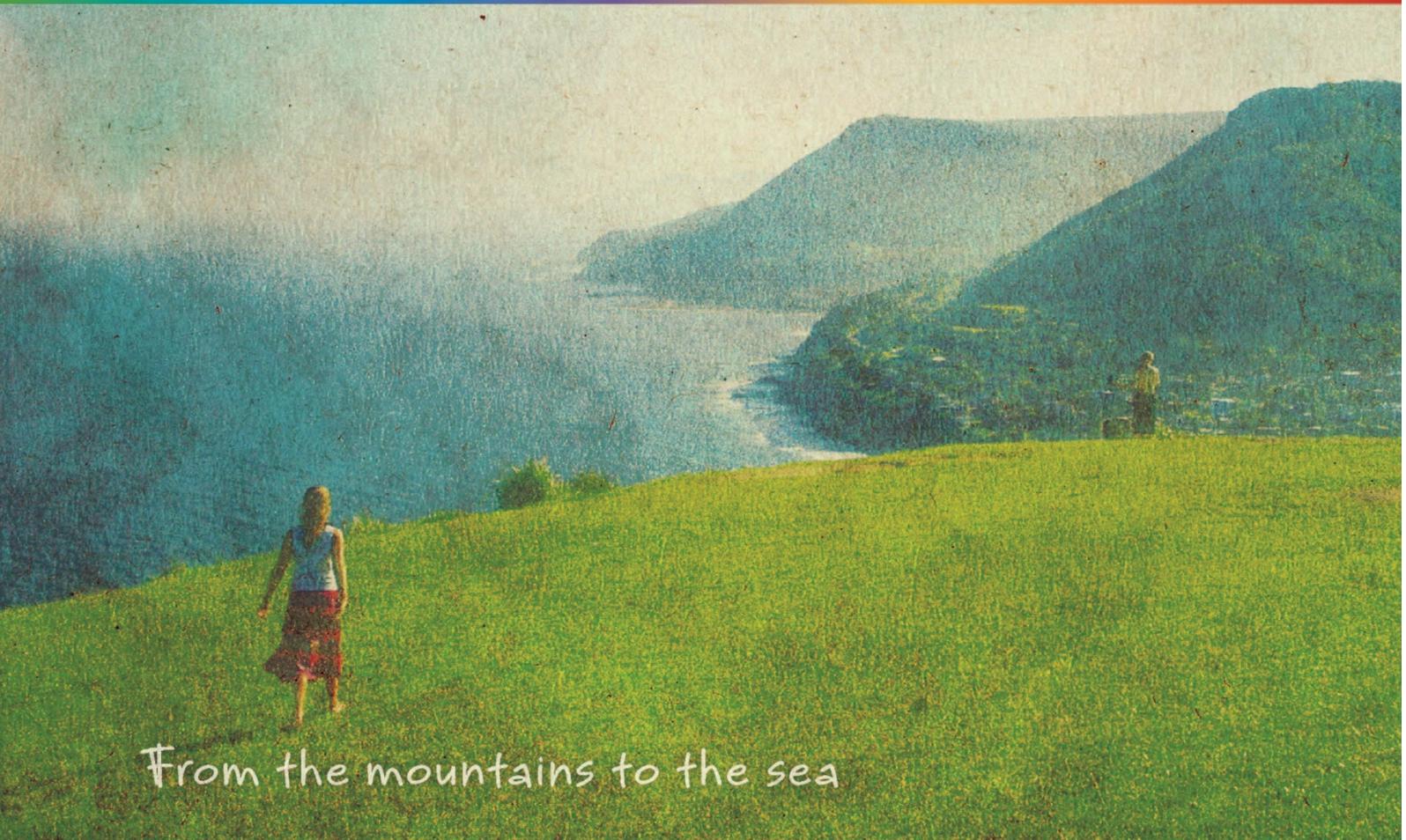


WOLLONGONG CITY COUNCIL

# ANNUAL REPORT

2017 - 2018



*From the mountains to the sea*



## 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.

*From the mountains to the sea*



# WELCOME TO WOLLONGONG CITY COUNCIL ANNUAL REPORT 2017-18

Welcome to Wollongong City Council's Annual Report 2017-18. This report provides a summary of our performance over the 2017-18 financial year against the actions in the Annual Plan 2017-18 and the five year actions in the Delivery Program 2012-17 (revised 17 February 2014).

## HOW TO READ THIS DOCUMENT

The annual report comprises five main sections. The first section provides an overview of our city and Council, including the Lord Mayor and General Manager messages, and an overview of major capital works projects and financials. *Pages 3-18.*

The main body of the report contains two sections: Strategic Programs and Strategic Goals. Both sections provide an overview of our performance during 2017-18 toward achieving the five year Strategic Programs and Delivery Program Actions. *Pages 19-67.*

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*

## HOW TO OBTAIN A COPY OF THIS DOCUMENT

A copy of this annual report and various other Council publications is available on our website ([www.wollongong.nsw.gov.au](http://www.wollongong.nsw.gov.au)). If you would like a hard copy of this report, contact the Executive Strategy Unit by telephone 4227 7111 or write to:

Executive 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.

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## **Financial Reports**

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## **Local Government Requirements**

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# OUR WOLLONGONG 2028

## Our 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

# SNAPSHOT OF THE WOLLONGONG COMMUNITY



## WOLLONGONG

is the **THIRD LARGEST CITY** in New South Wales and **10TH LARGEST CITY** in Australia in terms of population.



SEPARATE HOUSING PROVIDED ACCOMMODATION FOR

**63.7%** of the Wollongong LGA population; 20.7% OCCUPIED A MEDIUM DENSITY DWELLING; while 10.3% OCCUPIED HIGH DENSITY DWELLINGS.

In Wollongong City, 63.2% OF HOUSEHOLDS WERE PURCHASING OR FULLY OWNED THEIR HOME, 21.3% were renting privately, and 7.4% were in social housing in 2016.



THE MEDIAN AGE OF THE POPULATION OF WOLLONGONG WAS

## 39 YEARS

The city's population is ageing with consistent growth in the proportion of people aged 50 years and over.



IN 2017, THERE WERE

**213,841** (ERP) PEOPLE (50.57% FEMALE AND 49.5% MALE) counted as living in Wollongong.



IN 2016, **21.3%** of households earned a high household income (\$ 2,555 PER WEEK OR MORE) and **29.0%** of households earned a low income (\$0 to \$750 per week).



A TOTAL OF **78.5%** of the population of Wollongong stated they were Australian born. OF THE 21.5% BORN OVERSEAS the FIVE MAIN COUNTRIES OF BIRTH WERE UK, China, Former Yugoslav Republic of Macedonia, Italy and New Zealand.



IN 2016, **30.2%** of families were couple families with child(ren),



and **11.5%** WERE ONE-PARENT families compared to 33.2% and 10.9% in 2001 respectively.



IN 2016, THERE WERE **5,346** PEOPLE in the Wollongong LGA who identified as Aboriginal or Torres Strait Islander, representing 2.6% OF THE TOTAL POPULATION.



IN 2016, THE MEDIAN WEEKLY MORTGAGE REPAYMENT WAS **\$449** and the median weekly rent payment was \$328 compared to \$456 and \$384 respectively for New South Wales.



ENGLISH WAS STATED AS THE ONLY LANGUAGE SPOKEN AT HOME BY

**78.2%** OF THE POPULATION.

The four most common languages other than English spoken at home are Macedonian, Italian, Mandarin and Arabic, with Mandarin as the fastest growing language.



Wollongong LGA's unemployment rate continues TO BE ABOVE THE STATE AVERAGE AT

**5.5%** in March 2018 compared with 4.8% for New South Wales.



A TOTAL OF **76.6%** of Wollongong's households had broadband internet connection UP FROM 71% IN 2011. This varies across the city from a low of 55% in Warrawong to a high of 88.4% in Austinmer.

In 2016, **72.5%** of people who live in Wollongong indicated they travel to work in a motor vehicle,



**5.5%** travelled by train,



**2.0%** travelled by bus.



**3.7%** Used active transport.

# MESSAGE FROM THE LORD MAYOR



It gives me great pleasure to report on the 2017-18 financial year and what your Council has delivered for the benefit of our community in this time.

Our city is growing and becoming increasingly vibrant and enticing as a place to live, work and play.

Our focus from 2011 onwards to achieve financial sustainability has been successful and this has allowed us to invest more than \$96 million in capital work projects across 2017-18. Last financial year we completed or began more than 600 projects across the city as part of the largest capital works program this Council has embarked on.

What we are doing will have an impact now, and into the future. In West Dapto, we completed Stage 1 of the Fowlers Road extension and continued to develop work on access to the West Dapto urban release area. One of Council's biggest tenders was recently awarded for the construction of a bridge over the Mullet Creek floodplain and the rail corridor. This link road, from Fowlers Road to Fairwater Drive, will provide flood-reliable access for community members in this fast growing area. We expect West Dapto will continue to grow into a series of integrated communities that will include 19,500 new homes, house more than 56,000 people and create eight towns and village centres when complete.

We finished a wide range of projects across all parts of the city, such as the refurbishment of the ageing Cringila Community Hall and the updates to amenities at Western Suburbs Pool, Unanderra. At the pool, which is more than 40 years old, we rebuilt the amenities and installed energy and water efficient fittings and fixtures. This facility is just one of 20 examples where we've been able to introduce energy and water efficiency measures into Council buildings over the past year.

We also commenced work on 48 projects in parks, gardens and sports fields throughout the city. This includes work on our first synthetic pitch at Ian McLennan Park, Kembla Grange; fencing and site screens around Figtree Oval; as well as accessible fitness equipment at MM Beach Port Kembla.

I'm excited to say, this year the Wollongong Botanic Garden was the first garden in Australia to receive Conservation Practitioner Accreditation from Botanic Gardens Conservation International for their innovative work. We received this accolade for monitoring and propagating the rare *Banksia Vincentia* and the 1,000 specimens of the critically endangered *Bomaderry Zieria* our staff nurtured at the Garden's workshop.

Conservation is also a key theme in the city's first Urban Greening Strategy, adopted in December 2017. This is an ambitious plan to double the green canopy over our city suburbs from Windang to Helensburgh by 2046. This strategy will guide us on a clear path to cater for rising urban temperatures, as well as help us make our city liveable with a greater urban tree canopy.

We continue to plan and manage a city that is diverse, vibrant, and provides healthy and accessible choices for all community members.

I take this opportunity to thank all Council staff, under the leadership of David Farmer, who bring these projects and services to life each week for our community members.

*Wollongong City Lord Mayor*

*Councillor Gordon Bradbery AM*

# MESSAGE FROM THE GENERAL MANAGER



This 2017-18 Annual Report summarises our ongoing work to meet and deliver on the targets and strategic direction set out in our Community Strategic Plan.

This year, we worked with our community to check in and review progress towards our agreed goals and ten-year vision for Wollongong, and provide an updated Community Strategic Plan, Our Wollongong 2028.

Overwhelmingly, the community agreed that the six goals decided by our community and Council in 2012 are still the benchmarks you want us to focus on, and our plans including our delivery programs and operational plans are moving us in the right direction to achieve those goals through a myriad of projects, initiatives and events. Financially we have worked hard over the past six years to ensure our budget is sustainable and can support these plans.

On the infrastructure front we have continued to invest substantially, and in record amounts, on the renewal and upgrade of existing assets and the construction and purchase of new assets.

One of our key milestones for this financial year was the completion of the refurbishment of the Blue Mile Tramway Seawall and Shared Path. This multimillion dollar project of the popular heritage pathway between Belmore Basin and North Wollongong Beach was finished in June and was a complex and detailed job. Each of the 150 precast reinforced concrete panels that make up the new seawall weighed between six and 12 tonnes each, while underfoot some 8,500 pavers and 19,000 individual stone cobbles were laid.

The project, jointly funded by the Australian Government through its National Stronger Regions Fund and Wollongong City Council, is a key component of the Blue Mile Master Plan and is part of our broader focus to enhance the foreshore for the enjoyment and use of locals and visitors and the ongoing growth of the city centre.

While the historic tramway link was a key project for 2017-18, it wasn't alone. Last year we continued work on Stage 1 of the Fowlers Road extension to Fairwater Drive and the Grand Pacific Walk, while at Whytes Gully we invested \$5.3 million in new cell construction to respond to our city's waste needs into the future. There was also the opening of the Community Recycling Centre, which provides a space to drop off household items such as batteries, fluorescent lights and paint, recycling or safe disposal.

We've continued to invest in footpaths and cycle ways with some \$22.5 million spent on works including an upgrade to Stanwell Park's commercial area and new footpaths in Mulda Street, Dapto.

Away from construction, we've delivered our free New Year's Eve, Australia Day, Viva la Gong and Moonlight Movies events and continued to invest in our city centre's activation program to bring people into a safe, vibrant and engaging CBD. This mix of social and cultural activities continues to be a high priority for Council, as they contribute to the liveability of our city. These events help set us apart from other cities.

On a personal note, I would like to extend my thanks to all Council staff for their ongoing focus on delivering great outcomes for the community every day. Their energy, passion and enthusiasm for making Wollongong an enviable place to live, work and play now, and into the future, is to be commended.

*General Manager*

*David Farmer*

# 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, two Extraordinary Council meetings and 12 Ordinary Council meetings were held, and the agendas and minutes are available on Council's website. In addition, 20 councillor briefings/workshops were held.



**LORD MAYOR  
GORDON BRABBERY 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

## WARD 1



**MITHRA COX**  
**Senior Electorate Officer**  
Mobile: 0419 720 322  
Email: cr.mcox@wollongong.nsw.gov.au  
First elected 2017



**JENELLE RIMMER**  
JP  
**Senior Electorate Officer**  
Mobile: 0418 147 016  
Email: cr.jrimmer@wollongong.nsw.gov.au  
First elected 2017



**LEIGH COLACINO**  
**Artist**  
Mobile: 0417 199 189  
Email: cr.lcolacino@wollongong.nsw.gov.au  
First elected 2011, re-elected 2017



**JANICE KERSHAW**  
**Deputy Manager**  
Mobile: 0407 383 927  
Email: cr.jkershaw@wollongong.nsw.gov.au  
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 DORAHY**  
GAICD  
**Sales Director Australia NZ**  
Mobile: 0450 917 262  
Email: cr.jdorahy@wollongong.nsw.gov.au  
Corporate Governance Committee member  
First elected 2011, re-elected 2017



**CATH BLAKEY**  
Mobile: 0458 490 122  
Email: cr.cblakey@wollongong.nsw.gov.au  
First elected 2017



**TANIA BROWN**  
**Chief Operating Officer**  
Mobile: 0428 604 999  
Email: cr.tbrown@wollongong.nsw.gov.au  
First elected 2017

## WARD 3



**VICKY KING**  
JP, FPA  
**Accountant**  
Mobile: 0418 426 651  
Email: cr.vking@wollongong.nsw.gov.au  
First elected 1987, re-elected 1991, 1995, 1999, 2017



**CHRIS CONNOR**  
MEdAdmin, GradDipEdSt (School Admin), DipT, MAICD  
**School Principal**  
Corporate Governance Committee member  
First elected 2011, re-elected 2017



**DOM FIGLIOMENI**  
**CEO / Retired**  
Mobile: 0427 114 307  
Email: cr.dfigliomeni@wollongong.nsw.gov.au  
First elected 2017



**CAMERON WALTERS**  
JP  
**Electorate Officer**  
Mobile: 0401 558 359  
Email: cr.cwalters@wollongong.nsw.gov.au  
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.

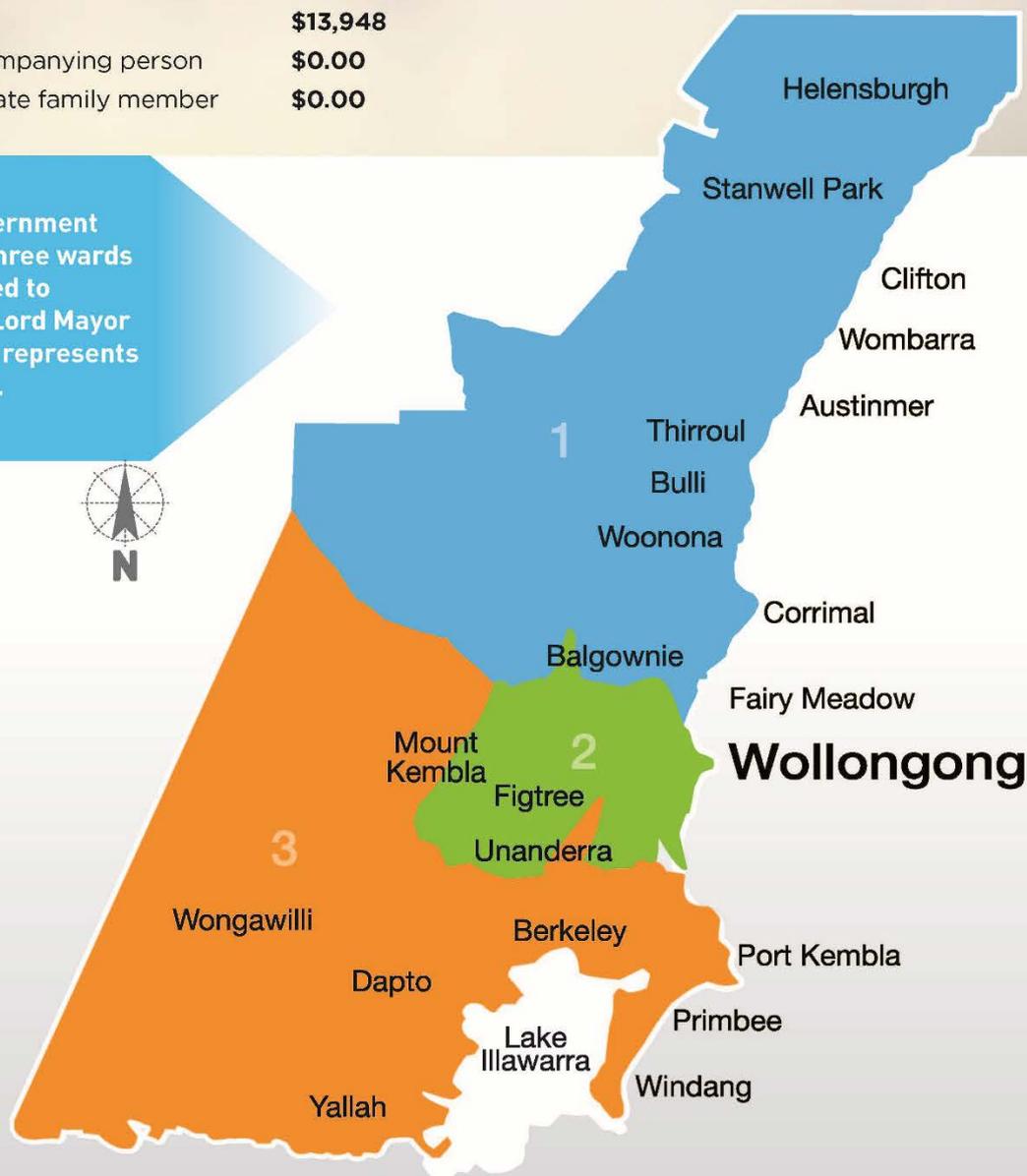
The total cost on payment of fees and expenses and on the provision of facilities to the Lord Mayor and councillors (from 1 July 2017 to 30 June 2018) is **\$575,080** and consists of the following:

Fees	<b>\$482,350</b>
Expenses and facilities	<b>\$105,975</b>

Specific costs as required by Clause 217 of the Local Government (General) Regulation 2005 are as follows (does not include all expenses):

i. Provision of facilities	<b>\$21,720</b>
ii. Telephone calls	<b>\$1,771</b>
iii. Conference and seminars	<b>\$34,228</b>
iv. Training and skills development	<b>\$0.00</b>
v. Interstate travel	<b>\$0.00</b> (non-conference related)
vi. Overseas travel	<b>\$13,948</b>
vii. Partner, spouse or accompanying person	<b>\$0.00</b>
viii. Care of child or immediate family member	<b>\$0.00</b>

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.





