

ITEM 4 DRAFT CREATIVE WOLLONGONG 2019-2024

The Arts, heritage and culture play an important role in our city. They bring people together, celebrate our identity, encourage learning and provide new opportunities for employment. The Cultural Plan 2014-2018 has guided Council to support, deliver and enhance arts, heritage and culture in Wollongong over the past four years. With this plan at the end of its timeframe, a new cultural plan, Creative Wollongong 2019–2024, has been developed to continue this strategic direction.

This draft plan provides a strategic framework which will guide Council to effectively respond to the opportunities and challenges presented by our city's cultural and creative landscape. It details the actions we will deliver and demonstrates Council's commitment to creative life in Wollongong.

The draft plan was informed by an extensive community and internal engagement process which captured the priorities, thoughts and ideas of over 796 local creatives, community members, business owners and staff from across Council.

This report seeks Council's endorsement to place the Draft Creative Wollongong 2019-2024 on public exhibition from 8 January to 12 February 2019 (inclusive).

RECOMMENDATION

- 1 Council endorse the public exhibition of the Draft Creative Wollongong 2019-2024 from 8 January to 12 February 2019 (inclusive).
- 2 Following public exhibition, the final version of Creative Wollongong 2019-2024 be presented to the Council meeting of 11 March 2019 for consideration and endorsement.
- 3 Council note the Wollongong City Council Cultural Plan 2014-2018 Snapshot and Making Creative Wollongong: Background Report.

REPORT AUTHORISATIONS

Report of: Sofia Gibson, Manager Community Cultural and Economic Development (Acting)
Authorised by: Kerry Hunt, Director Community Services - Creative and Innovative City

ATTACHMENTS

- 1 Draft Creative Wollongong 2019-2024
- 2 Cultural Plan 2014-2018 Snapshot
- 3 Draft - Making Creative Wollongong - Background Report

BACKGROUND

Wollongong is home to both a diverse range of creatives including makers, performers and artists and creative activities, from music, festivals, events and markets. As a Council, we are committed to supporting and celebrating arts, heritage and culture as it plays an important role in our region's future and our community's identity.

The Wollongong City Council Cultural Plan 2014-2018 is nearing the end of its timeframe and Council has recognised the importance of developing a new cultural plan. The Draft Creative Wollongong 2019-2024 captures the community's priorities for the future and provides Council with a framework to respond to the opportunities and challenges presented by Wollongong's changing cultural landscape. The draft plan builds on the work of our previous cultural plans and provides a strategic direction for the future, as we aim to grow creative industries, support community participation in creative life and celebrate our unique places and spaces.

Preparation for the draft plan began in January with a strategic review of Council's Cultural Plan 2014-2018 and research being undertaken. The review identified what actions had been delivered and the actions that need to be continued in the new plan. Highlights of the achievements of the previous cultural plan have been presented in the Cultural Plan 2014-2018 Snapshot. Research allowed Council officers

to review policies, plans and reports from all levels of government as well as existing Council supporting documents and data. Through this process, Council officers gained a greater understanding of the current and emerging challenges and opportunities surrounding arts, heritage and culture.

The information collected from the review and research guided the design and delivery of the Community Engagement Strategy which included extensive community engagement with local community members, creatives and business. A summary of the engagement findings have been presented in Making Creative Wollongong: Background Report. The information collected from the strategic review, research and community engagement process, have been used to set the actions for the draft plan.

The draft plan captures the community’s vision and ideas and outlines the actions we will deliver to build a more vibrant Wollongong.

The draft plan has four broad focus areas:

- 1 Creative Life.
- 2 Creative Community.
- 3 Creative Spaces and Places.
- 4 Our City After Dark.

PROPOSAL

This report seeks endorsement from Council to place the Draft Creative Wollongong 2019-2024 on public exhibition from 8 January to 12 February 2019 (inclusive).

CONSULTATION AND COMMUNICATION

This draft plan was informed by an extensive community and internal engagement process as outlined in Making Creative Wollongong: Background Report. This consisted of:

- 377 surveys.
- 5 community workshops.
- 130 creative Wollongong postcards.
- 1 pop up stall.
- 2 targeted workshops with creative practitioners.
- 1 live music workshop.
- 2 meetings with local aboriginal groups and organisations.
- 1 visioning workshop.
- 1 unity project.
- 2 internal staff workshops.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2028 Community Strategic Plan Goal 3 ‘Wollongong is a creative, vibrant city’ and the Delivery Program and Operational Plan 2018-2019.

It specifically delivers on the following:

Community Strategic Plan		Delivery Program 2018-2021		Operational Plan 2018-2019
Strategy		3 Year Action		Operational Plan Actions
3.1.1	Using community art and cultural development practices, our places and spaces reflect the creativity, history and identity of our people	3.1.1.2	The visibility of our cultural diversity is increased	Develop new Cultural Plan 2019 - 2024

CONCLUSION

Council's Cultural Plan 2014-2018 is nearing the end of its timeframe and Council has recognised the importance of developing a new cultural plan with the community. The Draft Creative Wollongong 2019-2024 captures the community's priorities for the future and provides Council a framework to deliver engaging projects and programs over the next five years in line with community expectations.





wollongong
city of innovation

Acknowledgement of Country

Wollongong City Council would like to acknowledge and pay respect to the Traditional Custodians of the Land, to Elders past and present, and extend that respect to Aboriginal and Torres Strait Islander people residing within the Wollongong Local Government Area.

WAGANA DANCE GROU



UP, VIVA LA GONG. IMAGE BERNIE FISCHER

CREATIVE *Wollongong*

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The terms 'creatives' and 'creative practitioners' have been used interchangeably throughout this document to describe those engaged in the arts, heritage and cultural activities. This includes, but not limited to:

VISUAL ARTS, MUSIC, PERFORMANCE, LITERARY ARTS, RADIO AND SCREEN CONTENT, DESIGN, ARTS, CRAFTS AND MARKETS, FESTIVALS AND EVENTS, THEATRE, HISTORY AND HERITAGE, COMMUNITY CULTURAL DEVELOPMENT AND CIRCUS.

**“WE ARE PROUD OF OUR
UNIQUE CULTURAL IDENTITY,
THE VALUE LOCAL CREATIVES
ADD TO OUR COMMUNITY AND
HOW THE CITY HAS EVOLVED”**

**LORD MAYOR COUNCILLOR
GORDON BRADBERRY AM**

Arts, heritage and culture play an important role in our City – bringing people together; celebrating our identity; encouraging learning; providing new opportunities for employment; and supporting our growing economy through tourism.

Over the last few years Wollongong has experienced a period of rapid change. Our cultural landscape is evolving with exciting new festivals, a renewed night life and artist run initiatives popping up all over the City.

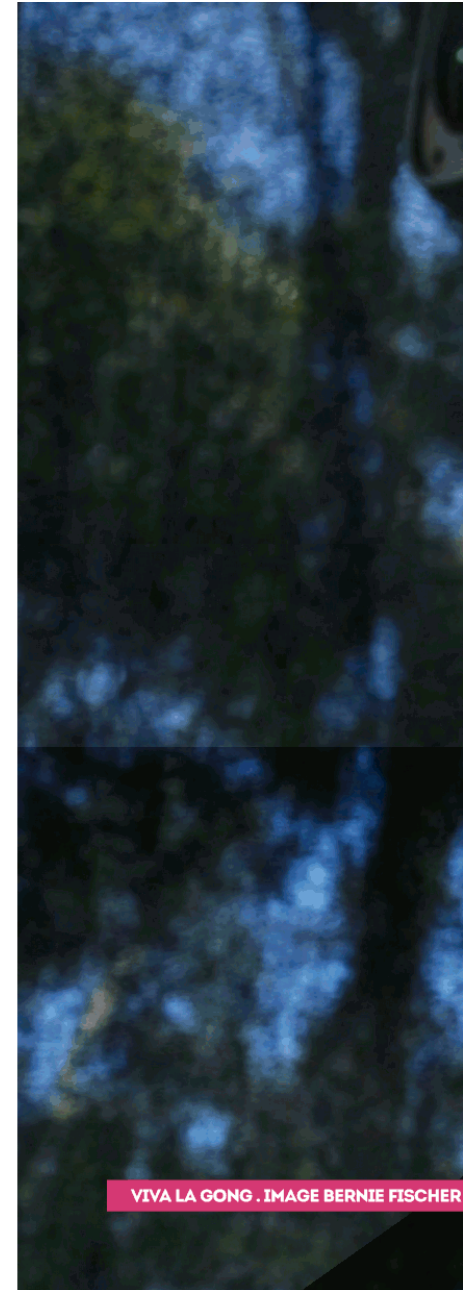
Our previous Cultural Plans have guided us to support and celebrate Arts, heritage and culture. We are proud of our unique cultural identity, the value local creatives add to our community and how the City has evolved.

Creative Wollongong seeks to build on this work and celebrate our community’s strengths. This Plan provides us with a strategic direction for the future, as we aim to grow creative industries, support community participation in creative life and celebrate our unique places and spaces.

This Plan is designed to be a living document that will respond to the opportunities and challenges presented by our City’s changing cultural landscape. It outlines the actions we will deliver and our commitment to creative life in our City.

Working together, we will infuse cultural diversity, creativity and the Arts into the everyday life of our City.

Lord Mayor Councillor Gordon Bradbery AM









DOLPHIN DOG, PLAYING IN THE PRECINCT »

» **LISTEN & RESPOND** to the changing needs of our community

» **DEVELOP** policy and **PROVIDE** services, programs and events to support our local community to flourish and grow

» **SUPPORT & NURTURE** creatives, community groups and events to achieve positive outcomes for our community

» **PARTNER** with others to provide opportunities and **ENCOURAGE** community participation in cultural life

» **CONNECT** people as we **WEAVE** new relationships and **BROKER** social capital – creating new opportunities for the sharing of knowledge and resources

» **BUILD CAPACITY** amongst our local creative communities through education and professional development opportunities

» **CELEBRATE & PROMOTE** our creative strengths and **CHAMPION** the role that Arts and culture play in building a strong community

LOUIS PRATT, KING COAL >>

WHO WE ARE: DEMOGRAPHICS

- >> **213,000+** people live in Wollongong. This is expected to increase by 40,000 in the next 20 years ¹
- >> Wollongong is the **3RD LARGEST CITY IN NEW SOUTH WALES** and 10th largest city in Australia in terms of population ¹
- >> **2.6%** of our population identify as Aboriginal and/or Torres Strait Islander ¹
- >> **21.5% OF OUR POPULATION WAS BORN OVERSEAS.** The five main countries of birth are UK, China, Former Yugoslav Republic of Macedonia, Italy and New Zealand ¹
- >> **14.5%** are aged 0-11. **17.5%** are aged 12-24. **44.8%** are aged 25-59. **23.2%** are aged 60 and over ¹

- >> **TRADITIONAL LANGUAGE** of the local Aboriginal people is **DHARAWAL**
- >> **TRADITIONAL CUSTODIAL GROUPS ARE WODI WODI, WADI WADI, KOREWAL ELOUERA JURRUNGURAGH (KEJ)**
- >> **CULTURAL INFRASTRUCTURE (COUNCIL OWNED AND/OR SUPPORTED):** Wollongong Art Gallery, Illawarra Performing Arts Centre, WIN Entertainment Centre, Wollongong Town Hall, Project Contemporary Artspace, 7 Libraries, 8 Council managed Community Centres, 24 Community managed Centres, 8 Galleries and Museums supported by Council

GEORGIA HILL, WONDERWALLS »



THE HERITAGE, CREATIVE AND PERFORMING ARTS SECTOR. PRODUCED PER ANNUM IN 2016-17²

» **\$46.1M TOTAL SALES INCOME**

» **UP FROM \$30.3M IN 2014-15**

» **85%** agreed that Arts, heritage and culture are important aspects of community life ³

» **68%** of residents participated in at least one cultural activity in the last 12 months ⁴

» **67%** agreed that cultural diversity and creativity is valued and celebrated in the City ⁴

» **43%** said that our City's cultural history and creativity is reflected in the built environment ⁴

References:

1. 2016 Australian Bureau of Statistics, Census of Population and Housing, compiled and presented by .id
2. 2018 REMPLAN
3. 2018 Cultural Plan Survey, Wollongong City Council
4. 2018 Wollongong LGA Wellbeing Survey, IRIS Research

Council's

Creative Wollongong expands on the cultural aspects of our Wollongong 2028 Community Strategic Plan.

This Plan also sits alongside a number of intersecting ‘supporting documents’, which are connected to the Community Strategic Plan. These documents provide further detail on how we are going to achieve positive outcomes for our community.

CREATIVE WOLLONGONG IS CLOSELY LINKED TO THE FOLLOWING SUPPORTING DOCUMENTS:

- » Public Art Strategy 2016-2021
- » Cultural Tourism Strategy 2018 (draft)
- » A City for People - Wollongong Public Spaces Public Life 2016
- » Economic Development Strategy 2013-2023
- » Library Strategy 2017-2022
- » Community Safety Plan 2016-2020
- » Heritage Strategy (pending)
- » Wollongong Art Gallery Strategic Plan (pending)



COMMUNITY STRATEGIC PLAN

A 10 year plan that identifies our community’s priorities and vision for the future



SUPPORTING DOCUMENTS

A level of interconnected documents that provide further detail about how we are going to achieve positive outcomes for the community



DELIVERY PROGRAM

Sets out the key activities and projects that will be delivered to the community during the Council term



ANNUAL PLAN

Provides more detail of the Delivery Program including projects, activities and budgets

**THESE PRINCIPLES HAVE
GUIDED US IN AN EVIDENCE-
BASED, OUTCOME-FOCUSSED
APPROACH TO PLANNING.**

**FRAMEWORK FOR CULTURAL
DEVELOPMENT PLANNING**

The development of Creative Wollongong has been underpinned by the six principles set out by the Cultural Development Network. These principles have guided us in an evidence-based, outcome-focussed approach to planning.

REVIEW AND RESEARCH

We started this process by undertaking a review of the Wollongong City Council 2014-2018 Cultural Plan and this helped to paint a picture of what we have delivered and what we needed to focus on in the future. Highlights of what we delivered have been presented in the Wollongong City Council Cultural Plan 2014-2018 Snapshot. We also looked at current research and policy to gain a better understanding of the contemporary challenges and opportunities surrounding Arts, heritage and culture. This information guided the design and delivery of the community consultation.

Reference: Cultural Development Network 2016,
Framework for Cultural Development Planning
www.culturaldevelopment.net.au/planning/

WOLLONGONG SUNSET GROUP, MID AUTUMN FESTIVAL »



WOLLONGONG SUNSET GROUP, VIVA LA



GONG. IMAGE BERNIE FISCHER ^

TREE TOP CIRCUS, VIVA LA GONG. IMAGE BERNIE FISCHER »

Developing

COMMUNITY ENGAGEMENT

Between March and September 2018 we asked the community to share their ideas for a Creative Wollongong. Through the engagement we gathered information from:





VA LA GONG. IMAGE BERNIE FISCHER

STRATEGY DEVELOPMENT

Draft actions and strategies were developed based on research and the information gathered from community engagement. Workshops were held with relevant Council officers to discuss draft strategies, actions, timeframes, and performance measures. These workshops helped us to develop a detailed implementation plan, which will support the delivery of Creative Wollongong.

COMMUNITY ENGAGEMENT

During October and November 2018 we presented the draft actions to Councillors, community members, creative practitioners and local businesses. This allowed us to check in and make sure their priorities were reflected in the Plan.

Ideas for a

GARY STRANGER, WONDERWALLS »



OVER 670 PEOPLE PARTICIPATED IN THE DEVELOPMENT OF CREATIVE WOLLONGONG

Our discussion started by asking our community what a creative city has – its important elements and what it looks and feels like. This word cloud gives a snapshot of what our community told us. The bigger the word, the more times it appeared.



OUR COMMUNITY TOLD US THAT WE HAVE A LOT OF GREAT THINGS THAT ALREADY CONTRIBUTE TO THIS IDEA OF A CREATIVE CITY:

- » DIVERSE COMMUNITY
- » ACTIVE AND INVESTED CREATIVE COMMUNITY
- » CREATIVE SPACES AND PLACES
- » EXCITING EVENTS AND ACTIVITIES
- » GROWING EVENING ECONOMY

They also shared some of the challenges they experience and what they see as opportunities for the future.

PARTICIPATION IN CREATIVE ACTIVITIES

Our community would like to see a greater variety of creative events and activities. Many people expressed the importance of large scale, family friendly events, while others would like to see smaller, niche events. Some members of our community expressed that the cost of attending cultural activities such as the theatre, performances and live music was challenging.

PROMOTION OF EVENTS AND ACTIVITIES

We have a lot of great things happening in the City and our suburbs, but people seem to be missing out because they either don't know about them, or find out after the event or activity has happened. Our creatives also find it challenging to promote the exciting things they are doing. The theme arose frequently that we lack a central source to promote and find information about events and activities.

ABORIGINAL CULTURE AND HERITAGE

Our City has a rich Aboriginal heritage and history, yet our community feels as though their knowledge and understanding of this is lacking. They would like to see more opportunities to engage with and learn about local Aboriginal culture, history and sites of significance. Building strong and positive relationships with our local Aboriginal community and telling the stories of our City is a priority for our community.

OPPORTUNITIES FOR CREATIVES

We have a very passionate and active creative community. Many creatives shared their concerns about having to move out of the area to chase opportunities. They would like to see stronger investment in our local creative community, by way of employment and training and skills development opportunities for people at all stages of their career.

SPACES TO CREATE

Our creative community feel there is a lack of creative spaces, including studios, rehearsal spaces and meeting rooms across the City. Some expressed interest for a creative hub, while others would like to see unused and underutilised space be activated. We were told that these spaces should encourage community participation and interest in the Arts, as well as enable cross pollination and multidisciplinary work.





« NIGHTS ON CROWN

Ideas for a
**CREATIVE
WOLLONGONG**
CONTINUED

» NIGHTS ON CROWN, IMAGES MELANIE RUSSELL





HONK FESTIVAL. IMAGE: PAUL PENNELL >>

ACTIVATING THE SUBURBS

Many of our major cultural and creative events, festivals and activities take place in the City Centre. Our community loves that there are exciting things happening in the City and would like to see more community based events and activations happening in their suburbs.

PUBLIC ART

We have a large collection of public artworks that add colour and life to our public spaces and places. Our community said that they would like to see more permanent and temporary public artworks in the suburbs as well as the City.

BUILT ENVIRONMENT AND URBAN DESIGN

Wollongong's built environment is rapidly changing and many people are concerned that the aesthetics of new developments are not having a positive impact on our City's distinct identity. Our community would like to see public art included as an important aspect of new developments across the City.

MUSEUMS, HISTORY AND HERITAGE

There is concern that our history is being lost; our built environment is changing and our local museums are becoming vulnerable. Our community greatly values our local history and heritage, as it contributes to our identity and sense of place. Many feel that history and heritage is undervalued and would like this to be something we focus on into the future.

