choice including the Cadets, Apprentices and Trainees, and Work Experience programs in partnership with educational institutions
- Deliver increased city centre marketing and activation initiatives to support local and regional economic recovery in response to COVID-19
- Review the Cultural Tourism Strategy and pursue implementation
- Implement actions arising from the Mt Keira Summit Park, Plan of Management.

DELIVERY PROGRAM 2018-22 STATUS

The effectiveness of the delivery program is assessed through a number of performance indicators.

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|---|------------------|---------|------------------|-----------------|---------------------|
| Business investment enquiries | 285 | 350 | 106 [#] | 68 [#] | 72 |
| Paid on street parking occupancy rate* | 69% [^] | 72% | 77% | 76% | 72% |
| Visitation to tourist information centre | 68,547 | 56,580 | 53,305 | 53,399 | 42,370 [*] |
| Tourist park occupancy of cabins | 57% | 58% | 59% | 59% | 53% [*] |
| Tourist park occupancy of powered sites | 47% | 47% | 46% | 50% | 41% [*] |
| Tourist park occupancy of unpowered sites | 26% | 33% | 46% | 36% | 21% [*] |

* Impacted by COVID-19

[#] This change reflects a change in methodology, as it now only counts unique individual enquiries. Internal enquiries are no longer counted in these statistics.

[^] Occupancy of metered parking was lower in 2015-16 due to a number of parking zones being block or isolated as a result of construction zones within the city making those parking areas inaccessible.

Status of Delivery Program/ Operational Plan Actions

On Track: 95.7%

Delayed: 2.1%

Deferred: 2.1%

| 5 Year Action | Status of Annual Deliverables 2019-20 |
|---|---|
| Build on partnerships which enable the retention of local talent | Two annual deliverables on track/ongoing. One deferred. <i>Deferred: Contribute to the Illawarra Trades Roadshow, Illawarra Schools Careers Expo, and Apprentices and Trainees Information sessions</i> These were scheduled to occur in April/May 2020 however did not proceed due to COVID-19 pandemic and restrictions. |
| Ensure that Wollongong is attractive for business expansion, establishment and relocation | All annual deliverables on track/ongoing. |
| Progress implementation of the City for People and its accompanying implementation plan | All annual deliverables on track/ongoing. |
| Support regional activities and partnerships that promote business investment and jobs growth | All annual deliverables on track/ongoing. |
| Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities | All annual deliverables on track/ongoing. |
| In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release Area | All annual deliverables on track/ongoing. |
| The development of renewable energy products and services is supported | All annual deliverables on track/ongoing. |
| Partnership opportunities in research and development are expanded | One annual deliverable delayed. <i>Delayed: Implement a research and development program targeting alternatives to placing waste into landfill in partnership with the University of Wollongong's iAccelerate program</i> Limited work was undertaken with the University of Wollongong's iAccelerate program due to the focus on FOGO, charitable waste and pensioner concessions cardholders. |

| 5 Year Action | Status of Annual Deliverables 2019-20 |
|--|---|
| In conjunction with partner organisations support the development of innovative industries | All annual deliverables on track/ongoing. |
| Undertake major refurbishment works in the city centre | All annual deliverables on track/ongoing. |
| Pursue initiatives that promote the region as a place to holiday to domestic and international markets | All annual deliverables on track/ongoing. |
| Support projects that investigate opportunities for the provision of tourism infrastructure | All annual deliverables on track/ongoing. |
| Market and promote events in the city centre | All annual deliverables on track/ongoing. |
| Improve policies and systems to support the revitalisation of the city centre | All annual deliverables on track/ongoing. |
| Continue to grow Wollongong's attractiveness to attract signature events and festivals | All annual deliverables on track/ongoing. |
| Ensure Wollongong is attractive to research and development companies and organisations | All annual deliverables on track/ongoing. |
| Implement a range of programs that incorporate learning and development | All annual deliverables on track/ongoing. |
| Implement programs to ensure Wollongong becomes a Smart City | All annual deliverables on track/ongoing. |

GOAL 3

Wollongong is a creative, vibrant city

Wollongong is a creative, vibrant city where our rich cultural heritage is celebrated. We embrace new ideas and have thriving creative industries that reflect the diversity of our community with internationally and nationally recognised events and festivals. Our public spaces are activated, exciting and attractive at all times of the day. All of our communities work together in partnership to strengthen our connection and celebrate the diversity of our city.

Services provided under this goal:

- Communications, Engagement, Events and Signage
- Community Programs
- Libraries
- Parks and Sports Fields
- Youth Services

Key Highlights

- national and international events, including WBBL Cricket Match, Sydney Thunder vs Adelaide Strikers and NSW X1 v the touring England Lions
- Viva la Gong Festival 2019 a success, attracting over 20,000 people
- Port Kembla Community *Welcome* Mural and CD project launched, and a new mosaic wall created at Coomaditchie
- Wollongong Art Gallery acquired 14 works by major Australian artists such as Michael Zavros, Kathy Temin and Patricia Piccinini; 11 Aboriginal artworks and four contemporary Australian works
- Supporting creatives - Small Cultural Grants and two rounds of Quick Response Grants helped 61 individual organisations
- Working with Noogaleek Children's Centre and Red Room Poetry on a first language project which celebrates, shares and preserves the knowledge of Dharawal languages and culture
- 211 young people from Years 9 and 10 attended the Illawarra Refugee Challenge at Illawarra Sports High. With nine community members from refugee backgrounds also sharing their personal experiences through the tour and participating in a panel session.

2019-20 ACHIEVEMENTS

An overview of how we worked towards achieving the community's goal of Wollongong is a creative, vibrant city through the four-year delivery program actions and operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **Activating Our Suburbs** (page 20) and **Business and Investment** (page 25).

Creative Wollongong: Visibility of Our Cultural Diversity

Creative Wollongong provides strategic direction towards the delivery of creative and cultural projects throughout the LGA. During 2019-20 we focussed on developing and delivering a range of cultural development projects including:

- Creative Spaces (Artist in Residence Studios in the Lower Town Hall)
- Creative Dialogues, (one live session and five recorded podcasts produced and engaging multiple partner organisations)
- Public Art
- Viva la Gong.

The Small Cultural Grants and two rounds of Quick Response Grants helped 61 individual organisations *supporting creatives* (jobs and mentorship for the local creative community), as did the implementation of the WEAVE Creatives online platform (in partnership with Kiama, Shellharbour and Wingecarribee councils). We have added the category of Aboriginal and Torres Strait Islander to WEAVE and are currently developing a marketing plan to promote to artists and potential audiences and businesses.

Create Your World was developed through a partnership between Council and UOW's Early Years Discovery Space and the Science Centre, as well as engagement and participatory opportunities for local schools. Twenty-six activities have been designed and the implementation of a short film competition is underway, creating extra content for the final mini-festival rescheduled for 2021 (postponed due to COVID-19).

In addition to our regular renewal Public Art projects including the Curio Gallery, Ethel Hayton Walk and Pig Alley, we facilitated the Karrara Bridge mural - completed in March 2020; the Corrimal Poetry in lightboxes project May 2020; and two Corrimal mural projects delivered in April and June 2020.

The Wollongong Biennial Acquisitive Sculpture Award was completed and scheduled to launch in April. However due to COVID-19 the exhibition and accompanying public access program have been rescheduled for February 2021.

A new Creative Wollongong Facebook page has been developed with approximately 1,500 followers engaged in just eight weeks. The platform allows us to support professional and emerging artist-run initiatives across the LGA, supports local community arts organisation and helps promote expressions of interest (EOI) and opportunities for local creatives.

Public Art Strategy

The 2019-21 Public Art program has been developed in accordance with Council's Public Art Strategy with successful completion of many projects throughout the year. Some of the key highlights include:

- Launch of the Port Kembla Community *Welcome* Mural and CD Project at the Macedonian Centre, Port Kembla
- A new mosaic wall at Coomaditchie (Amenity Block)
- Karrara Bridge mural, with artist BAFCAT selected through a targeted EOI process and community members/ artists Warwick Keen and Jess Brown
- Community engagement (including school-based visual arts and poetry workshops) and design and implementation of four cuboid solar-powered lightboxes (which will become permanent exhibition boxes near Luke's Place) in Corrimal
- A new mural at Corrimal Community Centre
- Two large murals in Corrimal (Corrimal Soccer Club/ Tennis Club) by artist OX King
- Continued work with new artists every six weeks through the Curio Gallery Renewal exhibition project.

Hill 60 Reserve – Public Art

Ngaraba-aan Artwork Trail is a long-term initiative to deliver a route that connects Port Kembla Heritage Park at the southern Port Kembla Harbour breakwater to the mouth of Lake Illawarra. A spur south of Hill 60 incorporates Coomaditchie Lagoon into the trail system. Artwork will be installed at key locations along the trail encouraging residents and tourists to engage with the multi-layered history of Port Kembla. The intention of each artwork is to create a work which strongly resonates with its surroundings and the

social history of the site. Stories, events and features associated with specific sites along the trail, Aboriginal association with the site, the arrival of immigrants to Port Kembla and the creation of new communities will all be explored.

In 2019 Council submitted an application to the Federal Government under the Saluting their Service Commemorative Grants Program, for a concept design for Ngaraba-aan Trail – Artwork D (Hill 60), and were awarded \$100,000 funding for 2020-21. This will be a public artwork designed by Braham Stevens called Eye on the Horizon, celebrating the European military history of the site. The objective of the grant program is to preserve Australia's wartime heritage and to involve people throughout the nation in a wide range of projects and activities.

Sustainable and Successful Events and Festivals

The 2019-20 summer event season suffered from the impacts of bush fires across the state, followed by wet weather in February and the onset of COVID-19 restrictions from March.

While Council's program of outdoor movies was able to proceed in the summer months of 2019, movie events in 2020 had to be cancelled. Both New Year's Eve and Australia Day events were also impacted by the extreme weather conditions and fire situation.

Destination Wollongong invested in 18 events across the year, with an additional six events that were scheduled either cancelled or postponed till next financial year due to COVID-19 restrictions. Successful events held throughout the year included Australian Supercross Championships, Australian Motorcycle Festival, Nutri-Grain Iron Man and Iron Woman Series and the Yours and Owls music festival.

Regional, State and National Events in the City

Throughout the year, Council continued to showcase the city with national and international events. Key events included facilitating the delivery of the WBBL Cricket Match, Sydney Thunder vs Adelaide Strikers and NSW X1 v the touring England Lions. Council also collaborated with Destination Wollongong to facilitate the International streamed event *Tribal Clash* in mid-February at North Wollongong Beach.

IPAC and Town Hall

From July 2019 to March 2020, Merrigong Theatre Company delivered a diverse and comprehensive program of events that thrilled audiences in our region and beyond. However, the impact of the COVID-19 pandemic presented significant challenges for the Company from March 2020.