# MAJOR CAPITAL WORKS PROJECTS

Wollongong City Council is the custodian of infrastructure, property, plant and equipment assets valued at approximately \$4.3 billion (written down value after depreciation of \$2.4 billion) on behalf of the community. During 2017-18, Council delivered a capital works program worth \$95.9 million, completing, commencing and working on 650 projects across the local government area. This includes \$56.4 million on renewing and replacing existing ageing assets, and \$39.4 million on upgrading or constructing and purchasing new assets.

In addition, Council received a further \$18.1 million of contributed assets such as roads and drainage from new subdivisions constructed by developers.

The following is a summary of the 2017-18 expenditure program, highlighting some of the major projects undertaken in the financial year:

	2013-14	2014-15	2015-16	2016-17	2017-18
Capital Works*	\$86.2M	\$85.8M	\$82.7M	\$90.8M	\$95.9M

## Major Capital Projects

- Continuing Stage 1 Fowlers Road extension to Fairwater Drive \$9.6 million
- Completion of the Lower Tramway seawall and shared path \$7.9 million
- Continuing The Grand Pacific Walk Stage 1 to Stanwell Park \$6.0 million
- Whytes Gully Waste Facility new cell construction \$5.3 million

### **Footpaths and Cycle Ways**

140 projects

\$22.5 million spent including:

- Stanwell Park commercial area upgrade \$1M
- Kembla Street, Wollongong - Crown to Market streets CBD, streetscape upgrade \$515k
- Mulda Street, Dapto – Byamee to Barellan streets, new footpath \$185k
- Belmore Basin embankment repair \$405k

### **Roads, Bridges and Related Assets**

215 projects

\$18.9 million spent including:

- Cowper and Illawarra streets new signals \$710k
- Mercury Street, Wollongong reconstruction \$588k
- Harry Graham Drive bank stabilisation \$528k
- Berkeley Road bridge replacement \$660k

### **Buildings**

87 projects

\$12.5 million spent including:

- Botanic Garden nursery shade house \$836k
- Beaton Park Leisure Centre fit out
- Cringila Community Hall \$670k
- Unanderra Pool amenities \$560k

### **West Dapto**

11 projects

\$11.4 million spent including:

- Baan Baan Street extension \$568k

### **Waste Facilities**

17 projects

\$7.3 million spent including:

- Community Recycling Centre \$730k

### **Storm Water/ Floodplain Management**

142 projects

\$6.6 million spent including:

- JJ Kelly Park swale drain \$389k
- Brokers Road dam rehabilitation \$254k
- Hutton Avenue Bulli, pipe lining \$200k
- Wellington Drive Balgownie, debris control structure \$564k
- Foothills Dam channel lining \$578k

### **Plant and Equipment (including Fleet)**

\$4.0 million spent replacing Council plant including major mobile plant, with two new crew vehicles

### **Parks Gardens and Sports Fields**

48 projects

\$3.1 million spent including:

- Ian McLennan Park synthetic football pitch construction \$175k
- Figtree Oval fencing and sight screens \$235k
- Gloucester Boulevard fitness equipment at MM Beach, Port Kembla \$145k
- Integral Energy Park playground \$150k

### **Car Parks**

27 projects

\$2.4 million spent including:

- Coalcliff Surf Club car park remediation \$483k
- MM Beach car park \$380k
- Sublime Point car park access road \$175k

### **Beaches and Pools**

22 projects

\$2.2 million spent including:

- Beaton Park water filtration and circulation system \$528k
- Unanderra Pool solar heating \$250k
- Coalcliff Rock Pool construction works \$614k

### **Commercial Operations**

15 projects

\$1.3 million spent including:

- Bulli Tourist Park three new cabins \$485k
- Lawn cemetery lawn beams \$114k
- Lakeside Leisure Centre exercise equipment \$85k

### **Library Books**

\$1.2 million spent on library materials for loan (both physical and online materials) and for in-library reference use.

# FINANCIAL SNAPSHOT

## WHERE DOES THE MONEY COME FROM?

TOTAL \$314.78M

**61%**

RATES & ANNUAL CHARGES  
\$191.45M

**14%**

USER FEES & CHARGES & OTHER REVENUE  
\$46.17M

**13%**

GRANTS & CONTRIBUTIONS - CAPITAL PURPOSES  
\$40.64M

**10%**

GRANTS & CONTRIBUTIONS - OPERATING PURPOSES  
\$31.36M

2% INTEREST & INVESTMENT REVENUE \$5.16M

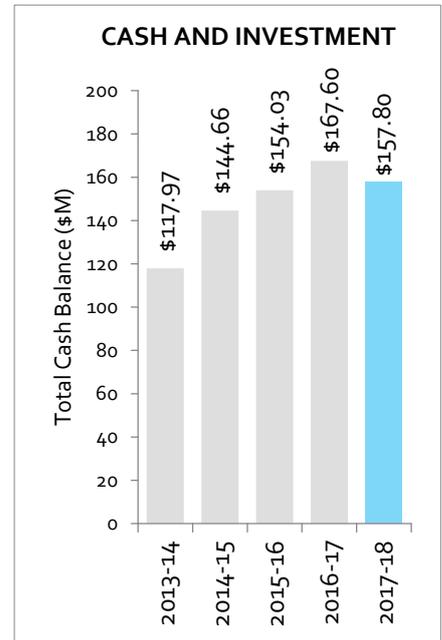
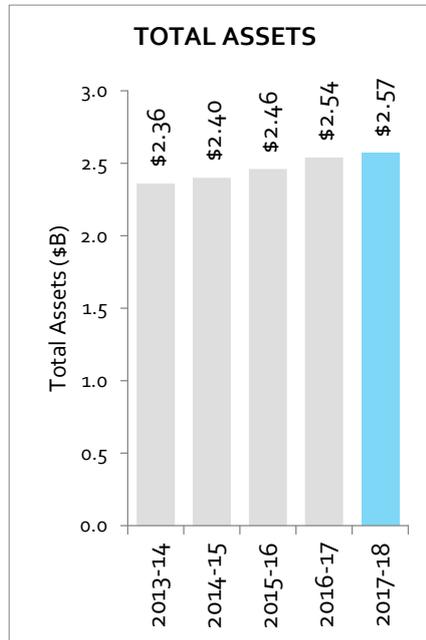
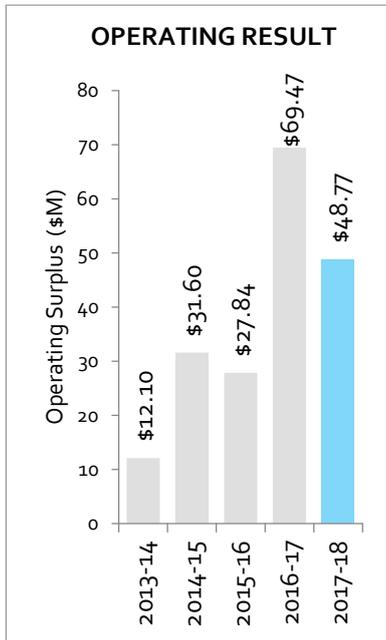
## WHERE DOES THE MONEY GO?

Rates and charges collected by Council help fund more than 34 services and programs. **For every \$100 of expenditure\* Council delivers the following services:**

<b>\$0.20</b> Public Health	<b>\$0.60</b> Youth Services	<b>\$0.70</b> Leisure Services	<b>\$0.70</b> Regulatory Control	<b>\$0.70</b> Land Use Planning
<b>\$0.80</b> Community Programs	<b>\$0.90</b> City Centre Management	<b>\$0.90</b> Economic Development	<b>\$1.00</b> Environmental Services	<b>\$1.30</b> Communications, Events & Signage
<b>\$1.50</b> Natural Area Management	<b>\$1.60</b> Corporate Strategy	<b>\$1.70</b> Botanic Garden & Annexes	<b>\$1.80</b> Information & Communications Technology	<b>\$1.90</b> Development Assessment & Certification
<b>\$2.00</b> Emergency Management	<b>\$2.20</b> Financial Services	<b>\$2.30</b> Community Facilities	<b>\$2.40</b> Integrated Customer Service	<b>\$2.90</b> Human Resources
<b>\$3.40</b> Cultural Services	<b>\$4.00</b> Infrastructure Planning & Support	<b>\$4.50</b> Governance & Administration	<b>\$5.10</b> Libraries	<b>\$6.10</b> Stormwater Services
<b>\$6.20</b> Aquatic Services	<b>\$9.10</b> Parks & Sportsfields	<b>\$15.90</b> Transport Services	<b>\$18.00</b> Waste Management	

**TOTAL \$100**

\*Based on Council's contribution after allowing for grant funding, and user charges and revenues that are generated by the service.



## INCOME STATEMENT

The income statement identifies income and expenses for 2017-18. As at June 2018, Council's operating result was \$48.77 million. The operating surplus of \$48.77 million was \$12.34 million higher than original budget, primarily due to the early payment of the first two quarters of the 2018-19 Financial Assistance Grant in June 2018.

## 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 2018, Council managed \$2.57 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 2018 was \$157.80 million. This represents a \$9.81 million decrease from the previous year, primarily due to timing of financial assistance grant.

## EXTERNAL FUNDING

In 2017-18 Wollongong City Council received \$41.72 million in federal and state government funding compared to \$43.37 million received in 2016-17. These receipts have been impacted by the timing of the Financial Assistance Grant payments. Council received \$18.66 million during 2017-18 compared to \$26.48 million in 2016-17, which effectively represented one and half years of Financial Assistance Grant entitlement. When adjusted for the timing of these payments, external funding increased by \$6.25 million, largely due to increased level of capital grants received associated with the West Dapto development. Some of the funding received this financial year includes:

- \$0.71 million received for floodplain and stormwater management
- \$10.95 million for roads and bridges
- \$3.90 million for community transport and social support.

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

# Five Year Summary of Key Statistics

	2013-14	2014-15	2015-16	2016-17	2017-18
Total number of residents*	205,231	206,794	208,875	211,201	213,841
Total number of ratepayers	78,985	79,316	79,881	81,005	82,089
Rates levied (income)	\$127.6M	\$137.8M	\$146.4M	\$158.1M	\$159.8M
Average general residential rate	\$1,174.95	\$1,249.30	\$1,333.12	\$1,417.99	\$1,444.05
Increase in average residential rate	3.46%	6.33%	6.71%	6.37%	1.84%
State government rate ceiling	3.4%	2.3%	2.4%	1.8%	1.50%
Specific purpose grants revenue (incl. capital and operating)	\$22.0M	\$16.0M	\$21.29M	\$15.21M	\$21.51M
Available working funds balance	\$24.5M	\$17.4M	\$10.4M	\$27.0M	\$23.4M
Operating performance ratio	-6.53%	2.31%	0.87%	10.74%	4.09%
Debt service ratio	2.68%	2.73%	3.25%	3.18%	3.34%
Asset maintenance ratio	0.78	0.97	0.97	0.98	0.98
Capital Works Program	\$86.2M	\$85.8M	\$82.7M	\$90.8M	\$95.9M
Number of positions (permanent FTE)	1,008.2	1,029.8	1,046.27	1,045.92	1,097.26
Population per employee ( permanent FTE)	203.6	200.8	199.6	201.9	194.9
Governance + Admin expense per capita	\$139 <sup>#</sup>	\$144	\$167	\$199	\$153
Environmental expenditure per capita	\$272	\$281	\$280	\$291	\$302
Community services, education, housing, amenities expenditure per capita	\$132	\$138	\$143	\$134	\$151
Recreational + Culture expenditure per capita	\$263	\$250	\$262	\$258	\$267
Public order, safety + health expenditure per capita	\$74	\$70	\$74	\$76	\$69
Roads, bridges and footpath expenditure per capita	\$230	\$225	\$239	\$192	\$251
Material diverted from landfill (Domestic waste collection)	47.0%	47.6%	46.9%	46.3%	45.2%
Development applications assessed	1,388	1479	1,462	1,419	1,502
Wollongong Botanic Garden visitation	393,468	440,929	481,214	451,652	418,177
Wollongong City Gallery visitation	99,915	83,727	80,488	87,328	101,030
Illawarra Performing Arts Centre and Town Hall visitation	107,790	103,316 <sup>^</sup>	131,231	113,694	170,351
Library visitation	969,207	1,103,454	1,008,330	981,551	1,020,671
Pools attendance	1,086,412	1,075,193	1,175,667	1,219,485	1,152,239

\* 2017 Estimated Resident Population figure - Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled by .id <sup>#</sup> Note: The allocation of costs between the services has varied over the reporting period making direct comparison at this level inaccurate. <sup>^</sup> In June 2014, Murrumbidgee Theatre Company took over the management of the Wollongong Town Hall.

# DURING 2017-18 WE PROVIDED, INSPECTED AND MAINTAINED:

## ENVIRONMENT

- 871 environmental program events/ workshops
- Over 240.6 hectares of restoration at 147 natural area sites

## RECREATION

- 152 playgrounds
- 500 park sites
- 100 sportsgrounds and sporting facilities
- 5 skate parks
- 9 outdoor exercise facilities
- 17 pools (rock pools and swimming pools)
- 221 water safety education programs to primary school, TAFE and university students, and culturally diverse and refugee groups.

## TRANSPORT

- over 1000km 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

- 3 leisure facilities
- 3 tourist parks
- 276 all day parking spaces and 754 on-street metred parking spaces

## CUSTOMER SERVICE

- 94,921 telephone calls answered within 30 seconds
- 45,585 face to face discussions
- 3,500 online requests
- 1,954 webchats

## AND

- 8,802,708 domestic, recycling and green waste bins collections
- 2,107 inspections of food premises
- 39 different programs and projects for young people
- 49,301 hours of social support services

## COMMUNITY SURVEY 2017 *how we rated*

### 89% OVERALL MEDIUM SATISFACTION

#### WHERE WE PERFORMED BEST

- Patrolled beaches
- District libraries and community centres
- Parks/ open space/ leisure centres
- Customer service centre

#### WHERE WE CAN IMPROVE

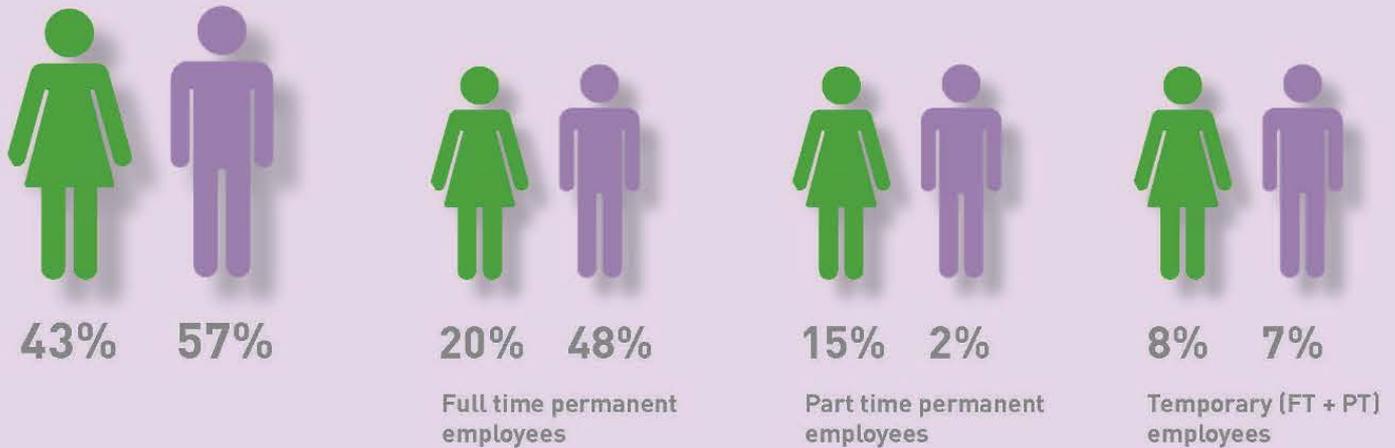
- Availability and management of city centre parking
- Planning policies that control development
- Development application assessment - process
- Control for residential development
- Maintenance of local roads



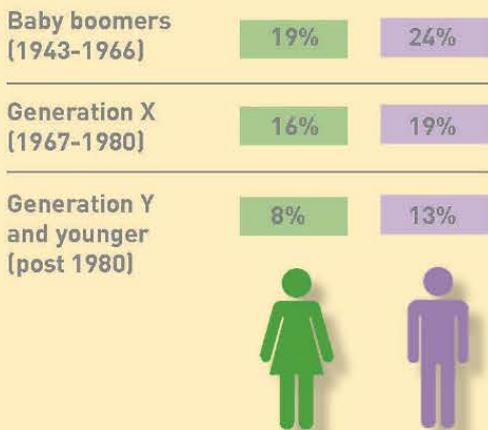
# OUR WORKFORCE

(INCLUDES ALL PERMANENT, TEMPORARY AND CONTRACT EMPLOYEES AS AT 30 JUNE 2018)

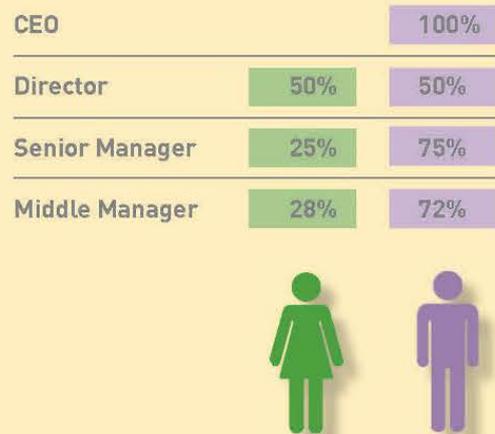
OUR WORKFORCE IS COMPRISED OF 1,165.47 FTE EMPLOYEES, INCLUDING



44% of employees are baby boomers, of which 19% are women



29% of employees at manager level and above are women



JOB FAMILIES ARE DOMINATED BY



# GENDER PAY GAP



## WOLLONGONG CITY COUNCIL'S FULL TIME GENDER PAY GAP

**1.03%** (\$807 p.a.)  
in favour of women

\* compared to WGEA February 18  
gender pay gap 15.3% (\$253.70 p.a.)  
in favour of men



**WOMEN TAKE HOME A BASE SALARY OF \$807 p.a.  
MORE THAN MEN, ON AVERAGE.**

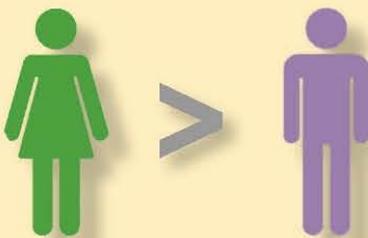
(# based on like-for-like, which compares positions in the same  
job family and same salary range that have similar attributes,  
roles and responsibilities)

## BASE SALARY PACKAGE PER JOB FAMILY: **\$153 pay gap**

**A woman's full time base salary across job family categories, on  
average, is \$153 (0.19%)<sup>^</sup> a year less than the average man's.**  
(High level comparison that compares all positions in the same job family, however it does not  
consider the difference in pay range or position attributes, roles and responsibilities.)

