



BUSINESS PAPER

ORDINARY MEETING OF COUNCIL

To be held at 6:00 pm on

Monday 18 September 2023

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

(Note: In accordance with the Code of Meeting Practice, Councillors will be able to attend and participate in this meeting via audio-visual link)

Order of Business

- 1 Opening Meeting
- 2 Acknowledgement of Traditional Custodians
- 3 Civic Prayer
- 4 Apologies and Applications for Leave of Absence by Councillors
- 5 Confirmation of Minutes of Ordinary Council Meeting
- 6 Confirmation of Minutes of Extraordinary Ordinary Council Meeting
- 7 Conflicts of Interest
- 8 Petitions and Presentations
- 9 Confirmation of Minutes of Council Committee Meeting
- 10 Public Access Forum
- 11 Call of the Agenda
- 12 Lord Mayoral Minute
- 13 Urgent Items
- 14 Reports to Council
- 15 Reports of Committees
- 16 Items Laid on the Table
- 17 Notices of Motions(s)/Questions with Notice
- 18 Notice of Rescission Motion
- 19 Confidential Business
- 20 Conclusion of Meeting

Members

Lord Mayor –
Councillor Gordon Bradbery AM (Chair)
Deputy Lord Mayor –
Councillor Tania Brown
Councillor Ann Martin
Councillor Cameron Walters
Councillor Cath Blakey
Councillor David Brown
Councillor Dom Figliomeni
Councillor Elisha Aitken
Councillor Janice Kershaw
Councillor John Dorahy
Councillor Linda Campbell
Councillor Mithra Cox
Councillor Richard Martin

QUORUM – 7 MEMBERS TO BE PRESENT

Statement of Ethical Obligations

In accordance with clause 3.23 of the Model Code of Meeting Practice, released by the NSW Office of Local Government, Councillors are reminded of their Oath or Affirmation of Office made under section 233A of the Act and their obligations under Council's Code of Conduct to disclose and appropriately manage conflicts of interest

OATH OR AFFIRMATION OF OFFICE

The Oath or Affirmation is taken by each Councillor whereby they swear or declare to undertake the duties of the office of councillor in the best interests of the people of Wollongong and Wollongong City Council and that they will faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act 1993* or any other Act to the best of their ability and judgment.

CONFLICTS OF INTEREST

All Councillors must declare and manage any conflicts of interest they may have in matters being considered at Council meetings in accordance with the Council's Code of Conduct. All declarations of conflicts of interest and how the conflict of interest was managed will be recorded in the minutes of the meeting at which the declaration was made.

Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting in accordance with Council's Code of Conduct. Where a councillor has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the councillor's audio-visual link to the meeting will be suspended or terminated for the time during which the matter is being considered or discussed by Council, or at any time during which Council is voting on the matter.

Councillors should ensure that they are familiar with Parts 4 and 5 of the Wollongong City Council **Code of Conduct for Councillors** in relation to their obligations to declare and manage conflicts of interests.

Staff should also be mindful of their obligations under the Wollongong City Council **Code of Conduct for Staff** when preparing reports and answering questions during meetings of Council.

INDEX

| | PAGE NO. |
|---|----------|
| Minutes of Ordinary Meeting of Council 28/08/2023 | 1 |
| ITEM 1 Election of Deputy Lord Mayor | 11 |
| ITEM 2 Public Exhibition - Climate Change Mitigation Plan 2023-2030 | 13 |
| ITEM 3 Nan Tien Temple - NSW State Heritage Register Nomination | 79 |
| ITEM 4 Policy Review - Leasing and Licencing Policy | 96 |
| ITEM 5 Post Exhibition - Wollongong Urban Heat Strategy | 101 |
| ITEM 6 Post Exhibition - Fraud and Corruption Prevention Policy | 196 |
| ITEM 7 Post Exhibition - Public Interest Disclosures Policy | 205 |
| ITEM 8 Post Exhibition - Unsolicited Proposals Policy | 229 |
| ITEM 9 Draft Commercial Property Framework 2023..... | 242 |
| ITEM 10 Organisational Structure | 263 |
| ITEM 11 2022- 2023 Annual Report on the activities of the Audit Risk and Improvement Committee..... | 268 |
| ITEM 12 Tender T1000113 - Koonawarra Community Centre - Roof Replacement and Associated Works | 272 |
| ITEM 13 July 2023 Financials..... | 277 |
| ITEM 14 Notice of Motion - Councillor Ann Martin - Investigation into Locating Dump Spots for People Living in Mobile Homes..... | 287 |



MINUTES

ORDINARY MEETING OF COUNCIL

at 6:00 pm

Monday 28 August 2023

Present

Lord Mayor – Councillor Gordon Bradbery AM (in the Chair)
Deputy Lord Mayor – Councillor Tania Brown
Councillor Ann Martin
Councillor Cameron Walters
Councillor Cath Blakey
Councillor David Brown
Councillor Dom Figliomeni
Councillor Elisha Aitken

Councillor Janice Kershaw
Councillor John Dorahy
Councillor Linda Campbell
Councillor Mithra Cox
Councillor Richard Martin

In Attendance

General Manager
Director Infrastructure + Works, Connectivity Assets + Liveable City
Director Planning + Environment, Future City + Neighbourhoods
Director Corporate Services, Connected + Engaged City
Director Community Services, Creative + Innovative City
Chief Financial Officer
Manager Governance + Customer Service (attended via audio-visual link)
Manager Property + Recreation
Manager City Strategy
Manager Project Delivery
Manager Infrastructure Strategy + Planning (Acting)
Manager Community Cultural + Economic Development (Acting)
Land Use Planning Manager

Greg Doyle
Joanne Page
Linda Davis
Renee Campbell
Kerry Hunt
Brian Jenkins
Todd Hopwood
Lucielle Power
Chris Stewart
Glenn Whittaker
Nathan McBriarty
Sofia Gibson
David Green

Note: In accordance with the Code of Meeting Practice, participants in the meeting can participate via audio-visual link. Those who participated via audio-visual link are indicated in the attendance section of the Minutes.

INDEX

| | PAGE NO. |
|--|----------|
| ITEM 1 Public Exhibition - Review of Wollongong Development Control Plan 2009: Chapter C17 Telecommunications and Radiocommunications Facilities | 2 |
| ITEM 2 Public Exhibition: Wilkies Walk, McCauleys Beach Planning Agreement..... | 2 |
| ITEM 3 Post Exhibition - City-Wide Development Contribution Plan 2023..... | 2 |
| ITEM 4 Post Exhibition – West Dapto Social Infrastructure Needs Assessment..... | 2 |
| ITEM 5 Draft Quarterly Review Statement June 2023..... | 2 |
| ITEM 6 Councillor Attendance at the Local Government NSW (LGNSW) Annual Conference - Rosehill 12-14 November 2023..... | 2 |
| ITEM 7 Determination of Number of Councillors for 2024 - 2028 Term of Office | 3 |
| ITEM 8 Audit Risk and Improvement Committee - Extension of Term - Ms Donna Rygate | 3 |
| ITEM 9 Policy Review - Child Safe Council Policy | 3 |
| ITEM 10 Policy Review - Graffiti Management Council Policy | 3 |
| ITEM 11 Policy Review - Vertebrate Animal Pest Management Policy | 3 |
| ITEM 12 Offord Road Causeway Replacement - Quotation E1000367 - Outcome of procurement process | 4 |
| ITEM 13 Bellambi Boat Ramp Amenities - Tender T1000075 - Outcome of Procurement Process | 4 |
| ITEM 14 Tender T1000083 - Mattress Recycling to Council | 4 |
| ITEM 15 Tender T1000100 - Wollongong Waste and Resource Recovery Park (WWARRP) Stage 2B-2 Cell and Associated Works | 4 |
| ITEM 16 Tender T1000111 - Licence to Operate Corrimal Pool Kiosk and Cash Collection Services | 5 |
| ITEM 17 Preliminary and Pre-Audit Financials - 30 June 2023 | 5 |
| ITEM 18 Statement of Investment - July 2023..... | 6 |
| ITEM 19 City of Wollongong Traffic Committee Minutes of Meeting Held 8 August 2023..... | 6 |
| ITEM 20 City of Wollongong Traffic Committee Minutes of eMeeting Held 11 August 2023..... | 6 |

Minute No.

| | | |
|---------|---|---|
| ITEM 21 | Notice of Motion - Councillor Cath Blakey - Right to Repair | 6 |
| ITEM 22 | Late Report: Approval for Councillor Travel - Councillor Cath Blakey - Cities Power Partnerships Climate Summit for Local Government 2023 | 7 |

PRESENTATIONS

The Lord Mayor, Councillor Bradbery, presented a plaque presented by the Hon. Penny Sharpe, Minister for the Environment, acknowledging Wollongong City Council as a 'Bronze Partner' in the NSW Sustainability Program.

The Lord Mayor, Councillor Bradbery and Councillor David Brown offered condolences on behalf of Council on the passing of former Lord Mayor and Councillor Alex Darling AM. A moment of silence was observed.

Councillor Tania Brown, passed on her thanks to staff members at the Beaton Park Leisure Centre and members of the Kembla Joggers who assisted a member of the public during a recent medical emergency.

CONFIRMATION OF MINUTES OF ORDINARY MEETING OF COUNCIL HELD ON MONDAY, 31 JULY 2023

848 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Walters that the Minutes of the Ordinary Meeting of Council held on Monday, 31 July 2023 (a copy having been circulated to Councillors) be taken as read and confirmed.

PUBLIC ACCESS FORUM

| ITEM NO | TITLE | NAME OF SPEAKER |
|-----------------|---|---|
| 21 | NOTICE OF MOTION – COUNCILLOR CATH BLAKEY – RIGHT TO REPAIR | DAVID BALSOM FOR RECOMMENDATION |
| NON-AGENDA ITEM | CLIMATE MITIGATION PLAN – PROPOSAL TO BAN ALL NEW GAS CONNECTIONS TO NEW BUILDINGS OR RENOVATIONS | FAY WALKER ILLAWARRA KNITTING NANNAS AGAINST GREED (IKNAG) |

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

CALL OF THE AGENDA

850 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that the staff recommendations for Items 1 and 2 then 7 to 10 inclusive and then 12 to 20 inclusive be adopted as a block.