Highlights of the Merrigong mainstage theatre program at IPAC included the deeply affecting, multi-award winning *Barbara and the Campdogs* (Belvoir), a powerhouse production of *A View from the Bridge* (Red Line Theatre), and the Sydney Festival hit, *Black Cockatoo* (Ensemble Theatre).

The region continued its ongoing love affair with musical theatre, with significant commercial and audience successes for the popular hit musical *Hair* (David M. Hawkins with Sydney Opera House), the spine-tingling and exquisite *Once* (Darlinghurst Theatre Company), and high calibre local productions *Legally Blonde* (So Popera) and *Mamma Mia* (Arcadians).

Local theatre-makers and creatives delivered many highlights including Merrigong's own in-house production *The Surfer and the Mermaid*, which inspired young audiences to see themselves as empowered advocates for marine conservation. Audiences also flocked to the premiere of the original, innovative and entertaining *Trash Talk*, created and performed by Merrigong's permanent professional company of actors, Strangeways Ensemble, all of whom are perceived to have intellectual disabilities. Following an acclaimed season at IPAC, *Trash Talk* went on to play for Sydney audiences at Parramatta's Riverside Theatres, a first for the company.

Independent local and emerging artists continued to flourish, creating and presenting exciting new works under the MERRIGONGX banner. Projects with audience outcomes included the immersive *In Transit* (Flightpath Theatre), a verbatim theatre experience that skillfully transformed the Wollongong Town Hall into an international airport transit lounge; and the multi-artform performance showcases, *Made From Scratch*. As a result of the pandemic, the MERRIGONGX 2020 program was Rebooted to ensure local artists continued to be supported.

Also enlivening the Wollongong Town Hall were concerts from the Australian Chamber Orchestra, international stand-up comedy superstar Dylan Moran, major Council community events including Refugee Week celebrations, and the Symphony and Cocktails Bushfire Benefit concerts.

Other community events included Wollongong Eisteddfod, Wollongong Writer's Festival, local dance concerts and more. Commercial hirer events featured well-known entertainment brands and performers including Mia Freedman, Effie, The Tap Pack, The Imperial Russian Ballet and many more.

The Music Lounge program continued to bring Wollongong audiences musical acts from across the country, attracting discerning music lovers to a range of contemporary music acts across blues,

jazz, world music, folk, classical, cabaret and more. Music in the Morning continues to be popular for older audiences, including large group attendances from several retirement living organisations in the region.

Sadly, Arts Precinct pop-up event, Spiegeltent Wollongong 2020 was one of many casualties of COVID-19. To date, 380 performances have been cancelled in 2020, with significant impact on revenue and visitation.

Comic Gong

From the success of Comic Gong in May 2019 where over 11,500 people attended, the Comic Gong Planning Team began work in early July 2019 developing ideas for the 2020 festival that would provide shows, events and activities in Wollongong Library, Wollongong Art Gallery, Town Hall and the Arts Precinct.

Planning continued well into February and early March 2020 until a decision was taken to cancel the festival due to COVID-19. Much of this planning will be carried over until late 2020 early 2021 in preparation for next year's event. Many exhibitors and activity providers have already indicated they are keen to participate in 2021.

Skills Development and Experience in Broadcasting and Production for Young People

The OnAir/ PlayOut weekly radio program on Vox FM continued to provide various opportunities for young people to enhance their broadcasting skills. Council has also worked with Vox FM to increase awareness of inclusion and diversity.

This year the Acting Up program participants presented the *Degausser* production written, directed, performed and produced by local young people. The production told the story of two young people with trans and non-binary experiences and included issues around family relationships, mental health and bullying. Young people learnt to use and design the audio and visual equipment and stage-management skills. A young musician also composed and produced all the music in the production. There were four performances attended by young people, friends and family.

Viva la Gong Festival

This year's Viva la Gong Festival, held in November 2019, was a success attracting an audience of over 20,000. The program included six stages, workshops, community stalls, food stalls and creative activations. In 2019, changes were made to the site layout improving the overall flow of operations and visitor experience. Highlights included the *Circus Precinct* showcasing local and international circus acts, the accessible Quiet

Space and Quiet Tours, and the Queer community programs. Media reported more than 60,000 hits on social media. Post-event, community representatives have sent positive feedback to Council, including comments about the smooth operation, sense of community spirit and the high quality, engaging program.

Feedback captured through surveys on the day highlighted visitor sentiment including being part of something celebratory that also embraced Wollongong's community spirit.

Cultural Grants Program

The Small Cultural Grants Program for 2019-20 supported 11 local art organisations and individual creatives to build their capacity and sustainability, with most projects due for acquittal in August 2020. The *Ravon* (Angie Cass) project, a dementia/ arts process project at a Woonona Aged Care Facility, has been promoted in the current exhibition at Ethel Hayton Walk. Wollongong Writer's Festival *All Lit Up* Story Series, celebrated cultural diversity and connecting Wollongong to the wider multicultural creativity of Western Sydney.

The 2020-21 Small Cultural Grants program opened in early March 2020 with the deadline extended to April 2020 due to COVID-19. Council provided support to the applicants' and delivered a free public session on how to navigate the application process, as part of the Creative Dialogues series.

Thirteen Small Cultural Grants were awarded to local organisations for a range of innovative and collaborative projects. In addition, 40 separate Creative Wollongong Quick Response Grants were created and administered for individuals and creative organisations impacted by COVID-19. These grants support creatives through artist fees, marketing and technology, and are promoted via the Creative Wollongong Facebook platform.

Creative Spaces Program

The Lower Town Hall area is established as an artist in residence precinct, with a communal space, (encouraging interdisciplinary projects) and six studio spaces (3, 6 or 12 month contracts depending on project descriptions). The latest EOI process was completed in February 2020 with four new artists securing studio space and two existing artists successfully securing a six-month extension to their studio leases. A Creative Technician and Virtual Reality specialist with potential links to the proposed 3-Fest Project are amongst the successful applicants.

The Creative Container is in use in the Crown Street Mall as part of the Renew Wollongong Program. The Creative Container was relocated

after a successful community and cultural engagement project in Dapto, to Crown Street Mall where it has provided an exhibition and live-music space for creatives, (artists, designers and ethical traders) and as a successful hub for Renew Wollongong. The Creative Container will remain in Crown Street Mall through to December 2020 and is then scheduled to move to the Wollongong Botanic Garden in January, as part of the Botanic Gardens 50 Year Anniversary celebrations.

Wollongong Art Gallery

Over the year, there were 11 new exhibitions by local, regional and national artists, three art gallery collection exhibitions and eight community access gallery exhibitions. The Gallery's visitor numbers were 69,728, down from previous years due to closure as a result of COVID-19. The Gallery, however, did increase its online visitation in the latter part of the financial year and now has 1,180 followers on Instagram, with an average of 800 people engaging with each Facebook post. The Gallery acquired 14 new works for the collection, including works by major Australian artists such as Michael Zavros, Kathy Temin and Patricia Piccinini valued at \$100,000. The Gallery also acquired a significant gift of 11 Aboriginal artworks valued at \$110,000, and four contemporary Australian works valued at \$72,000, as well as other smaller gifts. The art collection currently has over 3,000 objects and is valued at over \$16.5 million.

Promote and Support Heritage Sites and Museums

Council in association with our Museums Advisor led the creation of an independent entity known as Wollongong Heritage Collections Incorporated (WHCI), with an independent Board including two trained Museums representatives. The purpose of WHCI is to: record and catalogue the history of the Wollongong region; collect, preserve, and exhibit items of significance to the Wollongong region for the benefit of the community; support the conservation and maintenance of buildings of historical significance to Wollongong region for the benefit of the community and; foster public awareness of and interest in the history of the Wollongong region. The Breakwater Battery collection has been moved over to WHCI and the intention is for the Mt Kembla Mining Heritage Collection to be moved over in late 2020.

Council was working with a range of groups to develop an exciting program of events for the Heritage Festival across the LGA. However due to COVID-19 restrictions, the Heritage Festival was cancelled by the National Trust and no local events were able to proceed. Planning will now focus on the 2021 Festival.

NAIDOC Week, Reconciliation Week and Sorry Day Events

Throughout the year, Council worked toward facilitating events for NAIDOC Week, Reconciliation Week and Sorry Day. A workshop was held to develop our Reconciliation Vision Statement, with an Aboriginal Elder and Aboriginal staff sharing their lived experiences with workshop participants and spoke about the significance of reconciliation.

Council contributed to NAIDOC Week 2019 by providing NAIDOC Week Grants to assist community groups to facilitate a range of NAIDOC Week celebrations/ activities across the LGA. Celebrations were held throughout July 2019 and seven community groups received a total of \$6,000 from Council to assist them to conduct NAIDOC Week events.

As part of NAIDOC Week 2019, NAIDOC flags were placed in the front entrance of Council's Administration building and customer service staff wore NAIDOC scarves as part of their uniform for the week. The Lord Mayor's Elders Luncheon was held at Dapto Ribbonwood Centre with 18 Aboriginal Elders and their carer's in attendance. It was an opportunity to acknowledge the contribution Aboriginal Elders make through their knowledge and wisdom which they generously share with the Aboriginal and wider Wollongong communities. Council, as a member of the organising committee, assisted in the coordination of the Local Government Regional NAIDOC Awards Dinner 2019, hosted by Shoalhaven City Council. Over 350 people attended the evening which is an opportunity to celebrate and recognise the many achievements of local Aboriginal Elders, Aboriginal community members and organisations.

Unfortunately, due to COVID-19 restrictions planned and supported community activities for Reconciliation Week 2020, Sorry Day 2020 and NAIDOC 2020 were postponed or cancelled.

Culturally and Linguistically Diverse Communities (CALD) – Community Events and Celebrations

Council continued to collaborate with culturally and linguistically diverse communities (CALD) to support community events and celebrations. Council staff worked with the Iranian, Kurdish and Afghani community members to plan the Nowruz Festival in March 2020. Nowruz is a celebration on the March equinox marking the first day of spring in the northern hemisphere. Unfortunately, due to COVID-19 restrictions the event was cancelled.

To celebrate Refugee Week, Wollongong Welcome video clip was produced in partnership with TEAM4R and local community members. Wollongong Welcome Photo Stories Project was also produced, in partnership with SCARF, Green

Connect and Multicultural Communities Council of the Illawarra (MCCI). In the photo series, nine community members from diverse backgrounds share what has made them feel welcome in our city. The video clip and photo series have been promoted via social media and are hosted on Council's website.

Library Programs Recognising and Reflecting the Cultural Diversity of Our Community

Over the year, the Library delivered a variety of programs to meet the needs of our culturally diverse community during Harmony Week, Multicultural March, Refugee Week, and Pride Month.