EVENING ACTIVATIONS

Our City has a renewed night life, there are exciting events and activations happening across the City and people's feelings of safety are improving. Although our night life is great, many people told us that it is hard to find things to do between the hours of 5-7pm and they would like to see more happening during this time. There is also a need for our growing night life to be supported by the appropriate infrastructure, such as frequent public transport and safe after hours parking.

<< HONK FESTIVAL. IMAGE CAZ NOWACZYK

« NOCTURNAL ARTS

INTEGRATION

This plan will become part of our Delivery Program and Annual Plan and will help us deliver Wollongong's Community Strategic Plan.

IMPLEMENTATION

A detailed Implementation Plan that includes timeframes, priorities, resources and responsibilities has been developed and it will guide the delivery of Creative Wollongong.

EVALUATION

Monitoring and evaluating the progress and delivery of the actions will be ongoing. A range of methods will be used to help us measure the outcomes of the actions in this Plan. These methods may include surveys, focus groups, participation and attendance data, case studies, ABS data and information collected from community wellbeing and customer satisfaction surveys.

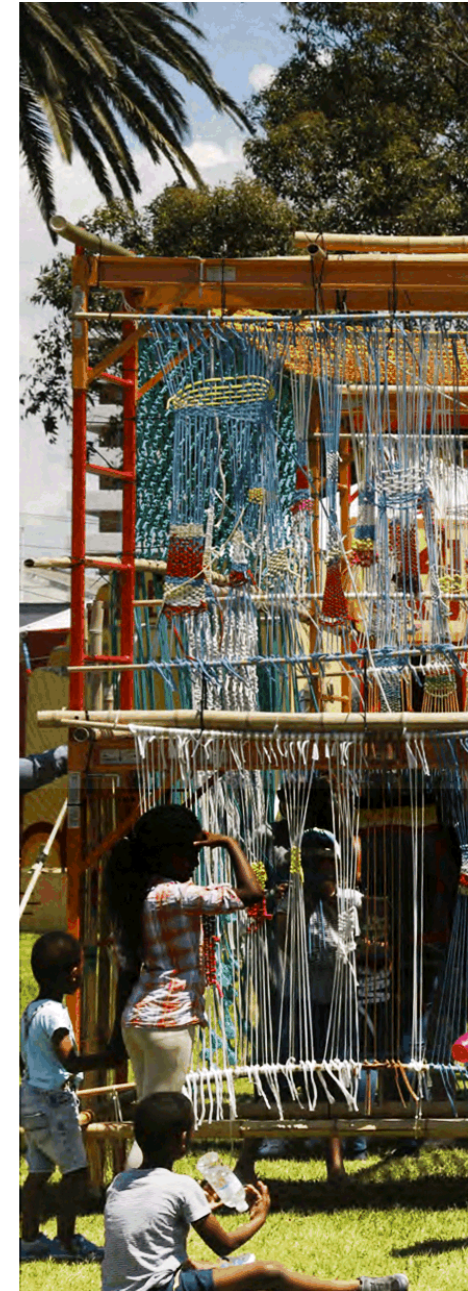
REPORTING

There are five major levels of reporting on the actions in this Plan. Information will be collected via:

- » QUARTERLY REPORTING
- » ANNUAL REVIEW
- » MID-TERM REVIEW TO THE COMMUNITY
- » MAJOR REVIEW IN 2023 PRIOR TO THE
- » DEVELOPMENT OF THE NEXT CULTURAL PLAN

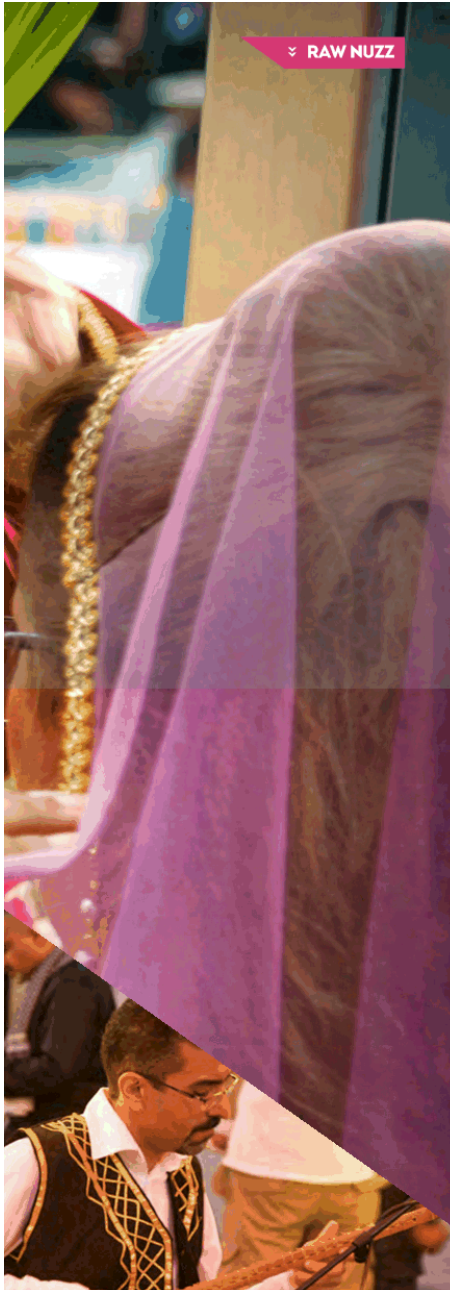
RESOURCING THE PLAN

This Plan will help us make decisions and guide our work over the next five years. Some actions in this Plan are about continuing our work and others are about making improvements to what we do and how we do it. Most of the actions will not require additional funding, as they will be included as part of our everyday work. Some actions will require additional funding. This will be considered and may be allocated as part of Council's annual budget and planning process. Where appropriate we will apply for external funding to help us deliver the actions in this Plan.









We will collect information and measure our success against the following outcome domains developed by the Cultural Development Network.

CREATIVITY STIMULATED

Is about inspiring curiosity, sparking imagination and supporting creative expression. All cultural activities, but particularly activities that address barriers and encourage participation, contribute to this domain. It includes skills development programs, community cultural development projects, grants and the creation of new Art.

AESTHETIC ENRICHMENT EXPERIENCED

Captures how experiences outside of the everyday evoke joy and wonder and offer a sense of escape and captivation. Exhibitions, film screenings, performance and other immersive cultural experiences that incorporate Art and storytelling contribute to this domain.

NEW KNOWLEDGE, IDEAS AND INSIGHT GAINED

Is about intellectual stimulation, critical reflection and creative thinking. Activities that contribute to this domain include grants and opportunities that develop new ideas and ways of thinking, research that contributes to the growth of the cultural and creative sector, exhibitions and the provision of library services and programs.

DIVERSITY OF CULTURAL EXPRESSION APPRECIATED

Captures cultural diversity, the different ways that humans express themselves based on life experience and interests. Cultural exchange programs and programs that celebrate traditional and contemporary multicultural arts fall under this domain.

SENSE OF BELONGING TO A SHARED CULTURAL HERITAGE DEEPENED

Is about the relationship with cultural history and heritage, and how an understanding of the past can provide insight into the present and the future. Activities that could contribute to this domain include, community cultural development projects that support education and expression of cultural heritage, supporting local historical societies, the display and acquisition of new and old works for collections, and the creation of trails that incorporate local culture, art and history.

Reference: Cultural Development Network 2016, Measurable outcomes of engagement in the cultural domain www.culturaldevelopment.net.au/planning/

FOCUS AREAS: CREATIVE LIFE

Participating in creative life supports creative expression, provides opportunities for social connection and promotes feelings of happiness and wellbeing. It is important that our community is supported to express their creativity and participate in cultural activities. We aim to make Art, heritage and culture a part of everyday life in our City.

EMBRACING OUR DIVERSE COMMUNITY						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
1.1.1	Deliver the annual Viva la Gong festival	Community and Cultural Development Manager				
1.1.2	Diverse communities (age, gender, sexuality, cultural background, ability) are supported and represented through Council events, public art and grants programs	Community and Cultural Development Manager Communications + Engagement Manager				
1.1.3	Work with local Aboriginal and diverse communities to provide opportunities for the sharing of local knowledge, stories and history	Community and Cultural Development Manager				
1.1.4	Develop communication, engagement and consultation strategies informed by local Aboriginal People, Communities and cultural protocols	Communications + Engagement Manager				
1.1.5	With permission and with respect to local Aboriginal knowledge, incorporate local Aboriginal languages and cultural protocols into appropriate Council documents, projects and activities	Communications + Engagement Manager				

IMPROVING ACCESS						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
1.2.1	Review and implement data collection methods amongst key cultural institutions (IPAC, Town Hall, Wollongong Art Gallery, Wollongong Youth Services, libraries and Botanic Garden) and utilise data to support future planning and programming	City Centre Activation Manager Community and Cultural Development Manager Branch Libraries + Community Facilities Manager Central Library Manager Environment + Conservation Services Manager				
1.2.2	Explore opportunities to work with relevant venues to develop a program that supports priority community groups to view ticketed programming at subsidised prices	Community and Cultural Development Manager City Centre Activation Manager				
1.2.3	Promote opportunities for community access to Wollongong Town Hall to support the use of this venue for community events and programs	City Centre Activation Manager				
1.2.4	Liaise with Transport for NSW about improving public transport options to support people to participate in events and cultural activities	Manager Infrastructure Strategy and Planning				

SUPPORTING PARTICIPATION						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
1.3.1	Develop and implement community cultural development initiatives that enable the development of new skills and building of new relationships	Community and Cultural Development Manager				
1.3.2	Provide partnership and support to increase the number of small and medium sized initiatives and festivals across the LGA	Community and Cultural Development Manager Communications + Engagement Manager				
1.3.3	Provide and promote opportunities for children, young people and families to engage in creative activities through Council's programs and events	Community and Cultural Development Manager City Centre Activation Manager Communications + Engagement Manager Central Library Manager Branch Libraries + Community Facilities Manager				
1.3.4	Continue to promote and facilitate opportunities for people to volunteer in Council activities including, Friends of the Library, Friends of the Botanic Garden, Friends of the Art Gallery and community events and programs	Central Library Manager Environment + Conservation Services Manager Community and Cultural Development Manager Communications + Engagement Manager				

PROMOTING WHAT'S HAPPENING						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
1.4.1	Secure resources to investigate the development of an appropriate platform and framework to promote events and creative activities	Community and Cultural Development Manager City Centre Activation Manager				
1.4.2	Work with Destination Wollongong to better promote smaller scale, community events	Community and Cultural Development Manager				
1.4.3	Work with Destination Wollongong to develop an awareness campaign to increase access to and promotion of the What's On platform	Community and Cultural Development Manager				
1.4.4	Investigate the possibility of installing poster boards across key locations in the LGA	Community and Cultural Development Manager City Centre Activation Manager				
1.4.5	Investigate options for digital signage in Crown Street Mall to promote local events and activities	City Centre Activation Manager				
1.4.6	Continue to progress a Cultural Tourism Strategy for Wollongong	Community and Cultural Development Manager				

FOCUS AREAS: CREATIVE COMMUNITY

Creatives interpret, reimagine and reflect the world around us; creating works that provoke our senses, challenge our way of thinking and provide us with new perspectives. We want Wollongong to be a city of makers, thinkers and innovators. To create this environment, we need to invest in our local talent by providing opportunities to learn and develop along with space to perform, produce and showcase work.

PROVIDING OPPORTUNITIES						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
2.1.1	Provide targeted opportunities for Aboriginal, Culturally and Linguistically Diverse and emerging creative practitioners to support their development	Community and Cultural Development Manager				
2.1.2	Provide opportunities and support for local creative practitioners to showcase their work	Community and Cultural Development Manager				
2.1.3	Deliver the annual grants programs as part of Council's Financial Assistance Policy	Community and Cultural Development Manager Communications + Engagement Manager				
2.1.4	Manage and regularly review grants and sponsorship categories within the Financial Assistance Policy to ensure they reflect community needs	Community and Cultural Development Manager Communications + Engagement Manager				
2.1.5	Investigate partnerships and promotional opportunities to further develop and expand the Made in Wollongong brand and support its delivery	Community and Cultural Development Manager				
2.1.6	Develop a marketing strategy to support the delivery of <i>Made in Wollongong</i>	Community and Cultural Development Manager Communications + Engagement Manager				

SUPPORTING CREATIVES						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
2.2.1	Provide employment opportunities for local creative practitioners	Community and Cultural Development Manager				
2.2.2	Investigate models to host artist in residence programs at Wollongong Art Gallery and Wollongong Youth Services	Community and Cultural Development Manager				
2.2.3	Consider residency models that enable creative practitioners to develop and deliver programs for the community in relevant spaces such as, libraries, community facilities and the Botanic Garden	Community and Cultural Development Manager Environment + Conservation Services Manager Central Library Manager Branch Libraries + Community Facilities Manager Central Library Manager				
2.2.4	Support the delivery of author talks and other literary arts related programs and events	Central Library Manager Branch Libraries + Community Facilities Manager				
2.2.5	Promote, develop and support local creative industries	Community and Cultural Development Manager City Centre Activation Manager Economic Development Manager				

ENCOURAGING DEVELOPMENT AND CONNECTION						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
2.3.1	Establish partnerships with local arts and educational organisations to nurture emerging creatives	Community and Cultural Development Manager				
2.3.2	Support the development of creative practitioners through professional development opportunities	Community and Cultural Development Manager				
2.3.3	Provide and promote creative spaces which support opportunities to network, collaborate and share resources and knowledge	Community and Cultural Development Manager City Centre Activation Manager				
2.3.4	Explore opportunities to develop an online platform which includes artist profiles and links to local opportunities and relevant resources	Community and Cultural Development Manager				



FOCUS AREAS: CREATIVE SPACES & PLACES

Wollongong is in a state of rapid transformation and we are committed to making our City a place that challenges, excites and inspires. We want to infuse creativity into the built and natural environment, creating spaces and places that tell the story of our City, encourage new ideas and enable creative expression. By embedding Art, heritage and culture into public spaces and places we will celebrate our beautiful City, its people and its culture.

PROVIDING OPPORTUNITIES						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
3.1.1	Work with relevant partners to establish a program of creative events, initiatives and pop-ups to activate spaces and places	Community and Cultural Development Manager City Centre Activation Manager				
3.1.2	Expand the range of everyday activations in public spaces, with a focus on increasing the number of activations in the suburbs	Community and Cultural Development Manager				
3.1.3	Investigate unique and alternate spaces to hold events	Community and Cultural Development Manager City Centre Activation Manager				
3.1.4	Continue to consider opportunities to identify and develop a designated multi-day festival site within the region	Community and Cultural Development Manager Communications + Engagement Manager				
3.1.5	Seek to include the installation of three phase power in major park upgrades	Recreation Services Manager Manager Infrastructure Strategy and Planning				
3.1.6	Continue to deliver and promote programs and exhibitions at the Wollongong Art Gallery	Community and Cultural Development Manager				

3.1.7	Continue to deliver creative projects, exhibitions, events and festivals as part of Wollongong Youth Services programming	Community and Cultural Development Manager				
3.1.8	Continue to deliver creative activations at the Wollongong Botanic Garden, including Sculpture in the Garden Acquisitive Design Award	Community and Cultural Development Manager Environment + Conservation Services Manager				
IMPROVING ACCESS TO CREATIVE SPACES						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
3.2.1	Support and oversee the Renew Wollongong Program in the Wollongong City Centre	City Centre Activation Manager				
3.2.2	Work with relevant partners to review and update the Creative Spaces Strategy	Community and Cultural Development Manager				
3.2.3	Identify and negotiate the use of underutilised space for innovations, events, performances and activations	Community and Cultural Development Manager City Centre Activation Manager				
3.2.4	Support professional and emerging artist run initiatives across the LGA	Community and Cultural Development Manager				
3.2.5	Work with NSW government and other relevant partners to enhance and develop the Arts Precinct	Manager Community Cultural and Economic Development				
3.2.6	Continue to develop Lower Town Hall as a creative hub and work towards an independent model of management	Community and Cultural Development Manager				
3.2.7	Establish a working group to progress the Arts Precinct Concept Design including proposed upgrades to the Wollongong Art Gallery, e.g. relocating the main entrance and the addition of a café and activation of the space	Community and Cultural Development Manager				
3.2.8	Work with Venues NSW towards an upgrade of the WIN Entertainment Centre	Manager Community Cultural and Economic Development				

3.2.9	Review update hiring policies, prices and licencing options of Council owned venues to enable their use for live music events	Branch Libraries + Community Facilities Manager City Centre Activation Manager				
3.2.10	Ensure current and future planning for cultural and community infrastructure incorporates flexible, multipurpose spaces as per Places for People: Wollongong Social Infrastructure Planning Framework 2018-2028	Manager Library and Community Services				
PUBLIC ART, PLACE MAKING AND URBAN DESIGN						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
3.3.1	Deliver the Public Art Strategy 2016-2021	Community and Cultural Development Manager				
3.3.2	Develop a new Public Art Strategy that would include West Dapto	Community and Cultural Development Manager				
3.3.3	Conserve and maintain the Public Art Collection	Community and Cultural Development Manager				
3.3.4	Involve children and young people in the design of public art features within key regional play space renewals	Community and Cultural Development Manager				
3.3.5	As part of the development of Town and Village Plans, work with the community to capture the cultural and creative aspirations, unique identities and the needs of communities	Manager Environment Strategy + Planning				
3.3.6	Undertake research and establish a working group to progress the integration of public art as a requirement of new developments consistent with recommendations in the Public Art Strategy 2016-2021	Manager Environment Strategy + Planning Manager Development Assessment and Certification Community and Cultural Development Manager				

3.3.7	Consider the inclusion of public art as an element of major Council infrastructure projects	Manager Infrastructure Strategy and Planning				
3.3.8	Support and provide opportunities for working in partnership with local Aboriginal People and Communities to develop immersive cultural experiences that incorporate public art and local Aboriginal knowledge at identified local Aboriginal places/sites of significance	Community and Cultural Development Manager Recreation Services Manager				
3.3.9	Develop a suburb/place name signage strategy which provides consideration of Aboriginal and European heritage and environmental factors	Community and Cultural Development Manager Communications + Engagement Manager				
CELEBRATING OUR HISTORY AND HERITAGE						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
3.4.1	Develop and implement a new Heritage Strategy	Land Use Planning Manager				
3.4.2	Undertake investigations to assess the feasibility of an iconic cultural institution for Wollongong	Community and Cultural Development Manager				
3.4.3	Work with local museums to develop a sustainable model for future management of our local museums	Community and Cultural Development Manager				
3.4.4	Investigate alternative long term storage and display options for local museum and cultural collections	Community and Cultural Development Manager				
3.4.5	Support exhibitions in our local libraries, community centres or public spaces which showcase and celebrate local history and heritage	Branch Libraries + Community Facilities Manager Central Library Manager				
3.4.6	Continue to update and promote local museums and collections through the Heritage and Stories website	Community and Cultural Development Manager				
3.4.7	Continue to plan for the long term viability and relevance of the local studies collection	Central Library Manager				

FOCUS AREAS: OUR CITY AFTER DARK

A thriving evening and night-time economy plays an important role in the revitalisation of the City by providing economic, social and cultural benefits to our community. We want to support and enable the evolution of Wollongong’s vibrant culture of nightlife by creating an environment that supports creative expression and diversity of night time venues, events and activities. By enabling our evening and night-time economy to grow, we can create a City where people want to live, work, visit and experience.