ITEM 1 - PUBLIC EXHIBITION - REVIEW OF WOLLONGONG DEVELOPMENT CONTROL PLAN 2009: CHAPTER C17 TELECOMMUNICATIONS AND RADIOCOMMUNICATIONS FACILITIES

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that -

- 1 An amended draft Chapter C17 Telecommunications and Radiocommunications Facilities of the Wollongong Development Control Plan 2009 (Attachment 1) be exhibited for a minimum period of 28 days.

- 2 A post exhibition report be prepared for Council to consider.

ITEM 2 - PUBLIC EXHIBITION: WILKIES WALK, MCCAULEYS BEACH PLANNING AGREEMENT

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that -

- 1 The draft Planning Agreement and Explanatory Note between Wollongong City Council and High Dune Pty Ltd and Anglican Community Services for Lot 101 DP 268549, be exhibited for a period of at least 28 days.
- 2 The General Manager be delegated authority to determine, finalise and execute the Planning Agreement, including making minor amendments, after consideration of any issues raised in the public exhibition.

ITEM 3 - POST EXHIBITION - CITY-WIDE DEVELOPMENT CONTRIBUTION PLAN 2023

- 851 **COUNCIL'S RESOLUTION** - RESOLVED UNANIMOUSLY on the motion of Councillor Cox seconded Councillor D Brown that the Wollongong City-Wide Development Contributions Plan (2023) be adopted (Attachment 1).

ITEM 4 - POST EXHIBITION – WEST DAPTO SOCIAL INFRASTRUCTURE NEEDS ASSESSMENT

- 852 **COUNCIL'S RESOLUTION** – RESOLVED UNANIMOUSLY on the motion of Councillor Campbell seconded Councillor A Martin that -

- 1 Council adopt the Recommendations for Community and Cultural Facilities and Open Space and Recreation contained in the West Dapto Social Infrastructure Needs Assessment and Gap Analysis Final Report 2023 (Attachment 1 – Part G Findings and Recommendations).
- 2 Council note the Implementation Plan (Attachment 4).

ITEM 5 - DRAFT QUARTERLY REVIEW STATEMENT JUNE 2023

- 853 **COUNCIL'S RESOLUTION** - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Walters that the draft Quarterly Review Statement June 2023 be adopted.

ITEM 6 - COUNCILLOR ATTENDANCE AT THE LOCAL GOVERNMENT NSW (LGNSW) ANNUAL CONFERENCE - ROSEHILL 12-14 NOVEMBER 2023

- 854 **COUNCIL'S RESOLUTION** – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Walters that -

- 1 Council nominate the Lord Mayor, Deputy Lord Mayor, Cr David Brown, Cr Ann Martin, Cr Kershaw, Cr Aitken and Cr Blakey as its seven voting delegates to the Local Government NSW Annual Conference, to be held at Rosehill from 12-14 November 2023.
- 2 Council delegate to the General Manager authority to approve attendance of any additional Councillors requesting to attend the Conference, over and above the nominated voting delegates.
- 3 That the Lord Mayor be authorised to submit motions for consideration at the LGNSW conference that are not inconsistent with council's adopted policy or resolutions.

ITEM 7 - DETERMINATION OF NUMBER OF COUNCILLORS FOR 2024 - 2028 TERM OF OFFICE

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that in accordance with section 224(2) of the *Local Government Act 1993*, Council determine the number of Councillors for the 2024-2028 term of office to be 13 (one of whom is the Lord Mayor).

ITEM 8 - AUDIT RISK AND IMPROVEMENT COMMITTEE - EXTENSION OF TERM - MS DONNA RYGATE

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that the term of Ms Donna Rygate as an independent member and Chairperson of the Audit, Risk and Improvement Committee be extended for the period up to 31 October 2027.

ITEM 9 - POLICY REVIEW - CHILD SAFE COUNCIL POLICY

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that Council endorse the draft Child Safe Policy.

ITEM 10 - POLICY REVIEW - GRAFFITI MANAGEMENT COUNCIL POLICY

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that Council endorse the Graffiti Management Council Policy.

ITEM 11 - POLICY REVIEW - VERTEBRATE ANIMAL PEST MANAGEMENT POLICY

855 **COUNCIL'S RESOLUTION** – RESOLVED on the motion of Councillor D Brown seconded Councillor T Brown that -

- 1 Council note its existing and continued commitment under the Our Wollongong our Future 2032 Community Strategic Plan and legislative framework related to Vertebrate Animal Pest Management.
- 2 The Vertebrate Pest Animal Management Policy be revoked.

Councillors Kershaw, R Martin, D Brown, T Brown, A Martin, Campbell, Aitken, Walters, Dorahy, Figliomeni, Bradbery

In favour
Against

Councillors Cox, Blakey

DEPARTURE OF COUNCILLOR

During debate and prior to voting on Item 11, Councillor Cox departed and returned to the meeting, the time being from 7:03 pm to 7:04 pm.

ITEM 12 - OTFORD ROAD CAUSEWAY REPLACEMENT - QUOTATION E1000367 - OUTCOME OF PROCUREMENT PROCESS

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that Council receive the report on the procurement process followed and note the engagement of Abergeldie Contractors Pty Ltd for Otford Road Causeway Replacement, in the sum of \$1,244,630.38 including GST.

ITEM 13 - BELLAMBI BOAT RAMP AMENITIES - TENDER T1000075 - OUTCOME OF PROCUREMENT PROCESS

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that Council receives the report on the negotiation process followed and note the engagement of:

- a Rebus Pty Ltd for the provision of Stage 1 Build, Deliver and Place of Prefabricated Toilet Building, in the sum of \$326,716.50 (including GST).
- b Batmac Construction Pty Ltd for the provision of Stage 2 Concrete and Services Construction Works Package, in the sum of \$392,661.72 (including GST).

ITEM 14 - TENDER T1000083 - MATTRESS RECYCLING TO COUNCIL

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that -

- 1 In accordance with Section 178(1)(a) of the Local Government (General) Regulation 2021, Council accept the tender of Mattrec Holdings Pty Ltd for Mattress Recycling services.
- 2 The contract be awarded for an initial term of two years, with three optional extensions of one year each for a maximum term of five years. Any such extensions being exercised at the sole discretion of Council.
- 3 Council delegate to the General Manager the authority to finalise and execute the contract and any other documentation required to give effect to this resolution.
- 4 Council grant authority for the use of the Common Seal of Council on the contract and any other documentation, should it be required, to give effect to this resolution.

ITEM 15 - TENDER T1000100 - WOLLONGONG WASTE AND RESOURCE RECOVERY PARK (WWARRP) STAGE 2B-2 CELL AND ASSOCIATED WORKS

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that -

- 1 a In accordance with Section 178(1)(b) of the Local Government (General) Regulation 2021, Council decline to accept any of the tenders received for Wollongong Waste and Resource Recovery Park (WWARRP) Stage 2B-2 Cell and Associated Works and resolve to enter into negotiations with one or all of the tenderers or any other party with a view to entering into a contract in relation to the subject matter of the tender.

- b In accordance with Section 178(4) of the Local Government (General) Regulation 2021, the reason for Council hereby resolving to enter into negotiations with one or all of the tenderers or any other party and not inviting fresh tenders is that it is anticipated that a satisfactory outcome can be achieved with one of those parties who demonstrate a capacity and ability to undertake the works.
- 2 Council delegate to the General Manager the authority to undertake and finalise the negotiations, firstly with the tenderers, and, in the event of failure of negotiations with those tenderers, any other party, with a view to entering into a contract in relation to the subject matter of the tender.
- 3 Council grant authority for the use of the Common seal of Council on the contract and any other documentation, should it be required, to give effect to this resolution.
- 4 A report describing the outcome of the procurement process be submitted to the next available Council meeting following the successful engagement of contractor or contractors.

ITEM 16 - TENDER T1000111 - LICENCE TO OPERATE CORRIMAL POOL KIOSK AND CASH COLLECTION SERVICES

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that -

- 1 In accordance with Section 178(1)(b) of the Local Government (General) Regulation 2021, Council decline to accept the tender received for the –
 - a Licence to operate the Corrimal Pool Kiosk, and
 - b provision of Corrimal Pool Cash Collection Services for cash collection duties,and enter into negotiations firstly with the Tenderer and, in the event of failure of negotiations with the Tenderer, and any other party, with a view to entering into a contract in relation to the licence to operate the Corrimal Pool Kiosk and Cash Collection Services.
- 2 In accordance with clause 178(4) of the Local Government (General) Regulation 2021, the reason for Council hereby resolving to enter negotiations with the tenderer or another party and not inviting fresh tenders is that it is anticipated that a satisfactory outcome can be achieved with a party who demonstrates a capacity and ability to undertake the service.
- 3 Council delegate to the General Manager the authority to undertake and finalise the negotiations, with a view to entering into an agreement in relation to the subject matter of the tender.
- 4 Council grant authority for the use of the Common Seal of Council on the contract and any other documentation, should it be required, to give effect to this resolution.

ITEM 17 - PRELIMINARY AND PRE-AUDIT FINANCIALS - 30 JUNE 2023

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that the financials be received and noted.

ITEM 18 - STATEMENT OF INVESTMENT - JULY 2023

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that Council receive the Statement of Investment for July 2023.

ITEM 19 - CITY OF WOLLONGONG TRAFFIC COMMITTEE MINUTES OF MEETING HELD 8 AUGUST 2023

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that in accordance with the delegated authority to Council, the Minutes and Recommendations of the Wollongong Traffic Committee held on 8 August 2023 in relation to Regulation of Traffic as outlined within this report, be adopted.

ITEM 20 - CITY OF WOLLONGONG TRAFFIC COMMITTEE MINUTES OF MEETING HELD 11 AUGUST 2023

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 850)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor T Brown that in accordance with the delegated authority to Council, the Minutes and Recommendations of the City of Wollongong Traffic Committee eMeeting held on 11 August 2023 in relation to Regulation of Traffic as outlined in this report, be adopted.