### BASE SALARY GENDER PAY GAP: OVERALL MANAGER\* CATEGORY

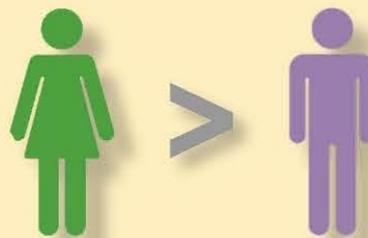
(\* includes all senior staff contracted  
managers, middle managers, coordinators  
and supervisors/leading hands)



**Women in management  
(leadership) roles are paid  
\$14,121 p.a. MORE than men as a  
base salary package.**

\* Compared to WGEA February 2018 gender  
pay gap ranging from \$33,822 to \$89,516 p.a  
in favour of men across manager categories.

### TOTAL REMUNERATION GENDER PAY GAP: SENIOR STAFF CONTRACTED MANAGERS



**Women in senior staff contracted  
positions are paid \$18,408 p.a.  
MORE than men as a total  
remuneration package**

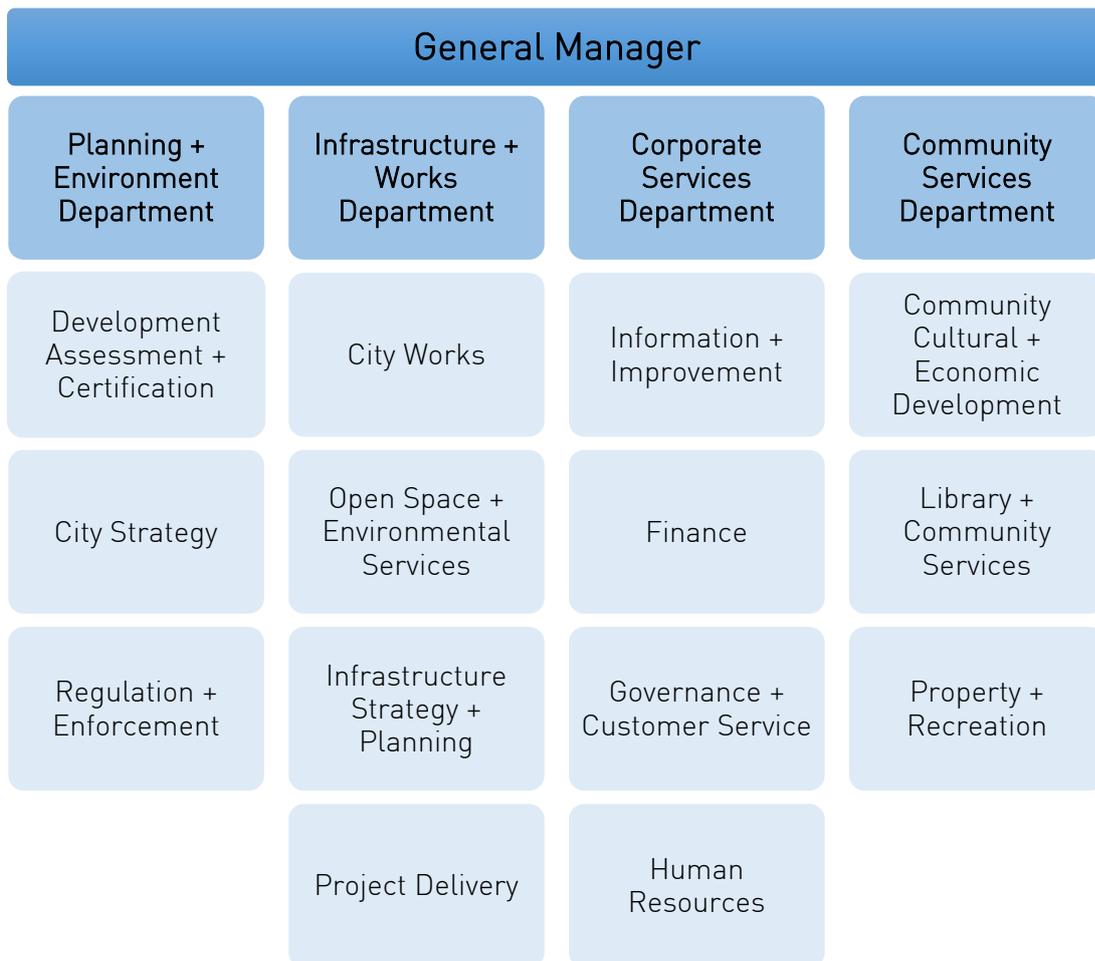
# ORGANISATIONAL LEADERSHIP

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). A revised executive structure, with the inclusion of a fourth director, was endorsed by Council in July 2017. The revised 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.

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



# Integrated

## PLANNING AND REPORTING FRAMEWORK

Our Community Strategic Plan 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.



Wollongong 2022, was informed and developed considering social, environmental, economic and civic leadership issues (also known as the Quadruple Bottom Line). These are integrated within the objectives of the six community goals in this Community Strategic Plan.

## Reporting

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 2012-17 Delivery Program and Annual Plan. Achievements towards Wollongong 2022 Community Strategic Plan are reported in our Council End of Term Report 2012-17.

# STRATEGIC PROGRAMS

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 programs; which were outlined in the Delivery Program 2012-17.

## *Financial Sustainability*

Our Council is committed to improving the standards of community assets over the five-year Council term. This will be achieved by directing 85% of all operational funds for capital to the renewal of existing assets.

Project Sponsor: Director Corporate Services

Project Manager: Executive Strategy Manager

Strategic Program Progress ✓ On Track

The Securing Our Future financial sustainability program was formally closed at the December 2016 Quarterly Review, having achieved overall targets ahead of schedule and without the need to pursue high impact service adjustments.

Council continues to seek and implement financial sustainability initiatives through a number of activities, including service reviews, the Business Solutions Steering Committee and the strategic planning and reporting process.

# West Dapto Urban Release

Council has been working in collaboration with key government agencies to provide the infrastructure needed to support growth within the West Dapto Urban Release Area. This includes improving access, infrastructure and local services which are needed to support the additional 19,000 future dwellings within the release area.

Project Sponsor: Director Planning and Environment

Project Manager: Manager Project Delivery/ Manager City Strategy

Strategic Program Progress  On Track

## PROGRAM ACHIEVEMENTS

Adoption of the West Dapto Section 94 Development Contributions Plan 2017 and execution of the Calderwood Planning Agreement in December 2017 substantially reduced the financial risk to Council in the funding of essential local infrastructure.

Council staff commenced the biennial review of the West Dapto Section 94 Plan to ensure the contributions plan continue to reflect local infrastructure requirements. The aim is to further reduce the financial risk to Council in the funding of essential local infrastructure. The biennial review will be completed by June 2019.

The early stages of the Fowlers Road to Fairwater Drive extension are substantially complete with construction of the smaller bridge over the flood cut channel complete. Stages involving the relocation of services are underway. The tender for the main bridge and roadworks was awarded by Council in July with site work commencing in August 2018.

Stage One of Wongawilli Road/ West Dapto Road project commenced late in June 2018. A number of options were investigated and considered by Council staff in the structure plan review for the North South Link Road (extension of Northcliffe Drive). Concept design works continued for a number of the section 94 funded roads within the West Dapto Access Strategy.

Design work continues for a number of the section 94 funded roads within the West Dapto Access Strategy as follows:

- Wongawilli and West Dapto roads - Work commenced late in the financial year on Stage 1 of this project. Stage 2 (east of the Shone Avenue intersection) is in detailed design
- A proposed road link extending from Northcliffe Drive through to West Dapto Road - A number of options were investigated for Council consideration in the structure plan review
- West Dapto, Darkes and Sheaffe roads - Concept design commenced
- Jersey Farm Road - Preliminary concept designs were completed to provide input into the structure plan
- Cleveland Road - Concept design completed
- Huntley and Avondale roads - Concept design commenced
- North South Link Road (proposed road linking Bong Bong Road to the future Fowlers to Fairwater Link Road) - Preliminary investigations undertaken for consideration.

## PROGRAM RISKS

Both access projects (Fowlers Road to Fairwater Drive, and Wongawilli and West Dapto roads) identify a number of significant risks under their project risk registers. Assessment of the risks, including possible mitigation measures are being undertaken at regular milestones to manage these risks. Council has prepared alternative options for the West Dapto Road, Darkes and Sheaffes Road links which are being considered in the West Dapto Structure Plan.

# Waste Management

During Council's term we will work to reduce the environmental impact of waste by improving waste management across the city. We will finalise and deploy Council's Waste Strategy, assess the impacts of the carbon tax, and work toward the development of a new landfill cell at Whytes Gully to increase landfill capacity for the region.

Project Sponsor: Director Infrastructure and Works

Project Manager: Manager City Works

Strategic Program Progress  On Track

## PROGRAM ACHIEVEMENTS

The Waste Management Strategic Program is rapidly progressing. Multiple concurrent projects derived out of the Wollongong Waste and Resource Recovery Strategy are currently being implemented. When complete, these strategic projects will improve waste management related services offered to our community and benefit the environment. Some of the highlights from 2017-18 include:

### NEW COMMUNITY RECYCLING CENTRE DEVELOPMENT

The facility was officially opened in March. Located at Whytes Gully Waste Facility, Kembla Grange, the centre accepts free of charge a large range of waste that cannot be collected from kerbside pick-ups such as paint, fluorescent lights and batteries free of charge.

### NEW LEACHATE MANAGEMENT SYSTEM AT WHYTES GULLY

The laboratory bench scale analysis was conducted. This analysis will inform delivery of a new specially designed leachate management system at Whytes Gully to aid continual improvement and deliver best practice environmental site management.

### ENVIRONMENTAL REHABILITATION OF HELENSBURGH LANDFILL

Extensive technical investigation into the interaction between the proposed construction materials has been completed. These investigations will ensure the best environmental outcome can be achieved in the site rehabilitation. Council is in the process of having the design documentation reviewed and certified prior to calling tenders for major rehabilitation construction.

### NEW AND ONGOING ARRANGEMENT FOR LANDFILL GAS EXTRACTION AND POWER GENERATION AT WHYTES GULLY

Gas flaring continued this year, and the quality and quantity investigation of the site's gas profile was completed. The concept design for a landfill gas management system has been completed and a joint regional tender specification with the Illawarra Shoalhaven Joint Organisation was provided to the marketplace with a view to implementing a long term gas collection and power generation facility at Whytes Gully. Once complete, Council will be able to generate electricity as a by-product of waste emplacement at Whytes Gully and greatly reduce our GHG emissions. The joint council tender negotiation process is currently underway.

Landfill gas continues to be captured and flared at Whytes Gully with approximately 1 million cubic metres of methane gas combusted over the year. The combustion of methane gas greatly reduces the global warming impact of emissions.

Due to the repeal of the Carbon Pollution Reduction Scheme (Carbon Tax) and the removal of the related liability, Council held approximately \$1.8 million in Carbon Tax revenue that it could not feasibly return to customers. The Australian Government subsequently released a Waste Industry Protocol (the protocol) to administer handling of these funds. This effectively provided a mechanism for Council to invest the funds into suitable projects that have emissions reduction as one of their purposes.

Subsequent to Council resolving to participate in the protocol, a project program has been established to deliver projects that comply with the protocol's terms and intent. The completed project list includes:

- Solar Photovoltaic Systems at Bulli, Corrimal and Windang tourist parks, Ribbonwood Community Centre, Beaton Park Leisure Centre, Dapto Community Pool and Whytes Gully.
- Energy efficient lighting upgrades for the Administration Building, Wollongong City Art Gallery and Bulli, Corrimal and Windang tourist parks.

#### CONSTRUCTION OF NEW LANDFILL CELL STAGES AT WHYTES GULLY

Two new large landfill cells are in the last phases of construction and are currently being lined. These works are the next phase of construction within the site to maximise the landfill capacity in line with our planning approval. Part of the cell works required the de-commissioning of the old leachate treatment ponds and the construction of a new leachate pond which is also complete. It is expected that filling of the new cells will take place in January 2019, following receipt of construction approvals from Environment Protection Authority (EPA).

#### **PROGRAM RISKS**

- To ensure the uninterrupted ability to landfill waste, the new landfill cell Stage 2 must be constructed and subsequently achieve EPA approval prior to being commissioned for use. The technical nature of the construction and lack of surety, with regard to approval timeframes, contributes risk to this project. An expert project team has been engaged to mitigate this risk, and ensure an ongoing dialogue with EPA to help minimise any potential approval delays.

# City Centre Revitalisation

Council's fourth strategic program, is to improve the attractiveness of the Wollongong City Centre to work and visit, reinforcing its role as the region's major hub for investment and jobs growth.

Project Sponsor: Director Community Services

Project Managers: Manager Project Delivery and Manager Community Cultural and Economic Development

Strategic Program Progress  On Track

## PROGRAM ACHIEVEMENTS

Council continues to manage the ongoing operations of the Wollongong City Centre and focus on activation. This includes the delivery and assessment of the city centre free Wi-Fi network and CCTV system upgrade, and introduction of removable outdoor umbrellas at the intersection of Crown and Market streets.

A Safer City Centre Working Group focused on actions that help deliver a positive space in the mall for all community members. Successful initiatives by the cross-agency group include the Need a Feed coffee service in Globe Lane and initiatives for the socially disadvantaged members of our community.

Advocating for a strong evening economy has continued with the City Centre Activation Manager sitting on the Night Time Economy Councils Committee (NTECC), with a membership of nine local councils (City of Sydney, Parramatta, Waverley, Newcastle, Liverpool, Canterbury-Bankstown, Lake Macquarie, Northern Beaches and Wollongong) and Local Government NSW. The group was established to encourage the ongoing development of the night time economy across NSW local government areas and as an advocacy and capacity building committee to share information, support councils and promote matters of common interest in the shaping of vibrant, safe and sustainable night time economies.

During 2017-18, evening events and activations in the city centre included Nights on Crown - Down the Rabbit Hole over three evenings in June, Honk Oz and Lunar New Year. The Eat Street Markets continue to be a major attractor for the city centre on a Thursday evening with 10,000-15,000 visitors coming along each week.

Specialist consultants have been engaged to address key objectives, including shopfront vacancies and improving the pedestrian experience across key city centre precincts. Extensive engagement with Crown Street Mall businesses has been undertaken across a range of projects including large-scale Mall Public Art project and city centre marketing and promotional opportunities, promoting positive business engagement.

In addition, a number of capital and operational programs were rolled out during the year, including:

- Completion of upgrade works, including footpath widening at lower Crown Street and street light refurbishment at western Crown Street.
- Creative Wayfinding Research and Scoping. This project implements key actions from the City for People report. It will consider a holistic system for wayfinding incorporating information based signage (to inform) and creative elements (to attract).
- Commencing work with state agencies to review and update the CBD's Access and Movement Strategy to inform plans and programs to manage vehicle and people movements in and around the city centre, and to encourage greater use of public transport and active transport such as walking and cycling.
- Successful delivery of tree replanting program throughout CBD.
- Launch of the City Centre Marketing and Communications Strategy and campaign, The Centre of it All.

## Connectivity / Walkability

Council's fifth strategic program is to improve the connectivity of the local government area through the upgrade of our network of footpaths and cycle ways. This focus on our path and cycle network will ensure that necessary works are carried out to achieve an accessible and connected city.

Project Sponsor: Director Infrastructure and Works

Project Manager: Manager Infrastructure Strategy and Planning

Strategic Program Progress  On Track

### PROGRAM ACHIEVEMENTS

During the past 12 months, Council has invested over \$22 million on 142 different cycling and walking infrastructure projects. This includes both the renewal of existing infrastructure and construction of new connections.

The Wollongong Bike Plan was adopted in May 2014 and the companion Pedestrian Plan adopted in December 2017. Actions identified within these plans are incorporated into the Infrastructure Delivery Program and operational programs for progressive implementation.

Council has a forward program for footpaths and cycle ways valued at over \$39 million over the next three years, including a significant increase in funding for new footpaths across the local government area.

Major projects progressed or completed during the year include:

- Grand Pacific Walk Stage 1, continuing construction of the new shared path from Coalcliff to Stanwell Park. This crucial link is expected to be completed during 2018-19.
- Construction of the Tramway Seawall and shared path that was completed ahead of schedule and opened in June 2018.
- Concept designs of the Smith and Kembla streets on-road cycle way continued, which will provide dedicated access for cyclists into the city centre. Council has applied for a grant through the NSW Active Transport Program to enable a detailed design. Funding submissions have also been made under this program for the Smith Street rail underpass and 15 other active transport projects across the city.
- Council received funding to undertake an initial feasibility study into a rail trail through the historic Otford Railway Tunnel, with this project continuing through 2018-19.