EVENING ACTIVATIONS						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
4.1.1	Work with relevant partners to deliver a coordinated approach to activating the City Centre in the early evening (between 5-7pm)	Community and Cultural Development Manager City Centre Activation Manager				
4.1.2	Deliver and support pilot place making projects that activate space in the City Centre and suburbs	Community and Cultural Development Manager City Centre Activation Manager				
4.1.3	Implement a series of light and/or sound art projects to activate public space after dark	Community and Cultural Development Manager City Centre Activation Manager				
4.1.4	Encourage and attract unique and unusual entertainment options that are family friendly	City Centre Activation Manager Communications + Engagement Manager				
4.1.5	Support small arts and creative organisations to deliver and showcase their works and ideas in the evenings	Community and Cultural Development Manager				
4.1.6	Trial a program of events to activate the Wollongong Art Gallery after dark	Community and Cultural Development Manager				
4.1.7	Research appropriate channels to provide regular community updates on the activations happening in the City Centre	City Centre Activation Manager				

SAFETY AND GETTING AROUND						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
4.2.1	Introduce clear and creative signage, wayfinding and lighting features in key locations across the LGA	Community and Cultural Development Manager City Centre Activation Manager Communications + Engagement Manager				
4.2.2	Promote existing safe, late night and overnight parking options and investigate additional parking locations if required	Community and Cultural Development Manager Transport and Stormwater Services Manager				
4.2.3	Work with relevant partners to promote Wollongong as a safe city through positive images and initiatives	Community and Cultural Development Manager Communications + Engagement Manager Economic Development Manager City Centre Activation Manager				
4.2.4	Encourage live music venues and small bars to participate in the Wollongong Liquor Accord and to maintain a good working relationships with Wollongong and Lake Illawarra Police	Community and Cultural Development Manager				
4.2.5	Liaise with Transport for NSW about the continued operation of the Night Bus and late rail services	Manager Infrastructure Strategy and Planning				

POLICY, PLANNING AND INFORMATION						
NUMBER	DRAFT ACTION	RESPONSIBILITY	SHORT TERM	MEDIUM TERM	LONG TERM	ONGOING
4.3.1	Develop a planning and policy framework to support the ongoing evolution of Wollongong's evening economy	City Centre Activation Manager Economic Development Manager Manager Development Assessment and Certification Manager Environment Strategy + Planning				
4.3.2	Review hours of operation permitted for small bars and other licenced premises in the Wollongong City Centre, and investigate models for allowing extended late trading where appropriate	Manager Development Assessment and Certification Manager Environment Strategy + Planning				
4.3.3	Investigate incentives to encourage later trading of retail and other commercial business beyond 5pm	Manager Development Assessment and Certification Manager Environment Strategy + Planning				
4.3.4	Develop a Sustainable Events Policy and toolkit to improve sustainability outcomes of Council and non-Council events	Environment + Conservation Services Manager				

4.3.5	Provide event resources and support to accompany the Events Toolkit, that provide specific information on the planning requirements and resources available for setting up a temporary indoor/outdoor event	Communications + Engagement Manager				
4.3.6	Increase the number of blanket DA's to include pre-approved event sites within identified suburbs	Communications + Engagement Manager				
4.3.7	Encourage event diversity and a seamless event application process by enabling exemptions from Alcohol Free Zones for a number of specific events	Community and Cultural Development Manager Communications + Engagement Manager				
4.3.9	Ensure streamline approval processes for small-scale and temporary live music and performance activities	Communications + Engagement Manager Manager Development Assessment and Certification				
4.3.10	Liaise with NSW Councils to share matters of common interest to support the development of sustainable Night Time Economies	Manager Community Cultural and Economic Development				

thank you

OUR COMMUNITY HAS A GREAT PASSION FOR ARTS, HERITAGE AND CULTURE AND WE APPRECIATE THE TIME THAT WAS TAKEN TO DISCUSS OUR CITY AND ITS CULTURAL LIFE.

We would like to acknowledge and thank our local community, community groups and organisations for being involved in the community consultations. Your thoughts, ideas and aspirations for a Creative Wollongong have formed the foundation for this Plan which will guide our work over the next five years.

We look forward to working in collaboration with our community to achieve this vision of a Creative Wollongong.









Wollongong City Council

CULTURAL PLAN 2014 - 2018

SNAPSHOT

Through culture and the creative arts, we celebrate and share our city's history and identity. The Wollongong City Council Cultural Plan 2014 - 2018 has guided Council in supporting arts and culture in Wollongong over the last four years. Included in this snapshot are some of the achievements of the Plan.

AN INCLUSIVE AND CONNECTED CITY

The Wollongong Heritage & Stories Website

Local museums are significant contributors to the Wollongong community as they are custodians and repositories of heritage, stories and objects. Council

has worked with local museums providing their volunteers with training to assess, manage and digitise their collections. These collections are now available to be viewed through a 'virtual museum', found on the Wollongong Heritage & Stories website.

Community Cultural Development Projects

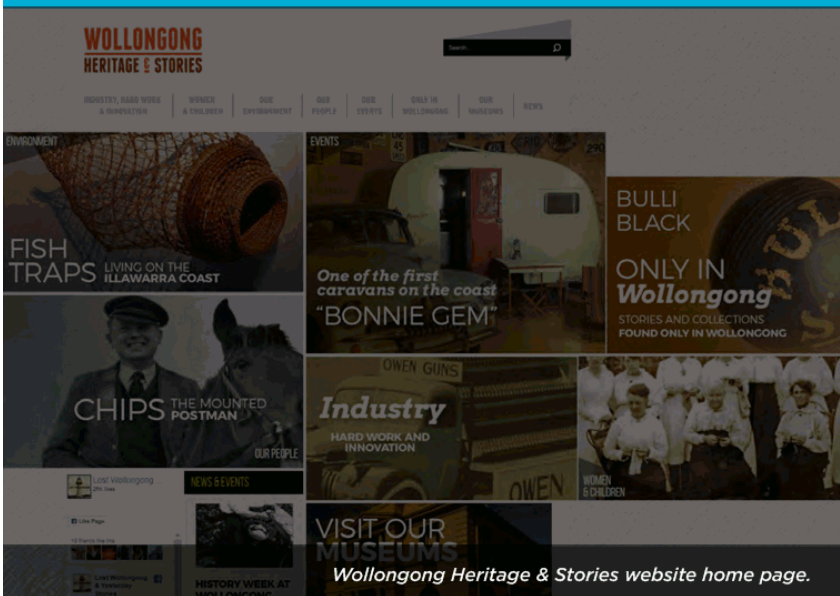
Wollongong City Council provides opportunities for the community to engage in the arts and art making.



Family Fun Day, Maree Faulkner exhibition, 2018.

Mountains, Sea and Me

This partnership project between Council and Vision Australia supported people who are blind or have low vision to develop new skills and build relationships with creative community groups in Wollongong. Vision Australia clients worked closely with Coniston Men's Shed and local artists to create tactile artworks. These artworks were exhibited at Project Contemporary Artspace during Viva la Gong and are now on permanent display in the Vision Australia's Wollongong office.



Wollongong Heritage & Stories website home page.



Vision Panels, Feltmaking Workshop, 2014.



Women Out Loud, Viva la Gong, 2017.

Women Out Loud

Council developed this program with local comedic teaching artists to help women find their voices through comedy. Women Out Loud was a 10 week workshop series that provided mentoring in performance and storytelling skills. This program incorporated 3 performance opportunities at open mic events and at Viva la Gong.



Place Making

During the last four years Council has worked with local communities to deliver place making projects in many suburbs across the city, such as Bellambi, Berkeley, Corrimal, Dapto and Unanderra.



Allan St Precinct - 7 day makeover 2017.

CELEBRATING OUR PLACES

Creative Spaces Tool Kit

This Tool Kit has been developed to support and increase local creative and commercial economies and add life to the city centre through innovation and creativity.

Place Making

Council is committed to fostering strong local community identity through place making projects that

reflect the cultural diversity and uniqueness of the community.

Public Art Program and Strategy

Public art has the ability to create a unique sense of culture, place and identity; it is an integral part of a creative and liveable city. Currently, there are more than 120 public artworks across the Wollongong local government area.

Council has developed the Public Art Strategy 2016-2021 to ensure that into the future, our public art projects are planned, delivered and maintained in a strategic manner.

Secret Suburbs

This program provided community members and groups with the opportunity to talk about the places, hidden treasures and creative projects that make their suburbs special. Secret Suburbs was presented in Thirroul, Corrimal, Port Kembla and Dapto with more than 200 people participating.

Wollongong Acquisitive Sculpture Award (Sculpture in the Garden)

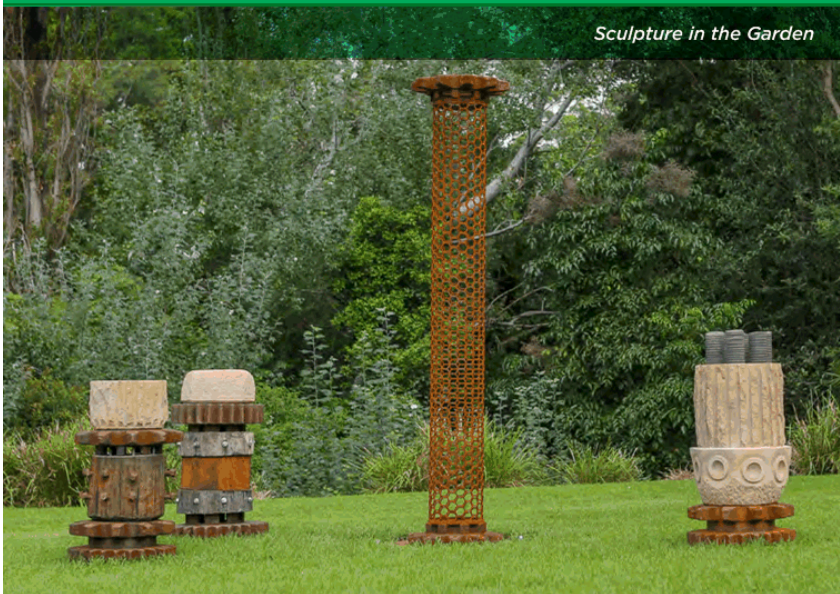
Sculpture in the Garden is now a biennial outdoor exhibition that provides an opportunity for artists to showcase their works in the beautiful and unique setting of the Wollongong Botanic Garden. The Wollongong Acquisitive Sculpture Award sees the winning artwork becoming a permanent addition to the Garden. In 2016, the inaugural acquisitive award winner was Louis Pratt, with his sculpture titled King Coal. In 2018, the winning artist was Michael Purdy with his work Steel City.

Creative Spaces

Council manages six short tenure artist studios in the Lower Wollongong Town Hall; a Creative Container; and the Curio Gallery.

Sculpture in the Garden

Artist Studio in Lower Wollongong Town Hall



SMART ECONOMY

Developing Wollongong's Evening Economy

Having a strong evening economy provides social and cultural benefits for the community. During the last four years we've created initiatives such as:

- A small business assessment team to support local businesses
- Streamlined process for event applications for the city centre
- Introduced midnight trade for outdoor dining in the city centre

Over the last three years, 80 new small bars and cafes have opened making the city an enjoyable place to visit. This transformation has also seen a significant change in the perception of and actual safety of the city centre.

Live Music

NSW Live Music Office recognises Wollongong's approach to transforming nightlife as best practice statewide. In April 2014 The Wollongong Live Music Action Plan was endorsed as a component of the Cultural Plan by Wollongong City Council. Council has introduced the issuing of section 149 certificates. They acknowledge that people living in the CBD can expect activities associated with the evening economy. As part of the DA approvals for residential developments, Council has introduced acoustic privacy conditions.

Advantage Wollongong

A partnership between Council, NSW Department of Industry and the University of Wollongong, Advantage Wollongong promotes Wollongong and attracts

business relocation and investment. Services include assistance with key local introductions, site selection, decision support material, advice on government regulations, policies and incentives.

iAccelerate

iAccelerate is a University of Wollongong business incubator and accelerator to build and grow businesses. iAccelerate is built around a strong educational program, formalised business acceleration monitoring and one-to-one mentoring. The iAccelerate centre is the region's first purpose-built business incubator, and can house up to 280 start-up companies.



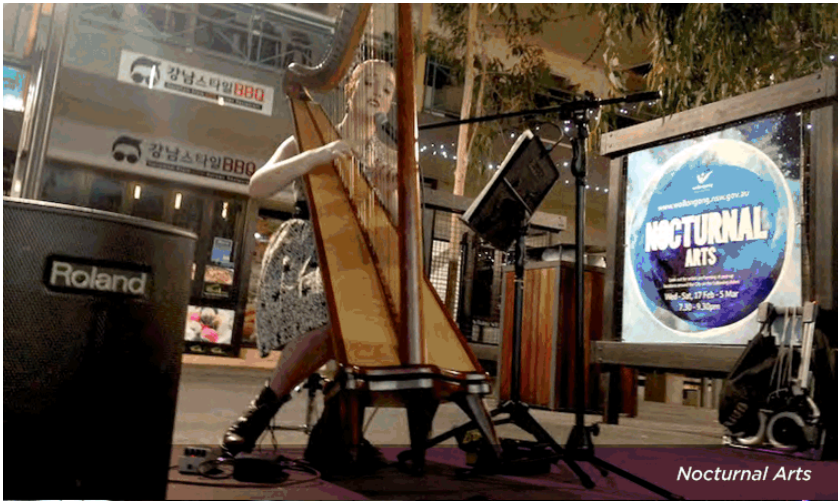
made in Wollongong



Live music - Viva la Gong

Made in Wollongong

Made in Wollongong is a branding platform for local makers to showcase their creativity, sell and promote their original work through selected stockists and to join a growing community of makers living and working in Wollongong. Branding has been developed, with an Expression of Interest on Council website.



Nocturnal Arts



'Intrude' by Amanda Parer



Nights on Crown

Nocturnal Arts

This pilot project fostered lively cultural activities in the Mall, Arts Precinct and Globe Lane after dusk. The program included live art, visual displays and projections, live and interactive performances by more than 10 creative artists and companies. Nocturnal Arts ran over three weeks with over 3000 people engaging with the pop-up performances and installations.

Nights on Crown

Lower Crown Street Mall was transformed into a free winter evening festival over three nights in June 2018. The creative centrepiece was "Intrude" by Amanda Parer. This free, family-friendly event also offered live music, food, drink, dancers, live performances, plus interactive activities to discover and explore.



Why Music Matters forum as part of Creative Dialogues

Creative Dialogues

An annual program of workshops, forums and events aims to enable, educate and foster a local creative community. During 2017 more than 550 people attended across 21 events.

VIBRANT ARTS CULTURAL COMMUNITY

Events

Council organises many major community events and festivals, including Wollongong's Australia Day celebration, New Year's Eve event and our annual arts and cultural festival, Viva la Gong.

Playing in the Precinct

This program has partnered with musicians from the Wollongong Conservatorium of Music, Illawarra Folk Club and Honk!Oz to create a vibrant community space for lunch goers to enjoy live music. It also provides employment and skill development opportunities to emerging singer/songwriters. Playing in the Precinct runs over both autumn and spring, with each two hour performance entertaining approximately 60 people.

Sharing Stories

Wollongong City Council, in partnership with Merrigong Theatre Company, worked with local Aboriginal Elders and knowledge holders to gather traditional stories of the local landscape and its creation. These stories were shared with young Indigenous people from the Illawarra area and interpreted and performed through song, puppetry, dance and theatre. Sharing Stories culminated in three performances during Reconciliation Week 2017.



Honk!Oz launch at Playing in the Precinct



Sharing Stories



Viva la Gong 2014, photo Bernie Fischer

Viva la Gong

The Viva la Gong festival provides access for the community to a range of cultural experiences across visual and performance art and from popular culture through to classical cultural forms. It is a multi-faceted festival offering performance, exhibitions, physical theatre, workshops, art markets and international food. Last year's festival was held on 11 November with approximately 20,000 people attending.

CIVIC LEADERSHIP AND GOVERNANCE

Grants and Sponsorship

Council has a number of programs for providing financial assistance to groups and individuals in the Wollongong community, including:

Large Cultural Grants

Ward-Based Arts Grants that support the delivery of community cultural development projects that have been developed in collaboration between local artists and communities. These projects result in a wide range of artistic and developmental outcomes that add to the artistic and creative amenity in each ward.

Small Cultural Grants Program

Enable a diverse range of activities that enrich the cultural life of our area,

and promote community participation in cultural activities. This program is open to individual and not-for-profit community groups in the local cultural industry, including music, performing arts, visual arts, crafts and other cultural initiatives.

Small Grants NAIDOC Week Event

These grants support not-for-profit community organisations to run events and activities as part of Wollongong's NAIDOC week celebrations. They aim to involve as many people as possible in celebrations of the history, culture and achievements of the local Aboriginal and Torres Strait Islander community.

Sponsorship of Community Events

Event sponsorship funds support not for profit organisations or individuals seeking to organise events within the Wollongong Local Government Area that has demonstrated benefit to the community.

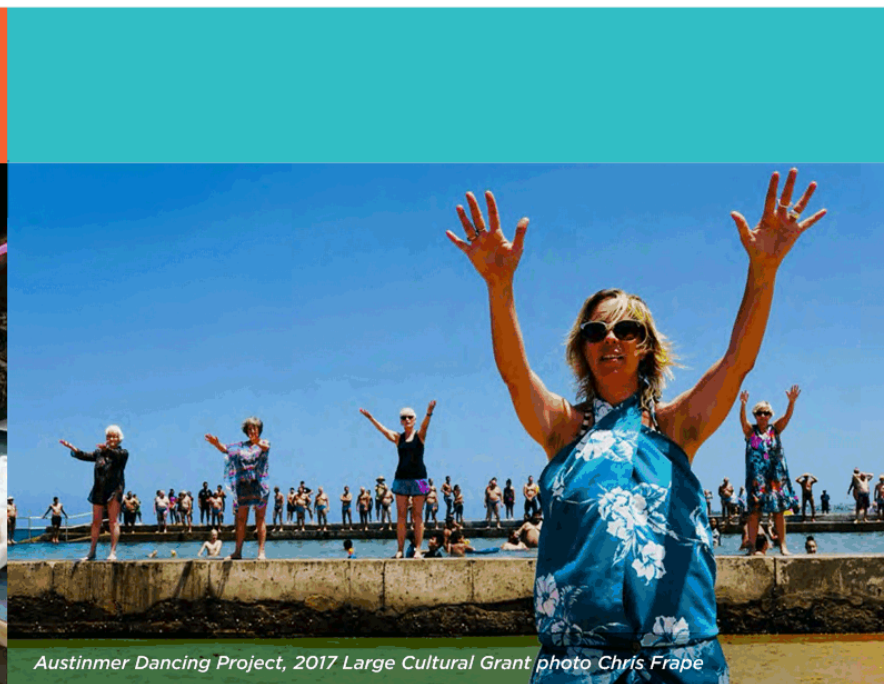
Contributions to Public Bands and Choirs - Support for public bands and choirs that contribute to the community's sense of belonging and cultural life.