ITEM 21 - NOTICE OF MOTION - COUNCILLOR CATH BLAKEY - RIGHT TO REPAIR

856 **COUNCIL'S RESOLUTION** - RESOLVED UNANIMOUSLY on the motion of Councillor Blakey seconded Councillor Cox that Council -

- 1 Note that a 'Right to Repair' is the ability of consumers to have their products repaired at a competitive price using a repairer of their choice. The 'Right to Repair' helps households increase the usage time of products and minimise waste to landfill.
- 2 Provide a Briefing on potential options for enhancing repair opportunities such as in Council's procurement strategy, through the support of men's sheds, repair cafés, repair skill sharing schemes, up-cycling, tip shop workshops and e-waste collection schemes for repair and/or joining the Circular Australia Network.
- 3 Write to the Federal Ministers for the Environment, Trade and Consumer Affairs to request the release of the government response to the Productivity Commission's report on the Right to Repair.
- 4 Write to the NSW Ministers for the Environment and Fair Trading requesting action in support of the Right to Repair.
- 5 Submit a Notice of Motion to the up-coming LGNSW conference that urges the NSW government to take action to enable the Right to Repair.

ITEM 22 - LATE REPORT: APPROVAL FOR COUNCILLOR TRAVEL - COUNCILLOR CATH BLAKEY - CITIES POWER PARTNERSHIPS CLIMATE SUMMIT FOR LOCAL GOVERNMENT 2023

857 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor Dorahy seconded Councillor Cox that –

- 1 Council approve the travel and accommodation costs for Councillor Blakey to attend the Cities Power Partnership's Climate Summit for Local Government at RMIT University in Melbourne in September 2023.
- 2 On completion of the conference a report is provided to Council on the opportunities and outcomes that will benefit Council in the future.

Variation The variation moved by Councillor Figliomeni (the addition of Point 2) was accepted by the mover and seconder.

THE MEETING CONCLUDED AT 7:35 PM

Confirmed as a correct record of proceedings at the Ordinary Meeting of the Council of the City of Wollongong held on Monday 18 September 2023.

Chairperson

ITEM 1 ELECTION OF DEPUTY LORD MAYOR

Council may elect a Deputy Lord Mayor who would assume all the duties and powers of the Lord Mayor in their absence. The *Local Government (General) Regulation 2021* outlines the process for electing a Deputy Lord Mayor which is outlined in this report.

RECOMMENDATION

- 1 Council elect a Deputy Lord Mayor for the remainder of the Council term.
- 2 Council determine whether the method of election for the Deputy Lord Mayor is by open voting, ordinary ballot or preferential ballot.
- 3 Council proceed to conduct the election of Deputy Lord Mayor in accordance with the determined method and the requirements of the Local Government (General) Regulation 2021.

REPORT AUTHORISATIONS

Report of: Todd Hopwood, Manager Governance and Customer Service
Authorised by: Renee Campbell, Director Corporate Services - Connected + Engaged City

ATTACHMENTS

There are no attachments for this report.

BACKGROUND

A Deputy Lord Mayor assumes all the duties and powers of the Lord Mayor at the request of the Lord Mayor, or if the Lord Mayor is prevented by illness, absence or otherwise from exercising the function or if there is a casual vacancy in the Office of Lord Mayor.

Section 231 of the *Local Government Act 1993* (the Act) provides for Councillors to elect a person from among their number to be the Deputy Lord Mayor. The person may be elected for a maximum period that is equal to the term of the Lord Mayor or a shorter term as resolved by Council.

Clause 394 of the *Local Government (General) Regulation 2021* (the Regulation) stipulates that *'if a Mayor or Deputy Mayor is to be elected by the Councillors of an area, the election is to be in accordance with Schedule 7'*. Council is therefore required to conduct any election of a Deputy Lord Mayor in accordance with this Schedule.

At its meeting held on 31 January 2022, Council resolved as follows:

Council elect a Deputy Lord Mayor for an initial term for the period up to September 2023, which will result in an additional term from September 2023 to September 2024 to be filled by a new election.

Following the election, the Returning Officer declared that Councillor T Brown was elected as Deputy Lord Mayor for the period up to September 2023.

Section 290(1)(b) of the Act states that an election of a mayor (or deputy mayor), if it is not the first election of the term, nor an election to fill a casual vacancy, must occur during the month of September.

PROPOSAL

The process to be followed in the election of the Deputy Lord Mayor in accordance with Schedule 7 of the Regulation is as follows:

- A Councillor is to be nominated in writing by two or more Councillors, one of whom may be the nominee, and the nomination is not valid unless the nominee has indicated consent to the nomination in writing.
- The nomination is to be delivered or sent to the Returning Officer.
- The General Manager, or a person appointed by the General Manager, is the Returning Officer for the election and that person is to announce the names of the nominees at the Council meeting at which the election is to be held.

- The General Manager has nominated Council's Governance and Risk Manager to be the Returning Officer for the election of the Deputy Lord Mayor.
- Should more than one Councillor be nominated, Council is to resolve at the meeting at which the election is to be held whether the election is to proceed by way of open voting (i.e. a show of hands) ordinary ballot or preferential ballot.
- Ordinary or preferential ballots are secret ballots and all Councillors will need to be in physical attendance in the meeting if the election is to be held by way of an ordinary or preferential ballot.
- Open ballots can be undertaken remotely where a council is conducting its meetings by audio visual link, or if an individual Councillor/s is attending via audio visual link.
- Counting will be conducted in accordance with Parts 2 or 3 of Schedule 7, depending on the method adopted by Council.

The term of the Deputy Lord Mayor is determined by resolution of Council. As all elections for Deputy Lord Mayor must follow the requirements of the Act and Regulations in relation to elections of mayors, Council will need to be cognisant of s290(1) of the Act when determining the term of the Deputy Lord Mayor.

Given the next local government elections are scheduled to be held in September 2024, it is recommended that the Deputy Lord Mayor be elected for the remainder of the Council term.

CONSULTATION AND COMMUNICATION

This report has been prepared in accordance with the provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*. Councillors will receive separate notification of this election together with a nomination form prior to the meeting occurring.

CONCLUSION

Council may elect a Deputy Lord Mayor to exercise the functions of the Lord Mayor at the request of the Lord Mayor, or if the Lord Mayor is prevented by illness, absence or otherwise from exercising the function, or if there is a casual vacancy in the Office of Lord Mayor.

ITEM 2 PUBLIC EXHIBITION - CLIMATE CHANGE MITIGATION PLAN 2023-2030

As a signatory to the Global Covenant of Mayors for Climate and Energy (GCoM) Wollongong City Council has committed to address the impacts of climate change and reduce greenhouse gas emissions. An organisational net zero emissions target (2030) and community net zero emissions target (2050) have been adopted. Action to reduce our emissions is delivered through the implementation of Council's Climate Change Mitigation Plan.

On 16 November 2020, Council adopted the Climate Change Mitigation Plan (CCMP) 2020-22 following a public exhibition period. The objective of the 2020-22 CCMP was to build the foundations for emission reduction both operationally and for the community. Actions within the 2020-22 CCMP have been implemented to reduce emissions and establish the governance framework for future plans to build upon.

A review of the initial CCMP has been conducted and a draft Climate Change Mitigation Plan 2023-30 has been prepared as a subsequent document to guide delivery of actions toward 2030. The draft CCMP proposes 3 key pillars to support the community to reduce emissions and target key emission source reductions for Council operations: communities in action; empowering communities; and leading by example. The draft CCMP has been prepared following early engagement with the community and evaluation of existing policies and positions.

RECOMMENDATION

- 1 The draft Climate Change Mitigation Plan 2023-30 be exhibited for a period of 28 days.
- 2 Following public exhibition, a further report be prepared on the submissions received and any amendments proposed, seeking adoption of the Plan.

REPORT AUTHORISATIONS

Report of: David Green, Manager City Strategy (Acting)
Authorised by: Corey Stoneham, Director Planning + Environment - Future City + Neighbourhoods (Acting)

ATTACHMENTS

- 1 Draft Climate Change Mitigation Plan 2023-30

BACKGROUND

In August 2017, Council became a signatory to the GCoM initiative. GCoM is an international alliance of cities and local governments with a shared long-term vision of promoting and supporting voluntary action to combat climate change and move to a low emission, resilient society.

GCoM commits Council to respond to the risks and opportunities presented by climate change and provides a structured framework for compliance. The required commitments relating to emissions reduction include completing an emissions inventory, adopting a science-derived emissions reduction target for the local government area and developing a CCMP.

Delivery of this commitment has been met through implementation of Council's 2020-22 CCMP, adopted by Council at its meeting on 18 November 2020. Part of the scope for review of the initial plan included implementation outcomes, how our emissions profile and situation has changed and new emissions reduction opportunities. In addition to evaluating the previous plan, Council staff have undertaken a community engagement campaign, and literature review to facilitate the preparation of the draft CCMP 2023-30.

The draft CCMP aims to build upon the previous plan and guide Council's efforts towards achieving the emissions reduction targets. The draft CCMP incorporates a community interim emissions reduction target (50% reduction on 2016 emissions by 2030) and continues to deliver the requirements of GCoM. The draft CCMP also facilitates attainment of Council's pledges under the Cities Power Partnership.

PROPOSAL

The draft CCMP is provided in Attachment 1 and is targeted for delivery over the next 7 years toward 2030. Our approach to emissions reduction over this time needs to remain adaptive, and so the draft CCMP incorporates provision to review the actions between now and 2030 as the situation and technologies evolve. The draft CCMP identifies the main sources of emissions where actions will have the earliest and biggest impact, to give Council and the city the best chance of achieving the emissions reduction targets and reduce the impacts of climate change.