### PROGRAM RISKS

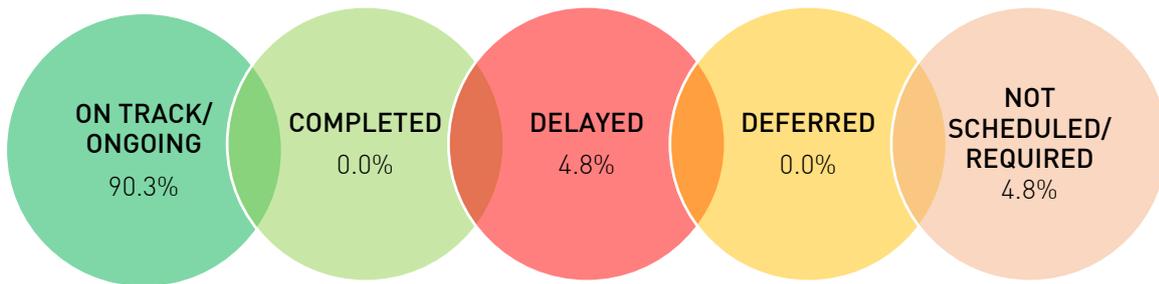
There are a number of sites on the network expansion program with significant geographical, technical, agency approval and community concerns that may impact on the design phase and construction timeframes. To minimise the impact of these risks, designs for projects further down the delivery program are being progressed such that construction programs can be rescheduled to ensure continued delivery of the improvement program.



**GOAL 1**  
We value and protect our environment

## We Value and Protect our Environment

An overview of how we worked towards achieving the community’s goal of valuing and protecting our environment through the five-year delivery program actions and annual plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Programs – West Dapto Urban Release (page 20) and Waste Management (page 21).



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

	2013-14	2014-15	2015-16	2016-17	2017-18
Participation in environmental programs	58,341	41,462*	35,349*	44,817	62,370
Plants propagated by Wollongong Botanic Garden Nursery	73,399	63,772	64,896	74,280	55,001
Plants distributed via Greenplan, external sales, landscape sales, Bushcare, Fiready, Dunecare and Botanic Garden collection	65,505	67,623	68,678	79,291	55,025
Rubbish collect from clean up activities ^	103	67	53	60	58
Total domestic material to landfill (tonnes)	46,059	46,870	47,681	49,158	45,964

\* Numbers dropped during 2014-15 and 2015-16 due to a reduction in grant funding for events (withdrawal of WaSIP funding)  
 ^ Measures the tonnage collected from Environment Strategy and Planning Community Service Program, Rise and Shine and Clean Up Australia Day. A significantly higher amount of material was collected in 2013-14 as a result of concentration on removing large heavy items from bushland i.e. cars, concrete, engine blocks, etc

*Botanic Garden Nursery distributed 55,025 native plants which contributed to the urban greening of the city*

### **Urban Greening Strategy**

Urban Greening has been identified as one of the councillor strategic priorities for the current term, and work is well underway to implement a suite of actions to deliver against the strategy's vision and goals. This work is guided by the Implementation Plan 2017-21, which identifies detailed and specific strategies to achieve immediate outcomes. These include a focus on public tree management, putting in place technical guidelines for improved consistency of outcomes across the public and private realm, and developing targeted planting programs to maximise the benefit of urban greening for people and places.

A project team has been formed and planning is well progressed for a street tree program to align with the Urban Greening Strategy, adopted by Council in December 2017. Pilot sites have been identified, with the initial site at Farmborough Road, Unanderra completed with 150 trees planted.

A trial tree inventory collection was also undertaken by an arborist as part of this year's street tree pilot project in Unanderra. The cost of data captured in the trial will inform the extent of priority data capture achievable with current budgets.

### **Asset Protection Zones**

Council's Bushfire Management Program continued to implement and report on the maintenance of 96 Asset Protection Zones across the city in compliance with the Illawarra Bushfire Risk Management Plan. This work involved a mix of contractor and volunteer management, and also included the resolution of resident enquiries in liaison with the RFS and NSW Fire and Rescue.

*Natural Area Management Program annual works was active at 147 restoration sites over 240.6 Ha. Annual expenditure of \$726,417 was supplemented by \$146,328 in external funds (grants) and \$240,165 in value of volunteer labour.*

### **Pest Management Programs**

The Pest Management Program throughout 2017-18 focused on rabbit and deer control at strategic sites.

A review of resource allocation for pest management and opportunities is currently underway to collaborate with other key stakeholders. The Illawarra Wild Deer Management Program finalised the tender process for contractors in May 2018 and culling operations have recommenced.



**1,721 volunteers contributed 8,012 hours**  
Participation in Bushcare/ Dunecare/ Fiready

**2,016 customers bought 22,408 native plants**  
Botanic Garden Greenplan program

### **Regulatory Programs**

Reactive inspection programs based on customer requests are undertaken, in addition to targeted enforcement programs aimed at improving awareness, and where necessary, undertaking enforcement action. Proactive work with the inspection of development sites in the CBD area involving development standards and site controls have commenced and will continue into 2018-19.

### **Participation in the Global Covenant of Mayors**

Council joined the Global Covenant of Mayors for Climate and Energy in August 2017. The greenhouse inventory was completed and a City Emissions Profile has been submitted to the International Council for Local Environmental Initiatives for verification prior to submission to the Global Covenant of Mayors for Climate and Energy.

### **Monitor Council's Water, Energy and Greenhouse Gas Emission**

Council is integrating sustainability outcomes into project scopes as a matter of business as usual. The integrated sustainability outcomes are being informed by Council's Sustainable Buildings Strategy. Key areas being addressed at the moment include lighting upgrades and the progression of projects funded through the Voluntary Waste Industry Protocol associated with the early collection of Carbon Price liabilities.

A number of key projects have progressed over the past 12 months including the installation of photovoltaic systems and lighting upgrades. Lighting upgrades to the Administration Building are anticipated to reduce consumption by around 100,000 kWh.

It is projected, based on available data, that Council's high consumption sites will show a decrease in electricity consumption. Projections suggest savings will be in the vicinity of 500,000 kWh. The savings are attributable to upgrades implemented at several of these sites including lighting and solar projects.

At present the bill data received from Sydney Water is insufficient to make a comment with regards to water performance. This will be updated as data becomes available. Council will continue implementing technical and behaviour change strategies to improve performance, however, consumption values will be influenced by weather patterns.

### **Lake Illawarra Water Quality Monitoring Program**

Council has completed five years of monitoring water quality in Lake Illawarra. Analysis of the results show the lake to be spatially variable with water quality being generally poor in the less well flushed areas in the north and south, while the middle section of the lake is relatively good quality. Over the five years, water quality in the southern section appears to have become worse.

### **Floodplain and Stormwater Management**

During 2017-18 over \$6.9 million was spent on Stormwater and Floodplain Management projects. 65 projects were completed with a further 100 projects underway.

Flood studies or floodplain risk management studies are currently progressing in 11 different catchments. The status of implementing Council's revised blockage factors into each of the revised flood studies is listed below

- Brooks Creek Catchment – 100% complete
- Mullet Creek Catchment – 100% complete
- Duck Creek Catchment – 60% complete
- Minnegang Creek – 50% complete
- Kully Bay Catchment – 50% complete
- Wollongong City Catchment – 70% complete
- Collins Creek Catchment – 75% complete
- Allans Creek Catchment – 50% complete
- Fairy Cabbage Tree Catchment – 50% complete
- Hewitts Creek Catchment – 75% complete
- Towradgi Creek Catchment – 75% complete.

In December 2017, Council received three grants from the Office of Environment and Heritage under the Floodplain Management Program. These are:

- Investigation and concept design - Bellambi Gully Scheme
- Feasibility Study - JJ Kelly Park land form modification
- Review of Mullet Creek Floodplain Risk Management Study and Plan

Council also received funding for the Voluntary Purchase of 17 Wilford Street, Corrimal.

### **Biodiversity Certification of West Dapto Urban Release Area**

In 2014, Council submitted the draft West Dapto Biocertification report to the NSW Department of Planning and Environment, with a request for a Biocertification levy to be included in the draft Special Infrastructure Contribution Plan. In February 2018, the state government announced the West Dapto Urban Release Area as an Interim Designated Area for the purposes of the savings and transitional arrangements to the Biodiversity Conservation Act 2016. In addition, the West Dapto Urban Release Area was included in the multiple strategic biodiversity certification areas of the state. Following several meetings with the Department of Planning and Environment and the Office of Environment and Heritage between March and May, progress has been made on funding options.

### **Joint Memorandum of Understanding**

Wollongong City Council has led the review of the joint Memorandum of Understanding (MOU) between Shellharbour, Kiama and Wollongong, whose boundaries form the Illawarra Emergency Management Committee. The MOU sets out the relationship between the councils for the governance of the Illawarra Local Emergency Area. Following liaison with staff from all councils, NSW Police and the Regional Emergency Management Officer, the MOU was signed by all councils in July 2018.

*Council Ocean Lifeguards delivered Council's Surf Sense and Water safety education program to over 700 primary school and TAFE students, culturally diverse and refugee groups and over 600 University of Wollongong students.*

## Beaches

With a warm summer and favourable sea conditions our beaches saw over 1.2 million people visiting our 17 patrolled beaches. Council Lifeguards and Volunteer Lifesavers experienced a busy peak season with swift preventative actions leading to no major incidents at patrolled beaches. Unfortunately, there were two fatalities at unpatrolled sections of beaches (Sharkeys at Bulli and MM Beach at Port Kembla) in January. In March, three Council beach and pool staff at Port Kembla responded to a critical incident and their swift actions led to the community member making a full recovery.



**89% satisfaction**  
cleanliness of our beaches

## NSW Coastal Reforms

The NSW Coastal Reforms are largely complete, and Council has participated in this process through providing feedback on reform proposals. Within this period, the Wollongong Coastal Zone Management Plan was certified and gazetted by the state government, giving it formal recognition under the policy framework guiding coastal management in NSW.

## Dune Management Strategy

Work has progressed on the following actions from the Dune Management Strategy:

- Bush regeneration contractors were engaged for the year to implement actions from the Dune Vegetation Site management plans for Stanwell Park, Bulli, Woonona, Bellambi, Corrimal, Towradgi, Fairy Meadow and Wollongong City beaches. This includes weed control and revegetation with low growing native species. Council has responded to vegetation vandalism at Woonona Beach.

- Studies for dune management options for Bellambi, Wollongong City and Port Kembla beaches are underway. During the year, preliminary options reports have been delivered for all projects.
- The Beach and Dune Monitoring Program continued, with transects surveyed and photo monitoring at dune project sites every two/three months.



**7,544 participants**  
waste education workshops/ events

**12 waste wise events**  
diverted 85% of waste from landfill

## Waste Minimisation Programs

2017-18 saw a successful 12 months of delivering waste minimisation and educational programs, including:

- launch of the Community Recycling Centre (CRC), recognised as outstanding by the EPA
- awarded two Betty Awards for Council's Asbestos Awareness campaigning
- introduction of a Plastic Free Wollongong Trial with Boomerang Alliance, which increased momentum throughout the year and is continuing across the community
- installation of the anti-litter artworks along Wollongong's foreshore.

## Regional Illegal Dumping (RID) Program

Significant progress has been made in regards to the RID Program throughout the year, including extensive work to process improvement and development, staff training and support and overall program review.

*The Community Service Order Program involved 146 personnel contributing 9,948 hours to assist in cleaning up the city's natural assets, roadsides and litter hotspots.*

### **Preserving Local Cultural Heritage**

Illawarra Images comprises the photographic collections of Wollongong City libraries and other organisations. The collection continues to grow as more photographs of people, places, buildings and events are added covering the last two centuries of local history from the mid-1800s. The Friends of Wollongong Library have donated \$10,000 towards this project.

The Illawarra Remembers database also continues to expand as more records are added. Accessible from anywhere across the globe, people can view profiles, create new profiles or add new information such as a comment, image, story, link, or other media to a current profile. People can share an image by uploading it to the library's images page.

To date, over 50% of the Illawarra Mercury photographic collection has been digitised. A project to add 20 oral history recordings from a social history of Wollongong Town Hall (2009) to Illawarra Stories has also been completed.

### **FUTURE DIRECTIONS**

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

- Provide opportunities to work with volunteers, community groups and government to actively participate in urban greening.
- Implement a landfill gas management system at Whytes Gully.
- Implement priority actions from the Illawarra Escarpment Strategic Management Plan.
- Implement a Pilot Public Place Recycling Program.
- Engage with the community and carry out the Woonona Village and Mount Kembla Village planning studies.
- Complete Helensburgh Town Centre Study.
- Set an emissions reduction target that is in alignment with the Global Covenant of Mayors compliance requirements.
- Develop a climate change Adaption Action Plan and an Emissions Reduction Action Plan.

## STATUS OF ANNUAL PLAN 2017-18

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2017-18	Responsibility
Implement programs and events which facilitate community participation	All annual deliverables on track/ongoing.	Director Planning + Environment
Impacts from development on the environment are assessed, monitored and mitigated	All annual deliverables on track/ongoing.	Director Planning + Environment
Establish effective urban stormwater management programs	All annual deliverables on track/ongoing.	Director Infrastructure + Works
Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	All annual deliverables on track/ongoing.	Director Planning + Environment/ Director Infrastructure + Works
Implement a coordinated approach to floodplain and stormwater management	All annual deliverables on track/ongoing.	Director Community Services/ Director Infrastructure + Works/ Director Planning + Environment
Implement priority actions from the Illawarra Biodiversity Strategy	3 annual deliverables on track/ongoing, 1 delayed. <i>Delayed: Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions</i> Council has been seeking the biocertification of the West Dapto Release Area since 2014. The project has been delayed, as it requires a funding commitment from the state government through a Special Infrastructure Contribution Plan or alternate funding mechanism. There has been recent progress, with a commitment from the NSW Department of Planning and Environment to finalise the biocertification. Additional information and data has been forwarded to the NSW Department of Planning and Environment to assist with the proposed biocertification levy for the West Dapto Release Area.	Director Planning + Environment
Implement priority actions from the Illawarra Escarpment Strategic Management Plan	All annual deliverables on track/ongoing	Director Planning + Environment
Finalise and implement the Coastal Zone Management Plan	All annual deliverables on track/ongoing	Director Planning + Environment
Assess the impact of day visitors on service levels	All annual deliverables on track/ongoing	Director Community Services
Coordinate a range of Water Safety Education programs to enhance safe community access to our beaches	All annual deliverables on track/ongoing	Director Community Services
Develop and implement programs that encourage community participation in reducing Wollongong's ecological footprint	All annual deliverables on track/ongoing	Director Planning + Environment

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2017-18	Responsibility
Finalise and deploy Council's Waste and Resource Recovery Strategy in consultation with industry leaders	<p>1 annual deliverable delayed <i>Delayed: Continue to deploy Council's Waste and Resource Recovery Strategy</i></p> <p>Notable developments and strategic progress aligned with the Waste Strategy include:</p> <ul style="list-style-type: none"> <li>- Tender for landfill gas collection and power generation provided to the marketplace in May. The tender was a joint procurement effort with Shellharbour and Shoalhaven city councils, coordinated by ISJO. The incorporation of other councils increased the legal and technical complexity significantly, causing a delay in the procurement process of several months.</li> <li>- Development of draft best practice instructions to support continuous improvement in landfill operations.</li> <li>- Extensive macro environment analysis conducted into alternatives to landfill through the iAccelerate program in conjunction with the University of Wollongong.</li> <li>- New landfill cell development is currently under delivery by landfill construction contractor. This work is vital for continued operations at the site. Due to the scale and complexities associated with the project and site the project timeline will mean the handover of the project is expected during the second quarter of the 2018-19 financial year.</li> </ul>	Director Infrastructure + Works
Implement water and energy saving strategies	All annual deliverables on track/ongoing	Director Planning + Environment
Emissions are monitored and reduction methods are investigated and utilised	All annual deliverables on track/ongoing	Director Planning + Environment/ Director Infrastructure + Works
Investigate a landfill gas management system for Whytes Gully	All annual deliverables on track/ongoing	Director Infrastructure + Works
Develop and implement an Environmental Sustainability Policy and Strategy	All annual deliverables on track/ongoing	Director Infrastructure + Works/ Director Planning + Environment
Seek external funds to support programs for Lake Illawarra, following the closure of the Lake Illawarra Authority	All annual deliverables on track/ongoing	Director Planning + Environment

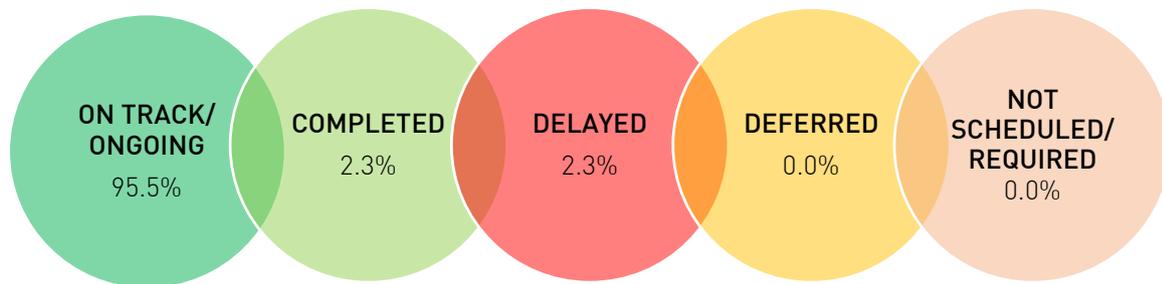
Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2017-18	Responsibility
Establish and maintain an Estuary Management Committee to protect the health of Lake Illawarra	1 annual deliverable on track/ongoing, 1 delayed. <i>Delayed: Prepare a Coastal Zone Management Plan for Lake Illawarra</i> In April 2018, the finalised Coastal Management Manual was released by the Office of Environment and Heritage (OEH). The manual outlines the essential elements required of a Coastal Management Program (CMP) in order for it to be certified. Changes to the essential elements from those outlined in the draft that we were working to (on advice from the state government) has meant that a review of the CMP against the new elements is required. This is currently taking place by OEH and may result in additional work being required to the draft CMP before it can go on public exhibition. Lake Illawarra Estuary Management Committee (LIEMC) comments have been reviewed and advice prepared for the consultant to prepare a new draft. These changes are on hold until the review is finalised. Further fine-tuning of management actions is taking place with key stakeholders.	Director Infrastructure + Works
Work in partnership with others to promote a diverse range of heritage education and promotion programs	All annual deliverables on track/ongoing	Director Community Services/ Director Planning + Environment
Implement priority actions of the Heritage Strategy	All annual deliverables on track/ongoing	Director Community Services/ Director Planning + Environment
Implement community and cultural promotions program	All annual deliverables on track/ongoing	Director Community Services
Work with the local Aboriginal community in the management of Indigenous heritage	All annual deliverables on track/ongoing	Director Planning + Environment
Facilitate a range of programs and activities which improve food security and local food production	All annual deliverables on track/ongoing	Director Planning + Environment
Review planning controls for environmentally sensitive locations	All annual deliverables on track/ongoing	Director Planning + Environment
Provide high quality development assessment and certification based on QBL principles (note: QBL or the Quadruple Bottom Line takes consideration of environmental, economic, social and governance factors)	All annual deliverables on track/ongoing	Director Planning + Environment
Maximise sustainability principles in the design and construction of Wollongong's built form	All annual deliverables on track/ongoing	Director Planning + Environment
Prepare for the introduction and implementation of the NSW State Government Planning Reforms	All annual deliverables on track/ongoing	Director Planning + Environment



**GOAL 2**  
*We have an innovative and sustainable economy*

## *We have an innovative and sustainable economy*

An overview of how we worked towards achieving the community’s goal of establishing an innovative and sustainable economy through the five-year delivery program actions and annual plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Programs – West Dapto Urban Release (page 20) and City Centre Revitalisation (page 23).