In partnership with the WEA and Warrigal Employment, and grant funding from the State Library of NSW, Tech Savvy Seniors for local Aboriginal Elders was presented in the Warrigal Employment Centre at the Illawarra Aboriginal Corporation.

The Library also continued to secure materials in diverse languages for members of our CALD community. These materials are in languages that are not represented in the substantive library collection and are loaned from the State Library of NSW. The languages received, and then loaned, were Croatian, German, Italian, Macedonian, Portuguese, Russian, Serbian and Turkish. English as a Second Language materials were also provided by the State Library to supplement Council's library collection.

Illawarra Refugee Challenge - Supporting Newly Arrived and Refugee Communities

This year, Council coordinated the Illawarra Refugee Challenge at Illawarra Sports High, in partnership with Multicultural Communities Council of the Illawarra. Three peer facilitator training sessions were held with 22 Year 11 students. The training prepared them to facilitate the five tours held during the Illawarra Refugee Challenge. 211 young people from Years 9 and 10 attended the experience. A highlight this year was the inclusion of nine community members from refugee backgrounds who shared their personal experiences through the tour and participated in a panel session.

A partnership with Bulli High School was established for delivery of the Illawarra Refugee Challenge in May 2020. Initial meetings were held with students from refugee backgrounds at the school to inform them about the program and ask for their contribution for the delivery. Due to COVID-19 restrictions, this event has been postponed and an alternative delivery method is being investigated.

Living Books Program

The Living Books Program brings to the community a collection of volunteers (*books*), who are people of diverse backgrounds and life experiences. They share their experiences through small interactive group conversations with participants (*readers*). Conversations can be challenging and uncomfortable, enlightening and funny. The program's purpose is to challenge social and cultural stereotypes and reduce prejudice. It aims to provide hope and inspiration, through helping to build resilience in '*readers*' by sharing experiences.

Throughout the year, seven Living Books events were held, attended by over 400 people. Most of these events were run in high schools, with other events run with community organisations.

Joint Projects with Local Aboriginal Organisations and the Community

Throughout the year Council collaborated with local Aboriginal organisations on a number of projects, including:

- Working in partnership with Careways, Barnardos and the Wollongong Northern District Aboriginal Community (WNDAC) to deliver NAIDOC 2019 Week events at Koonawarra, Warrawong and Bellambi which had over 1,850 people in attendance across events
- Regular attendance at the Aboriginal Education Consultative Group (AECG) which develops a range of joint projects including a graduation certificate and presentation at schools for Aboriginal children who are moving from pre-school to primary school, the Deadly Awards Ceremony at Wianiora Public school which showcased Aboriginal students who have excelled in an area of study
- Discussions with Coomaditchie United Aboriginal Corporation (CUAC) regarding the translation of a dream time story into a bi-lingual version with local Aboriginal language. The project will be intergenerational with Elders, children and young people being involved in the workshops.

Council has been working with the Noogaleek Children's Centre and Red Room Poetry on a poetry in first language project which celebrates, shares and preserves knowledge of Dharawal languages and culture through poetry, music, dance and art. A series of resources will be developed as part of this project that can be shared with the early childhood sector for use in their services. The project was planned to be implemented in several selected primary and high schools in the lead up to Reconciliation Week however this was postponed due to COVID-19 restrictions. The project will recommence when COVID-19 restrictions permit.

FUTURE DIRECTIONS

Over the next 12 months, Council will work towards achieving the following:

- Providing services to the community in a COVID-19 environment, including development of electronic online activities, materials, pod casts and live steaming
- Developing new projects in the recovery phase post COVID -19
- Delivering a Child Safe Organisation program
- Continue to respond to community needs through our Grant Programs
- In conjunction with the Local Organising Committee, prepare for the 2022 UCI Road World Championship.

DELIVERY PROGRAM 2018-22 STATUS

The effectiveness of the delivery program is assessed through a number of performance indicators.

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|-----------------------------------|-----------|-----------|-----------|-----------|------------|
| Wollongong Art Gallery visitation | 80,490 | 87,328 | 101,030 | 119,208 | 69,728* |
| IPAC and Town Hall visitation | 131,231 | 113,694 | 170,351 | 144,500 | 95,293* |
| Library visitation | 1,008,330 | 981,550 | 1,020,671 | 1,048,701 | 903,176* |
| Library loans | 1,421,000 | 1,432,000 | 1,367,542 | 1,298,671 | 1,080,597* |
| Library programs - number | 1,590 | 2,082 | 2,167 | 2,360 | 1,689* |
| Library programs - participation | 39,831 | 48,296 | 62,433 | 68,996 | 105,947** |

* Impacted by COVID-19

^ Change in mode of delivery to include online participants.

Status of Delivery Program/ Operational Plan Actions

On Track: 83.8%

Delayed: 8.1%

Deferred: 8.1%

| 5 Year Action | Status of Annual Deliverables 2019-20 |
|--|---|
| Promote Made in Wollongong to become a well-known brand | All annual deliverables on track/ongoing. |
| The visibility of our cultural diversity is increased | All annual deliverables on track/ongoing. |
| Encourage the integration of urban design and public art | All annual deliverables on track/ongoing. |
| Deliver sustainable and successful events and festivals through Council investment and delivery of the Events Strategy | <p>Four annual deliverables on track/ongoing. One deferred. One delayed.</p> <p><i>Deferred: Deliver Council's annual community events program</i> The 2019-20 summer event season suffered from the impacts of bushfires across the state, followed by wet weather in February and the onset of COVID-19 lockdowns from March. While Council's program of outdoor movies was able to proceed in the summer months of 2019, movie events in 2020 had to be cancelled due to weather impacts and then restrictions on gatherings due to COVID-19. While events were delivered for both New Year's Eve and Australia Day - they were impacted by the extreme weather conditions and fire situation being experienced at the time.</p> <p><i>Delayed: Contribute to the delivery of the 3 Fest Arts, Science and Technology Festival in 2020</i> Due to the current COVID-19 situation 3-Fest has been delayed. New dates for 2021 are currently in negotiation between the Event Producer and partner organisations including: WCC, UOW and Destination NSW. Council continues to progress aspects of the youth programming for the event called 'Create Your World' in partnership with Youth Services and Cultural Development, working with a range of local community based organisations. Note, since the end of the reporting period, further discussions have taken place with the risk to delivery increasing substantially with the continuation of global COVID-19 impacts.</p> |

| 5 Year Action | Status of Annual Deliverables 2019-20 |
|---|--|
| Encourage Sports Associations to conduct regional, state and national events in the city | <p>One annual deliverable on track/ongoing. One delayed.</p> <p><i>Delayed: Support the extension of the Illawarra Sports Stadium</i></p> <p>Representatives from the Illawarra Sports Stadium have independently progressed a preferred location for an additional three indoor courts. The new proposal was presented to Council's Executive in May with estimated costs exceeding an unfunded \$22 million. ISS is actively pursuing external funding opportunities. A previous commitment for Council to fund an acid sulphate soil assessment, traffic study and flood study is underway.</p> |
| Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events | <p>Four annual deliverables on track/ongoing. One deferred.</p> <p><i>Deferred: Deliver the annual Comic Gong Festival</i></p> <p>From the success of Comic Gong in May 2019 where over 11,500 people attended, the Comic Gong Planning Team began work in early July 2019 developing ideas for the 2020 festival that would provide shows, events and activities in Wollongong Library, the Art Gallery, the Town Hall and the Arts Precinct. Planning continued well into February and early March 2020 until a decision was taken to cancel the festival due to COVID-19. Wollongong City Libraries will carry much of this planning over until late 2020 early 2021 in preparation for next year's Comic Gong in May 2021. Many exhibitors and activity providers have indicated they are keen to participate in 2021.</p> |
| Provide support to existing and emerging artists and performers | All annual deliverables on track/ongoing. |
| Seek funding for the promotion of heritage sites, museums and galleries to the community and visitors | All annual deliverables on track/ongoing. |
| Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct | <p>Two annual deliverables on track/ongoing. One deferred. One delayed.</p> <p><i>Deferred: Develop improvements in the Arts Precinct within the context of the Arts Precinct Concept Design</i></p> <p><i>Delayed: Prepare a concept design entrance to the Art Gallery from the Arts Precinct</i></p> <p>A scope to procure a feasibility report into a second entrance into the Wollongong Art Gallery was developed and included consideration of both Arts Precinct and gallery amenity, operations and best practise concept design. The procurement process was unsuccessful, with no submissions received despite two attempts to procure a supplier to deliver the brief. Funding for this project has now been deferred.</p> |
| Support the coordination of an externally funded calendar of activities delivered across the City | All annual deliverables on track/ongoing. |
| Deliver and support a range of projects and programs which build harmony, understanding and cultural awareness | All annual deliverables on track/ongoing. |

GOAL 4

We are a connected and engaged community

We are an inclusive connected community, engaged in our neighbourhood and other social networks. We have opportunities to participate in the social, economic and political life of the city and are empowered to have our say. We have strong and effective local leadership. We respect and acknowledge the wisdom of age, the vitality and enthusiasm of our young people, and the diversity of our community. Our Aboriginal community is recognised and valued. We have embraced new technology to ensure all residents have access to information, services and each other.

Services provided under this goal:

- Communications, Engagement, Events and Signage
- Community Facilities
- Community Programs
- Corporate Strategy
- Financial Services
- Governance and Administration
- Information Management and Technology
- Integrated Customer Service
- Infrastructure Planning and Support
- Libraries
- People and Culture
- Waste Management

Key Highlights

- During bush fires and COVID-19 Council's Facebook page has increasingly acted as a 'news' service, providing time-critical updates about changes to services and information updates
- Launch of Council's first community e-newsletter, a subscription service where individuals can tailor the information they receive to their requirements and interests
- 62 applications successful in receiving part of \$483,324 grant funding through ClubGRANTS.

2019-20 ACHIEVEMENTS

An overview of how we worked towards achieving the community's goal of a connected and engaged community through the four-year delivery program actions and operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – Active Transport and Connectivity (page 24) and Business and Investment (page 25).

Community Engagement Opportunities

Community engagement methods were impacted by COVID-19 restrictions in the latter part of 2019-20, with planned face-to-face information sessions being replaced with alternative methods including videos, an online Q&A, phone calls and video conferencing. This included engagement on Fairy and Cabbage Tree Creeks Flood Study with a mail out to more than 16,300 residents.

Engagement is underway for the West Dapto Suburb Review and Naming with the discussion forum tool available on Council's website and phone conversations being effective in keeping this project on track.