The draft CCMP responds to feedback received during consultation to identify opportunities for, not only Council, but also the community to reduce emissions and benefit from clean technologies. Separate action plans are identified under three key pillars to guide emissions reduction for the community and Council operations. The three key pillars are as follows -

- 1 Communities in Action:** opportunities for households and businesses to reduce emissions and gain from co-benefits such as reduced household costs and healthier environments.
Example Action: Reduce waste to landfill and utilise a circular economy through recycling and FOGO services.
- 2 Empowering Communities:** Actions Council will implement to support the community in emissions reductions aimed at delivering assistance, education and advocacy where it is needed most.
Example Action: Review Council's planning documents and guidelines to increase sustainability principles where feasible.
- 3 Leading by Example:** Actions Council will take to reduce its own emissions to showcase leadership, innovation and best practice to the community.
Example Action: Council buildings and facilities to incorporate low emissions design and performance standards.

The proposed broad actions that pertain to Council in the draft CCMP (Empowering communities and Leading by example) allow Council's approach to be flexible and adaptive based on available opportunities (e.g. grant funding), but also include specific elements (contributing milestones and empowering actions) to be measurable and provide clear pathways to achieving the actions.

The draft CCMP has been designed with the following guiding principles and incorporates them into the action plans -

- Build on progress and successes of the 2020-22 CCMP.
- Target actions that have the greatest and earliest impact on emissions profiles.
- Address social equity and a just transition to clean energy by delivering support where it is needed most.
- Work together with the community and industry in the region for a unified approach to emissions reduction.
- Target actions within Council's scope of influence and identify these benefits as part of a bigger picture.
- Focus on metrics that can be used to monitor and report on progress toward emissions reduction.

The actions within the draft CCMP are focused on embedding emissions reduction principles within Council's business as usual approach, rather than identifying individual projects. Due to this, the report does not identify predicted emissions reductions or costs for each action. Rather it identifies the emissions source that the action will contribute toward and potential net abatement. This will inform individual business case and feasibility studies for projects based on operational benefits and ongoing savings versus initial capital or implementation costs.

In accordance with GCoM requirements, Council has undertaken a new inventory of emissions for the Wollongong community and will continue to do so biennially to monitor progress. Council's operational inventory can be collated much more frequently due to availability of data and scale. The draft CCMP is informed by these two emissions profiles and pathways to reduce emissions.

It is recommended that Council endorse the draft Plan as attached to this report for public exhibition and a further report be provided to Council following this process for adoption.

CONSULTATION AND COMMUNICATION

The Wollongong community has contributed to the development of actions within the draft CCMP through engagement processes that were undertaken in 2022. In late 2022, the community was asked to provide feedback on four main prompts -

- What the community is already doing to reduce emissions?
- What they felt was important to focus on moving forward to reduce emissions?
- What are the main barriers and challenges to implementing actions?
- How Council can best focus its resources to assist the community to reduce emissions?

The engagement process involved community and business surveys, pop-up discussion stalls, multiple focus groups with climate leaders and community groups, request for comment from local politicians and round table discussions with key stakeholders and local industry. One of the key outcomes from the engagement was the overwhelming support for an interim community emissions reduction target to drive early emissions reduction. In addition, there was a strong desire for council to identify strategies and related actions the community can take to reduce emissions in Wollongong. The community engagement is summarised in the draft CCMP.

The Council run 'Electrify Wollongong' webpage is an educational resource that has been developed to assist residents to take advantage of the benefits of electrification of household appliances. This is a response to the feedback received regarding practical mechanisms for the community to reduce emissions. The webpage content focuses on opportunities that target 'stationary energy' and 'transport' emission sources and reiterates the information delivered in the 'Communities in action' pillar of the draft CCMP. As an action in the draft CCMP (Empowering Communities Action 2), Council aims to develop a public facing emissions dashboard that incorporates monitoring and reporting of community emission sources. Ideally this will be a platform that encourages community involvement, provides resources and improves transparency.

The community has been updated on development progress and timing of the draft CCMP via social media posts, the dedicated webpage on 'Our Wollongong', Council's Sustainability newsletter and via direct email. It is proposed that during public exhibition this engagement will continue to enable further feedback and consultation.

A 'snapshot' document is being developed that will be available during public exhibition to provide an easy read version of the plan. Following adoption of the plan, Council officers will investigate innovative ideas to engage the community for implementation including videos and online content.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2032 Goal 1 – 'We value and protect our environment' and Goal 2 – 'We have an innovative and sustainable economy'. It specifically delivers on the following –

- Objective - We will work together to reduce emissions and the effects of a changing climate.
- Objective - Development is well planned and sustainable and we protect our heritage.
- Objective - The region's industry base continues to diversify and local employment opportunities increase.
- Objective - We are leaders in innovative and sustainable and green industries.
- Objective - There is an increase in sustainable transport use including public transport, walking, and cycling.

| Community Strategic Plan 2032 | | Delivery Program 2022-2026 | |
|-------------------------------|--|---|--|
| Strategy | | Service | |
| 1.4 | Work together to achieve net zero carbon emissions and reduce waste going to landfill. | Deliver commitments made under the Global Covenant of Mayors and support Council’s climate emergency declaration. Prepare the Climate Change Mitigation Plan 2022-2026. | |
| 1.3 | Increase our resilience to natural disasters and changing climate to protect life, property and the environment. | Implement priority actions from the Climate Change Adaptation Plan 2022 | |
| 2.5 | Work with partners to facilitate sustainable and green industries. | Support the ongoing development of key target sectors. | |
| 6.1 | Plan for the delivery of multi-modal public transport modes such as the Gong Shuttle, walking and cycling to meet the community’s needs. | Develop road safety programs, education and promotion of sustainable multi-modal transport options. | |

The draft CCMP falls within the suite of documents that underpin and are informed by the *Sustainable Wollongong: A Climate Healthy City Strategy*. The actions within this draft CCMP aim to deliver on the following goals of the Strategy -

- Environmental and climate leadership underpins Council decision-making and service delivery and inspire the same in others.
- Together we protect our environment, reduce emissions, and increase resilience to climate change.
- We will achieve net zero emissions by 2030 for Council operations, and together we will achieve net zero emissions by 2050 for the City.
- Our ecosystems and waterways are enhanced, our urban areas are cooler and greener, and our community is connected to our natural environment.
- Our community only take what they need, reuse and recycle what they can and are aware of the resources that they consume.

The adoption of an emissions reduction target and CCMP will support the achievement of the following United Nations Sustainable Development Goals –



SUSTAINABILITY IMPLICATIONS

The impacts of climate change will significantly affect vulnerable communities, infrastructure and asset viability and management, biodiversity and water availability. Implementation of the actions in the draft CCMP will mean that Council and the City of Wollongong is reducing emissions and contributing to avert and reduce the impacts of climate change.

The draft CCMP will directly support Council’s August 2019 Climate Emergency Declaration, adopted emissions reduction targets and commitments under the GCoM program.

The draft CCMP recognises the benefits of our Urban Greening Strategy and recommends investigations of blue carbon as a mean of offsetting our emissions. Such strategies provide numerous co-benefits such as urban cooling and biodiversity outcomes.

RISK MANAGEMENT

There will be significant environmental, social, and economic risks associated with not addressing climate change. Council provides critical services to its community and is the owner of significant assets both of which will be affected by the impacts of climate change.

Council has committed to take action to reduce greenhouse gas emissions to minimise, as far as possible, the risks on our community, and future generations.

There is a reputational risk if Council does not adopt a CCMP to reduce emissions. Council will also be non-compliant with the GCoM requirements and would need to reconsider its commitment to the GCoM initiative and City Power Partnership.

FINANCIAL IMPLICATIONS

The draft CCMP aligns with our Community Strategic Plan objectives. The delivery of individual actions will need to be embedded in Council's business-as-usual operations, Resourcing Strategy, Delivery Program and Operational Plan.

Many actions focus on embedding principles and emissions reduction concepts into our core business decision making. Individual projects will need to be considered for budgeting purposes as they are planned and implemented. Any additional funding will be sought through the annual budgeting process. Many projects will involve existing budgets that need to consider the aspects of the draft CCMP to ensure they contribute to emission reductions for example vehicle procurement or infrastructure design and delivery.

Often emissions reductions are achieved through energy efficiencies, transition of fuels or generation of onsite electricity, all of which can reduce operating costs. 'Whole of life' cost and ongoing financial and other benefits need consideration when evaluating projects that incur an upfront capital investment or implementation cost. Following implementation of an individual project, monitoring of the performance and ongoing costs or costs savings will be captured by Council's reporting system to inform cost benefit analysis. Similarly, if Council determines to offset any remaining emissions to achieve its target, accredited carbon offset units will need to be generated or purchased annually. This represents a potential future cost for Council that will be incurred for projects that do not contribute to emission reductions.

The draft CCMP makes provision to consider the carbon offset market and Council's offsetting strategy closer to 2030.

The draft CCMP identifies funding opportunities that can be investigated to fund projects. It also highlights several State and Federal programs that can be utilised to secure grant funding. Many actions adopted within the draft CCMP may be eligible for these programs.

MONITORING AND REPORTING

To ensure effective monitoring and governance procedures are in place, the draft CCMP builds on existing processes that report on emissions and project status. An internal emissions dashboard has been developed and is currently being utilised by officers to measure and report on Council's operational emissions. This is also being utilised to contribute to business decisions and identify key sources of emissions. This information is reported through Council's internal quarterly reporting system.

As a supporting document, implementation of the Climate Change Mitigation Plan 2023-30 (when adopted) will be reported on through Council's quarterly and annual reporting system. The draft CCMP identifies responsibilities and support for individual actions and metrics that can be used to measure success.

Key governance initiatives are included in the draft CCMP that incorporate climate commitments into Council's core business. Working groups including senior staff representation are identified to be adapted based on project needs to ensure progress on implementation and emission reduction.

CONCLUSION

The draft Climate Change Mitigation Plan 2023-2030 confirms Council's commitment to reducing emissions in line with its Climate Emergency Declaration and GCoM membership. The draft Climate Change Mitigation Plan 2023-2030 outlines actions for Council to achieve its 2030 emission reduction target. Strategies focus on key emissions sources, supporting the community and continuing to implement planned projects to reduce emissions from Council operations.