Support and Partnership

Council supports and partners with a number of cultural organisations. These relationships enable us to work together to deliver the strategies and actions in the Community Strategic Plan and the Cultural Plan.



Feltmaking Workshop



Austinmer Dancing Project, 2017 Large Cultural Grant photo Chris Frape



Draft

Making Creative

Wollongong

Background Report

Background

Wollongong is home to a diverse range of creatives and creative activities, from music, festivals, events and markets to local makers, performers and artists. Our previous Cultural Plans have demonstrated our commitment to supporting and celebrating the Arts, heritage and culture in our city, as they play an important role in our region's future and our community's identity.

With the *Wollongong City Council Cultural Plan 2014-2018* nearing the end of its timeframe, it is important that a new Cultural Plan be developed. *Creative Wollongong 2019-2024* will capture and respond to the opportunities and challenges presented by our city's changing cultural landscape. This Plan will build on the work of our previous Cultural Plan and continue to celebrate our community's strengths.

Creative Wollongong 2019-2024 will be a supporting document in Council's hierarchy of plans and is expected to align to the following goals outlined in *Our Wollongong 2028*:

- Goal 2: We have an innovative and sustainable economy
- Goal 3: Wollongong is a creative, vibrant city
- Goal 4: We are a healthy community in a liveable city.

Council has undertaken extensive research and engagement with our local community to inform the development of *Creative Wollongong 2019-2024*. A summary of the research process and engagement findings are included in this report.

Review and Research

A review of the *Wollongong City Council Cultural Plan 2014-2018* was undertaken to identify the actions delivered as part of the implementation of this Plan and also the actions still relevant for the next Cultural Plan. Highlights of the achievements of the *Wollongong City Council Cultural Plan 2014-2018* have been presented in a separate snapshot document.

Research was undertaken to identify best practice models and current trends in the Arts and cultural development. Council looked at current research and policy at all levels of government, as well as cultural plans recently developed by other councils and existing Wollongong City Council supporting documents and data. This process was undertaken to gain a better understanding of the contemporary and emerging challenges and opportunities surrounding the Arts, heritage and culture.

Documents and data reviewed as part of this process include:

National and State policies, plans and reports

- Create Australia: National Cultural Policy 2013
- National Arts and Culture Accord
- Create in NSW: NSW Arts and Cultural Policy Framework 2015
- NSW Government Cultural Infrastructure Plan 2018 (Attachment 1)
- NSW Creative Industries Economic Profile 2013
- Cultural Planning Guidelines for Local Government, NSW Ministry for the Arts
- Framework for Cultural Development Planning, Cultural Development Network
- Illawarra Regional Strategy 2006-2031.

Council plans, strategies and data

- Economic Development Strategy 2013-2023
- Wollongong Heritage Strategy 2015-2017
- Public Art Strategy 2016-2021
- A City for People - Wollongong Public Spaces Public Life 2016
- Community Safety Plan 2016-2020
- Library Strategy 2017-2022
- Cultural Tourism Strategy 2018 draft
- Our Wollongong 2028
- Community Satisfaction Survey 2017
- Community Wellbeing Survey 2018.

Framework for Cultural Development Planning

Established in Victoria in 2000, the Cultural Development Network (CDN) aims to increase the expression of culture through the platform of the Arts, libraries and heritage. This Network operates as an independent non-profit organisation, overseen by a board of experts in culture and local governance.

The CDN have developed a number of resources which focus on building the capacity of local government to support artists and local communities. The *Framework for Cultural Development Planning* was created by the CDN and is based on a set of six principles that are considered fundamental to effective planning. These principles have been informed by leading practices in contemporary public policy.

The following six principles have underpinned the development of *Creative Wollongong* and have guided Council in an evidence-based outcome-focussed approach to the plan making process.

Based on values	The collective values of the community should form the foundation of cultural development planning. In this framework, values are understood as “what residents care about for a desired future”. With these values underpinning the plan making process, it is more likely that residents will experience positive outcomes as a result of the delivery of the Plan.
Directed towards goals	The desired long-term goals of the community should be captured and reflected in the Plan. This framework defines a goal as “ <i>the result or achievement toward which effort is directed; in this case, an intention for the desired future of residents of a Local Government Area (LGA)</i> ”. Goals should be identified through community engagement and policy and legislative requirements.
Focussed on outcomes	Good local government planning should be focussed on achieving positive outcomes for the community. The Plan should outline the objectives Council aims to achieve and develop a framework for measuring the outcomes resulting from the delivery of the Plan.
Informed by evidence	Collecting evidence assists with the development of objectives that will address the community’s overarching goals. This framework suggests collecting three different types of evidence: <ul style="list-style-type: none"> - Research - Data - Practice knowledge/lived experience. The CDN recommends community engagement be undertaken to gather information relating to practice knowledge/lived experience.
Underpinned by a theory of change	It is important that planners investigate and explore why a community seeks a desired change. By developing a deeper understanding, planners can strengthen the relationship between the community’s aspirations and the outcomes resulting from the delivery of the Plan.
Respondent to evaluation	Local government is required to demonstrate how it is adding value and investing in its communities. Evaluation should be a fundamental aspect of the plan making process. Planners need to consider the change the plan is seeking to make and how they will know if positive change or outcome has been achieved.

Reference: Cultural Development Network (2016), *Framework for Cultural Development Planning*, <https://www.culturaldevelopment.net.au/planning/>

Community Engagement Process

Phase One

The initial phase of the community engagement ran from late March to early September 2018. A number of methods were used to encourage the participation of the broader community, creative community and local business.

The methods used included:

Cultural Plan Survey

The survey was open from 26 March to 27 April 2018 and was available in both printed copy and on Council's webpage. See Appendix 2 for a copy of the survey and Appendix 3 for the Illawarra Mercury story.

Printed surveys and collection boxes were located at:

- Central, district and branch libraries
- Customer Service in the Council Administration Building
- Wollongong Art Gallery
- Illawarra Performing Arts Centre
- Wollongong Town Hall.

Hard copies of the survey and business cards with a link to the online survey were available at a pop up stall at Wollongong Friday Markets, 20 April 2018. The surveys and survey cards were also distributed to shops and cafes across the LGA and at a number of Creative Dialogue Events.

A digital version of the survey was available on Council's 'Have Your Say' for the same four week period. The digital survey was shared with Cultural Services, Community Development and Wollongong Art Gallery email lists and neighbourhood forums. It was also promoted through the *Arts News – Arts and Culture in Wollongong* on 27 March and 9 April 2018 and in the Illawarra Mercury on 26 March 2018.

Workshops

To ensure the community had the opportunity to share their creative ideas in further detail, a series of workshops were delivered.

The workshops commenced with a visioning exercise where participants were asked to write on post its. As part of this exercise participants were asked the following questions:

- What does a creative city look like/feel like?
- What does Wollongong already have that contributes to this idea of a creative city?

Building on the information collected from the initial activity, participants were asked to engage in group discussions around the following questions:

- Where are the gaps and what do we need to focus on into the future?
- What could be done to make it easier for people to participate in cultural life/creative activities?
- What should creative spaces look like?
- What could be done to encourage people to participate in cultural and creative life in the evening/night?

Conversations were not limited to these themes if there were more pressing issues the group wanted to discuss.

Workshops were held on the following dates:

Date	Location	Targeted/open
2 May	Spiegel tent, Wollongong	Open
10 May	Lower Town Hall, Wollongong	Targeted – Literary Artists
11 May	Wollongong Art Gallery, Wollongong	Targeted – Content Creators
15 May	Timber Mill Studios, Bulli	Open
22 May	Servo Food Truck Bar, Port Kembla	Open
28 May	Lower Town Hall, Wollongong	Open
5 July	Wollongong Art Gallery, Wollongong	Open
10 July	Lower Town Hall, Wollongong	Targeted – Live Music

Creative Wollongong Postcards

Creative Wollongong postcards were developed to encourage the participation of children and young people in the engagement process. Each postcard contained one of the following questions:

- What would you do to make Wollongong a more creative city?
- What would you do to make Wollongong more exciting for young people?
- What creative activities do you want to see more of?
- How do you like to celebrate your culture?

These postcards were handed out at the following events:

Date	Location	Event
13 April	Sandon Point, Bulli	Sand & Sounds – Youth Week
14 April	Crown St Mall, Wollongong	Unity Through Diversity – Youth Week
17 April	Holbourn Park, Berkeley	Rampfest – Youth Week
18 April	Lakeside Reserve, Koonawarra	Sundown – Youth Week
19 May	Wollongong	Comic Gong

Meetings with local Aboriginal Community

Meetings were held with the local Aboriginal community to discuss how their ideas for the future could be included in the upcoming Plan. These meetings provided the opportunity to further explore and expand on the comments/themes collected from the community survey and also gain a better understanding of our Aboriginal community’s priorities for the future.

Meetings were held on the following dates:

Date	Organisation/group
4 September	Illawarra Local Aboriginal Land Council
10 September	Coomaditchie United Aboriginal Corporation

Phase 2

Draft actions and strategies were developed based on research and the information gathered from the community engagement. The second phase of the engagement was delivered during September and October 2018. This phase allowed the relevant areas of Council and the community to provide feedback on the draft actions for the Plan.

Internal Workshops

Two workshops were held with relevant Council officers to discuss draft strategies, actions, timeframes, and performance measures. These workshops helped Council to develop a detailed implementation plan, which will support the delivery of *Creative Wollongong*.

Workshops were held on 7 and 14 September 2018.

Council officers from the following areas attended the workshops:

- City Centre
- City Works
- Community Development
- Community Facilities
- Community Land Management
- Community Safety
- Economic Development
- Infrastructure
- Environment
- Events
- Executive Strategy
- Development Assessment and Compliance
- Heritage
- Land Use Planning
- Landscape Design
- Libraries
- Marketing
- Media
- Youth Services.

Visioning Creative Wollongong Workshop

Participants from the first phase of the community engagement and local business were invited to attend this workshop. They were provided with an overview and the key themes that emerged from phase one of the engagement, as well as information about other projects influencing the development of the Plan. This workshop allowed us to check in and make sure the community's priorities were reflected in the Plan. Participants were then provided the opportunity to comment and provide feedback on the draft actions.

UNITY Project – Viva la Gong

UNITY is a participatory public art project developed by American artist Nancy Tessler Belmont. This project requires participants to use colourful wool to create a web on a larger-than-life structure. This concept was appropriated and used as a tool for community engagement at Viva la Gong on 10 November 2018. The information collected was used to

inform the development of *Creative Wollongong* and formed the basis for the evaluation of the Festival.

Indicators used as part of this project were developed based on the results of the first phase of community engagement. Each indicator was attached to its own pole.

The indicators used were:

Creative Wollongong

- Wollongong is a creative and vibrant city
- The Arts are important to community life
- History and heritage are important to community life
- There are enough opportunities for me to participate in cultural/creative activities in Wollongong
- Cultural diversity is valued and celebrated in Wollongong
- Creativity is valued and celebrated in Wollongong
- I work in the heritage, creative and performing arts sector
- I volunteer in the heritage, creative and performing arts sector
- I buy locally made products
- I think it's hard to find information about events and cultural and creative activities
- I would like to see more creative and cultural events happening in the suburbs
- I would like to learn more about local Aboriginal heritage, culture and important places
- I would like to see public art incorporated in the design of new developments
- I would like to see more cultural and creative events happening in the evening
- I would like to see more creative spaces and artist studios
- I think there should be more spaces for artists to showcase their work and perform.

Viva la Gong Festival evaluation

- Today I enjoyed watching the live music
- Today I enjoyed watching the performances on the Community Stage
- Today I enjoyed watching the films at the Film Tent
- Today I had a go at one of the workshops
- Today I tried the food from the food stalls
- Today I had a look at the market stalls
- Today I had a go at the interactive art opportunities
- Today I enjoyed the circus activities including La Petite Grande
- Today my children had fun in the Family Interactive Zone.

Participants were asked to read each of the 25 indicators attached to the poles and select five statements that resonated with them. Using a small ball of wool they were asked to tie their string to the corresponding poles.

This interactive engagement activity was accompanied by six chalkboards. The chalkboards asked participants to respond to the following statements:

- My creative idea for Wollongong is... (x2)
- My favourite part of Viva la Gong is...
- This made me smile today...
- I contributed to being waste wise by...
- At next year's festival I would like to see...

How many people were involved?

Over 796 people shared their ideas for *Creative Wollongong* through the community engagement process.



Community Engagement Results

The raw data from each of the community engagement methods was combined and analysed. A total of ten recurring themes have been identified and summarised below.

Major themes of the community engagement

Participation in creative activities – Our community would like to see a greater variety of creative events and activities. Many people expressed the importance of large scale, family friendly events, while others would like to see smaller, niche events. Some members of our community expressed that the cost of attending cultural activities such as the theatre, performances and live music was a challenge.

Promotion of events and activities – We have a lot of great things happening in the city and our suburbs, but people seem to be missing out because they either don't know about them, or find out after the event or activity has happened. Our creatives also find it challenging to promote the exciting things they are doing. The theme arose frequently that we lack a central source to promote and find information about events and activities.

Aboriginal culture and heritage – Our city has a rich Aboriginal heritage and history, yet our community feels as though their knowledge and understanding of this is lacking. They would like to see more opportunities to engage with and learn about local Aboriginal culture, history and sites of significance. Building strong and positive relationships with our local Aboriginal community and telling the stories of our city is a priority for our community.

Opportunities for creatives – We have a very passionate and active creative community. Many creatives shared their concerns about having to move out of the area to chase opportunities. They would like to see stronger investment in our local creative community, by way of employment and training and skills development opportunities for people at all stages of their career.

Spaces to create – Our creative community feel there is a lack of creative spaces, including studios, rehearsal spaces and meeting rooms across the city. Some expressed interest for a creative hub, while others would like to see unused and underutilised space be activated. We were told that these spaces should encourage community participation and interest in the Arts, as well as enable cross pollination and multidisciplinary work.

Activating the suburbs – Many of our major cultural and creative events, festivals and activities take place in the City Centre. Our community loves that there are exciting things happening in the City and would like to see more community based events and activations happening in their suburbs.

Public Art – We have a large collection of public artworks that add colour and life to our public spaces and places. Our community said that they would like to see more permanent and temporary public artworks in the suburbs as well as the city.

Built environment and urban design - Wollongong's built environment is rapidly changing and many people are concerned that the aesthetics of new developments are not having a positive impact on our city's distinct identity. Our community would like to see public art included as an important aspect of new developments across the city.

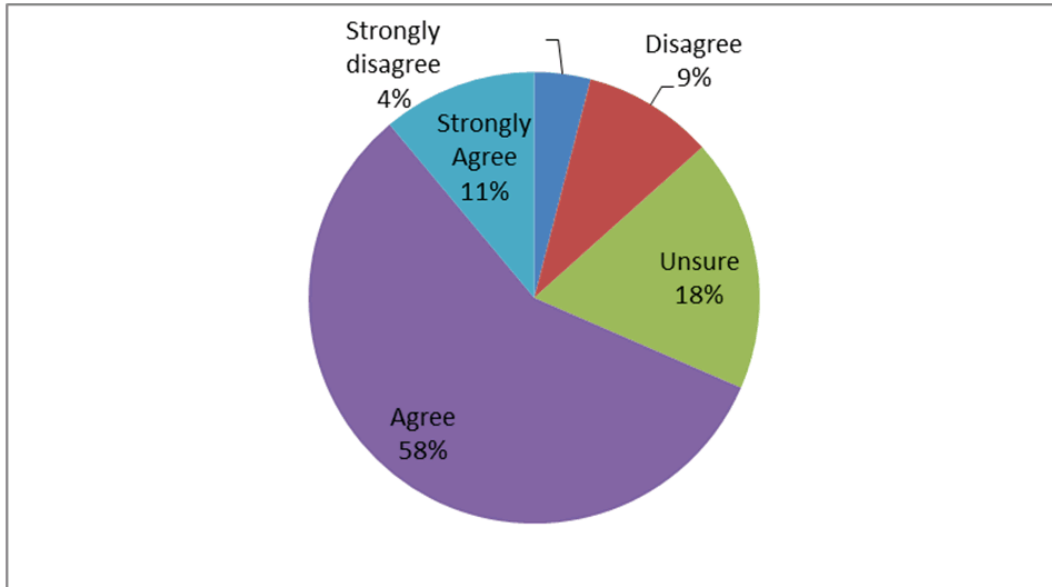
Museums, history and heritage – There is concern that our history is being lost; our built environment is changing and our local museums are becoming vulnerable. Our community greatly values our local history and heritage, as it contributes to our identity and sense of place. Many feel that history and heritage is undervalued and would like this to be something we focus on into the future.

Evening activations – Our city has a renewed night life, there are exciting events and activations happening across the city and people's feelings of safety are improving. Although our night life is great, many people told us that it is hard to find things to do between the hours of 5-7pm and they would like to see more happening during this time. There is also a need for our growing night life to be supported by the appropriate infrastructure, such as frequent public transport and safe after hours parking.

Survey results

Question 1 – Do you agree with the following statements?