Other engagement activities undertaken throughout the year include:

- Framing Our Future - Wollongong Art Gallery Strategic Plan
- Disability Inclusion Action Plan 2020 – 2025
- Climate Change Mitigation Plan 2020 - 2022
- Sustainable Wollongong 2030 – A Climate Healthy City
- Community Safety Plan 2021-2025
- Housing and Affordable Housing Options Paper
- Local Strategic Planning Statement
- Wollongong Cycling Strategy 2030
- Keiraville and Gwynneville Access and Movement Study
- City Centre Planning Review and City Centre Access and Movement for People

The community were also asked their thoughts on a range of infrastructure projects including safety solutions at Brickyard Point Austinmer, Railway Crescent Upgrade Stanwell Park, Point Street Bulli, Central Road Unanderra, refurbishment of Austinmer Bathers Pavilion and Port Kembla viewing platform.

Supporting Identified Target Groups Participate in Engagement Activities

During the year, Council has undertaken initiatives to support people from diverse backgrounds participate in engagement activities.

Activities and outcomes include:

- engagement for Minnegang Creek and Kully Bay catchment studies included translated information in Macedonian, Italian and Arabic

- flood study webpages included a Google Translate feature to assist with online translation. As part of our role in educating the community about flood risk management, Council staff assisted a primary school group participating in FIRST® LEGO® League with their research project about flooding in Wollongong
- engagement to inform the development of an Aboriginal Engagement Framework was undertaken and included internal workshops, meetings with local Aboriginal people and organisations and two Yarning Circles. An emphasis of this engagement is getting to *know our community and its people*
- engagement with our Aboriginal community has included phone conversations, meetings with Traditional Custodians and Elders and email communications
- engagement to inform the development of the draft Disability Inclusion Action Plan 2020-2025 was undertaken and included four community workshops and a survey
- engagement was undertaken with primary and pre-school children and young people from local high schools regarding a proposed nature playground and Cringila Hills Recreation Master Plan. Interpreters were provided in four languages to support the engagement with the Intensive English class at Warrawong High School. Interpreters were also available at the drop-in information session at the Cringila Community Centre. Schools were emailed the information, videos and details on how to provide their feedback.

Council's Digital Customer Service and Engagement Channels

During the year, Council has continued to grow and strengthen the strategic use of its digital channels. The year-on-year percentage increase for the channels are: Facebook up by 12.9%; Twitter up by 7%; Instagram up by 16% and LinkedIn having a 27.9% growth. This increase in LinkedIn is reflective of Council's increased focus on the platform from an organisation perspective.

Over the latter half of 2019-20 Council's Facebook page has increasingly acted as a 'news' service for our community providing time-critical updates about changes to services and information updates

on COVID-19, as well as providing critical information during the 2019-20 summer bush fire season to residents and visitors.

This year has also seen the launch of a new Wollongong City Council website, the redevelopment of which focused on ease of use and accessibility for community members. The website is mobile responsive, providing better and easier access to information for the growing number of people using mobile devices to access Council information. A new Wollongong City libraries website was also launched in early 2020, increasing accessibility and navigation to discover what our libraries have to offer.

Customer feedback e-kiosks were set up at all Wollongong City Libraries sites, enabling library visitors to provide quick and easy feedback, which can be analysed in real time to better understand customer needs and their experiences of library services.

Council launched its first community e-newsletter. This e-newsletter is a subscription service where individuals can tailor the information they receive to their requirements and interests. The newsletter includes Council-related news items, as well as providing people the opportunity to opt-in to information updates about certain topics such as sports and recreation, cultural activities or the Wollongong Botanic Gardens news. The e-newsletter will supplement the quarterly printed newsletter that is letterbox delivered and provide a more time responsive way to communicate directly with subscribers. It will be issued twice a month and be supported over the next 12 months by an awareness campaign.

Kembla Grange Cemetery

During the year the Cemetery Working Group met on site at Kembla Grange Cemetery to review the designated space and discuss opportunities for Aboriginal cultural design in landscaping of the Aboriginal space. It has been determined the Aboriginal space can incorporate designs to make the area culturally appropriate for the needs of the Aboriginal community.

Members of the Cemetery Working Group also meet with the La Perouse Local Aboriginal Land Council, Chief Executive Officer (CEO) to discuss the management model used for the designated Aboriginal cemetery space in Botany Cemetery. The model provides valuable discussions points for the Cemetery Working Group to consider in guiding the operational management of the Kembla Grange Aboriginal specific space.

Volunteering Illawarra (VI) Service

During 2019-20, 154 new volunteers were referred to non-government organisations (NGO), as well as other services in Council who work with volunteers, with an average 90% placement rate. This figure was down a little in relation to previous years, as a result of the closure of VI due to the COVID-19 restrictions.

Training is a significant component of the VI service. Training provided this year included corporate volunteer induction sessions for Council's library, social support and community transport volunteers; WHS for Volunteers; Managing Poor Volunteer Performance; Understanding Elder Abuse; Leading Volunteer Teams; Kitchen Health and Hygiene; and Managing Volunteer Performance and Dispute Management.

Monthly Volunteering Interagency meetings were also held to support the NGO sector in recruiting and managing volunteers.

Corporate Volunteering

This year VI explored and developed a Corporate Volunteering model for Council staff to give back to the community. VI worked closely with community organisations to identify suitable activities for Council staff to volunteer, with two suitable activities arranged:

- nine staff from Council staff worked closely alongside the volunteers from the Denny Foundation to pack Christmas food hampers for families in need
- participating in a gold coin gift wrapping activity, with proceeds being donated to Supported Accommodation and Homelessness Services Shoalhaven and Illawarra (SAHSSI).

Both activities were very successful and attracted a lot of interest from Council staff. It is anticipated this program will be offered again in the new financial year.

Friends of Wollongong City Libraries

The Library works closely with The Friends, assisting them with their meeting administration and they in turn assist the libraries through their fundraising activities.

Through Friends of Wollongong City Libraries fundraising activities, Council purchased Lego Duplo for all libraries' children's programs, a display cabinet for Warrawong library, mobile phone charging stations for all libraries, digitisation of a large amount of fragile local studies documents, funding for Comic Gong 2019 and new storytime chairs for story tellers.

The Friends also held four popular author talks and financially supported the From Book to Baton concert at IPAC.

'Connecting Neighbours' Grants Program

The Connecting Neighbours Grant Program provides grants to community members and groups who have a good idea to make a positive impact in their local area.

During the year, two rounds of the Connecting Neighbours Grants Program were delivered. Eleven Category-1 (up to \$250) applications and 12 Category-2 (up to \$1,000) applications were approved to a total of \$14,750. Projects are geographically spread across the city including Austinmer, Avondale, Bellambi, Bulli, Dapto, Fairy Meadow, Helensburgh, Horsley, North Wollongong, Port Kembla, Russell Vale, Warrawong and Wollongong.

Supporting Community Based Organisations with Community Facilities

During 2019-20, two community centres went through Council's allocation process enabling community organisations to express an interest in becoming the licensee of either Coledale or Balgownie Village community centres. The outcome of this process sees South Coast Writers Centre establish themselves at Coledale Community Centre and the Macedonian Welfare Association managing and operating Balgownie Village Community Centre. Council has assisted both groups to take on their responsibilities as licensees, while navigating changes required under COVID-19 restrictions.

Council's community facilities were closed for several months due to COVID-19, which created some significant challenges for community groups. Council continued to work with our community based licensees to ensure essential food and health services were provided, such as take away meals through Bellambi, Warrawong, Coniston Community Centres and Port Kembla Seniors Centre; pantry service at Unanderra; and food delivery services through other centres such as Dapto, Bulli and Berkeley community centres.

During reopening planning, Council has provided licensees of community centres resources and documentation templates to assist them with managing their reopening. A significant issue facing licensees of community centres is the lack of hire income during closures, and limited income from hire upon reopening to cover both ongoing costs and increased costs associated with being COVID-19 safe, such as enhanced cleaning, sanitiser and signage. Costs associated with operating these facilities for the benefit of our community are normally covered by income from hire. Council will continue to work with these organisations to investigate viable solutions.

Recognising and Celebrating Our City's People

Council continues to embrace and recognise its people by way of delivering various civic events. Throughout the year, Council recognised the contributions of people within the community through a number of events including:

- Lord Mayoral recognition reception celebrating individuals who have contributed to community life
- Citizenship ceremonies and the annual Australia Day Citizenship ceremony
- Australia Day Awards presented to the Wollongong Citizen, Young Citizen, Senior Citizen, Community Group Award, Sports Achievement, Outstanding Achievement or Innovation Award and Arts and Cultural Achievement Awards
- A reception for Duke of Edinburgh recipients was attended by His Royal Highness, Prince Edward, Earl of Wessex, KG GCMG. HRH The Earl of Wessex was in Wollongong in his role as Chair of The Board of Trustees of The Duke of Edinburgh's International Award Foundation, which celebrated its 60th Anniversary of the Award in Australia. A reception was held at Wollongong Youth Centre which provided HRH the opportunity to meet with local young people involved in the Award.

Council also hosted their Excellencies the Governor-General the Hon David Hurley AC DSC (Retd) and Mrs Linda Hurley. The Governor-General and Mrs Hurley visited Council's administration building to meet with staff and learn about Council's Food Organics Garden Organics (or FOGO) trial, plastic-free initiatives and waste diversion.

Australia Day activities proceeded on 26 January with thousands of people participating at Wollongong's foreshore area to celebrate. The Australia Day event commenced with the traditional Aquathon, however, due to the prevailing weather and bush fire conditions, a decision was made in early January to cancel the fireworks and replace with a light show. More than 40 LED search lights were used to illuminate the harbour as part of the show which also included lights on the break wall, jetty and harbour foreshore.

Mitigation Strategies for Fraud/ Corruption Risks

The Professional Conduct Coordinator (PCC) reports quarterly to the Audit, Risk and Improvement Committee (ARIC), to enhance the existing risk management practices and control environment within Council by providing independent assurance and advice on key elements of Council's Fraud and Anti-Corruption programs.

Council's Fraud and Corruption Policy is reviewed and updated by the PCC in accordance with the rolling three yearly schedule. The updated policy

was approved by Council in September 2019 following feedback from the ARIC and a period of public exhibition.

The PCC delivers targeted training based on identified risk areas across the organisation to key groups of staff, including most recently in the areas of procurement process and gifts and benefits requirements under the amended Model Code of Conduct.

WHS Behaviour Strategy and Program to Enhance our WHS Culture

Rolling out of Council's WHS behaviour program has been delayed due to COVID-19, however aspects of the program have been utilised to assist Council in its response and planning phases of the Pandemic Plan. Key aspects of our response has been the opening and closing of Council services, creating tools for facility/ business specific risk assessments to be undertaken prior to reopening, creating checklists for site/ facility controllers to undertake inspections, site visits prior to reopening of facilities/ services and correlating our actions against Safe Work Australia and SafeWork NSW requirements, as well as NSW Health and State Government expectations. All of Council's actions have been validated against external authorities/ agencies.