The Action Plans will be reviewed and updated over the life of the Plan to progress emission reduction and incorporate new and changing opportunities. The review will be informed by re-inventories of Council and community emissions profile to track our progress, project status, requirements of partnership commitments, new learnings, markets and technological advances.

This report recommends that the draft Climate Change Mitigation Plan 2023-2030 be exhibited to provide the opportunity for community feedback prior to the draft document being finalised by Council.



Wollongong City Council

Net Zero Wollongong Climate Change Mitigation Plan 2023-30



Acknowledgement

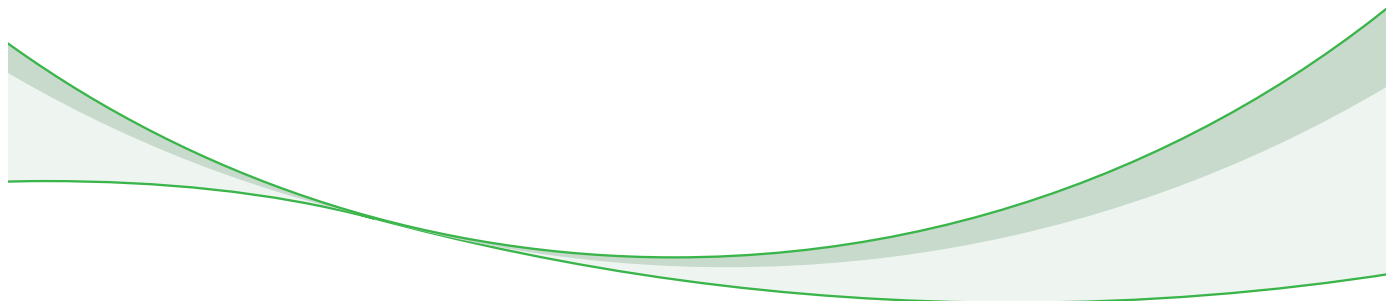
Wollongong City Council acknowledges the Traditional Custodians of the land on which this city is built, Dharawal Country. We recognise and appreciate their deep connection to the land, waters and the greater community.

We acknowledge and pay respect to Elders past, present and those emerging and extend our respect to all Aboriginal and Torres Strait Islander people who call this city home.

We recognise Aboriginal and Torres Strait Islander people as the first people to live in this area. We respect their living cultures and recognise the positive contribution their voices, traditions and histories make to the city.

Contents

| | |
|---|-----------|
| Executive summary | 2 |
| Lord Mayor's message | 3 |
| Continuing action in a climate emergency | 4 |
| Scope | 6 |
| Policy context | 9 |
| Community emissions | 15 |
| Community emissions reduction pathway | 20 |
| Council operational emissions | 22 |
| Council's operational emissions reduction pathway | 25 |
| Communities in action | 26 |
| Empowering communities | 30 |
| Leading by example | 38 |
| Leadership and governance | 39 |
| Waste | 40 |
| Buildings and facilities | 42 |
| Transport and equipment | 45 |
| How we made this plan | 46 |
| Implementation and resourcing | 51 |
| Glossary | 53 |
| Appendix | 56 |



Executive summary

Wollongong City Council (WCC) recognises the urgent need to respond to the impacts of Climate Change. We proudly align with the principles of the Paris Climate Agreement through our partnerships with the Global Covenant of Mayors for Climate and Energy and the Cities Power Partnership. To address the climate emergency and recognising our responsibility to support residents and local businesses, the Climate Change Mitigation Plan 2023-30 is a whole of community approach to reducing emissions in Wollongong.

This Plan has been developed alongside the community and guided by the following principles:

- Build on progress and successes of CCMP 2023
- Target actions that will have the greatest and earliest impact on reducing emissions
- The need to address social equity in a just transition to net zero
- Deliver commitments under the Global Covenant of Mayors and Cities Power Partnerships
- Focus on a community led approach to emissions reductions
- Work together with all levels of government, industry and community for a united approach to emissions reduction
- Show leadership by reducing Council's corporate emissions through best practice

The outcomes of this plan aim to achieve the related goals set out in the Community Strategic Plan and Wollongong's emission reduction targets.

Emissions sources and abatement pathways are identified for both the community and Council's operational emissions. These are underpinned by detailed action plans that target the main emissions sources in each sector. There is a separate action plan for each of the following pillars:

Communities in action

Opportunities for households and businesses to reduce emissions and gain from co-benefits such as reduced household costs and healthier environments.



Empowering communities

Actions Council will implement to support the community in emissions reductions aimed at delivering assistance where it is needed most.

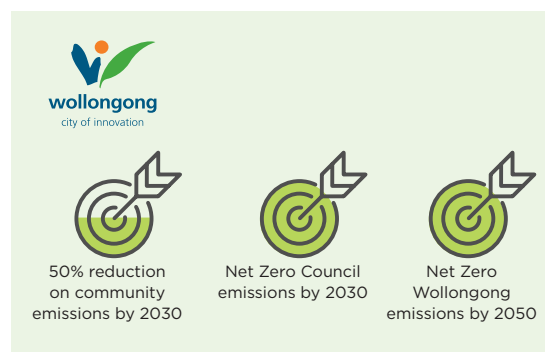


Leading by example

Actions Council will take to reduce its own emissions to showcase leadership and best practice to the community.



These action plans have been designed to make a tangible impact on achieving our short-term emissions targets. We will aim to resource, monitor and update them over the life of the plan. Together through collaborative effort we can drive meaningful change to build a resistant and climate friendly Wollongong.



Lord Mayor's message

Welcome to the Climate Change Mitigation Plan 2023 for Wollongong – The City of innovation. Wollongong has long established itself as a leader in responding to climate change and its far-reaching impacts. As a city, we proudly embrace the principles of the Paris Climate Agreement, and through our collaboration with the Global Covenant of Mayors for Climate and Energy and the Cities Power Partnership, we reaffirm our commitment to global efforts in combating climate change.

Climate policies across all levels of government need to be accelerated and the role for local governments is crucial. This Plan is an essential roadmap for Wollongong's future to position itself to be a frontrunner in the emerging low carbon economy. With a blend of industries, exceptional education institutions, a diverse and skilled workforce, and the spirit of innovation, Wollongong possesses all the essential ingredients to lead the charge in a clean energy transition.

At the heart of this Plan lies our unwavering commitment to support our residents and local businesses in harnessing available technologies and building resilience against the climate crisis. We have integrated the Sustainable Development Goals into our Community Strategic Plan, and these guiding principles permeate throughout our organisation to ensure a sustainable and equitable future for all.

This Plan outlines steps that we can all take to work together building a climate friendly Wollongong and contribute to meaningful emissions reductions. Building upon the achievements of the former CCMP 2020-22, this plan sets the course for achieving our net zero emissions targets alongside the Climate Change Adaptation Plan.

Thank you for joining us on this journey.

Lord Mayor Councillor
Gordon Bradbery AM

'Climate policies across all levels of government need to be accelerated and the role for local governments is crucial'



Continuing action in a climate emergency

In August 2019 Wollongong City Council (WCC) declared a climate emergency recognising the urgent action required from all levels of government to curb the impacts of a rapidly changing climate. Since then, WCC has put words into action by taking steps to reduce both community and operational emissions. Wollongong's Climate Change Mitigation Plan 2020-22 (CCMP 2020-22) was adopted in 2020, which set the scene for WCC's pathway to reducing emissions to date.

The CCMP 2020-22 established ambitious net zero targets for the community and Council's operations (Figure 1) and identified actions to move forward on the journey to meeting these emissions reduction targets. The purpose of the Plan was to establish the appropriate governance structures, policy settings, and relationships with key stakeholders for future plans to build upon. Implementation of the CCMP 2020-22 saw significant actions completed, resulting in recognisable reductions in emissions. Notable

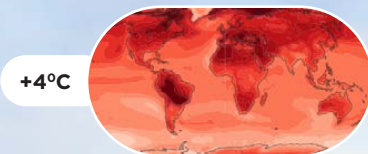
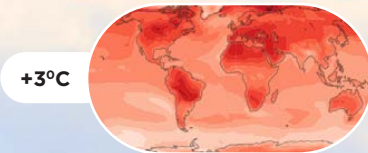
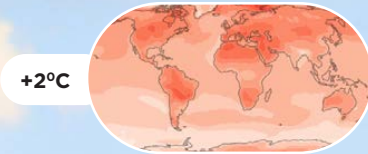
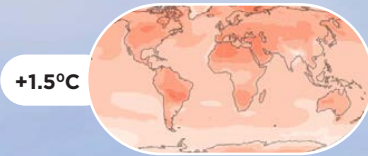
achievements includes WCC's renewable energy power purchase agreement (PPA) and the successful introduction of the food organics & garden organics (FOGO) waste diversion. The Climate Change Mitigation Plan 2023-30 (CCMP 2023-30) acknowledges the achievements so far in reducing emissions and builds upon the success of previous initiatives and actions.



The CCMP 2023-30 aims to increase focus on actions that lead to tangible reductions in both operational and community emissions profiles. It responds to the challenge highlighted by the Intergovernmental Panel on Climate Change (IPCC) AR6 synthesis report released in 2023, which identifies the existence of an 'emissions gap' between current policies globally and the necessary actions to limit warming to 1.5°C. The report also underscores the heightened risks and impacts associated with each incremental increase in temperature beyond this threshold (IPCC,2023).

To address this challenge, the CCMP 2023-30 identifies and prioritises opportunities and technologies that are already, or increasingly becoming viable and cost effective. Focusing on these options and planning for future opportunities will result in the greatest and earliest emissions cuts over the time frame of this Plan. The 2030 targets align with the scope of the Sustainable Wollongong 2030 Strategy. We recognise that climate change is a dynamic and complex issue requiring our response to be adaptive, ensuring our strategies remain relevant and effective.

Crucially, the success of this Plan depends on the collective action and support of all stakeholders including other levels of government, businesses, residents, and community organisations. Together we can create a resilient and sustainable Wollongong region that leads the way in addressing the climate crisis.