“Wollongong is a creative and **vibrant** city”

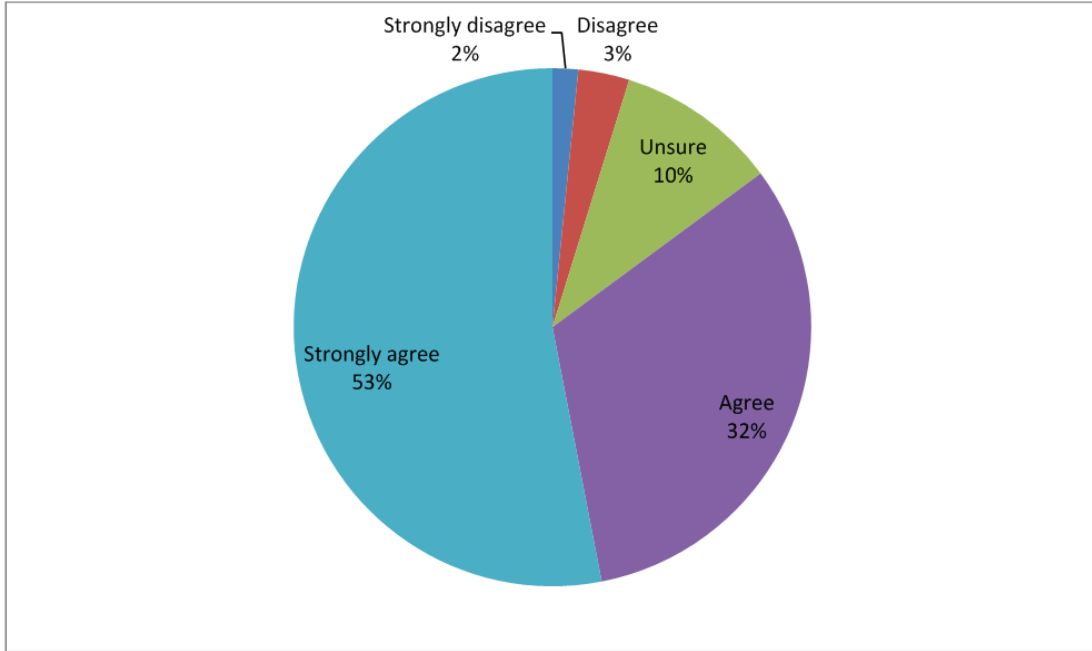


Graph 1 - "Wollongong is a creative and vibrant city" (n=377)

As shown in Graph 1, 69% of survey respondents agree/strongly agree with the statement "Wollongong is a creative and vibrant city". 13% of respondents disagree/strongly disagree with this statement; those who disagree/strongly disagree were asked to provide the opportunity to explain why. The following themes emerged from the comments:

- There should be more creative and cultural events/activities happening
- The city feels as though it is being over developed and the aesthetic of the newer buildings does not reflect the identity of the community
- There is a lack of funding for the Arts, culture and heritage
- There is a lack of funding for cultural infrastructure and community facilities
- There aren't enough opportunities for people to express themselves creatively

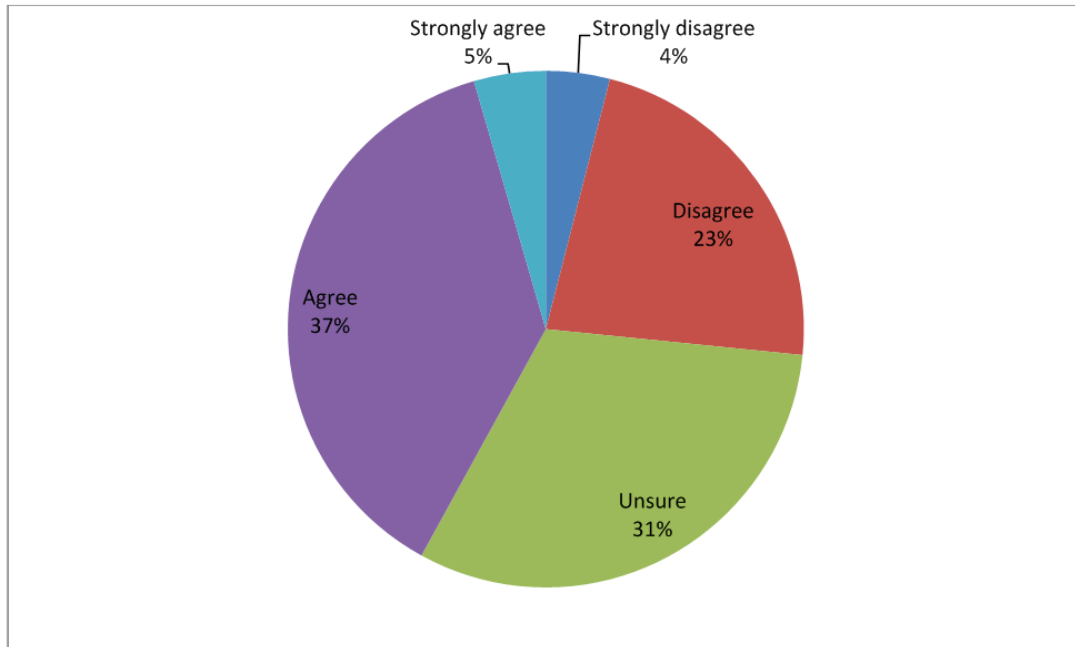
“The Arts, heritage and culture are important aspects of community life”



Graph 2 - “Arts, heritage and culture are important aspects of community life” (n= 377)

As shown in Graph 2, 85% of survey respondents agree/strongly agree with the statement “The Arts, heritage and culture are important aspects of community life”. 5% of respondents disagree/strongly disagree with this statement; those who disagree/strongly disagree were asked to provide the opportunity to explain why, no clear themes emerged from the comments.

“There are enough opportunities for me to participate in arts and cultural activities in Wollongong”

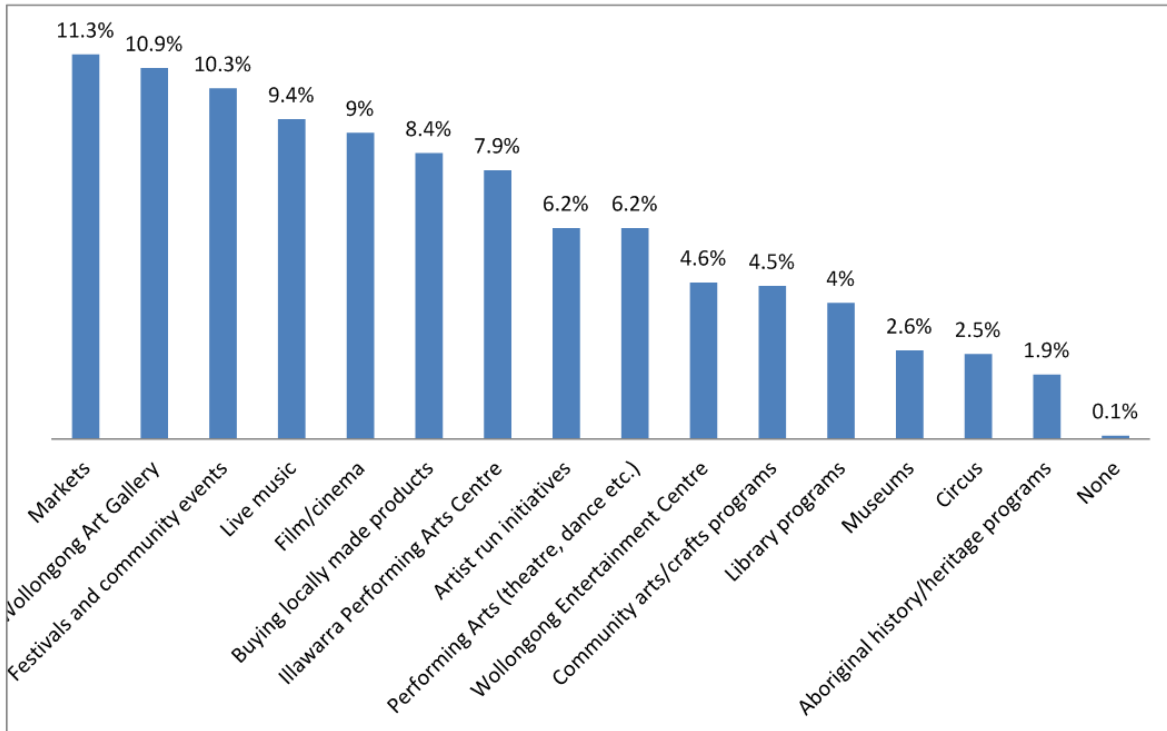


Graph 3 - “There are enough opportunities for me to participate in arts and cultural activities in Wollongong” (n=377)

As shown in Graph 3, 42% of survey respondents agree/strongly agree with the statement “There are enough opportunities for me to participate in the Arts and cultural activities in Wollongong”. 58% of respondents were either unsure, disagree/strongly disagree with this statement; those who disagree/strongly disagree were asked to provide the opportunity to explain why. The following themes emerged from the comments:

- Advertisement and promotion of events and activities is very poor
- There is a lack of venues and creative spaces
- The timing of activities makes it difficult for people to participate
- People would like to see more happen during lunch hours on weekdays
- Cost of activities is a challenge for people to participate
- Range of activities could be more diverse, the community would like to see more alternative events and events and activities that provide the opportunity to learn about and celebrate Aboriginal culture
- There should be more opportunities to learn about local history and heritage.

Question 2 – During the last 12 months, which of the following cultural activities have you participated in/ visited in the Wollongong Local Government Area?

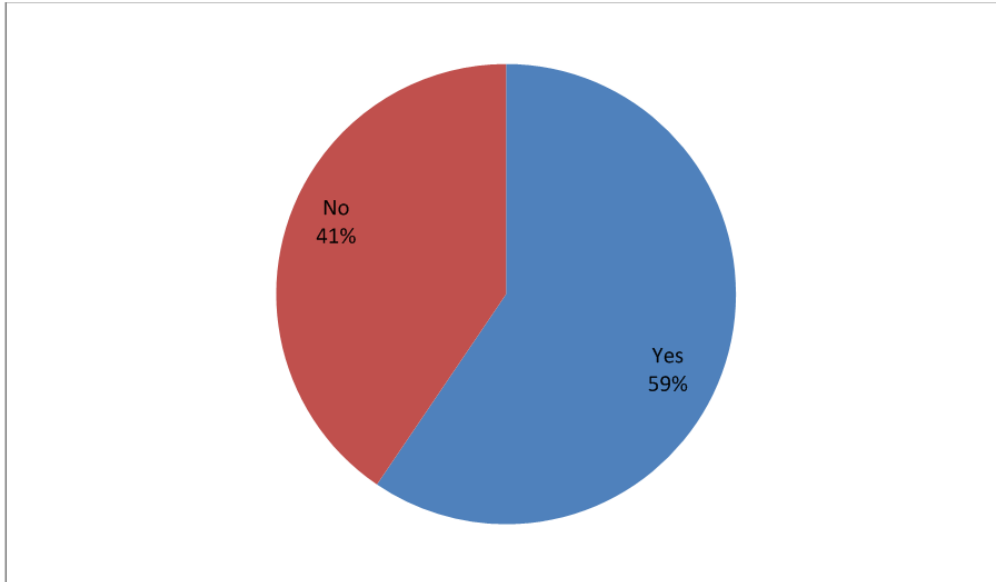


Graph 4 - During the last 12 months, which of the following cultural activities have you participated in/ visited in the Wollongong Local Government Area? (n= 377)

The data presented in Graph 4 shows respondents participation in cultural activities listed during the last 12 months. With markets, Wollongong Art Gallery and festivals and community events the most common cultural activities respondents had participated in/visited.

Respondents were given the opportunity to select multiple options when answering this question.

Question 3 - Thinking about the cultural activities listed above, are there any you haven't participated in / visited, but would have liked to?



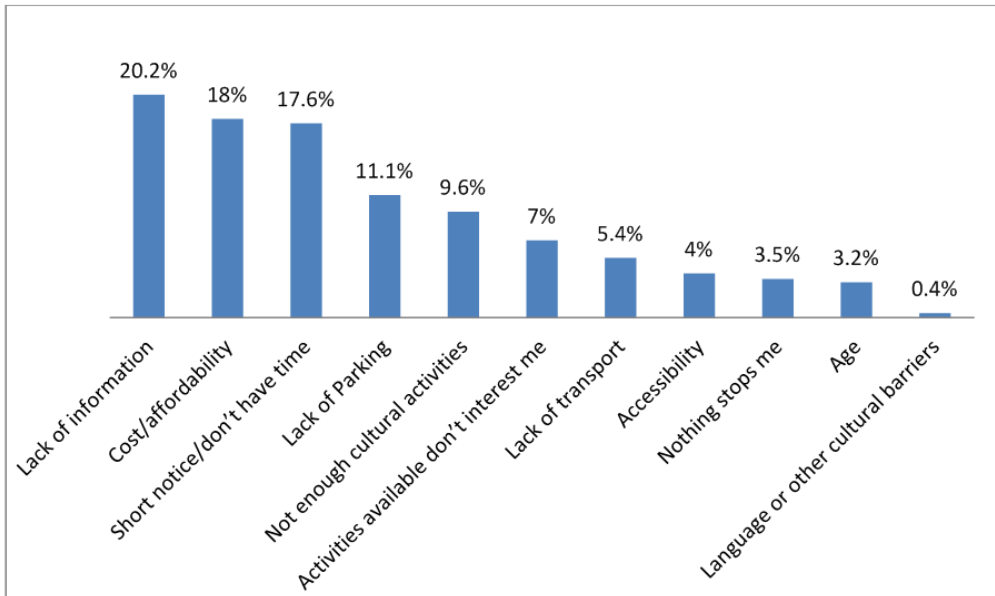
Graph 5 - Thinking about the cultural activities listed above, are there any you haven't participated in / visited, but would have liked to? (n=377)

The data presented in Graph 5 shows that 59% of respondents said there were cultural activities they would have liked to participate in/visit. Those who answered yes to this question were asked to identify which cultural activities they would have liked to participate in.

The top five cultural activities were:

- Illawarra Performing Arts Centre
- Aboriginal history/heritage programs
- Live music
- Library programs
- Community arts/crafts programs.

Question 4 – what, if anything, stops you from participating in the cultural activities available in your community?



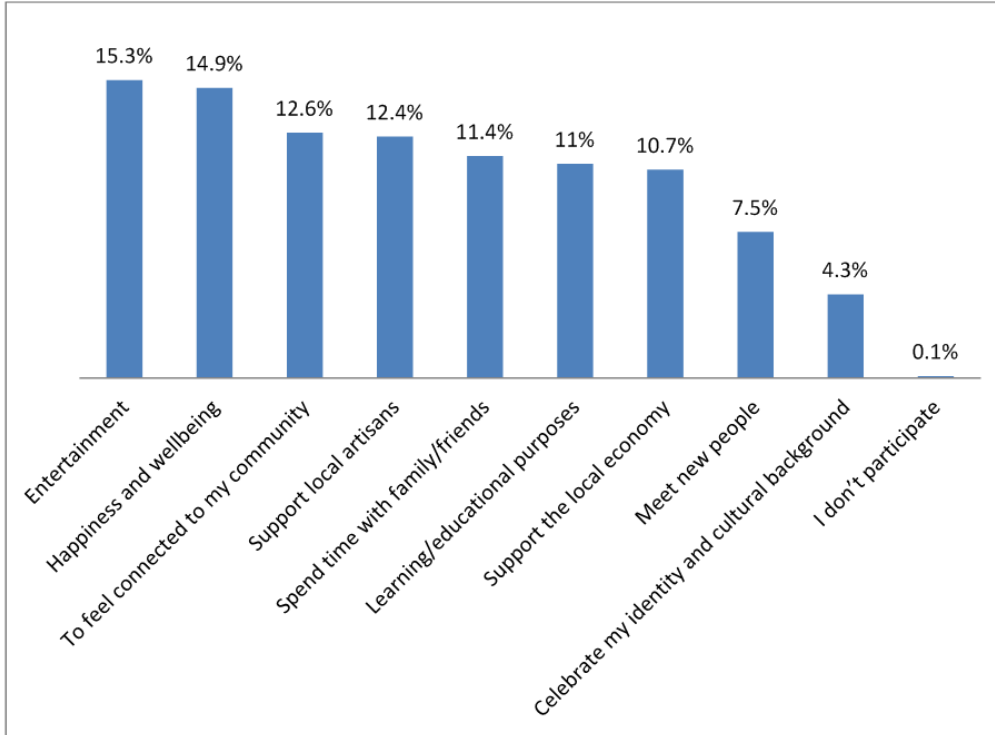
Graph 6 - What, if anything, stops you from participating in the cultural activities available in your community? (n=377)

As shown in Graph 6, lack of information, cost/affordability and short notice were the three most common challenges that stopped respondents from participating in cultural activities.

Respondents were given the opportunity to include other challenges that were not presented as an option. Other challenges mentioned include:

- Timing/scheduling of events
- Childcare or not knowing if events were family friendly
- Accessible parking
- Distance to travel
- Public transport at night.

Question 5 – Why do you participate in cultural activities?

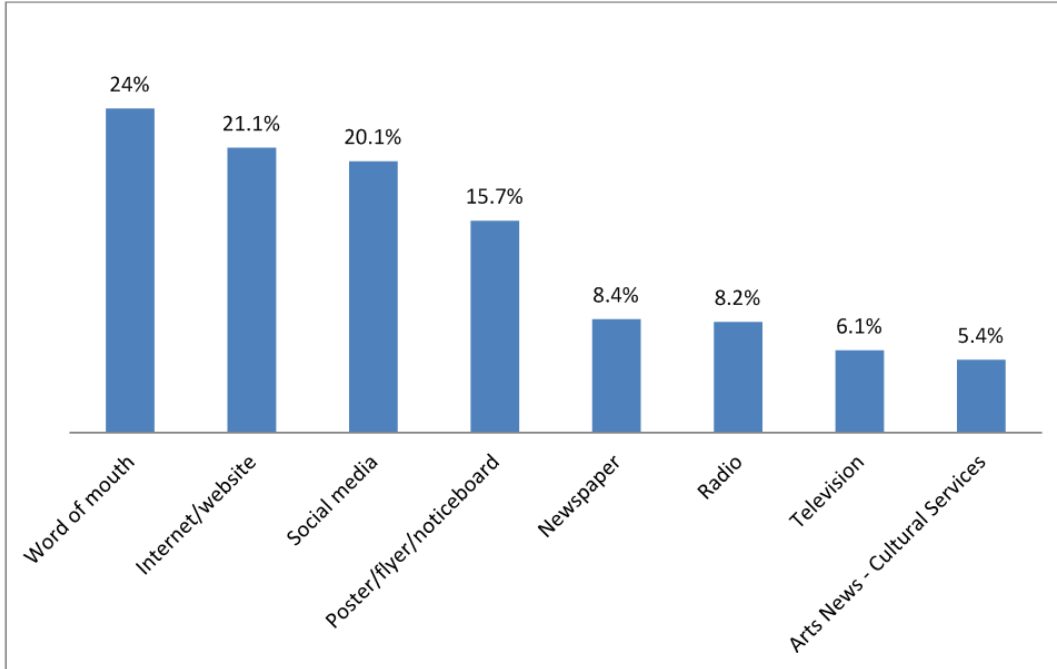


Graph 7 - Why do you participate in cultural activities? (n= 377)

The data presented in Graph 7 shows that entertainment, happiness and wellbeing and connection to community were the three most common reasons for participating in cultural activities.

Respondents were given the opportunity to select multiple options when answering this question. This could account for the small margin of percentage difference between the options deemed most and least common.

Question 6 - How do you usually find out/get information about cultural activities and events?



Graph 8 - How do you usually find out/get information about cultural activities and events? (n=377)

As shown in Graph 8, word of mouth, the Internet/websites, social media and posters/flyers are the most common platforms/sources where respondents receive information about cultural activities.