Financial Assistance to Address Infrastructure Renewals and Key Regional Projects

Council provided a submission to the COVID-19 infrastructure stimulus request from the Federal Minister for Infrastructure, Transport and Regional Development, The Hon Michael McCormack. This outlined Council's capacity to accelerate and deliver a range of transport infrastructure projects. Council was granted a resultant additional \$1.5 million under the Local Roads and Community Infrastructure Program. Council is now able to fund new cycle ways, accessible amenities and accessible playground projects. It is expected the projects will be delivered by local contracting companies.

FUTURE DIRECTIONS

Over the next 12 months, we will work towards achieving the following:

- Delivering a Reconciliation Action Plan
- Delivery of an Aboriginal Engagement Framework
- Develop alternate and new methods to engage and connect with our communities, considering limitations imposed on social interactions in response to COVID-19
- Review and initiate opportunities and projects to support the Wollongong community specifically in response to COVID-19.

DELIVERY PROGRAM 2018-22 STATUS

The effectiveness of the delivery program is assessed through a number of performance indicators.

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|---|---------|---------|---------|---------|---------|
| Twitter followers | 4,212 | 4,965 | 5,508 | 5,929 | 18,774 |
| Facebook likes | 14,053 | 20,412 | 24,062 | 26,078 | 86,619 |
| Instagram followers | 2,224 | 3,422 | 4,141 | 5,642 | 6,792 |
| Telephone calls answered within 30 seconds [^] | 71% | 78% | 83% | 86% | 89% |
| In person enquiries attended to within 5 minutes | 91% | 97% | 92% | 94% | 95% |
| Sick leave (days) [#] | 8.29 | 6.86 | 8.13 | 7.46 | 7.78 |
| Workers compensation costs | 1.0% | 1.0% | 1.5% | 1.5% | 1.8% |

[^] The range in calls is from 143,820 pa to 185,046 pa during this 5 year period

[#] 12 month rolling average number of sick days per employee. Sick leave calculation was revised in line with Wollongong City Council's Enterprise Agreement early in 2016-17.

Status of Delivery Program/ Operational Plan Actions

On Track: 96.7%

Delayed: -

Deferred: 3.3%

| Delivery Program | Status of Annual Deliverables 2019-20 |
|---|---|
| Ensure an effective community engagement framework that connects the community to Council decision making | All annual deliverables on track/ongoing. |
| Improve community understanding and awareness of Council decisions | All annual deliverables on track/ongoing. |
| Ensure the NBN is rolled out across the Wollongong LGA | All annual deliverables on track/ongoing. |
| Council continue to partner with our local Aboriginal community | All annual deliverables on track/ongoing. |
| Increase opportunities for the community to connect with volunteering organisations | Three annual deliverables on track/ongoing. One deferred. <i>Deferred: Deliver the Volunteering Illawarra service, including on-line advice and continue to review the Volunteering Illawarra Program</i> This action is reported against the annual deliverable - continue to review and adapt the Volunteering Illawarra program to support service quality and sustainability, in line with changes to funding and to the volunteering sector. |
| Support community participation in community activities | All annual deliverables on track/ongoing. |
| Build the capability of community-based organisations in managing, developing and sustaining their volunteers | All annual deliverables on track/ongoing. |
| Continue to participate and contribute to an integrated community service network | All annual deliverables on track/ongoing. |
| Support a range of projects and programs in the city | All annual deliverables on track/ongoing. |
| Ensure appropriate strategies and systems are in place that support good corporate governance | All annual deliverables on track/ongoing. |

| Delivery Program | Status of Annual Deliverables 2019-20 |
|---|---|
| Build a workplace culture that is safe, engaged, responsive and professional | Seven annual deliverables on track/ongoing. One deferred. <i>Deferred: Conduct a biennial Staff Engagement Survey</i> A review of employee engagement activities over the last five years has occurred. Feedback themes and corresponding actions have been identified. The instrument and platform to be utilised for future engagement survey activities is to be determined. A full staff engagement survey has been deferred to allow a focus on COVID-19 check-ins with staff. |
| Effective and transparent financial management systems are in place | All annual deliverables on track/ongoing. |
| Continue to pursue alternative funding options to deliver financially sustainable services and facilities | All annual deliverables on track/ongoing. |
| Improve the efficiency of supply management in order to achieve operational efficiencies | All annual deliverables on track/ongoing. |
| Deliver the Asset Management Strategy and Improvement Plan 2012-17 | All annual deliverables on track/ongoing. |
| Coordinate a service review program with a focus on business development and improvement | All annual deliverables on track/ongoing. |
| Working together, levels of service are established and service continuously improve and offer best value for money | All annual deliverables on track/ongoing. |

GOAL 5

We have a healthy community in a liveable city

Our community is safe, healthy and happy. The city provides diverse and accessible recreation and lifestyle activities to foster community wellbeing for people of all ages, abilities, cultural backgrounds and personal challenges. Our people thrive with a sense of self and a connection to place. We enjoy the relaxed pace, opportunities for being with family and friends, helping our neighbours and meeting new people. We encourage informal and lifelong learning and we share a common goal to make Wollongong a place where as a minimum, all residents basic needs are met and our quality of life improved.

Services provided under this goal:

- Aquatic Services
- Aged and Disability Services
- Botanic Gardens and Annexes
- Communications, Engagement, Events and Signage
- Community Facilities
- Community Programs
- Emergency Management
- Environmental Services
- Governance and Administration
- Leisure Centres
- Memorial Gardens and Cemeteries
- Property Services
- Tourist Parks
- Infrastructure Planning and Support
- Land Use Planning
- Libraries
- Parks and Sports Fields
- Public Health and Safety
- Regulatory Control
- Youth Services
- Transport Services
- Waste Management

Key Highlights

- Bellambi Graffiti Prevention Mural project works to be placed in Staithes Mews walkway - theme focused on *What you like about Bellambi*
- Supporting young people during COVID-19 through:
 - Aspiring April social media campaign – to support the mental health and wellbeing
 - The Frog Youth Services Directory and Service Shoutouts - access to information about services
 - Online skate competition in partnership with Shellharbour, Kiama and Shoalhaven councils
- Gift packs delivered to all social support groups to brighten their day during COVID-19 restrictions
- Libraries new website launched in February 2020 – Library Lovers Day.
- Charles Harper Park, Helensburgh opened in November 2019 (district level playground)
- Internationally recognised - Recycled Discovery Garden and Environmental Drama productions were published by Botanic Gardens Conservation International as world's best practice in Sustainability Education.
- The 15th Lord Mayor's School Starter Picnic at MacCabe Park, Wollongong with 189 children attending who were starting school in 2020.

2019-20 ACHIEVEMENTS

An overview of how we worked towards achieving the community's goal of a healthy community in a liveable city through the four-year delivery program actions and operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **Activating Our Suburbs** (page 20) and **West Dapto Urban Release** (page 23).

Collective Impact Partnership with Government Agencies, Businesses, NGO's and the Community in Bellambi, Warrawong and Bundaleer

The partnership continued this year with Australian Social Investment Trust (ASIT), NSW Department of Communities and Justice (DCJ), Bellambi Neighbourhood Centre, Council and residents of Bellambi to implement funded projects and community led action plans in the Bellambi area. These included:

- Meeting monthly with the Bellambi Safety Group to collect rubbish and spread the message about keeping Bellambi beautiful and safe. Members of the group have represented the Bellambi Collective Impact partnership at three conferences/ community sessions highlighting the work of the partnership and the positive impacts on local communities
- A Graffiti Prevention Education Program conducted by the Warner Group was delivered to Bellambi Primary School (Years 5 and 6), Corrimal High School (Year 8) and Holy Spirit (Year 8) students. The program educates participants about the impacts and consequences of graffiti.
- Bellambi Graffiti Prevention Mural project was undertaken, and workshops were held with Bellambi Primary School, Corrimal High School, Illawarra Shoalhaven Local Health District (ISLHD) healthy eating group, Big Fat Smile preschool group and Big Fat Smile youth group. Each group participated in the design and painting of murals onto panels. The main theme for the murals focused on *What you like about Bellambi*. The panels will be placed in the Staithes Mews walkway early next financial year. Installation has been delayed due to COVID-19 restrictions.
- The Bellambi Mews furniture installation project includes a table and seating on a concrete slab. The table and seating are designed to include mosaic art works, beautifying the area and acting to prevent graffiti. The mosaic art workshops have been postponed due to the COVID-19 restrictions. The slab has been laid however the furniture has not been installed due to a risk of vandalism until the mosaic art works can be installed. The furniture and mosaic art works will be installed and completed early in the next financial year.

The partnership also continued this year with DCJ, Mission Australia, Barnardos South Coast and the residents of Warrawong, Bundaleer and Illawong Gardens to implement a community action plan for each location. These include:

- two successful Clean Up Bundaleer days involving many stakeholders including Council, Remondis, Barnardos, Mission Australia, Housing and DCJ. The event encourages residents to place their household rubbish on the kerb to be collected and removed. These clean-up days will now continue on a bi-annual basis
- planning for, and an agreement to establish, clean up days at Warrawong and Illawong Gardens bi-annually, commencing next financial year
- participating in a working group of residents and community groups to organise the second Saltwater Festival at Bundaleer. The event was planned for April 2020, however due to COVID-19 restrictions it has been postponed until October 2020.

Supporting Newly Arrived and Refugee Communities

During the year, Council coordinated and facilitated Illawarra Refugee Issues Forum (IRIF) working groups focused on housing and employment. The IRIF housing working group developed a new referral protocol established for The Housing Trust's affordable housing properties.

During COVID-19, Council has focused on communication and information sharing to ensure local CALD communities are supported in their responses to this pandemic. Rapid and regular dissemination of health-related information and translations to the settlement services sector through Council coordinated Illawarra Refugee Issues Forum (IRIF) has been undertaken.

Throughout the year, Council staff also provided support and brokered connections for a young person of Congolese refugee background and delivered a new computer skills program for women of a refugee background.

Council has taken a lead role in establishing the NSW Culturally and Linguistically Diverse (CALD) Water Safety Network. This group has been established to share information and best practice to reduce the risks of drowning amongst CALD community members across NSW.

Place Making Projects

Throughout the year, Council continued to work with the Port Kembla community in the delivery of the Port Kembla 2505 Revitalisation Implementation Plan. The project has focused on revitalising Port Kembla basketball courts. Engagement activities were held with Port Kembla Public School students and Port Kembla Youth Project to gather ideas. As a result, one court has now been painted and is being used by the community and plans are currently being finalised for work to be completed on the other court.