IPCC, sixth assessment report / Synthesis Report

Scope

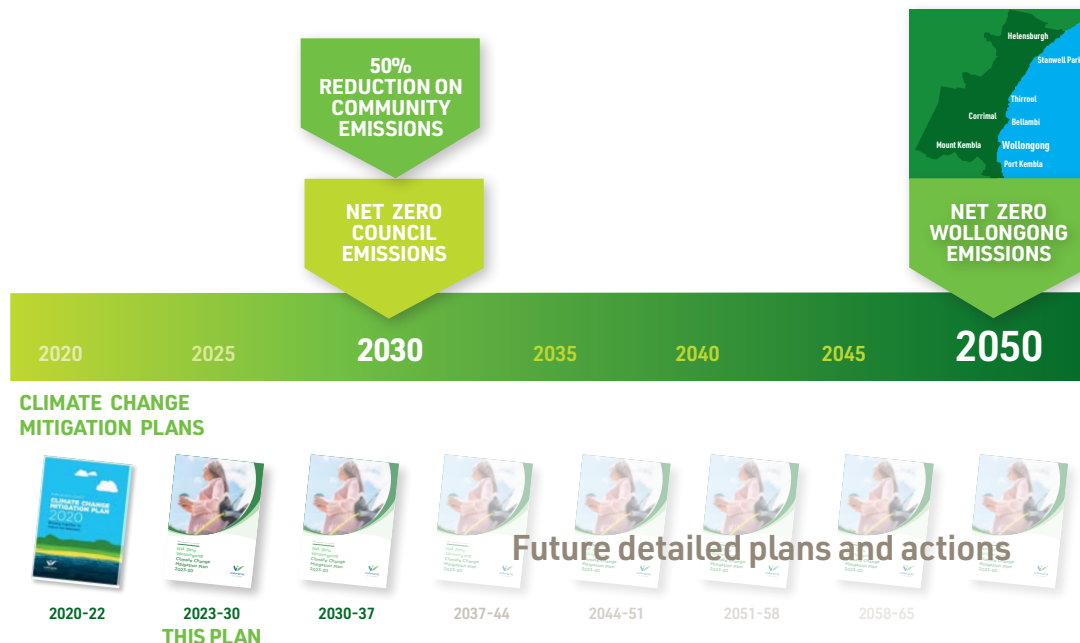
Our targets

Our existing emissions reduction targets are net zero emissions by 2050 for the Wollongong community and by 2030 for Council operations.

Based on the carbon budget concept it is understood that early emissions reductions will displace more emissions by 2050 than those achieved closer to the deadline. To promote urgent action that aligns with this knowledge, the CCMP 2023-30 introduces an interim target of 50% reduction in community emissions on 2016 levels by 2030. This aligns with the NSW Government's interim target and serves as a catalyst for immediate and transformative action.

the CCMP 23-30 introduces an interim target of 50% reduction in community emissions on 2016 levels by 2030.

Figure 1: City of Wollongong emissions targets

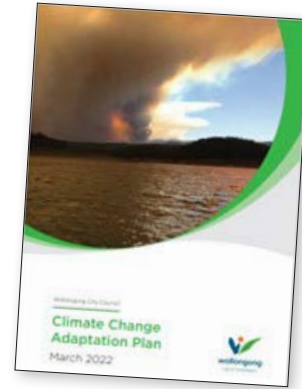


Mitigation and adaptation: What's the difference?

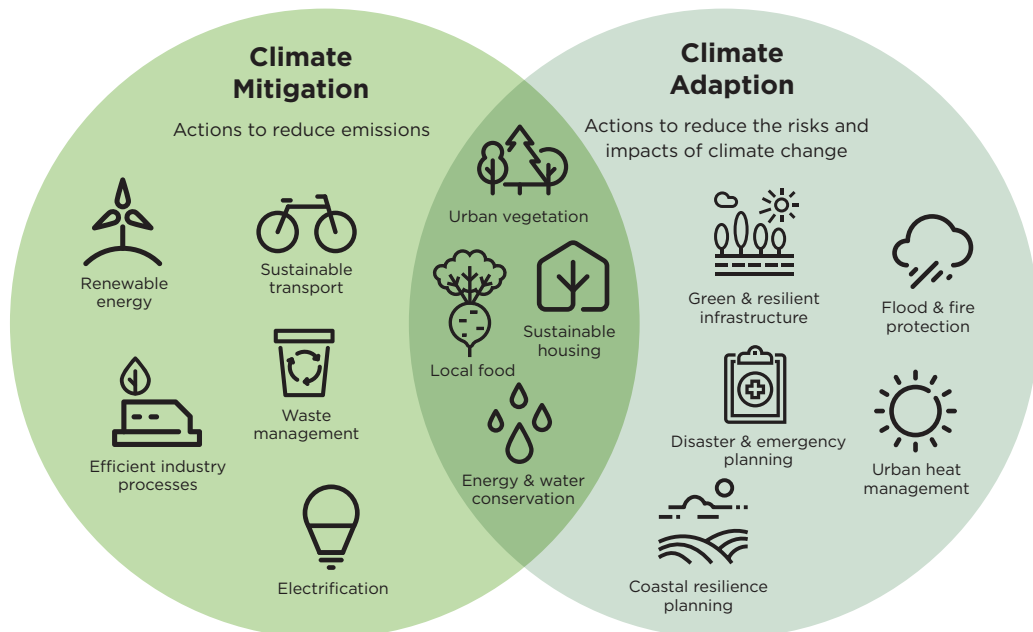
Climate change mitigation and adaptation represent the two focus areas for WCC's response to reduce the impacts of climate change.

Adaptation involves strategies to build resilience and adapt to the impacts of climate change so we can continue to live sustainably with and minimises the disturbances caused by climate change. We have a separate Climate Change Adaptation Plan that focuses on this area and provides an action pathway to integrate adaptation thinking into our systems and processes.

Mitigation (emissions reductions) refers to reducing greenhouse gas (GHG) emissions to limit the extent of climate change at the source, this involves human intervention to both implement actions that reduce GHG emissions and enhance 'carbon sinks' that reduce the amount of GHG's in the atmosphere. This plan focuses on the action pathways to both reduce WCC's operational emissions as well as facilitate programs to assist residents and businesses to reduce community emissions.



Many adaptation and mitigation options can help address climate change, but no single option is sufficient by itself. Effective implementation depends on policies and cooperation at all scales and can be enhanced through integrated responses that link mitigation and adaptation with other societal objectives' (IPCC, 2023)



How Council will use this plan

The CCMP 2023-30 consists of pathway actions for WCC to progressively implement and review over the next seven years to 2030. This timeframe will align with the scope of our Sustainable Wollongong 2030 document as well as our 2030 operational target and 2030 community interim target. We will regularly review progress and consider our approach as this Plan is implemented.

Council will use this Plan to inform internal decision making about operational priorities, budgets and resource allocation. The 'Leading by Example' actions listed within this plan consider Council's boundary of influence, focusing on emissions sources that WCC has operational control over as defined by the GHG Protocol. This includes WCC buildings and facilities, operational fleet, street lights and Whyte's Gully waste facility.

The 'Empowering Communities' actions for WCC capture opportunities for Council to facilitate residents and businesses to reduce community emissions. Understanding that Council's sphere of influence is limited in this space. This action pathway focuses on the important role local government can play as the closest level of government to the community. Action areas include advocacy opportunities, education and awareness, provision of public infrastructure, review of local planning framework and partnership opportunities.

We will also use indicators within the Plan to monitor and report on progress towards the community target, ensuring a transparent and unified approach with the community.

How our community can use this plan

In response to feedback from the community, the CCMP 2023 has been designed to help residents and visitors identify emissions sources and understand opportunities to reduce emissions in the home and local businesses. The 'Communities in Action' plan (page 26) provides recommendations of many different actions that can be taken for households and businesses to reduce emissions based on individual situations. You are encouraged to consider what is appropriate for you to implement today and what you can plan for in the future. Noting not all actions may be suitable to your circumstances but all the actions identified in the action plan are proven to directly or indirectly contribute to emissions reductions and usually have additional co-benefits such as cost saving or health benefits. WCC educational and awareness programs are being developed as part of this Plan to provide further resources and advice on opportunities in this space. Sign up to WCC's sustainability newsletter to receive updates on any new information

www.wollongong.nsw.gov.au/my-community/sustainable-living

Objectives

The CCMP 2023-30 aims to achieve the following objectives:


- Reach interim and net zero emissions targets for both Council and the Wollongong community
- Build on success and foundations of previous CCMP 20-22 to continue to embed climate emergency considerations across all Council operations and decisions
- Support Wollongong residents, visitors and businesses to reduce community emissions
- Provide pathways for Council operations to reduce emissions towards net zero by 2030

Policy context

Working together to address the challenge


Emissions and the impacts of climate change do not adhere to regional boundaries, a concerted effort from all levels of government is crucial to enabling and accelerating action

required to maintain a sustainable future (IPCC, 2023). This Plan sits within an interdisciplinary and multi-level policy framework.




Australian Government

Emissions reduction target



43% by 2030


Energy target



82% renewables by 2030


Since the previous CCMP was developed, Australia, under the ratification of the Paris Climate Agreement, has updated its National Determined Contribution (NDC) to a 43% reduction of 2005 levels by 2030. This is an interim target of the long-term strategy to net zero by 2050. The Climate Change Act 2022 legislated the new emissions reduction target and established a platform for further refined emissions reduction policies.

The Powering Australia Plan is Australia’s policy suite for reducing emissions and transitioning to clean, affordable and reliable energy. It focuses on increasing the uptake of renewable energy technologies and introduces a target of 82% market share of renewables in the National Electricity market (NEM) by 2030. Under this plan are a number of policies and programs that provide funding and direction on emissions reductions projects nation wide, these are identified in Figure 5 on page 17.