Respondents were given the opportunity to provide information on what websites/social media sites they used to find information

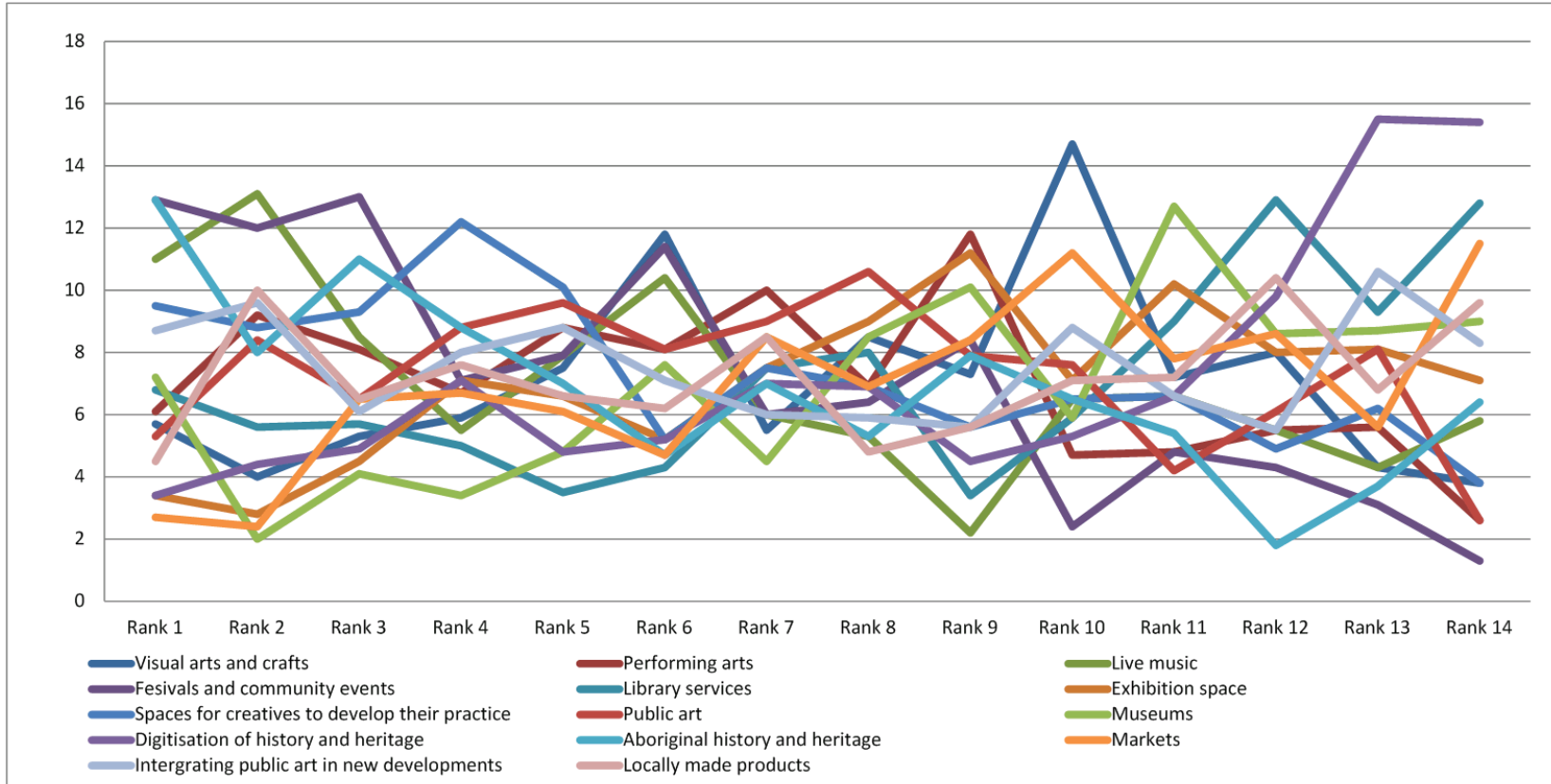
Internet/websites

- Arts organisations – CON, WAG, IPAC, Project Contemporary Artspace, SCWC
- Wollongong City Council website
- Destination Wollongong
- What's on Wollongong
- Illawarra Mercury.

Social media

- Facebook
- Instagram

Question 7 - What aspects of local Arts, heritage and culture do you think need more attention and why?



Graph 9 - What aspects of local arts, heritage and culture do you think need more attention and why? (n=377)

Question 7 asked respondents to rank a list of 14 aspects of local Arts, heritage and culture in order of which aspects they think should receive more attention in the future (1 = most important to 14 = least important).

As shown in Graph 9, the top five aspects that received a rank of 1 (most important) were:

- 12.9% Festivals and community events
- 12.9% Aboriginal heritage and history
- 11% Live music
- 9.5% Spaces for creatives to develop their practice
- 8.7% Integrating public art into new developments.

Other aspects that did not receive a rank of 1 but appeared in rank 2 and 3 include:

- 10% Locally made products
- 9.2% Performing arts.

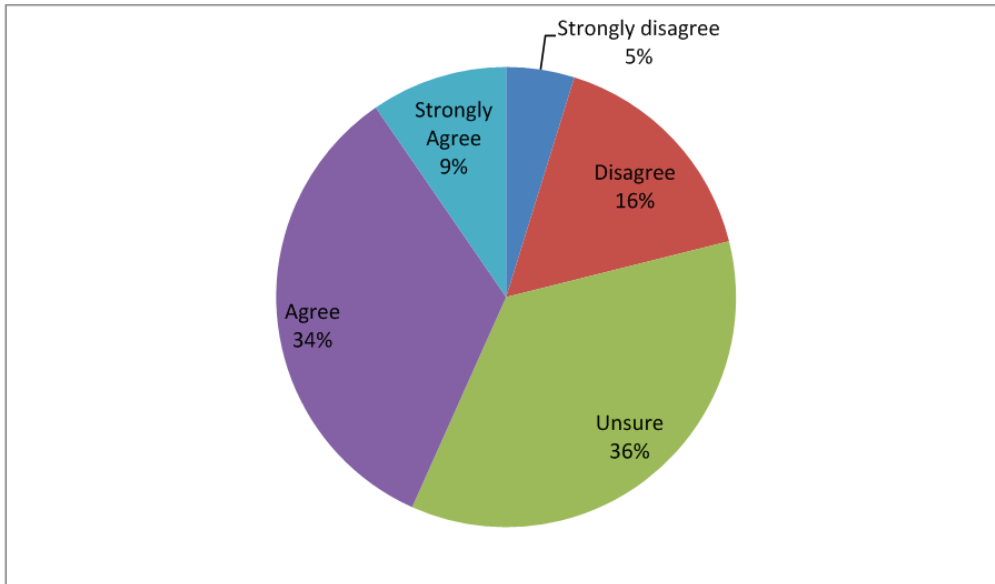
Question 8 - What makes Wollongong unique and is a 'point of pride' for you?

This question presented respondents with a free text section in which to write their comments. The following themes emerged from the comments:

- Coastal town located between the beach and the mountains
- Proximity to Sydney
- Passionate and active creative community
- Great cultural institutions
- Cultural diversity
- Rich history and heritage including Aboriginal history and heritage.

Question 9 – Do you agree with the following statement?

“The identity of my community is reflected in my suburbs places and spaces”



Graph 10 - “The identity of my community is reflected in my suburbs places and spaces” (n=377)

As shown in Graph 10, 43% of survey respondents agree/strongly agree with the statement “The identity of my community is reflected in my suburbs places and spaces”. 21% of respondents disagree/strongly disagree with this statement and 36% were unsure; those who disagree/strongly disagree were asked to provide the opportunity to explain why. The only theme that emerged from the comments was that respondents felt as though the new developments being built in the city are unappealing, they would like to see unique architecture and/or public art integrated into future developments.

Some respondents commented that they found the question confusing, this could account for the high rate of ‘unsure’ responses.

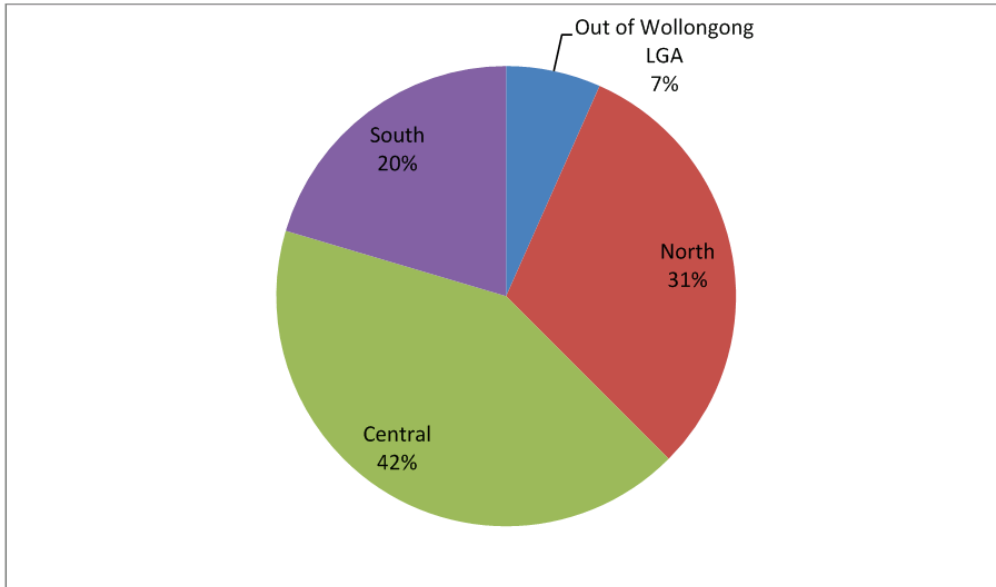
Question 10 – What are your three ideas for a more creative Wollongong?

Respondents were presented with a free text section, where they were asked to record three creative ideas for Wollongong. The following themes emerged from the comments:

- More permanent and temporary public art
- More community events and festivals
- More creative spaces including spaces for creatives to develop their work, small galleries
- Improving promotion of cultural events and activities
- More live music.

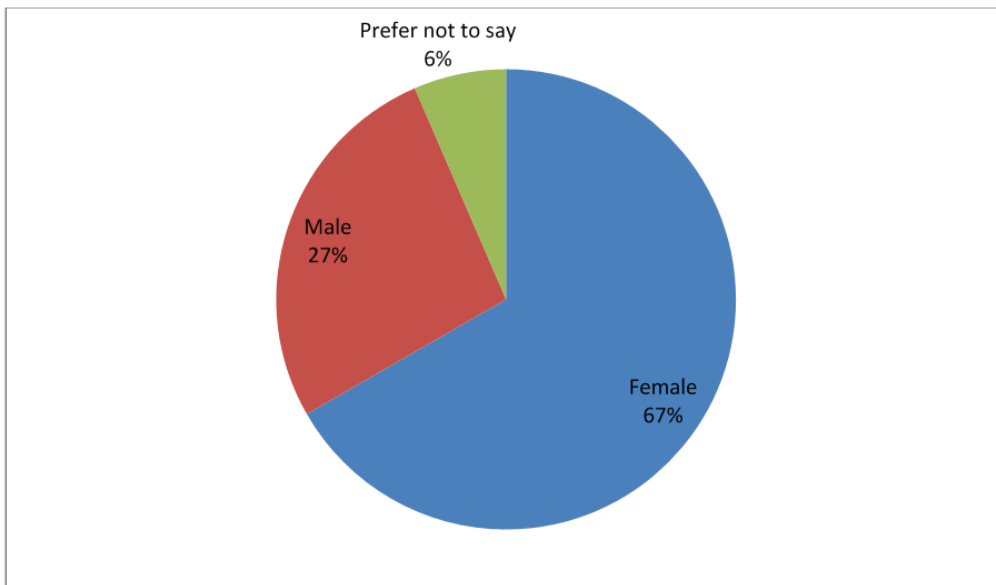
Demographics

In which suburb do you live?



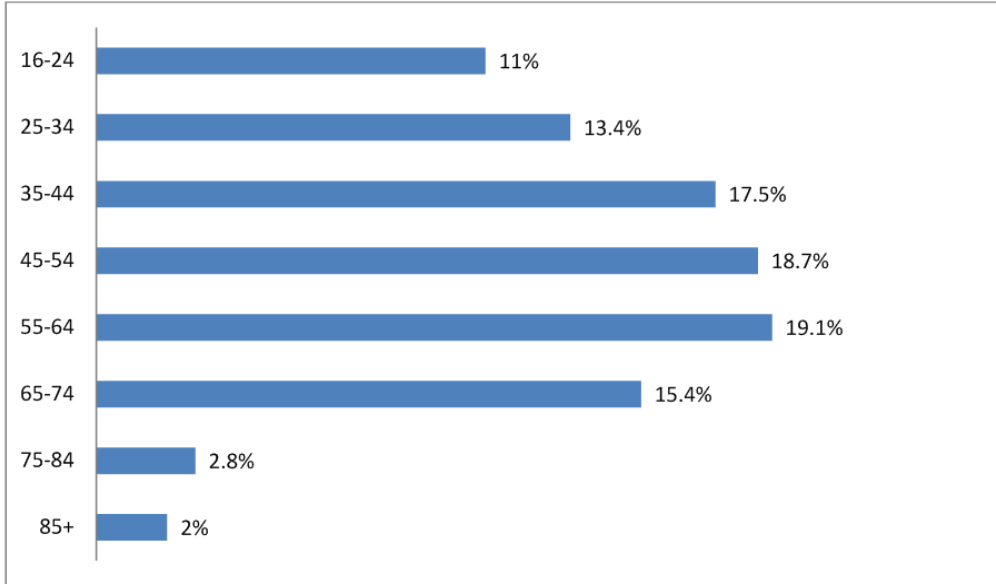
Graph 11 - In which suburb do you live? n=377

What is your gender?



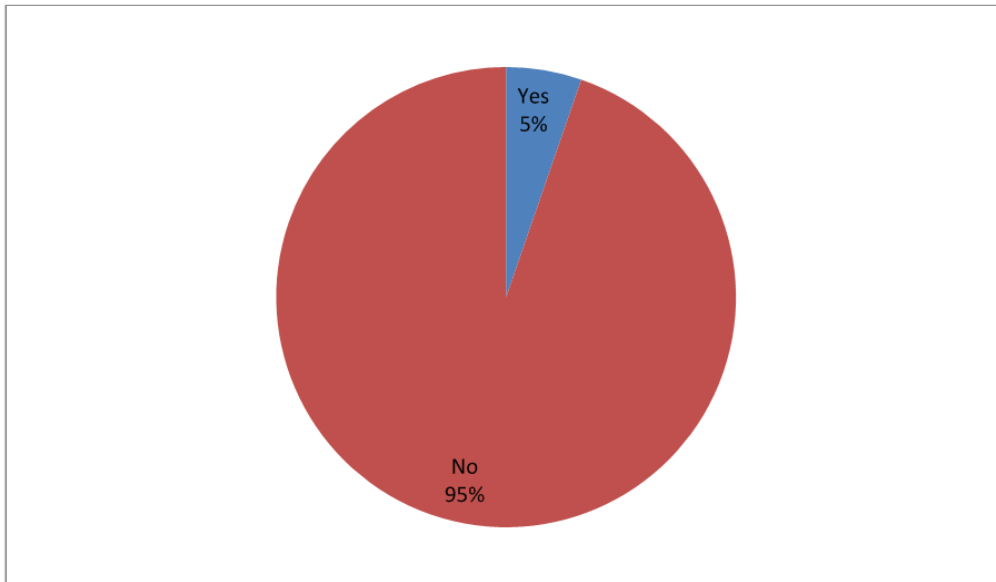
Graph 12 - What is your gender? N=377

Which age group do you currently fall into?



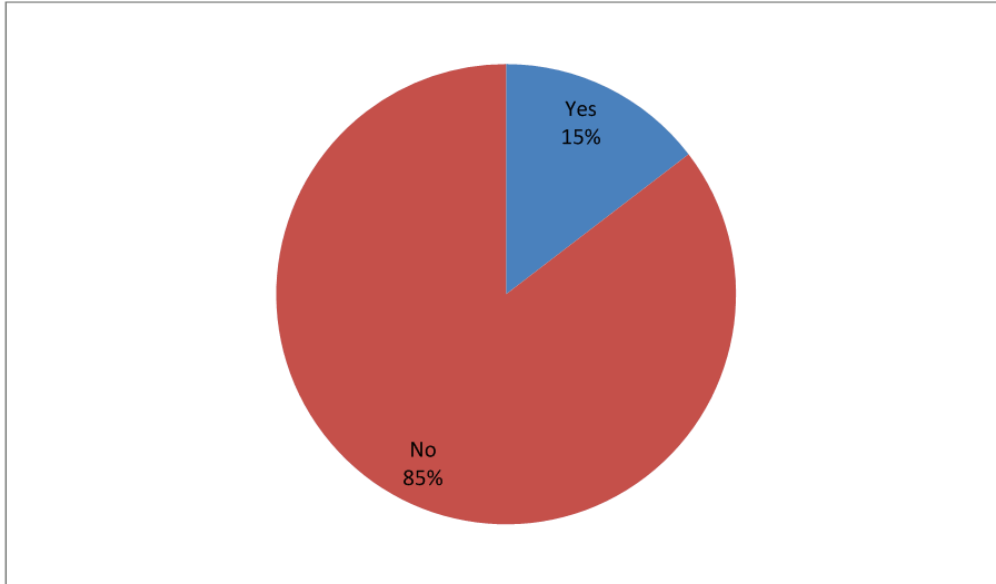
Graph 13 – Age grouping (n=377)

Do you identify as Aboriginal, Torres Strait Islander, or both Aboriginal and Torres Strait Islander?



Graph 14 - Do you identify as Aboriginal, Torres Strait Islander, or both Aboriginal and Torres Strait Islander? (n=377)

Do you speak a language other than English at home?