City Centre Creative Wayfinding implementation commenced, with the project to be rolled out in two stages: directional signage (stage 1) and walking distances and creative attractor projects (Stage 2). Directional signage, with walking distances has been installed in the CBD.

Globe Lane pop-up seats were also refreshed using fresh colours, and wayfinding light sculptures located along Crown Street West, were updated with the installation of internal lighting.

Engaging Children and Young People in Planning and Design Processes

Council values the voices of children and young people and have actively engaged them in a range of planning and design processes throughout the year, including the Wollongong Art Gallery Strategic Plan, Charles Harper Playground Helensburgh and Cringila Hills Recreation Masterplan and Playground.

A highlight was the opening of the new Charles Harper Playground in Helensburgh featuring artwork created by children. The artworks were designed by children from Helensburgh Public School and Holy Cross Catholic School. Over 120 children from participating schools and pre-schools attended the launch and school captains made speeches on the value they found in participating in the design process and the development of the artwork.

Feedback provided by children and young people about the Cringila Hills Recreation Master Plan was supplied to the Landscape Architect to inform the design process. The engagement also highlighted a large number of children in that community who don't have access to a bicycle,

creating a barrier for local children to access the new facility. Due to low levels of bicycle ownership amongst students at Cringila Public School, Council has been working with the Principal on options for bicycles from our waste recovery centre to be refurbished and provided to children in the community.

Additionally, to increase access to the new facility by local women, a pilot program to increase bike skills and safety has been developed targeting multicultural young women. The program will be delivered in the Intensive English Language Centre when COVID-19 restrictions allow.

Youth Services

Prior to COVID-19 restrictions, Youth Services delivered structured programs and events for young people across the LGA including place-based programs, which has allowed Council to have a greater understanding of the needs of local young people and how we can provide services to them.

Team Ignite, a youth led event organising group, supported music events for young people as part of the On Stage Program including, open mic nights, ThursGAYS, All of Us Art and Music Festival and an event in partnership with Illawarra Music Foundry. Program participants also contributed to the youth stage at Council's Australia Day event and Viva la Gong drama performances. The *I Love Wollongong because...* photography exhibition showcases and celebrates young people skills and connection to place.

Three exhibitions were also held throughout the year featuring young people from Flexi Learning, Bellambi and across the city. The Barista Express and Youth Café programs provided young people the opportunity to learn barista and café skills. The feedback from young people highlighted that they valued the safe and engaging learning environment which allows for social connections and meaningful support.

The *What's Next* transition program was delivered in Year 6 at Bellambi Public School, providing skills and information to support the transition to high school.

During the year, information, support and referral has been a key program provided across the city with Council supporting young people in various aspects of their life and linking them to vital services within the community.

COVID-19 restrictions significantly impacted the delivery of service with the closure of Wollongong Youth Centre and community facilities, and the inability to access schools. To support the mental

health and wellbeing of young people in the absence of face to face programming, the Aspiring April social media campaign was developed and delivered. Daily quotes were provided focused on positivity and forward thinking. Promotion of The Frog Youth Services Directory was undertaken to increase access to information about services for young people. Additionally, the Service Shoutouts campaign was delivered through social media, sharing information about service providers to Wollongong Youth Services social media followers.

Council also partnered with Shellharbour, Kiama and Shoalhaven councils to provide an online skate competition. The project was developed in response to the limitations on service delivery during COVID-19 restrictions. This project was well received by young people in the Wollongong LGA and demonstrated the collaborative work across our region in supporting young people during the COVID-19 restrictions.

The Young Women's Music Program, facilitated by Bec Sandridge, was modified and moved to an online format. Q&A panel discussions have been delivered with industry leaders, including youth Queer icon Alex the Astronaut, booking agent Casey O'Shaunessy and AIM lecturer and music lawyer Mel Cheng. This program has provided the opportunity to bring together diverse young people with different levels of skills to make connections and learn about the music industry.

Code the Gong is a Wollongong based CoderDojo. CoderDojo is a global movement run by volunteers to help teach young people to code, build a website, create an App and explore technology. Delivery of this program has moved to an online platform in response to the COVID-19 restrictions.

Rainbow League is a safe space same sex attracted, gender diverse or questioning young people can make social connections and have access to information and support. During the year, the group meet at Wollongong Youth Centre, however during COVID-19 restrictions an online environment has been introduced.

Programs Providing Social Connection for Frail Aged People and Their Carers

Social Support services were available to our consumers up to the first week in March, when group activities and bus outings were suspended due to COVID-19 restrictions. However, several other activities such as carer respite and social support for individuals were delivered as required. A total of 30,398 hours of service was provided, down from previous years due to COVID-19 restrictions.

During the year, social support staff participated in nine bus trips, outings and other relevant activities to engage with consumers. Feedback was very positive, including:

'Volunteers are so caring and treat us like their own mothers and fathers'

'I like that I am able to enjoy a walk during the bus outings, the care staff always make time for this'

'If I didn't have this bus, I would be stuck at home and would be so lonely'

This year's highlights include:

- Men Shed group donating toys to the Lord Mayor's Giving Tree
- volunteers attending the volunteer luncheon to celebrate International Volunteers Day
- due to the COVID-19 restrictions, staff undertook weekly welfare checks via phone calls, to ensure our customers had their essential needs met
- Council delivered gift packs to all social support groups to brighten the day of those who normally would attend our weekly groups. It was one way to let them know they are being thought of and to remain connected during the isolation period.
- Thirroul Social Support Group had an inter-generational connection with the local Montessori Pre-School, who used to visit from time to time. However, with COVID-19 restrictions, Council staff in cooperation with teachers developed a plan for our groups to stay connected through the art of letter writing. Each child from the pre-school was buddied up with one of our Social Support Group participants and wrote them a little card/ letter about themselves, sharing what they like and dislike, and doing a lovely decorative envelope. The letters were delivered to our participants, who loved receiving them. Each member of our Social Support Group replied to *their* buddy.

Wollongong City Libraries Website

The libraries new website was launched in February 2020. The website was developed in consultation with the community and designed to be more accessible for all, with simpler ways to navigate the site across different devices such as PC, laptop, tablet or phone. The website has been refreshed to contemporary standards and meets visual accessibility standards for community members with vision impairment. Feedback from the public has been overwhelmingly positive.

In keeping with the launch of the new website, this year's Library Lovers Day theme was titled *Uncover something new*. To encourage the community to engage with the new website which supports more than 230,000 visits each year. There is a large range of books, magazines and DVDs available from Council's seven libraries and members can download eBooks and eAudiobooks, learn a new language through *Mango* or stream a movie through *Kanopy*.

Southern Suburbs Community Centre and Library, Warrawong

This exciting project is progressing, several of the identified land purchases have been completed and outstanding properties are under negotiation. Architectural services have been contracted and initial concept design has commenced with a return brief due from the Architects in the first quarter of 2020-21.

Playground Renewals

During the year, Council continued in its commitment to offer and maintain diverse and engaging play spaces across the city. Playground renewals continued to be progressed with a highlight being the new district level playground at Charles Harper Park, Helensburgh which opened in November 2019.

Children were consulted in the design of the new Cringila Hills playground with a strong emphasis for improved accessibility and nature play being the key themes to consider in the design.

Other playgrounds renewed during the year include: Brownlee Park, Mangerton; Kahn Park, Dapto; Derribong Drive Reserve, Cordeaux Heights; Mount Kembla Oval, Mount Kembla; Harry Henson Park, Corrimall; Leeder Park, Coalcliff; and LB Kelly Park, Austinmer. A new toddler's playground was also constructed at Kanahooka Park, Kanahooka.

Unanderra Town Centre Study

The Unanderra Town Centre works have been completed with the car park alterations off Tannery Street and the Victoria and Princes Highway traffic signal installation. The town centre has been revitalised with new paving and traffic management projects over recent years, with the major upgrade to Central Road being a key deliverable.

Schools Zone Car Parking Safety Awareness Program

Council staff conducted a school zone parking program throughout 2019-20, including 150 school zone patrols. Primary schools across the city were patrolled to educate and enforce school zone parking restrictions and to educate parents, guardians and care givers. Patrols were conducted on a rotation basis of mornings (8:00am - 9:30am) and afternoons (2:30pm - 4:00pm) patrols.

In addition, Council worked with schools in displaying educational banners. The banners contain information for parents, guardians and care givers regarding safe and legal parking practices in school zones.

Renewal Works at Rock Pools

Throughout the year, repair works have been completed at the Bellambi rock pool including the installation of precast concrete wall panels around the internal walls of the pool anchored to rock while shotcreting works. These works improve and maintained the structural integrity of the pool.

Repair works to the concourse area at Towradgi rock pool have commenced. The works will include repairs to the pool walls, pool valve protection works, replacement of several concrete slabs and associated works. Works are scheduled to be completed in the first half of 2020-21.

Cringila Hills Master Plan

During the year, Council officers worked to develop the draft Cringila Hills Master Plan which included the exploration and incorporation of mountain bike and bicycle motocross (BMX) opportunities at the Cringila Hills precinct. At its meeting in March 2020, Council adopted the Cringila Recreation Master Plan. The master plan's adoption represents a significant piece of work and a strong desire from the community to activate the site. Under the master plan, the Cringila Hills precinct will feature a variety of mountain bike trails, a bike skills park and a BMX pump track. A new playground will be installed with a strong focus on nature play, along with park amenity upgrades that will include tree planting, picnic settings and water refill stations.

Formalised walking trails with an accessible walking circuit will also be added to the site. Improvements to the entry of the park will be made with improved car parking, signage, new gates and landscaping incorporated in a vegetation management plan. Development and construction of the multistage project is scheduled to commence during 2020-21.

Regional Botanic Garden of Excellence

This year saw a total 358,979 visitors to the Botanic Gardens. Highlights included the summer season of Sunset Cinema, the new Sunday Sounds program, Longyan Chinese Friendship Garden concept launch, ongoing tours and educational programs.

Two Discovery Centre programs were also internationally recognised - Recycled Discovery Garden and Environmental Drama productions were published by Botanic Garden Conservation International as world's best practice in sustainability education.

Senior Programs at Leisure Centres

Over 30 senior specific classes are provided each week at both Lakeside and Beaton Park leisure centres. Classes are offered at reduced prices and target seniors with respiratory diseases and lifestyle diseases such as diabetes as well as providing for the more healthier senior population with water aerobics, weight bearing and aerobic classes.

Housing Study and Strategy Incorporating Affordable Housing Issues

During the year, Council worked to prepare the Draft Housing and Affordable Housing Options Paper. The paper provides options and ideas to help Council, developers, state government agencies and homeowners to create a better mix of housing that will suit the needs of a broad range of families. The paper is also about providing housing that is more affordable for people within the community living on very low, low and moderate incomes.