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

	2013-14	2014-15	2015-16	2016-17	2017-18
Business investment enquiries	102	133	285	350	106 <sup>#</sup>
Paid on street parking occupancy rate*	78%	69%*	69%*	72%	77%
Visitation to tourist information centre	61,593	64,212	68,547	56,580	53,305
Tourist park occupancy of cabins	50%	48%	57%	58%	59%
Tourist park occupancy of powered sites	42%	42%	47%	47%	46%
Tourist park occupancy of unpowered sites	37%	31%	26%	33%	46%

\* Occupancy of metered parking was lower in 2014-16 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.

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

*During 2017-18, Wollongong City Council assisted 106 businesses/investors, including new commercial and office market enquiries. This ongoing level of enquiry has come from manufacturing and industrial businesses looking to establish or re-locate from Sydney due to the ongoing urban encroachment issues and the lower cost base associated with being located in Wollongong.*

### **Advantage Wollongong**

Advantage Wollongong is a partnership between the NSW Department of Premier and Cabinet, Wollongong City Council and the University of Wollongong, representing a strategic and long-term approach to attracting business, investment and jobs to our city. During the year, Advantage Wollongong assisted a number of business and investor enquiries around relocating or setting up in Wollongong.

Advantage Wollongong also supported and/or hosted 15 events. One of these included partnering with the University of Wollongong Alumni team to host the Shining a Light on Wollongong event held at the Australian National Maritime Museum, targeted at UoW Alumni based in Sydney. A number of other niche events were also held, including an event with Knight Frank in Sydney and a joint event with Auscontact to showcase Wollongong's growing shared services sector. Advantage Wollongong also exhibited at a number of bespoke industry events to grow the region's competitiveness in key sectors and distributed the 2017 Investor Prospectus, Shared Services Investor Prospectus and Wollongong Defence Industry Directory.

The Marketing the Wollongong Advantage has achieved significant results and helped the Advantage Wollongong message reach over 3 million readers (print and online); and a following of over 1,300 on Facebook.

A Google Adwords campaign was undertaken to advertise Wollongong's competitiveness in the Knowledge Services and Advanced Manufacturing sectors. The advertisement appeared in Google around 2 million times and achieved 46,000 views of the Advantage Wollongong video.

During the year, a study into current business perceptions of Wollongong was undertaken, with a particular focus on the Sydney business community to better understand perceptions of doing business and investing in Wollongong. Using both qualitative and quantitative methods to gain deeper insights into perceptions of Wollongong as a place to do business, the results will be used to enhance the Advantage Wollongong message.

### **'Quicker, Lighter, Cheaper' Initiatives**

Council has developed and consolidated a range of partnerships, collaborating with NSW Trains, GPT Group and the Anywhere Festival directly increasing activity and marketing reach for the city centre. A range of Creative Wayfinding Pilot projects and minor upgrades have been developed and delivered in line with the A City for People/ Public Spaces Public Life implementation plan. These have contributed to the vibrancy, amenity and a sense of public safety across a range of sites including Lower Crown Street, Globe Lane and western Crown Street.

### **Continue to promote and support the iAccelerate Program**

Council is embracing its City of Innovation tag by incubating two key projects to iAccelerate to undertake and work on innovative ideas, which will deliver better outcomes for the region. The inclusion of these two projects demonstrate Council's commitment to deliver innovative solutions, and promote and support productive connections between iAccelerate residents and our broader community.

Council continues to support and promote iAccelerate through promotional and marketing initiatives, including social media.

### **ICTC Cluster and i3Net Manufacturing Cluster**

During 2017-18, Council continued to support the ICTI and i3net clusters, through three-year funding agreements. Advantage Wollongong also partnered with i3net on a number of events and activities in the defence sector, including the development of the Advantage Wollongong Defence Industry Strategy and the annual Advantage Wollongong defence update.

Council was also the main sponsor of i3net's Annual Showcase, held in August 2017.

### **Marketing the Wollongong ‘city experience’**

Council continues to deliver and support a diverse range of activations and marketing within the city centre to reflect the city experience. Highlights include:

- Working in partnership with GPT Group to deliver activations and marketing for Crown Street Mall maximising opportunities to increase visitation and length of stay within the city centre.
- Development and roll out of the city centre marketing and communications strategy ‘Centre of it All’, including television advertisements, radio advertisements and editorial, signage and collateral. A bus wrap with Premier buses on a new northern suburbs bus route was also secured.
- Facilitating community use of Crown Street Mall, including support and delivery of over 67 commercial and/or community hires facilitated over the year such as Honk Oz Festival, PCYC Time for Kids amongst others.
- Christmas on Crown delivered an integrated Christmas program of activity and events within the mall including school concerts, ex store window displays, piano in the mall, Carol performances and participatory chalk activation.
- Engaging with businesses to assist with retail promotions in association with events such as Christmas One Day Sale, with 37 city centre retailers participating in December 2017, up from 22 in 2016.
- Continuing to work with Foragers to grow and develop the market, including revitalised layout to accommodate new public art work in the mall, entertainment and use of space.
- Delivering three night event Nights on Crown Down the Rabbit Hole, featuring 5x7 metre inflatable rabbit installations, live music and pop up performances and engaging surrounding and local businesses to participate or stay open. Nights on Crown Event listing on Facebook achieved a reach of 133,000 people.

*Council continued to deliver a free city centre WiFi service along Crown Street between the railway station and Corrimal Street, Globe Lane, Arts Precinct and dining precincts of Keira Street (between Smith and Crown streets), and Corrimal Street (between Market and Burelli streets).*

### **Visitor Information Services**

Destination Wollongong has strategically placed Visitor Information Touch Screens in locations with heavy visitor foot traffic, including Novotel Wollongong, North Beach, Bald Hill, University of Wollongong and Wollongong City Council. These screens serve up real time information to visitors and provide the ability to book local accommodation and tourist attractions with the click of a button.

Destination Wollongong has engaged Sandwalk Partners, specialists in new age visitor information provision, to develop a visitor information strategy for the region. The strategy is due to be delivered mid 2018-19.

### **Tourist Parks - Bulli, Corrimal and Windang**

All three tourist parks continue to provide a variety of products and services to the visiting customer. Investment has continued this year with three new cabins at Bulli, as well as product diversification with three ensembles installed and a camp kitchen opened at Windang. A full refurbishment of amenities at Windang was also completed along with the installation of solar systems at all three parks. All initiatives have ensured that the tourist parks provide facilities that meet the expectations of its customers as well as provide an inviting base in which to visit the region.

### **Power and Water Supply to Mt Keira Summit**

Considerable progress has been made in the process to ultimately construct the powerline to Mt Keira Summit. Earlier in the year the access track was completed and Council worked with National Parks and Wildlife (NPWS) to permit the use of the new facility as well as chasing up the executed Construction Licence and Deed of Agreement. These were received later in the year allowing Council to seek recertification of the electrical design from Endeavour Energy, and call for tenders to undertake the construction works associated with the installation of the powerline. Council has also been successful in gaining agreement from relevant stakeholders to provide capital contributions towards the cost of the construction project.

### **Paint the Town REaD (early literacy program)**

Approximately 530 children have been engaged in Paint the Town REaD activities over the past 12 months. Various activities have included the Reading Relay, early childhood and supported playgroup centre visits, the Annual Reading Day at Warrawong Plaza and Bright Sparks Birthday event at Dapto Mall. The reading tents have been included at Council’s outdoor movie nights and Bright Spark has visited several of Council’s libraries to promote early childhood literacy. Work has also been undertaken with the Paint the Town REaD Coordination Group and the University of Sydney in relation to the evaluation of the program.

### **Wollongong Art Gallery Education and Public Program**

The Wollongong Art Gallery delivered 305 education and access programs during 2017-18, including activities aimed at children in preschool, students in primary and secondary schools, access programs for Indigenous children, youth, CaLD and disabilities focussed programs. The Gallery also conducted programs during Comic Gong and two family fun days for children, parents and carers. All activities were well attended and received positive feedback.

### **Database Sessions for Year 11-12 Students**

The outreach programs provided to Year 11 and 12 high school students appear to be highly valued by teaching staff and students. They provide the library with the opportunity to connect with younger adults in an environment they are familiar with and to promote a wide range of library services and programs including the online databases that can be accessed from home or school. The Local History Prize for Young People is also promoted at these sessions.

*2,167 programs and events were run by Wollongong libraries with 62,433 people, from pre-schoolers to seniors, participating.*

### **Wollongong City Libraries Program of Activities**

Wollongong City libraries have been increasing the number of programs offered across the seven libraries with the aim of facilitating lifelong learning amongst community members. Additional adult and one off programming has been offered across all demographic areas including activities such as regular author talks, History Week seminars and LAW Week programs, which concentrated on elder law and evening talks.



**Over 63,500 people**

accessed Wollongong City libraries online data bases, for research and reference purposes

### **Emerging Technologies for Library Service Provision**

New customer RFID self-checkout units have been installed across all libraries. A self-scan after hours returns chute was installed at Wollongong Central Library to enable customers' returned items to be checked in automatically as they travel through the chute and into the library.

New scanning technology has also been installed in the Family History Room at Central Library that enables customers to scan from microfilm or microfiche records to USBs or to send images to the library printers.

### **Community Facilities Offer Space for Micro-Business**

A range of different activities such as exercise classes, counselling, art and dance lessons are provided through community centres by micro-business operators. This approach of utilising one space for multiple purposes at different times throughout the day enables small and start-up businesses an opportunity to setup and provide a service in a space at minimal cost, while at the same time making a variety of activities that support community life accessible to the whole community.

### **Cadets, Apprenticeships and Trainee Program**

Throughout the year Council supported 17 cadets, 10 apprentices, 34 trainees, 6 school-based trainees and 3 undergraduates. The City Works and Services Traineeship Program won the Operational Performance Enhancement Award at the Local Government Professionals NSW 2018 Awards.

Our cadets, apprentices, trainees and UDPs (CATS) are a stronger and more connected team following the CATs mid-year workshop. Participants engaged in talks about mindset, professional development planning and peer presentations. They showed their competitive and fun side in team building activities, and were given the opportunity to talk to Executive and evaluate the program.

*53 VET work placement and 38 work experience opportunities within Council were made available to 16 local high schools through the Illawarra Careers Adviser Network.*

### **Youth Development Program**

Council continued to work closely with local stakeholders during the year to provide a range of education and employment pathways to students in the Illawarra. This includes further developing the School Workplace Learning model in partnership with Illawarra Careers Adviser Network and Workplace Learning Illawarra.

Council is also working with the University of Wollongong to develop a model that will streamline opportunities and encourage further uptake of internships within Council.

### **FUTURE DIRECTIONS**

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

- Review the Inner City Parking Strategy 2010-26 and update any identified necessary adjustments.
- Provide funds to support Wollongong's ability to attract and retain a tourist ship visitor economy through on shore day visits.
- Implement a research and development program targeting alternatives to placing waste into landfill in partnership with the University of Wollongong's iAccelerate program.
- In conjunction with the Illawarra Shoalhaven Joint Organisation and the University of Wollongong, continue to investigate opportunities to fund and deploy smart digital technologies across the region to enhance the productivity of local infrastructure.
- Deliver learning programs for employment, digital inclusion and creativity from *The Hub* digital learning space.

## STATUS OF ANNUAL PLAN 2017-18

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2017-18	Responsibility
Support regional activities and partnerships that result in increased business investment and jobs growth	All annual deliverables on track/ongoing	Director Community Services
Ensure that Wollongong is attractive to diverse companies for business expansion, establishment and relocation	All annual deliverables on track/ongoing	Director Community Services
Progress implementation of the CBD Action Plan	All annual deliverables on track/ongoing	Director Infrastructure + Works
Build on partnerships which enable the retention of local talent	All annual deliverables on track/ongoing	Director Community Services
Establish Wollongong City Council as an employer of choice	3 annual deliverables on track/ongoing, 1 delayed <i>Delayed: Complete development and implementation of a Human Capital Management System</i> At the end of June, additional information on Human Capital Management (HCM) vendors was gathered to assist in a decision on the HCM procurement.	Director Corporate Services
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	Director Community Services
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	Director Planning + Environment
Facilitate the delivery of business and tourism information services	All annual deliverables on track/ongoing	Director Community Services
Support projects that investigate opportunities for the provision of tourism infrastructure	All annual deliverables on track/ongoing	Director Community Services
In conjunction with partner organisations support the development of innovative industries	All annual deliverables on track/ongoing	Director Community Services
Facilitate the delivery of business and tourism information services	All annual deliverables on track/ongoing	Director Infrastructure + Works Director Community Services
Use funds obtained from Restart NSW Illawarra to commence concept designs and planning for the Bald Hill Improvement Program	All annual deliverables on track/ongoing	Director Infrastructure + Works
Review the current investment to deliver a more efficient and targeted destination marketing program	All annual deliverables on track/ongoing	Director Community Services
Undertake major refurbishment works in the City Centre	All annual deliverables on track/ongoing	Director Community Services/ Director Infrastructure + Works
Manage and deliver improved marketing and promotion of the City Centre	All annual deliverables on track/ongoing	Director Community Services
Provide a diverse range of activities in the City Centre that target and engage a broad community	All annual deliverables on track/ongoing	Director Community Services

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2017-18	Responsibility
Improve policies and systems to support the revitalisation of the City Centre	All annual deliverables on track/ongoing	Director Community Services
Deliver the Access and Movement Strategy for the City Centre	All annual deliverables on track/ongoing	Director Infrastructure + Works
Deliver Visitor Information Services to the city and our visitors	All annual deliverables on track/ongoing	Director Community Services
Pursue initiatives that promote the region as place to holiday to both the domestic and international markets	All annual deliverables on track/ongoing	Director Community Services/ Director Infrastructure + Works
Support the creation and expansion of green industries	All annual deliverables on track/ongoing	Director Community Services
Ensure that Wollongong is attractive to research and development based companies and organisations	All annual deliverables on track/ongoing	Director Community Services
Implement a range of programs that incorporates learning and development	All annual deliverables on track/ongoing	Director Corporate Services/ Director Community Services

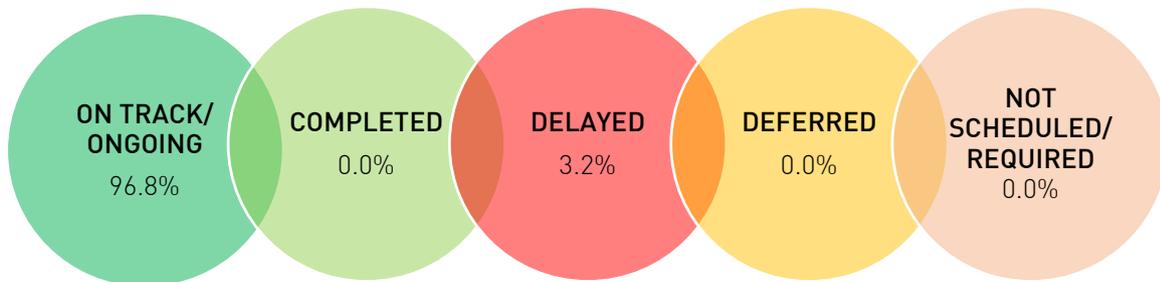


**GOAL 3**

Wollongong is a creative, vibrant city

## Wollongong is a creative, vibrant city

An overview of how we worked towards achieving the community’s goal of a creative and vibrant city through the five-year delivery program actions and annual plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Programs – City Centre Revitalisation (page 23).



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

	2013-14	2014-15	2015-16	2016-17	2017-18
Wollongong art gallery visitation	92,250	83,730	80,490	87,328	101,030
IPAC and Town Hall visitation*	107,790	103,316	131,231	113,694	170,351
Library visitation^	969,210	1,103,450	1,008,330	981,550	1,020,671
Library loans	1,320,000	1,373,000	1,421,000	1,432,000	1,367,542
Library programs - number	1,465	1,669	1,590	2,082	2,167
Library programs - participation	29,783	31,402	39,831	48,296	62,433

\* In June 2014, Merrigong Theatre Company took over the management of the Wollongong Town Hall.

^ Library visitation for 2016-17 is 2.6% down on the figure recorded for 2015-16. Increased loans and program participation over the same period reflect the changing utilisation and community expectations of Council libraries.

### **'Made in Wollongong'**

Made in Wollongong had a soft launch in January 2018 at the welcome precinct for the cruise ship visitors. Made in Wollongong artists represented the brand and successfully sold their work in the precinct market organised by Destination Wollongong. Council is finalising the logo and branding licence agreement and work will continue on development of a brand strategy.



**\$40,104**

13 successful applications  
Small Cultural Grants

### **Cultural Grants**

The applications opened for the Large and Small Cultural Grants Program on the 1 March and closed on 31 March. The Large Cultural (Ward Based) funding program provides the community with the opportunity to develop and deliver art based projects in our local suburbs. Council received 25 applications to the value of \$361,293. The grant assessment panel will meet early in 2018-19 to determine successful applicants.

### **Creative Space – Lower Town Hall**

Sixteen artists from varying disciplines have been supported through the Creative Spaces during 2017-18. The use of the studio space has allowed artists to develop their own practice, network and collaborate with other artists. The artists have also held open community sessions for the general public to gain awareness of their work and display their contribution to cultural activities in Wollongong.

The large room in the Lower Town Hall has also been used as a workshop and consultation space, with approximately 89 people using the space.

*Merrigong Theatre Company will benefit from \$126,000 in NSW Government funding from its cultural development program. \$70,000 will assist the Disability Trust Actors Ensemble, \$56,000 is from NSW's Regional Arts Touring Initiative and will assist the state leg of the national tour of Merrigong's 'Letters to Lindy'.*

### **Merrigong and Town Hall**

Both the IPAC and Town Hall hosted a comprehensive selection of events this year. Some of the more popular included Sydney Theatre Company's, smash hit, romantic comedy Black Is the New White, the sensational musical Calamity Jane starring Virginna Gay, Bakersfield Mist starring John Wood and also the classical comedy Cyrano de Bergerac. Diving for Pearls saw the return to the Illawarra of one of Theatre South's founder, writer Katherine Thomson. The Aspirations of Daise Morrow saw the Town Hall transformed into a grass field! Other popular shows included A Festival of Russian Ballet, Lawrence Mooney – Like Literally, The Umbilical Brothers – Speedmouse. In October 2017 the Merrigong Theatre Company was announced as the winner of the Illawarra Business Chamber Awards Category – Wollongong City Centre Business Excellence. The Music Lounge program continued to grow its audience and reputation for fine music and Music in the Morning continues its popularity with our older community members. MERRIGONGX, for the new generation of artists, featured Raw Comedy, The Carousel, Heart Shaped Shadow, The Epic and Quiet Faith. April 2018 saw the second successful Spiegel tent season which brought over 13,000 people to the Arts Precinct. Reinvigoration of the Town Hall was kicked off with Guy Sebastian's Then and Now Tour which played to a full house. Melbourne International Comedy Festival brought their own brand of giggles to the Town Hall in June.