NSW GOVERNMENT

Emissions reduction targets



50% by 2030



70% by 2035

The NSW Government has committed to more ambitious interim targets of 50% reduction on 2005 levels by 2030 and 70% by 2035 as part of its journey to net zero emissions by 2050. These targets are underpinned by the Net Zero Plan Stage 1: 2020-2030 which outlines the state’s approach to reducing emissions while also growing the economy and creating jobs. The Illawarra is identified as a key region for clean energy and industrial transition under a number of NSW programs identified in Figure 5 on page 17.





The Our Wollongong Our Future Community Strategic Plan sits atop of our strategic framework. It includes specific community visions and goals for Council to work towards shaping the future of the region. The impacts of climate change and emissions reduction are identified as a key challenge and theme in the CSP. To address this, mitigation is included under the following goals and actions:

Goal 1: We value and protect our environment

Objective: We will work together to reduce emissions and the effects of a changing climate.

Action 1.4: Work together to achieve net zero emissions and reduce waste going to landfill.

Goal 2: We have an innovative and sustainable economy

Objective: We are leaders in innovative and sustainable and green industries.

Action 2.5: Work with partners to facilitate sustainable and green industries.

The CCMP is a supporting document which provides a roadmap and strategy for delivering the goals outlined in the CSP. As opportunities arise feasibility and project plans are established to implement individual actions within the CCMP, through Delivery Programs and Operational Plans.

The Sustainable Wollongong 2030: A climate healthy city strategy is our highest order strategic document for all environmental and sustainability programs. It outlines Council's commitment to environmental sustainability for both Council operations and our community and identifies pathways to create a sustainable, greener, healthier, cooler and more liveable city. The climate change mitigation and adaptation plans fall within the suite of documents that underpin this strategy and support delivery of a number of its goals.

There are a number of other documents supporting climate change mitigation and emissions reduction actions across Council and the community, these are identified in the Supporting documents section on page 36.



Figure 2: Council's Integrated Planning Framework



Climate commitments

WCC is firmly committed to taking a leadership role in addressing climate change and achieving sustainable outcomes in the region. Council's declaration of a climate emergency joins what is now over 100 Local governments in Australia, and over 2,300 jurisdictions worldwide, in recognising the need for immediate

and transformative action to mitigate the impacts of climate change (Climate Emergency Declaration Website, 2023). To demonstrate this commitment WCC has actively engaged in several partnerships and commitments that guide and drive our actions in this space.

United Nation's Sustainable Development Goals



WCC acknowledges the importance of contributing towards the achievement of the United Nations' Sustainable Development Goals and the 2030 agenda for sustainable development. These goals provide a global strategy to work towards a sustainable future.

The actions within this Plan are mapped against their contributions to individual goals and consider their related targets and indicators. Below are the goals directly relating to the objectives of this Plan.

Sustainable Development Goals directly relevant to sustainability (United Nations 2020)



Global Covenant of Mayors for Climate and Energy



GCoM is a global alliance of cities and local governments that works to mobilise city level actions and support a long term vision of moving to a low emissions and climate resilient future. WCC have been a member of GCoM since 2017 and have since continued to achieve commitments under the program. WCC transparently reports its progress through GCoM annually against criteria that includes;

- Completing and updating a city level emissions profile
- Adopting ambitious emissions reduction targets based on science

- Developing, updating and implementing a climate change mitigation plan
- Completing a climate change adaptation risk assessment and adopting subsequent plan

As part of an update to this Plan, we will undertake an 'energy access & poverty' assessment, develop targets and incorporate actions into the CCMP to continue our commitment to the GCoM program and a just transition to a low carbon future.

The Cities Power Partnership



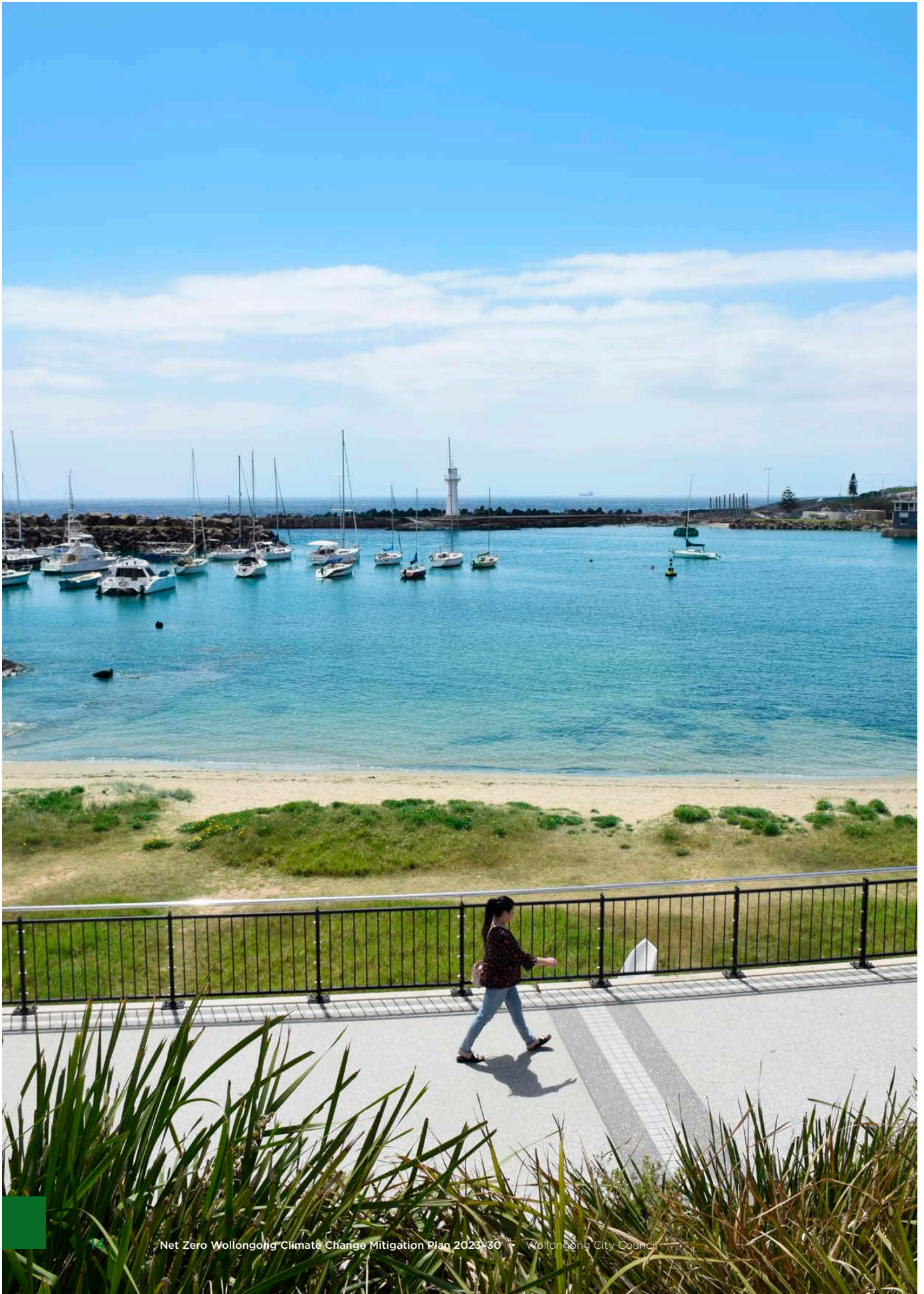
As an active member of the Cities Power Partnership program since 2020, WCC works collaboratively with other Australian local governments to take action on climate change. Through this membership Council leverages resources, shares knowledge and participates in collective advocacy opportunities. Councils are required to submit 5 pledges relating to renewable energy, energy efficiency and sustainable transport.

Council has committed to the following pledges:

- Install renewable energy on Council assets
- Implement landfill gas methane flaring or capture for electricity generation

- Encourage sustainable transport use such as public transport, walking and cycling through council transport planning and design
- Adopt best practice energy efficiency measures across council buildings, and support community facilities to adopt these measures.
- Set city-level renewable energy or emissions reduction targets.

Delivery of the actions within this Plan will assist in achieving these pledges, synergistically the ongoing CPP membership and support will assist Council with action delivery.



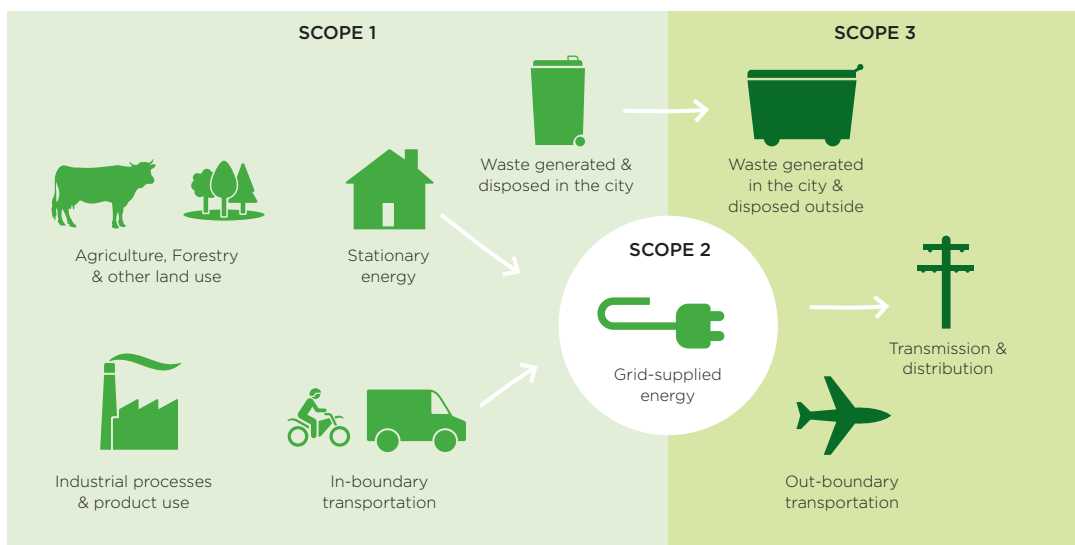
Community emissions

Defining our boundary

As part of our commitment to GCoM, the community emissions profile has been updated biennially since our 2018 baseline in accordance with the Greenhouse Gas Protocol: Global Protocol for Community-Scale Greenhouse Gas Emission Inventories. Utilising the international standards in this document, the outlined methodology in Figure 3 below has been used for defining Wollongong's emissions boundary by scope and the origins of Wollongong's emissions have been broken down into the following sources:

- **Stationary energy (electricity & gas)** - includes emissions from combustion of fossil fuels in residential and commercial buildings and facilities, manufacturing and construction processes, and generation of grid-supplied energy.
- **Transport** - emissions from all journeys directly involving combustion of fuels including road, rail, water and air.
- **Waste** - includes emissions generated by waste disposal and treatment including landfill, construction, composting, and wastewater treatment.
- **Industrial Processes and Product use (IPPU)** - main sources are released from industrial processes that chemically alter materials such as steel production or fugitive emissions from mining.
- **Agriculture** - produced through a wide variety of agricultural activity, particularly livestock management.
- **Land Use** - includes emissions sequestration from vegetation and emissions associated with land clearing.