In March 2020, Council endorsed the paper for exhibition, and it was publicly exhibited for community comment from 28 April to 10 July 2020.

Protocol for Homeless People in Public Places

Council has developed a protocol, based on the NSW Government framework, to ensure that the citizenship of homeless people and their right to participate in the life of their community is acknowledged. The Wollongong City Council Protocol for Homeless People in Public Places ensures people who are experiencing homelessness are welcomed into Council facilities and provided with information and referral to support services.

Community Safety Initiatives

In partnership with Illawarra Committee Against Domestic Violence (ICADV) and NSW Police, Council contributed to organising and participating in the Reclaim the Night march in October 2019 held in Crown Street Mall and the White Ribbon Walk held in November 2019 from North Wollongong Surf Club to the Wollongong Lighthouse and return.

Engagement was also undertaken with the community to understand personal safety in public. Feedback has resulted in a draft crime actions plan and a focus on new crime targets for personal property offences including fraud, steal from motor vehicle and theft of motor vehicle. The feedback

has been used to inform the draft Community Safety Plan 2021-2025. Information stands were held with NSW Police in shopping precincts in Corrimal, Wollongong and Dapto.

The Operation Bounce Back media campaign aimed at preventing car theft was delivered with funding from the National Motor Vehicle Theft Reduction Council. A series of community education television advertisements were screened throughout January and February 2020 and resulted in 1,967 advertisements with an audience reach of 7,612,989.

Child-Friendly and Age-Friendly Principles in Design, Planning and Service Delivery

Council worked in partnership with Vision Australia to design and install a Braille Map for Luke's Place an all-inclusive playground in Corrimal. The Braille Map was launched by the Lord Mayor at an event in December 2019. The event was attended by representatives from Vision Australia and Guide Dogs Australia, children who are blind and have low vision, parents, teachers and adults who are blind and/or have low vision.

Council has also been working as part of the steering committee for the *Ready Steady* project, focused on promoting the importance of reading, talking, singing, rhyming and playing with children from birth, through a series of podcasts. Children and young people are involved in the development of this project as presenters and script writers for the podcast. This is a collaborative project with Barnardos, Beyond Empathy and Illawarra Area Child Care (IACC).

During November, Council hosted the Lord Mayor's 15th School Starter Picnic at MacCabe Park, Wollongong. The event saw over 600 people attend, including 189 children who were starting school in 2020. Special guests, Transition to School experts, Professor Sue Dockett, Professor Bob Perry and their PhD students from Norway attended the event to join in the celebrations. Some have been involved in the picnic since the inaugural event 15 years ago.

Continue the *I belong in the Gong* Safety Initiative

I Belong in the Gong, is a partnership campaign with NSW Police, the business sector, Wollongong Liquor Accord and Council funded by NSW Department of Communities and Justice (DCJ). The campaign promotes the message that all people are welcome in the city and the safety and wellbeing of all community members helps promote a friendly, inclusive and happy place.

As part of the next phase of the campaign, a lighting audit of the Wollongong CBD was undertaken. The lighting audit was conducted in the late evening, with a Crime Prevention Through

Environmental Design (CPTED) specialist consultant and NSW Police. Following the lighting audit, a report and action plan was developed, resulting in several priorities for lighting and wayfinding across the CBD being identified. During the latter part of 2019-20 priorities from the lighting audit were implemented including the installation of creative lighting in Pig Alley, and lighting behind Wollongong Youth Centre. Planning is also underway to install a phone charging station in Crown Street Mall. These initiatives will improve safety for people in the CBD, particularly those enjoying Wollongong's night life options.

Graffiti Prevention

Thirty-nine graffiti community safety inspections were conducted during the year. Each inspection considers opportunities for graffiti prevention and/or the removal of graffiti at each site. Council's RTArt project was also completed with 20 traffic signal boxes painted with murals by 20 community artists. Painting traffic signal boxes with murals assists in reducing the incidents of graffiti on them and improves the amenity of the area.

In October 2019, over 15 community members participated in the NSW 2019 Graffiti Removal Day at Guest Park Fairy Meadow, organised in partnership with Dapto Rotary Club. Graffiti Removal Day is a joint initiative between NSW Government, Dapto Rotary Club and Council. The Bellambi safety group removed graffiti from various locations in and around Bellambi, The Illawarra Grammar School removed graffiti from a fence in Towradgi.

Throughout the year, Council's Community Partnership Program continued with the Unanderra Reintegration Centre removing graffiti from Thomas Gibson Park on a weekly basis up until the centre's closure in February 2020.

This year also saw the commencement of the Warner Graffiti Prevention Education Program in Dapto. Education sessions were held at Mount Brown, Koonawarra and Hayes Park, Kanahooka primary schools. The session planned for Kanahooka High School was postponed due to COVID-19 restrictions. Students will be invited to participate in designing and completing graffiti prevention murals in Dapto and surrounding areas next financial year.

Refurbishment of Community Facilities

A number of community centres have been refurbished this year, including Russell Vale Community Centre and Wollongong Senior Citizens Centre. Other works have included the creation of a new room within Dapto Library that can be utilised as either a quiet space or an activity area. The kitchen at Dapto Ribbonwood Centre has also been refurbished to meet current standards.

A new kitchenette was also installed at Coledale Community Centre to offer better functionality of the space and Stanwell Park Children's Centre has been repainted.

Sports Facilities Planning Priorities Program

During the year, the Sports and Facilities Reference Group implemented a new Sports Grants Program to replace the superseded Sports Planning Process. This new grant was launched in August 2020.

With more than 67 sports fields throughout the city, the new Sports Facilities Grants Program aims to support local sporting groups by providing funding opportunities for capital renewal and enhancement projects on sports grounds and facilities located on Council owned and managed land. A total of 16 successful grant recipients were recorded during the year, totalling \$550,000. Of these, 10 projects were delivered during the 2019-20 financial year.

FUTURE DIRECTIONS

Over the next 12 months, we will work towards achieving the following:

- Continue to support Young people post COVID-19 through programming and engagement
- Deliver placemaking projects across the LGA
- Support community organisations to deliver support and services to their community
- Assess the changing profile of the community and inform planning, development and service provision to deliver positive social outcomes
- Implement the Beach and Foreshore Access Strategy 2019- 2028
- Pursue the renewal and relocation of Beaton Park Tennis Courts in accordance with the Beaton Park Masterplan
- Continue to work and support the investigation and business case development for formal sport, educational and recreational cycling facilities such as learn to ride facilities, pump tracks and BMX facilities
- Prepare and establish a multi-use criterium track within Wollongong
- Develop a Concept Plan for the future District Sports Park and Community Hub adjacent to West Dapto Road, West Dapto
- Implement the key projects identified in the Cringila Hills Recreation Master Plan
- Prepare designs for Stage 1 construction (realignment) of the outdoor netball courts at Fred Finch Park, Berkeley.

DELIVERY PROGRAM 2018-22 STATUS

The effectiveness of the delivery program is assessed through a number of performance indicators.

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|---|---------|---------|---------|---------|----------|
| Direct Run District Community Facilities – Visitation [^] | 240,298 | 232,986 | 254,690 | 286,880 | 162,708* |
| Direct Run District Community Facilities – Utilisation (hours) [^] | 37,321 | 37,669 | 40,695 | 37,862 | 28,247* |
| Dapto Heated Pool – Visitation | 67,304 | 72,701 | 74,659 | 76,045 | 65,867* |
| Corrimal Heated Pool – Visitation | 124,027 | 92,844 | 128,211 | 116,666 | 115,919* |

* Impacted by COVID-19

[^] Numbers fluctuate from year to year depending on Council elections, room closures due to refurbishments and continuation of bookings.

Status of Delivery Program/ Operational Plan Actions

On Track: 91.3%
Ongoing/ completed: 5.5%

Delayed: 2.4%

Deferred: 0.8%

| Delivery Program | Status of Annual Deliverables 2019-20 |
|---|---|
| Partner with community-based organisations in the provision of services | All annual deliverables on track/ongoing. |
| Continue to undertake social, land use and environmental planning activities that assists in service planning | Seven annual deliverables on track/ongoing. One delayed. <i>Delayed: Assist the NSW Environment Protection Authority (EPA) to undertake the Wollongong Local Government Area land contamination literature review.</i> An updated draft report was received from the project consultant on 19 May 2020. It was reviewed by the relevant parties and feedback was provided to the consultant mid June. Council is awaiting the receipt of the final report from EPA. |
| Partner with agencies and health authorities to support improvements to the region's medical services | All annual deliverables on track/ongoing. |
| Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation | All annual deliverables on track/ongoing. |
| Carry out commercial business management of Council's operational lands | All annual deliverables on track/ongoing. |
| Increase opportunities to enhance library multimedia and online services | All annual deliverables on track/ongoing. |
| Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need | All annual deliverables on track/ongoing. |
| Provide an appropriate and sustainable range of quality passive and active open spaces and facilities | All annual deliverables on track/ongoing. |
| Review planning controls for priority locations | All annual deliverables on track/ongoing. |
| Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market | All annual deliverables on track/ongoing. |
| Investigate the future provision of Aquatic Services across the local government area and implement improvements | All annual deliverables on track/ongoing. |

| Delivery Program | Status of Annual Deliverables 2019-20 |
|---|---|
| Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet community needs | Ten annual deliverables on track/ongoing. One delayed. <i>Delayed: Road realignment and car park relocation and expansion in Figtree Park; subject to review of the Allans Creek Flood Study</i> Following the completion of the Allans Creek Flood Study actions from the Figtree Oval Recreation Masterplan will need to be reviewed to determine a scope of works for a project to relocate and expand the car park for inclusion in future versions of the Infrastructure Delivery Program (IDP). |
| Develop a Regional Botanic Garden of Excellence | Four annual deliverables on track/ongoing. One delayed. <i>Delayed: Design and construct the Longyan Friendship Garden</i> During the year the Longyan Chinese Friendship Garden concept was launched at Wollongong Botanic Gardens by Council and the City of Longyan. Due to COVID-19 restrictions, progression of this project was delayed and rescheduled to 2021. |
| Provide statutory services to appropriately manage and maintain our public spaces | All annual deliverables on track/ongoing. |
| Implement Council's Planning, People, Places Strategy | Two annual deliverables on track/ongoing. One deferred. <i>Deferred: Develop an updated Landscape Master plan for Stuart and Galvin Parks, North Wollongong</i> The master planning process has been deferred to better align with the key planning initiatives within the precinct of both Parks. |
| Deliver a range of programs and recreational pursuits for older people | All annual deliverables on track/ongoing. |
| Prepare a Housing Study and Strategy incorporating Affordable Housing Issues | All annual deliverables on track/ongoing. |
| In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality enhanced access to services | All annual deliverables on track/ongoing. |
| Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools | All annual deliverables on track/ongoing. |
| Facilitate a range of partnerships and networks to develop community safety initiatives | All annual deliverables on track/ongoing. |
| Delivery projects and programs to reduce crime in the Wollongong Local Government Area | All annual deliverables on track/ongoing. |
| Well maintained assets are provided that meet the needs of the current and future communities | All annual deliverables on track/ongoing. |
| Manage and maintain community infrastructure portfolio with a focus on asset renewal | All annual deliverables on track/ongoing. |
| Coordinate an access improvement program through pre-planning and renewal activities | All annual deliverables on track/ongoing. |

GOAL 6

We have affordable and accessible transport

Our links and connection with Sydney, both physical and economic will be strengthened. We will have an integrated transport system that focuses on reducing our private car dependency by increasing the use of public transport, cycling and walking. Our pedestrian accessibility is improved and maintained to enhance our residents' and visitors' usage of our foreshore and access throughout the city. We will be at the forefront of emerging transport technology including planning for innovative transport initiatives such as car and bicycle share schemes and planning for driverless vehicles.