*Council is currently developing a new Cultural Plan 2018-22, with over 550 people consulted to date.*

### **Cultural Plan**

During the year, Council provided nine discreet programs including workshops and forums in partnership with Office of Environment and Heritage, Bionet, Wonderwalls, Music NSW, Yours and Owls, Wollongong Writers Festival and Create NSW.

Community Cultural Development Projects planned, developed and delivered during 2017-18 include:

- The Women Out Loud Community Cultural Development Project which comprised of a 10 week pilot workshop project (including three performance opportunities) in which nine female participants learnt technical performance skills and confidence building practices, using comedy as a tool. Six participants performed at Viva La Gong in November 2017.

- Youth Art Workshops in partnership with Warrawong High School, Barnardos and Wollongong Youth Services. There were 10-12 regular participants involved from Warrawong High School and four regular participants at Bundaleer over 3-4 workshops. Artworks generated by the workshops were exhibited at Viva la Gong 2017.

### **Broadcasting and Production Mentoring for Young People**

The OnAir/PlayOut radio program on VOX FM provides opportunities for young people to develop skills in production and broadcasting. The 24 program presenters were provided with a range of development skills including interviewing, show production and developing podcasts. Opportunities to extend skills, knowledge and experience were provided for sound engineers, connecting them with event managers and industry professionals. One on one mentoring opportunities with music industry professionals were also implemented.

### **Public Art Strategy**

The following projects have been developed and delivered as part of the Public Art program 2017-18:

- Sculpture in the Garden
- CBD panel project
- Curio Gallery exhibitions
- Stage 1 Ephemeral Art Project by artist Abhiruchi Chikkarat
- Gifting and installation of the Shellpod Sculpture.

Nowra based Aboriginal artist Warwick Keen completed designs for a large mural on the eastern side of the Wollongong Art Gallery facing the Arts Precinct to celebrate the Wollongong Art Gallery's 40th Anniversary. The artwork was installed by Chalk Talk in February 2018.

### **Wollongong Art Gallery**

The Wollongong Art Gallery presented 21 exhibitions in its general program including collection, solo and group shows. Exhibitions showcased Contemporary, Regional, Aboriginal, Youth, Disabilities and CaLD perspectives and included work by people represented in these communities. The gallery delivered 305 Public, Education and Access programs and had hosted 12 exhibition openings, seven Community Access Gallery exhibitions and their openings, was a partner in 2018 Comic Gong and hosted the gallery's 40th Anniversary gala event.

The gallery continued to maintain and develop the art collection and purchased 77 artworks and were gifted 36 artworks during 2017-18, bringing the number of objects in the collection to 2,971 valued at \$15,111,455.

*The Art Precinct played host to the second Wollongong Spiegel tent from 12 April to 6 May. This year's headliner was Limbo, a mix of cabaret, circus and acrobatics. Twenty-three other shows were featured across the season.*

### **Arts Precinct**

Connectivity to the Arts Precinct has been improved through the delivery of three new soundworks for the sound installation and lighting equipment being installed for digital artworks. The amenity of the area has also been improved with new furniture including tables and chairs plus decorative planter boxes. This equipment provides an inviting sitting and performance area, as well as deterring cars from parking.

The Creative Container in the arts precinct provided an interactive space for artists and the community during the 12 months it was in the precinct. The Creative Container hosted seven exhibitions, one artist in residence opportunity, seven community events including Comic Gong, Honk Oz and Viva la Gong. The container provided a performance space for the ongoing Playing in the Precinct program, a partnership program with the Conservatorium of Music. There were approximately 4,000 visitors to the container over the last 12 months. The container has now been moved to Dapto Square, where it will remain for 12 months with programmed activities.

The site was activated every Friday, Saturday and Sunday night with free live music, food sampling and free tent tours on Fridays.



**12,000 people**  
attended Comic Gong

### **Comic Gong Festival**

Comic Gong 2018 was held on 19 May, with over 12,000 attendees who moved between the Central Library, Arts Precinct, Wollongong Art Gallery and Town Hall for exhibitions, events, Cosplay competitions and interactive gaming.

Applications from exhibitors for spaces in the Town Hall exceeded the spaces available resulting in reconfiguring the floor plan to improve accessibility. The Cosplay competition, held in the Wollongong Art Gallery attracted a record number of entrants across all ages.

Performances such as Rock and Roll Wrestling and activities such as 'nerf' archery were conducted in the Arts Precinct grassed area between the Town Hall and IPAC. A number of activities aimed at children and families were held in Central Library, including pinball machines, Virtual Reality, mini robotics and face painting.

### **Heritage Sites and Museums**

Illawarra Regional Museums Network received a Highly Commended at the IMAGinE Awards 2017, for the Wollongong Heritage and Stories (Virtual Museum) and Wollongong City Council funded Digitisation and Support Project. During the year, a Public Art program has been developed to promote local museums and their collections as well as the Heritage and Stories website (virtual museum).

The 2018 Heritage Festival was held in April – May 2018. The Wollongong Botanic Garden hosted the Step Back in Time tour at Gleniffer Brae, and the Ghost of Courtenay Puckey Tour. The Illawarra Branch of the National Trust held a number of local events to mark the Heritage Festival and Archaeology week.

### **Illawarra Refugee Challenge**

Council continued to raise awareness of refugee issues and stories through the Illawarra Refugee Challenge in partnership with Multicultural Communities Council of the Illawarra and Council's Youth Services. The first half of the year concluded the partnership with Warrawong High, which saw 24 students trained as facilitators and 185 young people attend the tours. The second half of the year developed a new partnership with Dapto High school and 20 Year 11 students are being trained as facilitators to deliver the Refugee Challenge between 3-6 September 2018.

### **NAIDOC Week, Reconciliation Week and Sorry Day**

Council partnered with the Aboriginal Community to facilitate a range of community and Council activities during NAIDOC Week, Reconciliation Week and Sorry Day. Highlights for 2017-18 include Wollongong City Council acting as host Council to the 2017 NAIDOC Week Regional Awards Dinner with over 500 people attending and the Lord Mayors Elders luncheon.

Council, through its NAIDOC Week small grants program, supported Aboriginal and non-Aboriginal community groups to conduct a variety of local activities for NAIDOC week across Wollongong.

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

Council continued to develop community and city centre partnerships to deliver community based cultural events in the Mall; these including Ill Noche, with the Spanish speaking communities and the lead agency Spanish and Latin-American Community Organisation (SALCO), and the inaugural Naw Ruz celebration, with the Afghani, Iranian and Kurdish communities.

As part of Refugee Week events, Council supported community leaders in their development to step into the lead role for the first time to organise the Refugee Week Festival which showcased an evening of culturally diverse performances and food.

### **Library Programs for Cultural Diversity**

This year the Library held Tech Savvy classes for members of our CALD community with four technology training workshops held with a tutor fluent in Mandarin. Over 20 participants attended these sessions.

Libraries celebrated Multicultural March with DVD screenings throughout a two week period of Journey to Freedom - a new addition to this series, showcasing success stories of refugees who have settled in Australia.

Other programs delivered throughout the year included Harmony Day, NAIDOC Week and Multicultural Health Week.



**300 people per screening**  
Moonlight Movies successful

### **Refurbishment of Community Facilities**

This year has seen a substantial amount of work undertaken to improve our community facilities. The coordination of this work, to ensure the building works match community needs and minimise disruption to community services and activities that are delivered at our community facilities, necessitates a collaborative effort from all parties. This collaboration has resulted in:

- refurbishment works at Coniston Community Centre, Cringila Large Hall, Kemblawarra Community Hall
- retaining wall works at Smith Street Child Care Centre

- external painting at Western Suburbs Community Preschool and Dapto Ribbonwood Centre
- air conditioning replacement at Helensburgh Library, and
- refurbishment of the youth room kitchen at Unanderra Community Centre.

Ongoing maintenance works continue across community facilities. Concurrently design work for future projects at Wollongong Senior Citizens Centre, Wombarra Children's Centre and Russell Vale Community Centre are also underway.

## FUTURE DIRECTIONS

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

- Development of a new Cultural Plan 2019-24
- Implement the *Made in Wollongong* concept.
- Implement public art opportunities at Hill 6-Reserve
- Involve children in the design of public art features within key regional play space renewals
- Continue to deliver the recommendations from the Live Music Action Plan
- Complete the upgrade of heating, ventilation and air conditioning at Wollongong Town Hall and Wollongong Art Gallery.

## STATUS OF ANNUAL PLAN 2017-18

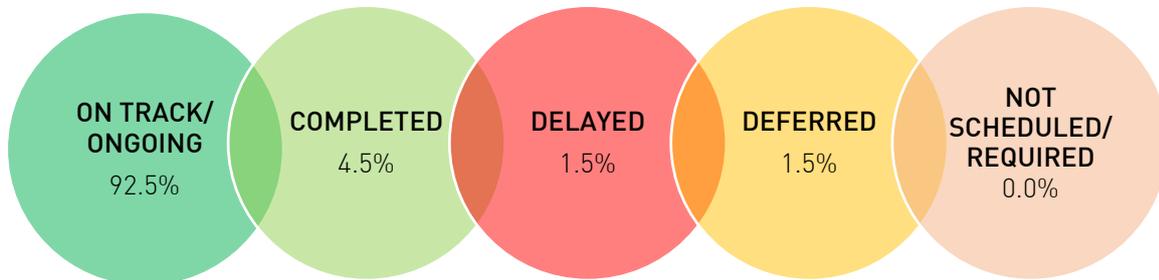
Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2017-18	Responsibility
Promote Made in Wollongong through a variety of locally produced events, productions and programs	All annual deliverables on track/ongoing	Director Community Services
Provide support to existing and emerging arts workers and their networks	1 annual deliverable on track/ongoing, 1 delayed. <i>Delayed: Manage Cultural Grants (small and large)</i> In April, the Cultural Grants assessment panel considered 27 Small Cultural Grants applications. Thirteen applications were successful sharing \$40,104 between them. Large Cultural Grant applications are being collated for review and will be completed early in 2018-19. The Large Cultural Grants have been readvertised due to insufficient applications. The revised timeframe is on track.	Director Community Services
Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	All annual deliverables on track/ongoing	Director Community Services
Successful collaborations with other organisations and agencies are established	All annual deliverables on track/ongoing	Director Community Services
Seek funding for the promotion of heritage sites and museums to the community and visitors	All annual deliverables on track/ongoing	Director Community Services
Encourage the integration of urban design and public art	All annual deliverables on track/ongoing	Director Community Services
Deliver and support a range of projects and programs which build harmony and understanding	All annual deliverables on track/ongoing	Director Community Services
Implement a coordinated approach to event acquisition and provision in Wollongong via the delivery of the Events Strategy	All annual deliverables on track/ongoing	Director Community Services
Encourage Sports Associations to conduct regional, state and national events in the city	All annual deliverables on track/ongoing	Director Community Services
Implement a sustainable program of local events via the Events Strategy	All annual deliverables on track/ongoing	Director Community Services
Plan for, and host, culturally sensitive events and programs celebrating the Bi-Centenary of European Settlement in Wollongong across 2015-2016	All annual deliverables on track/ongoing	Director Community Services
Coordinate Council's support and investment in events and festivals	All annual deliverables on track/ongoing	Director Community Services

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2017-18	Responsibility
Coordinate an integrated approach to infrastructure improvement and service delivery in the Civic Plaza and through the re-establishment of an Arts Precinct in the city	All annual deliverables on track/ongoing	Director Community Services
Support the coordination of an externally funded delivered calendar of activities across the city	All annual deliverables on track/ongoing	Director Community Services
Develop a new cultural plan	All annual deliverables on track/ongoing	Director Community Services
Deliver a program of activities in local communities	All annual deliverables on track/ongoing	Director Community Services

**GOAL 4**  
We are a  
connected  
and engaged  
community

## We are a connected and engaged community

An overview of how we worked towards achieving the community's goal of a connected and engaged community through the five year delivery program actions and annual plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Programs – Financial Sustainability (page 19).



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

	2013-14	2014-15	2015-16	2016-17	2017-18
Twitter followers	2,340	3,240	4,212	4,965	5,508
Facebook likes	6,162	8,779	14,053	20,412	24,062
Instagram followers	459	1,044	2,224	3,422	4,141
Telephone calls answered within 30 seconds <sup>^</sup>	70%	74%	71%	78%	66%
In person enquiries attended to within 5 minutes	91%	92%	91%	97%	92%
Sick leave (days)#	6.80	7.03	8.29	6.86	8.13
Workers compensation costs	1.4%	1.2%	1.0%	1.0%	1.5%

<sup>^</sup> 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.

*Community feedback was sought on a range of key plans and projects such as Our Wollongong 2028, Community Engagement Policy, Urban Greening Strategy, City of Wollongong Pedestrian Plan and Housing Our Community in the Future Strategy, Port Kembla Revitalisation Plan, Keiraville and Gwynneville Movement and Access Study, Public Toilet Strategy, Fairy Creek Corridor Master Plan, City Centre and Corrimal town plans and Beaton Park Plan of Management.*

### **Community Engagement**

A key project over the last 12 months has been the review of Council's Community Engagement Policy, resulting in a visual, plain English, community focussed document.

A number of targeted engagement activities were held throughout the year including with Aboriginal young people through art as part of the Port Kembla Revitalisation Plan.

Council continued its commitment to creating a Child Friendly Wollongong engaging children directly in matters that affect them. Children participated in various engagement sessions in relation to play space design and official openings, the Community Engagement Policy, the development of the refreshed Community Strategic Plan, master plans and the State of Wollongong Children's Report.

### **Expanding Council's Online Profile**

Council media release and social media channels continue to grow as a valuable source of information for our community. This year we issued 45 media releases, with more than 3,400 views of these releases coming directly from Council's website, and more than 600 from social media click through posts. These numbers are separate to the traffic that would come through media following the links provided on our media release notification emails and suggests that Council's media releases reach a broader audience than news organisations.



**18% increase**  
Facebook



**12% increase**  
Twitter



**26% increase**  
Instagram

Council social media channels have continued to grow over the past 12 months. Facebook likes have increased by 18% in the past year while Twitter has increased by 12% and Instagram by 26%. While Instagram has experienced the largest audience growth, Facebook continues to be our most followed channel. The changes to Facebook's content algorithm have impacted Council's reach.

Short videos continue to be one of Council's best performing post formats on social media and this will continue to be a focus over the next 12 months. Stand out posts include a video to promote the reopening of the Blue Mile Tramway link (reaching over 76,000 people) and another showing Council's lifeguards moving an echidna on a beach to a safer location (reaching over 34,000 people). Posts promoting job opportunities have continued to perform very well and will form part of our ongoing social media strategy.

### **Partnerships with the Aboriginal Community**

Council undertook a number of activities and actions to support opportunities to work in partnership with the Aboriginal community including:

- Organised a Reconciliation conference focusing on improving the way early childhood and family support staff, who work with the Aboriginal community, can promote Aboriginal Culture and reconciliation within the services they provide. Council has worked closely with members from Council's Aboriginal Reference Group, the Aboriginal Community Based Working Group (ACBWG) and 18 other organisations across the local government area, both Aboriginal and non-Aboriginal, to develop the program. The conference was held in June 2018 at the University of Wollongong Innovation Campus with over 130 people in attendance, a highlight being the 28 Elders who conducted a yarning circle session sharing their knowledge and wisdom with all participants.
- Provided support to Wollongong Northern District Aboriginal Community (WNDAC) to identify opportunities for funding of cultural events including the running of their NAIDOC Week.

- Supported Barnardos South Coast's Aboriginal worker to develop their NAIDOC Week program for Warrawong
- Participated in the Caring for Community project, an initiative of University of Wollongong that provides information and support around health issues for Aboriginal Men.

*Council's quarterly Community Newsletters continue to be valued by the community.*

### Community Newsletter and Council Website

Newsletters continue to be delivered by letterbox drop for the April, October and December editions, while the July edition goes out with the rates notices. In addition, the newsletters continue to be published on Council's website and delivered to libraries to increase their readership.

Work on the redesign of the new Council website is well underway and extensive work has been completed on the copywriting component which will see all content reviewed and where appropriate re-written, to be in simple English and more accessible language. This work will continue into the next annual planning period.



**\$452,948**

63 successful applicants  
ClubGrants NSW funding

### Clubs NSW Grants Program

In the 2017 ClubGrants NSW funding round there were 63 successful applications who received a total of \$452,948 in funding.

The successful applicants' projects covered a wide range of the key funding priority areas including:

- Projects that had a 'group' benefit
- Children's programs aged 0-11 years
- Programs for young people aged 12-24 years, especially those that assist unemployed or marginalized young people and those that live in areas with higher levels of disadvantage

- Programs for the aged
- Programs for people with a disability
- Multicultural programs
- Programs that have a positive impact on crime reduction strategies
- Projects that have a wider community benefit and build community capacity.

Council provides administrative support for the running of the NSW ClubGrants scheme in Wollongong.

### Volunteering Illawarra

In the last twelve months, 365 new volunteers were referred to non-government organisations with a 91% placement rate. Highlights for the year include:

- International Volunteers Day on 5 December 2017 with two Volunteer Bridging Information sessions held to promote volunteering to Council staff and community
- Assistance to the Nowra Family Support Service (NFSS) in developing a new volunteer support program similar to the 'Aunties and Uncles' program - included information about insurance, volunteer management and governance. A training program was also developed and delivered to meet their organisational needs
- Collaboration with South Coast Private Hospital - two information sessions have been held with patients on the benefits of volunteering and workplace transitions
- Facilitated partnership between Big Fat Smile and Social Support Centre Based Day Care programs, where pre-school children attend day care to interact and socialise with frail older members of the community.
- Volunteering Illawarra participated as guest presenter at Housing Trust Expo
- Nine Volunteer Managers Interagency meetings and ten corporate volunteer induction sessions for volunteers from across all Council divisions
- Delivered training session in area such as Grief and Loss, Kitchen Health and Hygiene, Risk Management, Elder Abuse (New) and WHS for Volunteers

### **Friends of Wollongong City Libraries**

The Friends of Wollongong Libraries provided \$3,000 towards Comic Gong 2018.