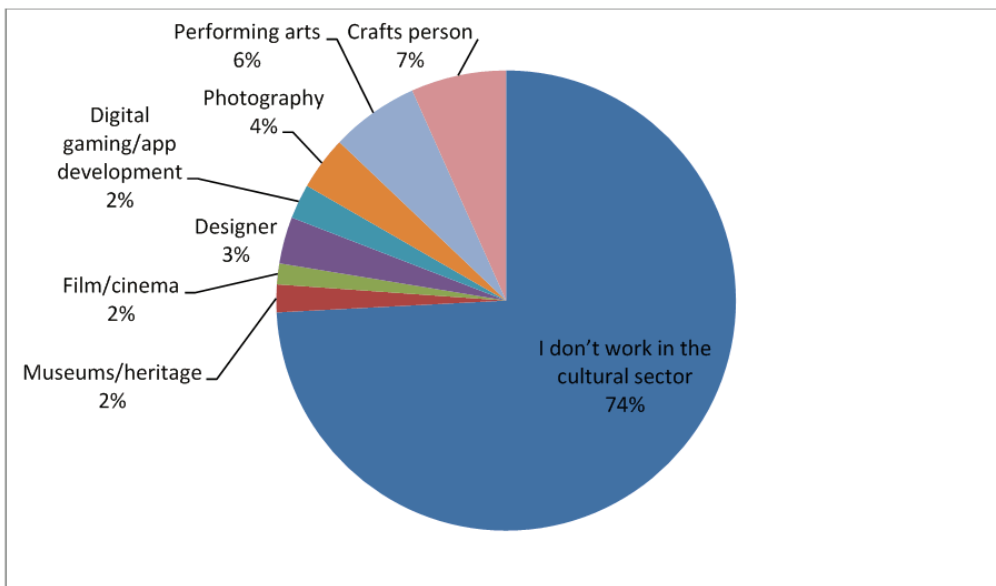


Graph 15 – Language spoken at home

Languages included:

Afrikaans, Arabic, Auslan, Cantonese, Chinese, Dutch, Farsi, Finnish, French, German, Greek, Indonesian, Italian, Japanese, Latvian, Macedonian, Norwegian, Polish, Portuguese, Russian, Spanish, Vietnamese.

Do you earn income as an artist, crafts person or other cultural sector worker?



Graph 16 - Do you earn income as an artist, crafts person or other cultural sector worker? (n=377)

Workshops

130 people participated across eight workshops. Below is a summary of the major opportunities and challenges discussed at each workshop:

2 May Spiegeltent, Wollongong

- More support and opportunities for artists at all stages of their careers
- Increased and improved promotion of creative and cultural events and activities
- More creative spaces, that are multidisciplinary and enable cross pollination
- More things happening between the hours of 5-7pm
- Improved public transport that operates between the east and the west of the LGA.

10 May Lower Town Hall, Wollongong – Literary Artists

- A creative space for literary artists that is located in the City Centre
- Creative spaces that are visible to the public, that encourage community interaction and enable cross pollination and provide space to hold meetings
- A central platform for creatives to promote their events
- Professional and skill development opportunities for emerging artists
- More activations happening in the evening and improved wayfinding.

11 May Wollongong Art Gallery, Wollongong – Content Creators

- More skills development opportunities for emerging artists
- Creative spaces that provide office space, wet space and meeting rooms
- Development of an online platform that includes artist profiles and enables the sharing of information
- Wollongong to be branded as a creative city, a city that produces and nurtures creatives.

15 May Timber Mill Studios, Bulli

- The celebration and sharing of local Aboriginal culture and history
- Opportunities for creatives to collaborate on projects
- Introduction of electronic signage and poster boards to support the promotion of cultural and creative events and activities
- Greater support for artist run and managed spaces
- A curated approach to programming evening activations.

22 May Servo Food Truck Bar, Port Kembla

- Improved public transport to enable participation in cultural and creative events and activities
- More public art in the suburbs including creative design features for chairs, fences etc
- More opportunities for young people to participate in cultural and creative events and activities
- Using a diverse range of platforms to promote events and activities, including, social media, poster boards and the Internet
- Sound and art installation at night time
- Community facilities that are multipurpose and free for community use.

28 May Lower Town Hall, Wollongong

- Improved promotion of cultural and creative events and activities
- Increase the number of small niche events happening across the city
- Creative spaces that support the delivery of workshops and events
- Activation of underutilised space across the city
- Light and sound installations and activations in the evening.

5 July Wollongong Art Gallery, Wollongong

- Increase the number of subsidised studio space across the LGA
- Preservation of heritage and the sharing of local history
- Improved promotion of cultural and creative events and activities
- More opportunities for creatives to network
- For cultural and creative events and activities to be less city centric, more activations happening in the suburbs.

10 July Lower Town Hall, Wollongong – Live Music

- Streamline approval processes to support the delivery of smaller scale events and live music performances
- A consistent approach to planning and approvals that bring hours of operation in line with liquor licences
- Introduction of electronic advertising boards to promote events and activities
- 'how to' guides that provide information on what needs to be done to make an event compliant to Council requirements.

Creative Wollongong Postcards

A total of 90 postcards were completed across five events. The recurring themes are:

- More events and festivals for young people that incorporate music and art
- More opportunities to involve young people in the development of public art
- Opportunities for young people to learn creative skills
- More exciting thing happening in the suburbs.

Meetings with local Aboriginal Community

Two meetings were held with local Aboriginal community groups/organisations. The key themes that emerged from discussions include:

- Working in partnership with local Aboriginal communities to develop art trails and immersive cultural experiences.
- Improving communication and engaging with local Aboriginal communities in a way that is culturally sensitive to their cultural protocols
- Working with local Aboriginal communities to negotiate methods of co-management of local sites of significance
- Incorporating local Aboriginal language into signage across the city and Council documents.

Internal Workshops

Draft actions and strategies were presented to 44 Council officers from various areas of Council and further workshoped. Few changes were made to existing actions and a small number of new actions were developed.

Following the workshop, a number of one on one meetings were held with relevant officers to further refine the draft actions.

Visioning Creative Wollongong Workshop

Participants of phase one of the community engagement were invited to the visioning workshop and asked to provide feedback on the draft focus areas and actions, with a total of 22 people attending. This workshop provided the opportunity to check in to ensure the draft actions accurately captured and reflected the community’s vision for the Plan. Community feedback was positive with minor tweaks being made to the draft actions.

UNITY Project – Viva la Gong

A total of 106 people participated in this interactive engagement activity. Results of the creative Wollongong indicators are as follows:

Frequency	Indicator
30	Wollongong is a creative and vibrant city
38	The Arts are important to community life
22	History and heritage are important to community life
7	There are enough opportunities for me to participate in cultural/creative activities in Wollongong
33	Cultural diversity is valued and celebrated in Wollongong
27	Creativity is valued and celebrated in Wollongong
17	I work in the heritage, creative and performing arts sector
3	I volunteer in the heritage, creative and performing arts sector
29	I buy locally made products
26	I think it’s hard to find information about events and cultural and creative activities
21	I would like to see more creative and cultural events happening in the suburbs
34	I would like to learn more about local Aboriginal heritage, culture and important places
25	I would like to see public art incorporated in the design of new developments
23	I would like to see more cultural and creative events happening in the evening
31	I would like to see more creative spaces and artist studios
34	I think there should be more spaces for artists to showcase their work and perform

This activity was popular with families and young people. There is a possibility that the data is slightly skewed as some children took part without carefully reading the signs.

Participants were given the opportunity to provide further detail on the indicators they selected by leaving a comment on the accompanying chalkboards. These chalkboards did not attract a lot of comments, due to the interactive nature of UNITY.

Appendix 1

NSW Government Cultural Infrastructure Plan – Cultural Infrastructure Wollongong Profile

The Cultural Infrastructure Project Management Office (CIPMO) was established in 2017, with the aim of providing a coordinated approach to Cultural Infrastructure Planning across New South Wales.

During 2018 CIPMO has been undertaking the process of developing a *Cultural Infrastructure Action Plan*. The vision for this plan is that it will:

- Provide a strategic, long-term approach to investment in cultural infrastructure that meets community needs and expectations
- Support the development of distinct cultural precincts and infrastructure that support creativity, participation and employment in metropolitan and regional NSW.

The Plan is yet to be published, however, preliminary data and findings of the engagement has been shared with Council. Below is a map which plots cultural infrastructure in the Wollongong LGA. The foundation of the data for this map was provided by CIPMO which was then built on by Council. This map is not inclusive of all cultural infrastructure in the Wollongong LGA.



While every effort has been made to ensure the highest possible quality of data, no liability will be accepted for any inaccuracy of the information shown. Copyright (c) Wollongong City Council, Mapping Services Section.

Appendix 2

Wollongong Cultural Plan Survey

Council is developing a new Cultural Plan for Wollongong. This Plan will guide us in supporting the Arts, heritage and culture in our city.

The information gathered from this survey will help shape the future direction and priorities in creating a more vibrant city.

- Complete and return the survey in the attached reply paid envelope (no stamp is required); or
- Online at: www.wollongong.nsw.gov.au

This survey will take approximately 10 minutes to complete.

Survey closes 27 April 2018

1. Do you agree with the following statements?

“Wollongong is a creative and vibrant city”

Strongly disagree Disagree Unsure Agree Strongly agree

Tell us more: _____

“The Arts, heritage and culture are important aspects of community life”

Strongly disagree Disagree Unsure Agree Strongly agree

Tell us more: _____

“There are enough opportunities for me to participate in the Arts and cultural activities in Wollongong”

Strongly disagree Disagree Unsure Agree Strongly agree

Tell us more: _____

2. During the last 12 months, which of the following cultural activities have you participated in / visited in the Wollongong Local Government Area?

- | | |
|--|---|
| <input type="checkbox"/> Wollongong Art Gallery | <input type="checkbox"/> Museums |
| <input type="checkbox"/> Artist run initiatives e.g. galleries | <input type="checkbox"/> Live music |
| <input type="checkbox"/> Illawarra Performing Arts Centre (IPAC) | <input type="checkbox"/> Film/cinema |
| <input type="checkbox"/> Wollongong Entertainment Centre | <input type="checkbox"/> Markets |
| <input type="checkbox"/> Performing arts (theatre, dance, etc.) | <input type="checkbox"/> Circus |
| <input type="checkbox"/> Aboriginal history/heritage programs | <input type="checkbox"/> Festivals and community events |
| <input type="checkbox"/> Library programs (e.g. author talks) | <input type="checkbox"/> Community arts/crafts programs |
| <input type="checkbox"/> Buying locally made products | <input type="checkbox"/> None |
| <input type="checkbox"/> Other – Specify: _____ | |

Tell us more: _____

3. Thinking about the cultural activities listed in question 2, are there any you haven't participated in / visited, but would have liked to?

- No
 Yes –

Specify: _____

4. Do any of the following stop you from participating in the cultural activities available in your local community?

- | | |
|---|---|
| <input type="checkbox"/> Cost / affordability | <input type="checkbox"/> Short notice / don't have time |
| <input type="checkbox"/> Lack of information | <input type="checkbox"/> Age |
| <input type="checkbox"/> Accessibility | <input type="checkbox"/> Language or other cultural barriers |
| <input type="checkbox"/> Lack of transport | <input type="checkbox"/> Not enough cultural activities |
| <input type="checkbox"/> Lack of parking | <input type="checkbox"/> Activities available don't interest me |
| <input type="checkbox"/> Other – Specify: _____ | |

Tell us more: _____

5. Why do you participate in cultural activities?

- Entertainment
- Meet new people
- To feel connected to my community
- Support the local economy
- Happiness and wellbeing
- Support local artisans
- Spend time with family / friends
- Learning / educational purposes
- Celebrate my identity and cultural background

Other –

Specify:

Tell us more:

6. How do you usually find out / get information about these cultural activities?

- Word of mouth
- Radio
- Newspaper
- Poster / flyer / noticeboard
- Arts News – Cultural Services
- Television
- Internet/website –

Specify

Social media –
Specify

Other –

Specify:

Tell us more:

7. What aspect of local Arts, heritage and culture do you think need more attention and why? Please rank the options below from 1 to 14 (1 = most important)

- ___ Visual arts and crafts
- ___ Public art
- ___ Performing arts
- ___ Museums
- ___ Live music
- ___ Digitisation of heritage and history
- ___ Festivals and community events
- ___ Aboriginal heritage and history
- ___ Library services
- ___ Markets
- ___ Exhibition space
- ___ Integrating public art in new developments

___ Spaces for creatives to develop their practice ___ Locally made products

Other –

Specify:

Tell us more:

8. What makes Wollongong unique and is a ‘point of pride’ for you?

Point of pride – a distinguishing feature/characteristic, it could be something you would like Wollongong to be known for.

9. Do you agree with the following statement?

“The identity of my community is reflected in my suburbs places and spaces”

Strongly disagree Disagree Unsure Agree Strongly agree

Tell us more:

10. What would be your 3 ideas for a more creative Wollongong?

1

2 _____

3 _____

ABOUT YOU

In which suburb do you live? _____

What is your gender?

- Female Male
 Other Don't wish to nominate

Which age group do you currently fall into?

- 16-24 25-34 35-44
 45-54 55-64 65-74
 75-84 85 and over

Do you identify as Aboriginal, Torres Strait Islander, or both Aboriginal and Torres Strait Islander?

- Yes No

Do you speak a language other than English at home?

- No Yes - which language: _____

**Do you earn income as an artist, crafts person or other cultural sector worker?
Please indicate in which area.**

- I don't work in the cultural sector Museums and / or heritage

- | | |
|---|---|
| <input type="checkbox"/> Visual artist | <input type="checkbox"/> Writing / literary works |
| <input type="checkbox"/> Craftsperson | <input type="checkbox"/> Film / cinema |
| <input type="checkbox"/> Designer (graphic, interior, fashion) | <input type="checkbox"/> Digital gaming / app development |
| <input type="checkbox"/> Performing arts (theatre, dance, comedy) | <input type="checkbox"/> Photography |

Other –

Specify: _____

Any further comments?

We appreciate the time you have spent answering our questions. Our research is carried out in compliance with the Privacy and Personal Information Protection Act 1998. Your anonymous responses will assist Council in developing the next Cultural Plan for our city.

Appendix 3

Illawarra Mercury Story

Wollongong council plans new direction for city's art and culture



Kate McIlwain

Local News



Wollongong residents are being asked to put forward their ideas to make the city a more creative place, as the council prepares to develop a new cultural vision for the next few years.

In a survey now open through the council's website, residents are being asked to list the different activities they have been involved in over the past 12 months.

They will also be quizzed on the barriers to their participation, whether they consider Wollongong a "creative and vibrant city" and to pick out a particular "point of pride" they would like the city to be known for.

The council is also seeking feedback on the areas which should receive more attention and for a number of general ideas which could be rolled out in the coming years.

The council will use the information gathered by the survey to develop a cultural plan for the city, which covers visual arts, performing arts, live music, festivals, library services, public art, museums and heritage.

The survey comes just weeks after Wollongong's music scene was hailed as a shining example. Earlier this month, Newcastle council adopted a slew of live music revitalisation measures based on policies put in place in Wollongong five years ago.

The survey will be open until April 27.

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LOCAL NEWS

- 1 Subdivision plans for 270 new homes at West Dapto
- 2 Dapto mum's dirty discovery enough to make you sick

ITEM 5 POLICY REVIEW: INVESTMENT COUNCIL POLICY

Council's Investment Policy currently requires a review every three years. The Policy has been reviewed in conjunction with Council's investment advisors, Laminar Group Pty Ltd, to ensure it currently reflects the investment requirements from a legislative and risk management perspective. A primary consideration throughout the development of the Policy has been whether Ethical, Social and Governance principles could be successfully integrated into Council's Investment Policy.

RECOMMENDATION

Council adopt the revised Investment Council Policy.

REPORT AUTHORISATIONS

Report of: Brian Jenkins, Chief Financial Officer

Authorised by: Renee Campbell, Director Corporate Services - Connected and Engaged City

ATTACHMENTS

- 1 Draft Investment Council Policy

BACKGROUND

Council's Investment Policy has been formulated to meet current legislative requirements and provide a risk management framework. The principal objective of this Policy is the preservation of capital. The Investment Policy provides a risk framework of investment credit quality, institutional diversification and maturity constraints that Council's portfolio can be exposed to.

Risk Management Framework

The risk management framework in Council's Investment Policy remains consistent with the Ministerial Investment Order and legislative requirements. Council's external investment advisor, Laminar, has reviewed the Investment Policy and advise that the limits remain appropriate based on the market in which Council operates and the prevailing market conditions. Laminar has suggested a footnote to the credit risk framework in the Policy to allow for conservative position of 100% of the portfolio to be invested in Australian major banks if required. This will enable Council to divest from the higher risk in smaller banks, which may be appropriate in certain market conditions.

Responsible Investment

Through Council's strategic planning process, submissions were received regarding ethical investment. A petition provided by the Wilderness Society made the following requests in relation to Council's investments:

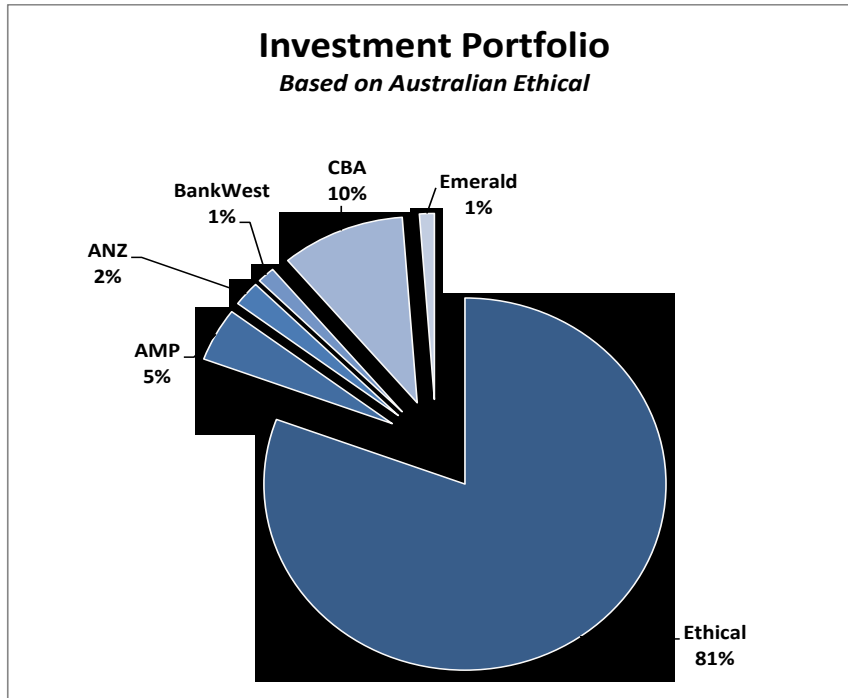
- 1 Immediately freezing any new investments in fossil fuels.
- 2 Divesting from companies who invest in fossil fuel industries and their subsidiaries within five years.

Responsible investment, as discussed in this report, aims to incorporate environmental, social, ethical and governance factors into investment decisions, although the terms are used interchangeably throughout the report. The United Nations has developed the Principles for Responsible Investment, a set of voluntary and aspirational principles to encourage socially responsible investing in practice.

The graphs below evaluate Council's investment portfolio (at a point in time) as either 'responsible' or 'not responsible' based on two differing external socially responsible institutions.