Services provided under this goal:

- Aged and Disability Services
- Environmental Services
- Land Use Planning
- Transport Services

Key Highlights

- Fowlers Road extension to Fairwater Drive project delivered
- Community transport (Wollongong – Shellharbour), connecting older people to social and recreational activities, delivered 87,082 passenger trips, well above the funded 75,748 trips.
- Draft Wollongong Cycling Strategy 2030 went on exhibition late June 2020.

2019-20 ACHIEVEMENTS

An overview of how we worked towards achieving the community's goal of affordable and accessible transport through the four-year delivery program actions and operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **West Dapto Urban Release** (page 23) and **Active Transport and Connectivity** (page 24).

Fowlers Road Extension to Fairwater Drive

This year saw the delivery of Council's largest infrastructure project - Fowlers Road extension to Fairwater Drive, providing flood reliable access to the greater West Dapto community. Completion of this project will also facilitate significant future growth of the Illawarra region. The \$71 million project began in mid-2017 and includes:

- 1.3 kilometres of four lane road and shared pathway
- two bridges spanning a total of more than 230 metres (one over the flood channel and the Karrara Bridge over the South Coast Rail Line and Mullet Creek)
- Marshall Street deviation
- upgrades to Princes Highway and Fowlers Road intersection, including additional turning lanes and the signalisation of Fairwater Drive and Fowlers Road intersection at the western end
- service relocations including power, water, gas and landscaping, with the planting of various types of grasses, shrubs and trees.

During the year, Council called for suggestions from the community for naming of the new bridge. After consideration of all submissions, Council resolved to call the new bridge *Karrara Bridge*, which is the traditional Aboriginal name for Upper Mullet Creek. The naming project also included input from local high school and primary schools students. The bridge underpass in Marshall Street features a public art mural, featuring the work of leading street artist, Bafcat [Mitchell Geurin], with co-design work by artist Warwick Keen and young Coomaditchie artist Jess Brown.

The new mural features and celebrates the character and identity of the Dapto area.

It is expected the road link project will service 3.3 million motorists each year (approximately 9,000 per day). The project has created 100 direct jobs and 500 indirect jobs and was funded by \$10 million from the Commonwealth Government, \$22.5 million from the NSW Government – Restart NSW Illawarra Infrastructure Fund, \$3.2 million in interest subsidised loans through the NSW Government, \$600,000 design grant from the NSW Government and approximately \$37.9 million from Council, utilising West Dapto developer contributions.

Community Transport Services

Community transport (Wollongong – Shellharbour) provides a range of services to support frail older people, and people who are transport disadvantaged to continue living independently in the community and facilitates access to essential services. This year, the service delivered 87,082 passenger trips, well above the 75,748 trips we were funded to deliver under our contract with Transport for NSW. This was in spite of COVID-19, which required all group transport activities to be suspended from the beginning of March 2020.

COVID-19 impacted on the types of service delivered in March, with all group activities and social outings suspended. We adjusted our service model to reflect these changes and continued to offer individual transport only to essential medical and shopping appointments, as well as taxi vouchers.

Council staff and our dedicated pool of volunteers have worked tirelessly during COVID-19 to continue to provide essential services to our customers, by making regular phone calls to check on their health and wellbeing. Their efforts were very much appreciated by our customers, who took the time to call in to say thank you.

A big thank you to all the girls that have phoned to check in on me, and assisted me with transport to shopping and to the chemist, as I have no one at all to help me, and really had no other option.

Council also developed a training manual for all volunteers to enable them to operate safely in the COVID-19 environment.

During July and August 2019, staff participated in 13 bus runs to engage with our consumers and to seek their feedback on our services and to identify any concerns or areas for improvement. They interviewed 115 consumers. Overall, the feedback was positive, with consumers, making references to the dedication and professionalism of the volunteers. More importantly, they all agreed the service is invaluable to them and they would be lost without it. Describing they would be unable to do their shopping, run errands, pay bills and banking without the Community Transport Service.

Several areas of improvement were also identified, which have been implemented, such as allowing extra time for shopping and arrange additional shopping runs to other destinations.

Council has also been exploring options to improve the current taxi vouchers system. In cooperation with the local taxi network, a three-month trial commenced in August 2019, with the view to replace our current taxi vouchers scheme with the cab charge e-tickets. The trial was finalised in October 2019 and is expected to improve the client experience and deliver internal efficiencies. The new system is slowly being rolled out, with the view to replace our current taxi vouchers scheme.

Park 'n' Ride Feasibility Study

The feasibility assessment of a southern city centre shuttle bus route and service to support park and ride has been prepared and will be incorporated into the revised planning and actions review of the Inner City Parking Strategy and also the City Centre Access and Movement Strategy.

It is proposed to commence the City Centre Access and Movement Strategy in the 2020-21.

Wollongong Bike Plan

During the year, a significant review of the Bike Plan led to the draft Wollongong Cycling Strategy 2030. The development of the strategy included workshops held with councillors, senior staff and Council's Walking, Cycling and Mobility Reference Group. Broader community engagement commenced in November 2019.

The draft strategy was endorsed for public exhibition on 29 June. Following the exhibition period, the strategy will be reviewed and updated using the comments received. The new cycling strategy, supported by an accompanying implementation plan, aligns to the UCI (Union Cycliste Internationale) Cycling City Pillars. The strategy's priorities and expectations also align with delivery of the anticipated UCI 2022 World Road Cycling Championships legacy infrastructure projects.

The proposed actions of the strategy are planned to be delivered from 2020-21.

Integrated Regional Transport Network - Council working with key agencies and partners

During the year, Council continued to liaise with key NSW government agencies in relation to significant transport projects. These include city centre projects; Albion Park Rail Bypass and the upgrade of the M1 Princes Motorway and Old Mount Ousley Road intersection. Council is reviewing the West Dapto Structure Plan and

liaising with NSW government agencies to resolve access issues. Council is also implementing priority actions for bus stops/ bus zones to ensure compliance with the Disability Discrimination Act requirements.

Liaison with state government agencies, including Transport for NSW, has commenced in order to progress key infrastructure strategies within Metro Wollongong. A working group has been formed to specifically progress the major review of the Wollongong City Centre Access and Movement Strategy.

Grand Pacific Walk

Grand Pacific Walk Stage 2 investigations are continuing to identify missing links and possible treatments. During the year, Council has programmed:

- the section South from Sea Cliff Bridge past the Heritage Hotel, Clifton
- the section affronting Coledale Beach including car parking upgrade
- design of section North from Austinmer.

Footpath and Cycle Way Improvement Programs

Significant works are planned, underway and constructed to deliver continual improvements in Council's footpath and cycle way networks. Details of specific locations are provided in Council's Infrastructure Delivery Program, highlights of the year include:

- Denison Street shared path from Throsby Drive to Crown Street, Wollongong
- footpaths in Thames Street and The Mall, Figtree providing missing links in the footpath network
- Bong Bong Road, Dapto shared path
- Church Street, Ellen Street to Swan Street Wollongong, duplicate footpath
- footpath on Kendell Street, Tarrawanna in front of Tarrawanna Public School
- footpath in Fisher Street, West Wollongong to complete a missing link.

FUTURE DIRECTIONS

Over the next 12 months, we will work towards achieving the following:

- Provide increased sections of continuous paths by completing missing links
- Implementing Safer Routes to School to increase the safety of our vulnerable pedestrians and cyclists
- Increase the footpath and cycle/ shared path networks
- Collaborate with partners to fund and deliver a suite of education, information and infrastructure programs to improve cycling participation through improvements in infrastructure, amenity and safety
- Develop and implement a best practice active transport data collection and evaluation program
- Provide up-to-date cycling information for the community, including cycling routes and end-of-trip facility maps that are inclusive and equitable
- Prepare a range of priority construction ready cycling infrastructure projects to secure external funding as it becomes available.

DELIVERY PROGRAM 2018-22 STATUS

The effectiveness of the delivery program is assessed through a number of performance indicators.

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|-----------------------|---------|---------|---------|----------|---------|
| Community transport^ | 143,992 | 167,460 | 132,000 | 126,008 | 87,082* |
| Capital works program | \$82.7M | \$90.8M | \$96.1M | \$115.8M | \$89.8M |

* Impacted by COVID-19

^ Community transport continues to deliver outputs significantly above the target number of 67,653 trips required by the Funding Agreement

Status of Delivery Program/ Operational Plan Actions

On Track: 92.3%
Ongoing/ completed: 7.7%

Delayed: -

Deferred: -

| Delivery Program | Status of Annual Deliverables 2019-20 |
|--|---|
| Support the delivery of the Gong Shuttle Bus as an affordable transport option | All annual deliverables on track/ongoing. |
| Implement a variety of projects and programs to encourage sustainable transport throughout the LGA | All annual deliverables on track/ongoing. |
| Plan and implement an integrated and sustainable transport network | All annual deliverables on track/ongoing. |
| Facilitate the integration of public amenities and transport with local communities | All annual deliverables on track/ongoing. |
| Work with partners to reduce travel time between Sydney and Western Sydney with Wollongong | All annual deliverables on track/ongoing. |
| Plan and implement projects to improve connectivity | All annual deliverables on track/ongoing. |
| Deliver sustainable transport asset renewal programs and projects | All annual deliverables on track/ongoing. |
| Investigate the option for disruptive transport technologies and the impact on the future transport network | All annual deliverables on track/ongoing. |
| Work with key agencies and partners to continue and improve late night transport options | All annual deliverables on track/ongoing. |
| Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation | All annual deliverables on track/ongoing. |