The Friends sponsored the Wollongong Local History Prize 2018, with an adult prize of \$5,000 and a junior prize of \$2,000 for high school students (\$1,000 to the student and \$1,000 to the school's library). The aim of the competition was to encourage research and writing about local people and events while generating new materials for the Local Studies collection.

The Friends also provided \$3,000 towards the Book to Baton concert on 30 July 2017 in the IPAC theatre.

The Friends contributed to the purchase of a large collection of Duplo for Dapto, Thirroul, Warrawang and Wollongong libraries, which has proven to be very popular with children who visit our libraries.

### **Support for intergenerational interaction and integration**

A variety of programs have been provided through Wollongong City libraries this year to provide opportunities for intergenerational interaction and integration. The diversity of programs has ensured there is something to suit anyone interested in participating. Examples include:

- movie screenings based on books
- participation in Moonlight Movie events
- a range of fun and educational parent and children programs
- family craft activities such as making ginger bread houses for Christmas
- Kids Day Out - a collaborative project with the Illawarra Children's Book Council held at Dapto Ribbonwood
- Get Skilled technology programs,
- Comic Gong,
- Thirroul Readers and
- Writers event held at Thirroul Library (attended by over 100 children and adults)
- outreach participation in the Stanwell Park Festival of Flight
- many other regular and one off activities designed to connect our community.

### **Plan for the future operation of the cremator**

Following the entry of a third crematorium operator in the local market, Council made the decision in March to close its ageing facility. Last cremations took place at the 59 year old site on the 29<sup>th</sup> June 2018. The adjoining Wollongong Memorial Gardens remains open for burials.

### **FUTURE DIRECTIONS**

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

- Pilot and evaluate a Connecting Neighbours Grant program.
- Continue to lobby government for financial assistance to address infrastructure renewals and provide funding for key regional projects.
- Undertake service reviews across targeted areas of business operations.
- Work in collaboration with the Aboriginal community to develop the Aboriginal specific space and its operations at the Kembla Grange Cemetery.
- Develop the WHS behaviour strategy and program to enhance our WHS culture through the application of identified constructive behaviour.

## STATUS OF ANNUAL PLAN 2017-18

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2017-18	Responsibility
Ensure an effective community engagement framework connects the community to Council decision making	All annual deliverables on track/ongoing	Director Community Services
Expand Council's use of social media and online options for communication and engagement	All annual deliverables on track/ongoing	Director Community Services
A coordinated approach to communication is developed and implemented	All annual deliverables on track/ongoing	Director Community Services
Re-establish Council's commitment to partnering with our local Aboriginal community	All annual deliverables on track/ongoing	Director Community Services
Continue to provide regular information updates to the community about Council's Financial Sustainability Review	All annual deliverables on track/ongoing	Director Corporate Services
Increase opportunities for the community to connect with volunteering organisations	All annual deliverables on track/ongoing	Director Community Services
Support community participation in non-profit activities	All annual deliverables on track/ongoing	Director Community Services / Director Planning + Environment
Build the capability of community based organisations in managing, developing and sustaining their volunteers	All annual deliverables on track/ongoing	Director Community Services
Support a range of projects and programs in the city	All annual deliverables on track/ongoing	Director Community Services
Contribute to activities and programs that enhance civic pride in Wollongong	All annual deliverables on track/ongoing	Director Community Services
Lobby for the expansion of NBN to all suburbs within the LGA within the next five years	All annual deliverables on track/ongoing	Director Infrastructure + Works
Investigate the provision of a district level community and library centre for the southern suburbs	1 annual deliverables delayed. <i>Delayed: Plan for the Southern Suburbs Community Centre and Library</i> Efforts to acquire the site for the new community centre and library have continued. Initial scoping and consideration of design elements for the community centre and library have also commenced.	Director Community Services
Continue to participate and contribute to an integrated community service network	All annual deliverables on track/ongoing	Director Community Services
Improve community understanding and awareness of Council decisions	All annual deliverables on track/ongoing	Director Corporate Services
Ensure appropriate strategies and systems are in place, monitored and reviewed	All annual deliverables on track/ongoing	Director Corporate Services
Continue to build a professional, customer focussed quality organisation	All annual deliverables on track/ongoing	Director Corporate Services

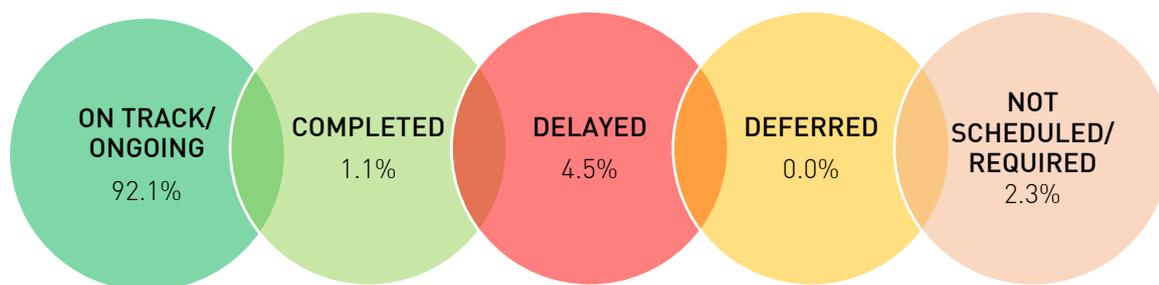
Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2017-18	Responsibility
Lead continuous improvement in Council's health and safety culture and behaviour	All annual deliverables on track/ongoing	Director Corporate Services
Coordinate a service review program with a focus on business development and improvement	3 annual deliverables on track/ongoing, 1 deferred <i>Deferred: Undertake service reviews across targeted areas of business operations</i> In June 2018 Council endorsed a new Council structure at Senior Management level. The operational level is currently being determined in consultation with staff. The process of reviewing the structure is likely to identify opportunities for further review and improvement and inform future service reviews to be undertaken.	Director Corporate Services
Deliver the Asset Management Strategy and Improvement Plan 2012-17	All annual deliverables on track/ongoing	Director Infrastructure + Works
Investigate provision of cremation services across the region and determine Council's role in the market	All annual deliverables on track/ongoing	Director Community Services
Improve systems for recording community & staff ideas	All annual deliverables on track/ongoing	Director Community Services
Ensure policies and procedures are regularly reviewed, updated and promoted	All annual deliverables on track/ongoing	Director Corporate Services
Streamline reporting across the organisation and provide user friendly, plain English reports	All annual deliverables on track/ongoing	Director Corporate Services
Effective and transparent financial management systems are in place	All annual deliverables on track/ongoing	Director Corporate Services
Improve the efficiency of supply management in order to achieve operational efficiencies	All annual deliverables on track/ongoing	Director Corporate Services
Pursue alternative funding options to deliver Council services and facilities	All annual deliverables on track/ongoing	Director Corporate Services
Achieve an operational savings as a part of Council's financial sustainability Review with savings to be directed to asset renewal	All annual deliverables on track/ongoing	Director Corporate Services
Reduce Council's discretionary spend (excluding assets) by 5% with savings to be directed to asset renewal	All annual deliverables on track/ongoing	Director Corporate Services
Undertake a review of Council's employment conditions including the consideration of more flexible employment conditions and Enterprise Agreement	All annual deliverables on track/ongoing	Director Corporate Services

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2017-18	Responsibility
Continue to pursue alternative funding option to deliver financially sustainable services and facilities	All annual deliverables on track/ongoing	Director Corporate Services
Apply for a special rate variation of 6.13% in 2014-15, 6.23% in 2015-16 and 6.24% in 2016-17 with additional funds to be directed to asset renewal	All annual deliverables completed	Director Corporate Services
Continue to actively seek grants and contributions to deliver core community infrastructure and services	All annual deliverables on track/ongoing	Director Infrastructure + Works
Deliver a consistent and effective integrated frontline customer service centre	All annual deliverables on track/ongoing	Director Corporate Services



## *We have a healthy community in a liveable city*

An overview of how we worked towards achieving the community’s goal of a healthy community in a liveable city through the five-year delivery program actions and annual plan actions are detailed in the following pages.



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

	2013-14	2014-15	2015-16	2016-17	2017-18
Direct Run District Community Facilities – Visitation*	247,528	244,268	240,298	232,986	254,690
Direct Run District Community Facilities – Utilisation*	38,500	37,873	37,321	37,669	40,695
Dapto Heated Pool - Visitation	61,686	71,996	67,304	72,701	74,659
Corrimal Heated Pool - Visitation	118,883	115,187	124,027	92,844	128,211

\* Numbers fluctuate from year to year depending on Council elections, room closures due to refurbishments and continuation of bookings.

### **Support Newly Arrived and Refugee Communities**

During the year, Council continued to host the bi-monthly Illawarra Refugee Issues Forum (IRIF) and supported the group to develop a new Terms of Reference.

The lived experience of refugee and former refugee community members was also embedded in a range of community education programs including the Illawarra Refugee Challenge, Wollongong Living Books, Muslim conversations, Ready Arrive Work (RAW) program for young people for whom English is a second language. Council also engaged with local services to plan and deliver water and surf safety and swim programs for newly arrived young people and their families.

### **Collective 2518 Bellambi Placemaking Project**

Council continues to be an active member of the Illawarra Shoalhaven Social Investment Trust (ISSIT) Bellambi Implementation Group. The group works to implement the Bellambi Action Plan 2016-18 strategies and seeks to encourage participation from all community members. Council officers participated in the Our Place Bellambi check-in, held in the Bellambi Surf Life Saving Club. The check-in was a way to showcase what has been achieved by the community and the Collective Impact approach.

Specific strategies from the Bellambi Action Plan 2016-19 being implemented included:

- The Bellambi Safety Group which meets on the first Thursday of every month and works to clean up rubbish and/or make areas safe in Bellambi. The group participated in Graffiti Removal Day in October 2017 and Clean Up Australia Day in March 2018.
- Council continues to support the Bellambi Neighbourhood Centre through participation in its committee of management.

### **Collective Impact Working and Management Groups**

Council continues to be an active member of the Illawarra Shoalhaven Social Investment Trust (ISSIT) Collective Impact Working and Management groups which coordinate key organisation contributions to achieving the strategies contained in the agreed action plans for Warrawong, Bundaleer and Illawong Gardens. Council assisted in a series of community engagements with residents and key community groups/organisations in these communities to identify the main issues of need.

This information formed the basis of action plans for each location and community.

Council partnered with Illawarra Shoalhaven Social Investment Trust (ISSIT) to undertake Community Safety Audits and provide written reports for Warrawong, Bundaleer and Illawong Gardens between February and April 2018.



78%

satisfaction with rock pools

### **Renewal Works at Rock Pools**

Throughout the year, Council completed works at the Coalcliff Pool, which included repairs to the seawall, pool floor, replacement of access steps, upgrading of access to the pool area and construction of a new shade structure.

It has been a challenging year at the Austinmer rock pool project site. Efforts to complete the works on the southern pool have been continually hampered during the year by the adverse conditions from tides, seas and swell. The majority of the remaining works are located on the eastern wall. To reduce the time exposed to the adverse conditions, the work methodology was changed by manufacturing precast concrete units which allowed for a faster installation. The precast units have been installed and grout infilled. Remaining minor repair works include the installation of four small pre-cast concrete panels to plug an existing leak in the north east corner, as well as reinstating the stepped seat along the inside of the eastern wall. These works are scheduled to be completed during Spring 2018. Council has worked with the community by keeping them informed on progress of the works.

*In February 2018, Council adopted the Ageing Plan 2018-22, which sets out the priorities for making Wollongong a great place for older people.*

### **Positive Ageing Plan 2017-22**

The 2018 Seniors Festival was held across the city from 4 April until 15 April with Council coordinating the production and distribution of the Seniors Festival Booklet. The festival included the Lady Mayoress Tea Dance on 10 April in the Wollongong City Town Hall. Council hosted a range of activities at the leisure centres, libraries, Art Gallery and through the Green Team. Council partnered with Baptist Care and Illawarra Shoalhaven Local Health District to deliver a program of eight physical activity sessions at the outdoor fitness equipment located at MM Beach. An average of 13 people attended each session that were led by a fitness leader. The participants gained skills in how to safely use the equipment.

### **Dapto Town Centre Study**

Following on from the Dapto Town Centre Study, Council continued its engagement with the Dapto community to plan, develop and implement an activation project which incorporates elements of what people wanted to see in Dapto Square. The activation project includes seating, shade, Young People arts panels and a play space for children; all of which was installed and completed by August 2018.

Sponsorship partnerships were formed with Dapto Business Chamber, Dapto Rotary, Dapto Mall AMP and Dapto Leagues Club, whose valuable contributions have enriched the quality of the Dapto Pilot Activation project. Some activities undertaken as part of the project include a yarn bombing knitting cultural project/ activity; installation of the Creative Arts Container; and installation of a bush tucker garden, a joint initiative with Endeavour Energy and Greening Australia.

### **Playground Renewals**

Council officers deliver a comprehensive renewal program of playgrounds as part of our Play Wollongong Strategy. Renewal of the following playgrounds were pursued during 2017-18:

- Fred Finch Park, Berkeley
- Foy Avenue, Figtree
- Harry Graham Park, Figtree
- Pine Trees Park, Windang
- Ray Crump Park, Primbee
- Robinson Park, Gwynneville
- William Sweeny Park, Wombarra
- Pop Errington Park, Towradgi
- Orana Park, Unanderra
- Wetherall Park, Primbee
- Boyton Park, Corrimal
- Blaker Park, Tarrawanna
- Allan Street, Port Kembla
- Integral Energy Park, Kembla Grange
- St James Park, Coledale
- King George Oval Playground, Port Kembla - a new shade structure was erected.



**66%**

satisfaction with playgrounds

### **Leisure Centres**

Usage across both leisure centres has continued to be strong with the introduction of a number of new programs this year, including classes for people with osteoarthritis and water safety/ lifesaving for older adults. New group exercise classes such as functional training and Les Mills Grit and Cardio workouts, and the replacement of ageing gymnasium equipment including group exercise bikes at Beaton Park and cardio and circuit equipment at Lakeside have also provided an increase in patronage.

A draft master plan has been completed for the Beaton Park site and will be exhibited in early 2018-19 for community comment. The plan incorporates additional warm water pool space, a new six court multi-purpose hall, health and wellbeing areas along with internal upgrades of the leisure centre.

## **Sportsground and Sporting Facilities Strategy 2016-2026**

The implementation of the Sports Ground and Sports Facilities Strategy 2017-21 continued with a focus on sports field lighting at JJ Kelly Park, Wollongong and the completion of preliminary planning approvals for King George Oval, Port Kembla, Wisemans Park, Gwynneville, and Hollymount Park, Woonona. Works also commenced on the new synthetic football field at Ian McLennan Oval, Kembla Grange.

## **Housing Study**

In July 2017, Council resolved to exhibit the Our Wollongong Housing Discussion Paper, which is the first stage in the preparation of a new Housing Strategy for the city. The second stage, a Housing Options paper is in preparation. Council has also made a submission to the NSW Department of Planning to be included in State Environmental Planning Policy No.70 Affordable Housing. The inclusion in the policy will enable Council to require developments to include the provision of dwellings which could house low to moderate income earners or key workers.

## **Graffiti Prevention**

Council's graffiti prevention Community Partnership program offers support to private and business property owners to remove graffiti from their premises. The partners in this program for the past year have been Dapto Rotary, NSW Illawarra Reintegration Centre, Essential Personnel and Corrective Services NSW (Community Service Order program). Council has linked the NSW Illawarra Reintegration Centre with local sporting groups to remove graffiti from their sporting facilities. This partnership program will continue to be expanded next year targeting other high level areas of graffiti at facilities with sporting groups who are licensees from Council. In addition, Council supplies graffiti removal kits to assist community members or businesses to remove graffiti from their premises.

Graffiti Removal Day was held on the 29 October 2017 with outstanding support from Dapto Rotary who are the community champions of this event. Dapto Rotary partnered with the local Girl Guides group to remove a significant amount of graffiti from the pigeon club house in Unanderra.

## **Illawarra White Ribbon Walk**

Illawarra White Ribbon Walk occurred along the Blue Mile in November 2017, attended by several hundred people from the Wollongong and Shellharbour local government areas. The theme for the walk was Walk a Mile in her Shoes and a display of women's shoes was created at the end of the walk, representing all women who were killed by violence during the previous 12 months.

*Over 300 people attended Reclaim the Night March on 26 October 2017, ending with a rally in Crown Street Mall.*

## **I Belong in The Gong**

A Council initiative is the Women's Safety Project, funded by NSW Department of Justice. This project focuses on reducing harassment and threatening behaviour, particularly targeted against women in the city centre. Council has partnered with NSW Police, Multicultural Communities Council of the Illawarra, Illawarra Multicultural Services and Strategic Community Assistance for Refugee Families (SCARF) Illawarra in the design and implementation of the project.

## **Maintenance of Alcohol Free Zones**

The existing Alcohol Free Zones (AFZs) are due for renewal by the 30 September 2018. Council began its review process of the existing AFZs in September 2017, this includes:

- Discussion and review with NSW Police from Lake Illawarra and Wollongong Police districts which cover the Wollongong LGA
- Conducting an audit of all seven existing AFZ's signs located throughout Wollongong to ensure their compliance with legislation
- Conducting engagement opportunities for the community to have their say on the existing AFZs and/ or if new ones are required.

### The Future of Our Pools Strategy

The actions in the Future of Our Pools Strategy continue to be implemented with:

- renewal and enhancement of works at Austinmer and Wombarra pools being undertaken in the latter part of 2017-18.
- key stakeholder consultation undertaken on Corrimal Pool Master Plan
- a technical plant and filtration audit on Helensburgh Pool being pursued
- works commenced on the upgrade of amenities at Western Suburbs Unanderra.

### Hill 60 Reserve, Port Kembla - Implementation of Landscape Masterplan

As part of the endorsed landscape masterplan, outdoor exercise equipment, new park furniture and car parking along MM Beach have been completed. Wayfinding signage along Gloucester Boulevard and MM Beach were also undertaken and renowned aboriginal artist Chris Edwards is finalising a commissioned artwork.

Options on securing the Military tunnels at Hill 60 are being initiated to eliminate public access due to the preliminary costings on providing safe access exceeding current and forecast budget allocations.



418,177 visitation

87 different tours/events with 66,139 people participating

Botanic Garden

### Wollongong Botanic Garden

Wollongong Botanic Garden highlights for 2017-18 included Sunset Cinema, Easter Egg Hunt, BGANZ Open Day and Step Back in Time/ Ghost of Courtney Puckey heritage tours and free guided tours by the volunteer Friends.

The Discovery Centre increased the number of events and programs over last year, with more university students and high school students taking part in education activities. Stage One of the all-access rainforest walk was completed to enhance the visitor experience and provide a new entry off Robsons Road.