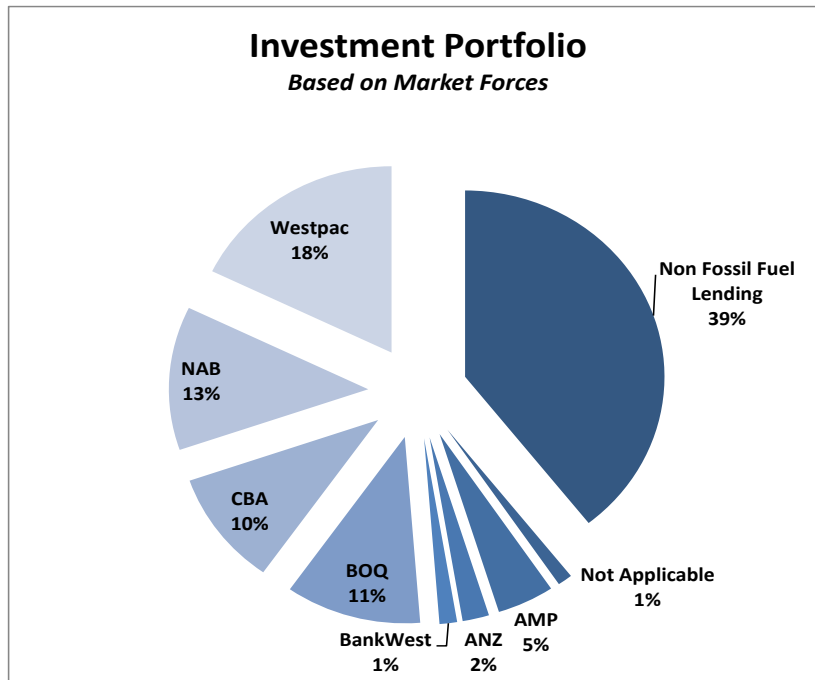
Graph 1: Investment Portfolio based on Australian Ethical's investment Criteria

Australian Ethical is a signatory of the UN Principles of Responsible Investment who aim to seek out positive investments that support people, quality and sustainability and avoid investments that harm people, animals, society and the environment. Based on their responsible investment criteria, 81% of Council's investment portfolio would be considered a responsible investment. It should be noted that two of the major Australian banks are not included within their assessment of Responsible Investment criteria.



Graph 2: Investment Portfolio based on Market Forces' investment criteria

Alternatively, Market Forces is an institution which aims to expose institutions that are financing environmentally destructive projects. They disclose data on which institutions are supporting the fossil fuel industry either directly or through lending. Based on the responsible investment criteria of Market Forces, 39% of Council's investment portfolio is considered to be responsible. It should be noted that under this assessment none of the four major Australian banks meet the responsible investment criteria of Market Forces.



The two graphs show that depending on the source, different results are achieved for determining the responsible investment component of the investment portfolio. It should be noted that these graphs reflect the investment portfolio at a particular point in time and the maturity of investments would impact the results provided.

Implications

Unlike most investing organisations and individuals, Council is very restricted in what it can invest in. The merits of Responsible Investment that will be sustainable can be easily understood and considered when investing in a broad portfolio, especially where it is long term. The Ministerial Investment Order limits Council to the following cash investments:

- Direct term deposits with banks.
- Bank bills with Australian Deposit Taking Institutions (ADI's).
- TCorp and Government Bonds.

Council's investments are not only limited to specific products but also limited to shorter time spans. This restricts Council's options to adopt an investment portfolio assessed as fully responsible.

If Council were to, for example, exclude the four major banks from its investment portfolio (as required by some responsible assessments) it would not be able to achieve the mix of credit worthiness and diversification of investment that is required otherwise by the Investment Policy.

For Council to fully achieve the requests of the Wilderness Society petition, it would need to consider the implications on the risk management framework. Ultimately, these actions could put at risk the principal objective of the Investment Policy to preserve capital.

While Council is generally restricted to shorter term investments, it does have an avenue to invest in longer term growth products through TCorp. Council has been involved in discussions with TCorp in relation to their ability to provide more socially responsible investment options. This has been supported by their Investment Stewardship Policy which references the integration of environmental, social and governance factors into the investment process. TCorp has begun implementing this concept through a Sustainable Bond Programme that does not appear to be beneficial to Council. TCorp has expressed a suggestion about possibly delivering a TCorp Fund, in line with Responsible Investment principles in the future. Council will continue to discuss this option with TCorp.

PROPOSAL

It is considered that Council should include Responsible Investment principles in its Investment Policy. It is proposed that the Investment Policy be updated to include Responsible Investment criteria as per the below:

Responsible Investment aims to incorporate environmental, social and governance factors into investment decisions; Council's preference is to enter into Responsible Investments where:

- The investment is compliant with legislative requirements and the risk management framework within this Policy.
- The rate of return is at least equal to comparable investments on offer to Council at the time of investment.

The Socially Responsible Investment status may be in respect of the individual investment, the issuer of the investment, or both, and should be endorsed by an accredited socially responsible industry body or institution.

This has been included as Part 7 of the Policy Statement attached.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 goal "We are a connected and engaged community".

It specifically delivers on core business activities as detailed in the Financial Services Delivery Program and Operational Plan 2018-2021.

RISK ASSESSMENT

The risk management framework within the Investment Policy remains appropriate based on the market in which Council operates and the prevailing market conditions.

CONCLUSION

The Investment Policy has been reviewed in line with the Ministerial order and legislative requirements with no variations proposed based on this review. The Investment Policy has been adjusted for the inclusion of responsible investment criteria.



ADOPTED BY COUNCIL: [TO BE COMPLETED BY CORP SUPPORT]

BACKGROUND

Council's investment portfolio is managed by the Financial Services unit within the Finance Division. The portfolio requires daily management to ensure payroll and creditors' obligations are met and surplus funds are invested appropriately. Strategic management of the portfolio is required to ensure the timing of maturities corresponds with future obligations. Investment data is collated and verified to ensure monthly reporting requirements are met and internal controls are developed to support the investment function. The Investment Policy and Procedures document is designed to provide the internal controls required to achieve these outcomes whilst ensuring investments are made with regard to the prevailing Ministerial Investment Order and the Investment Guidelines.

OBJECTIVE

This Policy provides a framework for investing Council's funds at the most favourable return available at the time. Consideration is to be given to:

- The authority to invest;
- The preservation of capital;
- Liquidity;
- The risks involved in investments; and
- The return of the investment.

The authority to invest is given by the Local Government Act, Local Government Regulation, Ministerial Order and Council delegations.

Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding of the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.

Investments obtained are to comply with a risk management framework represented by three key criteria:

- 1 Credit Risk: limit overall credit exposure of the portfolio.
- 2 Institutional Diversification: limit exposure to individual institutions.
- 3 Maturity Risk: manage liquidity and exposure to interest rate risk over a period of time.

Investments should be made while ensuring there is sufficient liquidity to meet all reasonably anticipated cash flow requirements as and when they fall due, without incurring the risk of significant costs of an unanticipated requirement to sell an investment.

The investment portfolio is generally expected to achieve a market average rate of return in line with the Council's risk tolerance.

INVESTMENT

COUNCIL POLICY

POLICY STATEMENT

1 LEGISLATIVE REQUIREMENTS

All investments are to comply with the following:

- Local Government Act 1993 Section 625 and 412;
- Prevailing Ministerial Investment Order;
- Local Government (General) Regulation 2005 – Clause 212;
- The Trustee Amendment (Discretionary Investments) Act 1997 – Sections 14A (2), 14C (1) & (2);
- Local Government Code of Accounting Practice and Financial Reporting;
- Australian Accounting Standards;
- Investment Policy Guidelines 2010; and
- Office of Local Government Circulars.

2 DELEGATION OF AUTHORITY

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

The General Manager may in turn sub delegate the day-to-day management of Council's investment portfolio to the Responsible Accounting Officer or other officers through Council's delegated authority process.

Council officers will have the appropriate level of skills and knowledge to undertake the investment functions of Council and not engage in activities that conflict with the proper implementation and management of Council's investments.

3 PRUDENT PERSON STANDARD

The investment portfolio will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy.

Investments that are placed within this policy framework will be considered to be compliant with the prudent person standard.

4 ETHICS AND CONFLICTS OF INTEREST

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. Disclosure of any conflict of interest should be made in accordance with the Code of Conduct.

Where appointed, independent investment consultants are also required to declare that they have no actual or perceived conflicts of interest.

5 APPROVED INVESTMENTS

Investments are limited to those allowed by the prevailing Ministerial Investment Order provided in the Appendix to this policy, along with other prescriptive requirements within this policy.

6 RISK MANAGEMENT FRAMEWORK

Council has developed a risk management framework to assist in managing those risks outlined in the policy objective. This is achieved within identified thresholds and parameters represented by three key criteria.

i) Credit Risk Framework

To control the credit quality on the entire portfolio, the following credit framework limits the percentage of the portfolio exposed to any particular credit rating category.

INVESTMENT

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PORTFOLIO CREDIT LIMITS		
S&P Long-Term Credit Ratings*	S&P Short-Term *	Maximum %
AAA Category	A-1+	100%
AA Category	A-1	80%
A Category or below	A-2	60%
BBB Category	A-3	20%
Unrated Category	Unrated	10%
Specific Ministerial Approved Forms of Investment		
NSW Treasury Corporation Deposits and Hour Glass Facilities		100%

* or Moody's / Fitch equivalents

¹ Australian major banks excepted with maximum exposure of 100% allowed

ii) Institutional Diversification Framework

Exposure to an individual institution will be restricted by their credit rating so that single entity exposure is limited, as detailed in the table below:

INDIVIDUAL INSTITUTION LIMITS		
S&P Long-Term Credit Ratings *	S&P Short-Term *	Maximum %
AAA Category	A-1+	40%
AA Category	A-1	25%
A Category	A-2	15%
BBB Category	A-3	10%
Unrated ADIs	Unrated	10%
NSW Treasury Corporation Deposits and Hour Glass Facilities		
11am; Term Deposits; Bonds		45%
Hour Glass Facilities (managed funds)		
Cash Facility		45%
Strategic Cash Facility		35%
Medium Term Growth Facility		20%
Long Term Growth Facility		10%

iii) Maturity Risk Framework

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

Overall Portfolio Term to Maturity Limits		
	Minimum	Maximum
Portfolio % < 1 year	40%	100%
Cash available w/in 24 hrs	5%	100%
Portfolio % > 1 year	0%	60%
Portfolio % > 3 years	0%	50%
Portfolio % > 5 years	0%	25%
Individual Investment Maturity Limits		
Authorised Deposit Taking Institutions (ADIs)	5 years	
State & Commonwealth Govt deposits/investments	10 years	
NSW T Corp Hour Glass Growth Facilities	time horizon: 7+ years	

Liquidity management: A minimum of 5% of the total portfolio will be available as cash within 24 hours, under normal circumstances, to finance day-to-day requirements.

Notes to the Risk Framework Tables:

- Investments in unrated institutions are restricted to those with a minimum total Asset Size of \$1 billion (Table 2).
- The short-term credit rating limit will apply in the case of discrepancies between short- and long-term ratings (Table 1 and Table 2).

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- If any of the Council's investments are downgraded such that they no longer fall within the investment policy limits, a review will be undertaken in consultation with Council's investment advisors and a recommendation in writing made to the General Manager for approval as to whether the investment will be held until maturity or divested. The decision will be reported to Council in the next monthly report (Table 1 and Table 2).
- Percentage limits are based on Council's investment balance at the time of deposit (Tables 1, 2 and 3).

7 RESPONSIBLE INVESTMENT

Responsible Investment aims to incorporate environmental, social and governance factors into investment decisions, Council's preference is to enter into Responsible Investments where:

- The investment is compliant with legislative requirements and the risk management framework within this Policy; and
- The rate of return is at least equal to comparable investments on offer to Council at the time of investment.

The Socially Responsible Investment status may be in respect of the individual investment, the issuer of the investment or both and should be endorsed by an accredited socially responsible industry body or institution.

8 INVESTMENT STRATEGY

An Investment Strategy will run in conjunction with the investment policy. The investment strategy will be reviewed with an independent investment consultant twice a year. The Strategy will outline:

- Council's cash flow expectations;
- Optimal target allocation of investment types, credit rating exposure and term to maturity exposure; and
- Appropriateness of overall investment types for Council's portfolio.

The investment strategy will be prepared by the Accountant – Taxation and Finance and approved by the Executive Management Committee and referred to the Audit Risk & Improvement Committee.

9 INVESTMENT CONSULTANTS

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

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

Council's investment consultant will be engaged in line with adopted tender guidelines and procedures.

10 MEASUREMENT

The investment return for the portfolio is to be regularly reviewed by an independent consultant by assessing the market value of the portfolio. The market value is to be assessed at least once a month to coincide with monthly reporting.

11 PERFORMANCE BENCHMARKS

The performance of the investment portfolio shall be measured against the industry standard Bloomberg 90 Day Bank Bill Index.

12 REPORTING AND REVIEWING OF INVESTMENTS

Documentary evidence must be held for each investment and details thereof maintained in an Investment Register. Council has a registered Austraclear participant proxy account, which enables Council to hold all its securities in its own name and own account. Council will receive a monthly holding statement of all securities held and is to be reconciled to the Investment Register each month. The documentary evidence must provide Council legal title to the investment.

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

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

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

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

POLICY REVIEW AND VARIATION

- 1 Council is to have opportunity to review and adopt, at least once during its Term, each Council policy.
- 2 A resolution of Council is required to adopt any variations to this policy, with the exception of minor administrative changes, such as updates to legislative references, which may be endorsed by the Executive Management Committee (EMC). Endorsement of administrative changes made to this policy by EMC does not alter the requirement for it to be reviewed and adopted by each Term of Council.

STATEMENT OF PROCEDURES

STAKEHOLDERS

NAME	RESPONSIBILITIES
General Manager	<ul style="list-style-type: none"> • Implementation of the Investment Policy as delegated by Council in accordance with the Local Government Act 1993 • Sub delegation of the day-to-day management of the portfolio to the Responsible Accounting Officer or other officers through the delegated approval process
Director Corporate Services	<ul style="list-style-type: none"> • Approval of Monthly Investment Report to Council • Approval of Half-Yearly Investment Strategy as a member of EMC • Informal review of Investment Selections
Chief Financial Officer	<ul style="list-style-type: none"> • Approval of Monthly Investment Report to Council as the Responsible Accounting Officer • Approval of Half-Yearly Investment Strategy to EMC and Audit Risk & Improvement Committee • Informal Review of Investment Selections
Financial Services Manager	<ul style="list-style-type: none"> • Oversee the investment function • Approve investment journals to General Ledger • Review Monthly Investment Report and submit to Chief Financial Officer • Preparation of the Half-Yearly Investment Strategy
Authorised Bank Signatories (two signatures required)	<ul style="list-style-type: none"> • Authorise bank transfers from bank accounts • Authorise acquisition of investments • Authorise redemption of matured investments (when requested)
Accountant – Taxation and Finance	<ul style="list-style-type: none"> • Oversee daily monitoring of General Fund and At-Call Bank Accounts • Cash flow monitoring and reporting • Liaise with approved investment consultant regarding investment acquisitions, fair values of investments, monthly reports, strategic reports and general enquiries • Generate accrual and actual fair value and interest received investment journals • Produce Monthly Investment Report and submit to Financial Services Manager with working papers • File all investment documents in TRIM

INVESTMENT

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Financial Services UDP	<ul style="list-style-type: none"> Daily monitoring of General Fund and At-Call Bank Accounts Transfer of surplus funds between Wollongong Council bank accounts Create investment journals to General Ledger Update daily the Register of Investments Compare Register of Investments to General Ledger and monthly investment consultant report File Settlement Advice and Confirmation Advice in TRIM
Project Accounting UDP	<ul style="list-style-type: none"> Perform end-of-Month reconciliation between General Ledger and Subsidiary Ledgers for interest received, fair value movements and Balance Sheet Adjustments

Wollongong City Council holds the following bank accounts to hold funds received:

General Fund Bank Account

General working account.

At-Call Account

Cash Investment account – earns a higher interest rate than General Fund Bank Account. Surplus funds from the General Fund Bank Account are transferred to the At-Call Account.

Investments relating to other accounts held such as the Lord Mayor's Relief Fund and the Trust Account are managed separately in the spirit of this policy and prevailing legislation.

The following procedures are to be followed to ensure:

- there is sufficient liquidity to meet all anticipated cash-flow requirements as and when they fall due;
- probity in the investment of Council's surplus Funds;
- financial controls are adhered to; and
- appropriate accounting and reporting is maintained.

Monitoring

A forecasting monitoring tool is used to identify the cash flow requirements a year ahead. Monthly actual and estimated Cash Receipts, Investment Maturities, Government Grants, Payroll, Operational Payments, Large Capital Payments are updated regularly to assist in liquidity requirements and used in estimating the amount of future investments and when they are to be made liquid.

A cash-monitoring tool is used to identify the daily bank balance and forecasting for the following day. It identifies the day's cash at hand and the estimated cash flow outputs for the day. Surplus funds are then invested in line with the investment policy.

Selection of Investment

The Accountant – Taxation and Finance liaises with the approved investment consultant and Australian Authorised Deposit-taking Institutions (ADIs), to investigate available options before selecting the optimum investment ensuring compliance with the investment policy.

The Financial Services Manager is notified of the selected investment and provides email approval on all investment purchases (other than the At-Call Account).

Authorisation/Settlement Process

The transfer of funds between Council's bank accounts and any direct investments in an ADI are to be authorised by two bank signatories. Investments into ADI's which hold an Austraclear account, can be settled using the Council's Austraclear account code, where written instructions are provided to the ADI and the investment consultant to settle the transaction on Council's behalf. Appropriate documentation is provided with each transfer to identify sufficient funds in the bank account to make the investment and the details of the acquisition of the new investment. These documents are filed in TRIM. The bank account details are verified by the authorising signatories using a Masterfile controlled by the Financial Services Manager.

Register of Investments

A register of all investments is updated daily to reflect acquisition and maturity adjustments to the investment portfolio.

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The register includes the purchase date, maturity date, face value, investment type, term of investment, interest rate, interest receivable, investment institution and date of report.

Journal Posting to General Ledger

An investment journal is to be posted to reflect the transfer of funds to and from bank accounts and investment types.

These journals are approved by Financial Services Manager.

Fair value of investment assets

Investment assets other than bank accounts and term deposits require fair valuation to record the value of the investment each month for reporting purposes. This information is provided from the Approved Investment Consultant as per Investment Policy.

Reconciliation

Reconciliation between the General Ledger and Subsidiary Ledgers occurs monthly.

Applicable reconciliations are interest received, fair value adjustments and Balance Sheet.

Monthly Investment Report

The Investment Report including the Statement of Investments and commentary is prepared and submitted to the Financial Services Manager for review. The Chief Financial Officer approves the final version before the Monthly Council Meeting.

INVESTMENT

COUNCIL POLICY

SUMMARY SHEET	
Responsible Division	Finance
Date adopted by Council	[To be inserted by Corporate Governance]
Date of previous adoptions	19 October 2015, 14 March 2005 (EMC), 26 February 2007 (EMC), 21 June 2011, 13 August 2012
Date of next review	[List date - Not more than 4 years from adoption]
Legislative or other requirement for review DELETE THIS WHOLE ROW IF NOT APPLICABLE	
Prepared by	[To be inserted]
Authorised by	Chief Financial Officer