*Social Support team provided 49,301 hours of service, compared to the 46,912 hours funded to deliver. The demand for Social Support services continues to grow, with 527 new referrals this year (460 in 2016-17).*

### Social Connection for Frail Aged People, Young People with Disability and their Carers

Social Support Services provided a variety of outcomes to the community to improve social connection for the target group. Highlights for this year include:

- Three weekend cottage respite care. This program provided 72 hours of respite to four carers of people with dementia
- Engaging with volunteers to seek feedback about the structure of meetings and identify possible areas of improvement. From their feedback, the Social Support team has recently implemented a new meeting structure for volunteer get togethers, which has resulted in an increased participation of volunteers operating across all services.
- Focus groups at all Centre Based Day care facilities and the Men's Shed, to obtain feedback from clients regarding their services. The data was used for planning purposes to ensure that the services meet the needs of customers and, if applicable, to improve the delivery of our service to the community.
- Combining Volunteer Recognition/ Christmas Lunch for Community Services volunteers. The event is an opportunity to thank volunteers for their commitment and contribution to the delivery of service to the community.

### Youth Services

Wollongong Youth Services continues to facilitate the Wollongong Youth Network, delivering and presenting to youth and community work TAFE students. The aim of this is to build capacity and professionalism in the industry, along with raising the profile of Wollongong Youth Services.

The Youth Centre also offers a number of programs, including:

- You Decide program, delivered in Koonawarra and Bundaleer. This provides an opportunity for 25 young people to learn about community engagement, determine a need in their community and develop and implement a strategy to address the need using an actual budget.
- The Young Women's Forum, delivered with young people in Cringila in partnership with Port Kembla Youth Project. The program increased confidence and problem solving, built networks and reduced isolation and increased participants' sense of belonging.
- Team Ignite provides an opportunity for young people to participate in the decision making, planning, delivery and evaluation of music and creative performance programs and events in Wollongong. Team Ignite had 68 young people participate to build skills, confidence and knowledge in different aspects of the music, events and creative performance industry, whilst steering the creative performance and music event programs at the Wollongong Youth Service. Team Ignite facilitate projects and events that activate spaces and utilise existing resources to build a vibrant music and creative performance program for young people.

## FUTURE DIRECTIONS

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

- Carry out design work for the recreation areas at all three tourist parks.
- Complete the master plan for the Beaton Park precinct.
- Reinstate Waterfall (Garrawarra) Cemetery.
- Drainage works to be undertaken at Fred Finch Park Sports Field, Berkeley.
- Investigate beach accessibility options for people with disability.
- Implement key actions from the Corrimal Town Centre Study: Shopfront Improvement Program.
- Develop and implement a school zone car parking safety awareness program.

## STATUS OF ANNUAL PLAN 2017-18

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Partner with community based organisations in the provision of services	All annual deliverables on track/ongoing	Director Community Services
Actively engage children and young people in planning and design processes	All annual deliverables on track/ongoing	Director Community Services
Partner with agencies and health authorities to support improvements to the region's medical services	All annual deliverables on track/ongoing	Director Community Services
Assess the changing profile of the community and reprioritise services appropriately	All annual deliverables on track/ongoing	Director Community Services
Investigate the future provision of Aquatic Services across the local government area and implement improvements	3 annual deliverables ongoing, 1 delayed. <i>Delayed: Undertake programmed renewal works at Council's rock pools in accordance with the capital works programme</i> Austinmer Rock Pools - Council has installed the precast panels on the eastern wall of the southern pool. Sea conditions prevented the infill grouting of the panels to be completed. This has been delayed until the next available period when tide, sea and swell conditions are suitable. The community has been updated on the progress of this challenging project.	Director Community Services/ Director Infrastructure + Works
Continue to undertake social, land use and environmental planning activities that assists in service planning	All annual deliverables on track/ongoing	Director Community Services/ Director Planning + Environment
Carry out commercial business management of Council's operational lands	2 annual deliverables on track/ongoing, 1 delayed <i>Delayed: Reinstate Waterfall (Garrawarra) Cemetery.</i> An Aboriginal Lands Claim over the site concluded in December however an appeal was lodged. The appeal is awaiting a hearing date with the Land & Environment Court. The NSW Department of Industry is awaiting the Land Claim outcome before providing any advice on our request for a licence over the land, allowing access to the site. Until this is resolved, no further action can be completed on this project.	Director Community Services
Review planning controls for priority locations	All annual deliverables on track/ongoing	Director Planning + Environment
Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	10 annual deliverables on track/ongoing, 1 delayed <i>Delayed: Fred Finch Park - sports field drainage</i> Proposed levelling and top soiling of sports field has been scheduled for September 2018 following consultation with Baseball Illawarra confirming baseball final bookings. Quotations are being sought.	Director Community Services
Policies and plans are developed, reviewed and implemented to encourage physical activity	All annual deliverables on track/ongoing	Director Community Services

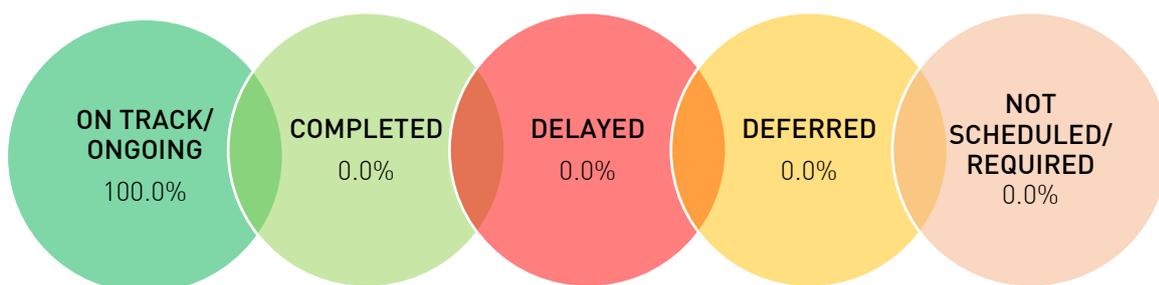
<b>Delivery Program 2012-2017 5 Year Action</b>	<b>Status of Annual Deliverables 2016-17</b>	<b>Responsibility</b>
Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	All annual deliverables on track/ongoing	Director Planning + Environment
In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality and enhanced access to service	All annual deliverables on track/ongoing	Director Planning + Environment
Promote and enforce compliance with litter reduction	All annual deliverables on track/ongoing	Director Infrastructure + Works/ Director Planning + Environment
Manage and maintain public facilities	All annual deliverables on track/ongoing	Director Infrastructure + Works
Use additional funds achieved through the financial sustainability review for renewal of major building projects as per capital program	All annual deliverables on track/ongoing	Director Infrastructure + Works
Manage and maintain community infrastructure portfolio with a focus on asset renewal	All annual deliverables on track/ongoing	Director Community Services / Director Infrastructure + Works
Facilitate a range of partnerships and networks to develop community safety initiatives	All annual deliverables on track/ongoing	Director Community Services
Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	All annual deliverables on track/ongoing	Director Community Services
Continue to liaise with Local Area Commands on key initiatives and crime reduction strategies.	All annual deliverables on track/ongoing	Director Community Services
Deliver projects and programs to reduce crime in the Wollongong Local Government Area	All annual deliverables on track/ongoing	Director Community Services
Safety is considered in the planning and design of any development	All annual deliverables on track/ongoing	Director Community Services/ Director Planning + Environment
Maintain and establish corridors and parks that strengthen open space connections and people movement.	All annual deliverables on track/ongoing	Director Community Services
Coordinate an access improvement program through pre-planning and renewal activities	All annual deliverables on track/ongoing	Director Infrastructure + Works
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 hanging community needs	All annual deliverables on track/ongoing	Director Community Services
Implement Council's Planning, People, Places Strategy	All annual deliverables on track/ongoing	Director Community Services/ Director Infrastructure + Works

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Develop a Regional Botanic Garden of Excellence	4 annual deliverables on track/ongoing, 1 delayed <i>Deferred: Facilitate the future uses of Glennifer Brae</i> Glennifer Brae Plan of Management was prepared by consultants to address feedback from the Office of Environment and Heritage. This document will be reviewed by Council and resubmitted to the Heritage Office for endorsement early 2018-19.	Director Planning + Environment
Provide statutory services to appropriately manage and maintain our public spaces	All annual deliverables on track/ongoing	Director Community Services/ Director Planning + Environment
Develop a play strategy to support the planning of high quality centralised and integrated park facilities	All annual deliverables on track/ongoing	Director Community Services
Deliver a range of recreational pursuits for older people	All annual deliverables on track/ongoing	Director Community Services
Deliver a diverse suite of projects to the community that foster and enhance community strengths	All annual deliverables on track/ongoing	Director Community Services



## *We have sustainable, accessible and affordable transport*

An overview of how we worked towards achieving the community’s goal of sustainable, affordable and accessible transport through the five-year delivery program actions and annual plan actions are detailed in the following pages. *Additional highlights relating to this goal are also included under the Strategic Programs – Connectivity / Walkability (page 24)*



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

	2013-14	2014-15	2015-16	2016-17	2017-18
Community transport*	127,521	122,497	143,992	167,460	132,000
Capital works program	\$86.2M	\$85.8M	\$82.7M	\$90.8M	\$96.1M

\* Community Transport continues to deliver outputs significantly above the target number of 67,653 trips required by the funding agreement

## *Construction of the Tramway Seawall and shared path completed ahead of schedule - opened in June 2018.*

### **Active Transport Plans**

The Wollongong Bike Plan was adopted in May 2014 and the companion Pedestrian Plan adopted in December 2017. Actions identified within these plans are incorporated into the Infrastructure Delivery Program and operational programs for progressive implementation.

Council has a forward program for footpaths and cycle ways valued at over \$39 million over the next three years, including a significant increase in funding for new footpaths across the LGA.

Major active transport projects progressed or completed during the year include:

- Grand Pacific Walk Stage 1 – continuing construction of the new shared path from Coalcliff to Stanwell Park. This crucial link is expected to be completed during 2018-19.
- Construction of the Tramway Seawall and shared path has been completed ahead of schedule and was opened in June 2018.
- Concept designs of the Smith and Kembla streets on-road cycleway continued, which will provide dedicated access for cyclists into the city centre. Council has applied for a grant through NSW Active Transport Program to enable a detailed design. Funding submissions have also been made under this program for the Smith Street rail underpass and 15 other active transport projects across the city.
- Council received funding to undertake an initial feasibility study into a rail trail through the historic Otford Railway Tunnel, with this project continuing through 2018-19.

### **Park n Ride Feasibility Study**

The Park and Ride initiative is identified in the adopted Wollongong City Centre Access and Movement Strategy. The feasibility assessment of a southern city centre shuttle bus route and service to support park and ride has been completed. The findings from the study will form part of the review of the Inner City Parking Strategy and also the City Centre Access and Movement Strategy, both of which will progress in 2018-19. The feasibility of the South Gong Shuttle is linked to the feasibility of a Southern Park and Ride service. Following completion of the initial strategy, the next stage is developing a business model for the projects.

### **Gong Shuttle**

The University of Wollongong and Wollongong City Council met with representatives from Transport for NSW to extend the Gong Shuttle service for another three years. Conversations focused on maintaining services at existing levels for weekdays, and the frequency of service for weekends and public holidays. The weekday service remains the same and Sunday service reduced with service every 20 minutes from 9:40 to 5:20pm.

### **Extend Average Lives of Footpaths (to 80 years)**

As part of Council's Securing Our Future initiatives, in 2014 Council extended the predicted lives (depreciation rate) of footpaths to reduce community costs of our infrastructure. As this results in maintaining footpaths for a longer period prior to replacement, we continually monitor the condition of our paths through periodic (five yearly) condition audits and ongoing review of customer requests.

The footpath condition audit was last assessed in 2013. A contract has been awarded to undertake a new assessment and inspection, which commenced in June 2018. More frequent inspections are carried out for high use areas such as the city centre and foreshore.



**75% satisfaction**  
cycle ways/ shared pathways

### **Extend the Lake Illawarra Cycle Way**

Council continues to maintain, renew and extend section of shared path around Lake Illawarra on Council land through allocation of budgets within capital and maintenance programs, such as the reconstruction of a large section of shared path outside the Illawarra Yacht Club. The redevelopment of Tallawarra Lands is likely to present significant opportunities to extend the path.

### **Grand Pacific Walk – Stage One**

Contract works began in May 2017 to construct the new pathway between Coalcliff and Stanwell Park. The construction of the pathway included the reinforced concrete path itself, kerb and gutter, board walk, retaining walls and installation of handrails. The works have progressed throughout the year and the contracted works are scheduled to be completed in July 2018. The pathway in front of the new shops at Stanwell Park was completed and works are progressing on the pedestrian overpass access ramp.

Design modifications to the proposed works along Murrawal Road are being finalised following substantial community consultation and works are scheduled to progress by October 2018.

### **Illawarra Transport Strategy**

Council continues to work with Transport for NSW on the delivery of agreed priorities in the Illawarra Regional Transport Plan, and request accelerated delivery of key items. Example projects under investigation include the Mount Ousley Interchange, Albion Park Rail Bypass, M1 intersection upgrades to support West Dapto and various corridor strategies.

During the year, Council also made submissions to the state government of their Draft Transport 2056 Strategic Plan and on the Draft NSW Freights and Ports Strategy. Council primary issues communicated included:

- Upgrades to rail and road connections between the Illawarra and Sydney and the South West growth centres
- Commitment to the Maidon – Dombarton Rail Link, more recently referenced as the South West – Illawarra Rail Link (SWIRL) as a commuter and freight rail link between the Illawarra and Macarthur regions.

A working group has also been formed with state agencies to support Council to progress the major review of the Wollongong City Centre Access and Movement Strategy. This strategy will re-examine the function of all transport modes within the city centre, focussing on parking, public transport and active transport modes while also reviewing the function of transport interchange within the Wollongong Station Precinct.

Scoping prioritisation of actions for bus stops/ bus zones to ensure compliance with the Disability Discrimination Act requirements is also underway.

### **Fowlers Road, Dapto to Fairwater Drive, Horsley**

A significant amount of progress has been made in the construction of the West Dapto Access Link - Fowlers Road to Fairwater Drive over this last year. We have seen the completion of Stage 1A, which was the first stage of the embankment construction from Fairwater Drive up to the location of the proposed overflow bridge; the near completion of Stage 1B water main diversion works, progress on the relocation of powerlines within the rail corridor and Marshall Street, the completion of Stage 1E, the overflow bridge structure and the calling of tenders for the remaining Stages 2 and 3. The tender for the main bridge and roadworks was awarded by Council in July with site work commencing in August 2018.

### **Community Transport**

Community Transport Wollongong - Shellharbour provides a range of services to support frail older people, people with disability and people who are transport disadvantaged to continue living independently in the community and to access essential services, such as social activities, medical appointments and shopping. The service requires minimal promotion, as demand continues to grow beyond our expectations and the new referral system of My Aged Care provides direct referral to our service.

Highlights for the year include:

- Delivering 132,000 Community Transport trips
- Accepting 1,316 new referrals, adding to the more than 5,000 'active', existing customers
- State Government commencing the roll out of the National Disability Insurance Scheme (NDIS), in the Illawarra region for people under 65 year of age. This meant all eligible customers within this target group were progressively transitioned to the NDIS over the 12 months to June 2018 and funding from NSW FACS withdrawn from the service. A range of service efficiencies and budget re-alignment were required to address the loss of funding associated with the introduction of the NDIS.
- Transport for NSW introducing a new information technology system, CTABS - Route Match effective from September 2017, replacing the previous manual registration, allocation and reporting systems with an online portal.
- Organising a well-received Elders Christmas Morning Tea, an opportunity to engage with our Aboriginal Elders to ensure that the service meets their transport needs. This is now a regular feature of the service, given the success of the previous two years. It was a great day, and the feedback from the Elders was very positive. In addition, the Council held an end of year lunch to thank our volunteers for their contribution and commitment to our Social Support and Community Transport services as well as to celebrate International Volunteer Day.
- The contract for the delivery of this service was extended by Transport for NSW, for two more years, until June 2020.

## FUTURE DIRECTIONS

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

- Incorporating findings of investigation for a potential second Gong Shuttle route into City Centre Access and Movement Strategy.
- Undertaking an audit of accessible car parking and bus stops to be included on access map and in capital works program.
- Investigating opportunities to install bike carriers on buses.
- Developing an integrated and Sustainable Transport Strategy.

## STATUS OF ANNUAL PLAN 2017-18

<b>Delivery Program 2012-2017 5 Year Action</b>	<b>Status of Annual Deliverables 2016-17</b>	<b>Responsibility</b>
Establish a strategic framework and a plan for cycle ways and bicycle facilities within Wollongong	All annual deliverables on track/ongoing	Director Infrastructure + Works
Assess the feasibility to expand the Gong Shuttle service to outer suburbs	All annual deliverables on track/ongoing	Director Infrastructure + Works
Improve the connectivity of the local government area through the upgrade in our network of footpaths and cycle ways	All annual deliverables on track/ongoing	Director Infrastructure + Works
Use additional funds achieved through the Financial Sustainability Review to accelerate the footpath renewal program by about \$4M	All annual deliverables on track/ongoing	Director Infrastructure + Works
Extend the average lives of footpaths to 80 years to create about \$1M saving in depreciation annually	All annual deliverables on track/ongoing	Director Infrastructure + Works
Use funds obtained from Restart NSW Illawarra to design and construct the Grand Pacific Walk - Stage one	All annual deliverables on track/ongoing	Director Infrastructure + Works
Work in partnership with key stakeholders to consider the establishment of a Park n Ride commuter bus network	All annual deliverables on track/ongoing	Director Infrastructure + Works
Develop an integrated Transport Strategy	All annual deliverables on track/ongoing	Director Infrastructure + Works
Deliver sustainable transport asset renewal programs	All annual deliverables on track/ongoing	Director Infrastructure + Works
Allocate approximately \$6M of additional funds achieved through the Financial Sustainability Review to road resurfacing and reconstruction	All annual deliverables on track/ongoing	Director Infrastructure + Works
In collaboration with agencies deliver the infrastructure required to support the first stage of the West Dapto Release Area	All annual deliverables on track/ongoing	Director Planning + Environment
Use funds obtained from Restart NSW Illawarra and funds contributed by Council to construct the road link between Fowlers Road Dapto to Fairwater Drive Horsley	All annual deliverables on track/ongoing	Director Infrastructure + Works
Work with State and Government agencies and lobby improve rail services and stations across the LGA.	All annual deliverables on track/ongoing	Director Infrastructure + Works
Work with State and Government agencies to lobby and promote opportunities for transport to reduce travel time between Sydney and Wollongong	All annual deliverables on track/ongoing	Director Infrastructure + Works
Work with key agencies and partners to continue and improve late night transport options	All annual deliverables on track/ongoing	Director Infrastructure + Works