Figure 3: Sources and boundaries for Wollongong community GHG emissions.



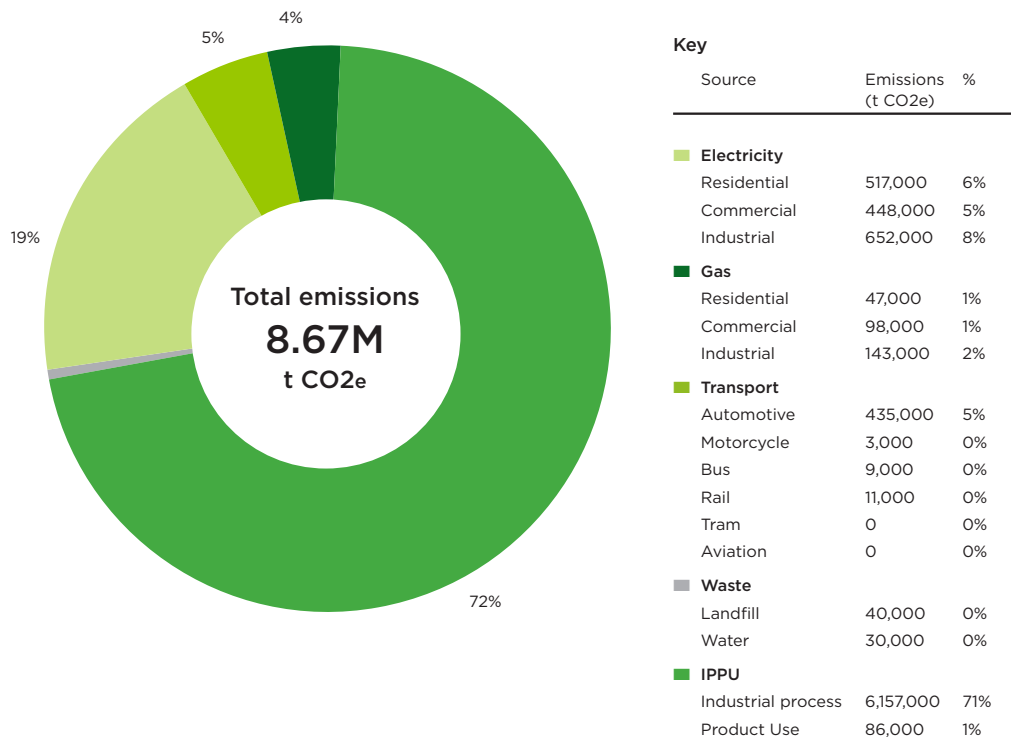
Greenhouse Gas Protocol: Global protocol for Community-Scale greenhouse Gas Emission Inventories. An Accounting and Reporting Standard for Cities.

City of Wollongong community emissions

It's important to note that methods for meeting global standards are often based on a top-down approach scaling down aggregated data sets. This reduces duplication and provides consistency with neighbouring states. However availability of data sets and changes in methodology from year to year make comparing progress to our baseline difficult. For monitoring progress of community, we will use local consumption data where available as best practice however because of the above this may differ to the community profile holistically (see below).



Figure 4: City of Wollongong community emissions 2019/20



A united regional approach and Council's role

Wollongong's emissions profile is relatively unique because of our heritage industrial presence. Within our LGA boundary are four of Australia's top emitters captured by the Safeguard Mechanism and naturally these emissions dominate our profile. Transitioning the region to a low carbon, clean energy economy will take a concerted effort from all stakeholders including Council. Based on our sphere of influence and available levers to enable action within the community (Appendix 1), advocacy and partnerships are the main options within the broader regional sense. To this end

Council is committed to being involved in the process of decarbonising our industrial sector while strengthening our local economy through State, Federal and privately run programs. To understand what is happening externally from Council and target resources appropriately, the Figure 5 maps programs and initiatives that focus on reducing industrial and grid scale emissions within the Wollongong region. Council will seek to leverage these opportunities to ensure the best outcome for the future of the community.

Figure 5: State and Federal programs

| | | |
|---|-------------------------|---|
|  Australian Government | Industry | <ul style="list-style-type: none"> • Safeguard Mechanism • Regional Growth Fund • Powering the Regions fund • National Reconstruction Fund. |
| | Clean energy generation | <ul style="list-style-type: none"> • Offshore Renewable Growth Strategy (Illawarra Offshore wind zone) • National Energy Transformation Partnership • Rewiring the Nation • National Hydrogen Strategy |
| | Community and Transport | <ul style="list-style-type: none"> • Net Zero Authority • ARENA - Community batteries funding • National Construction Code & Energy Efficiency • Driving the Nation fund • National electric vehicle strategy |
|  NSW GOVERNMENT | Industry | <ul style="list-style-type: none"> • Clean Manufacturing Precincts • Net Zero Industry & Innovations • Tafe NSW & UOW Energy Futures Skills Centre |
| | Clean energy generation | <ul style="list-style-type: none"> • NSW Electricity Infrastructure Roadmap and Renewable Energy Zones (Illawarra REZ) • Illawarra Hydrogen Hub (NSW hydrogen strategy) |
| | Community and Transport | <ul style="list-style-type: none"> • Sustainable Buildings SEPP • NSW Transport Strategy • NSW Electric vehicle strategy • Sustainability advantage • Net Zero Emissions Dashboard • NSW Waste and Sustainable Materials Strategy |

A regional clean energy transition

The Illawarra region is emerging as a clean and low-carbon energy hub that will provide an opportunity to transform local industry and energy generation into a renewable and clean economy. Powering this transformation is the Illawarra Renewable Energy Zone (REZ) declaration by the NSW State Government targeting renewable energy investment in the region. This includes the Federal Government declared 'Illawarra Offshore Wind Zone' that proposes to host offshore wind generation providing enough electricity to power 3.4 million homes. Wollongong is an ideal location already hosting major energy infrastructure, deep water port, a skilled workforce and existing industry to utilise clean energy.

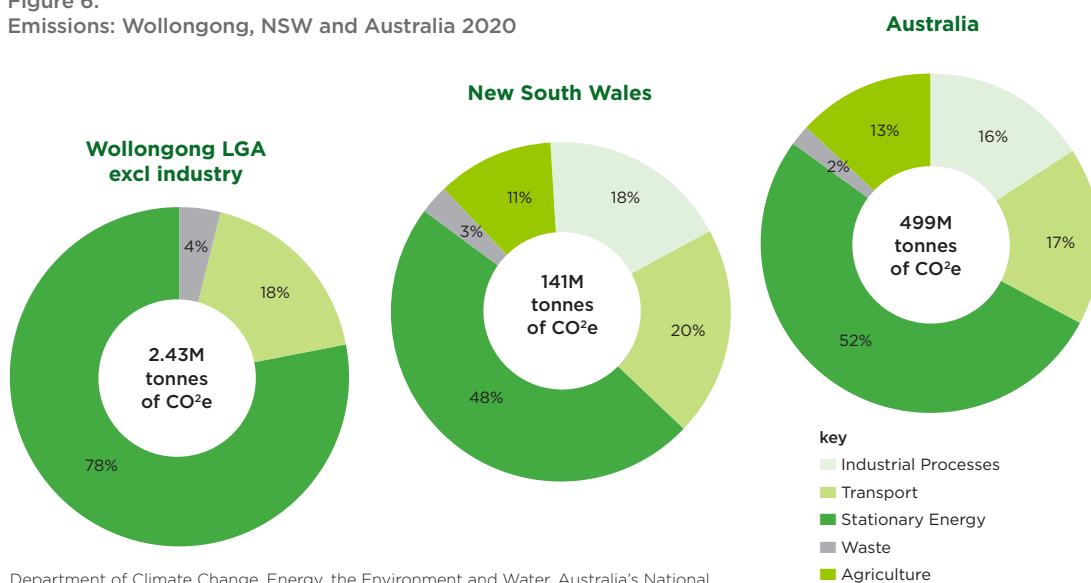
Significant investment in projects to further reduce emissions and benefit the region economically include preparing a skilled workforce through the University of Wollongong and Tafe NSW's proposed 'Energy Futures Skills Centre', alternative clean fuel production at the Port Kembla Hydrogen Hub, Local clean energy tech start ups, and opportunities to decarbonise existing industries.

Whilst Council is not the lead organisation in delivering this infrastructure or determining approval

pathways, it is a key stakeholder in the process. It will work to ensure that the associated benefits are delivered to the local community such as economic growth, cheaper and more reliable electricity, emissions reductions from industrial sector, and local jobs.

We are not alone in the fight against climate change, Wollongong is a part of a broader effort to reduce emissions at a state and national context. Figure 6 represents Wollongong's emissions sources (excluding industrial emissions) and compares this to State and Federal emissions profiles. This reveals similar trends in terms of emissions sources and emphasises the importance of reducing emissions in areas that make meaningful change. This also reflects areas where Council has more significant influence and the focus of the actions within this Plan. Many of the technologies needed to impact the sectors below currently exist and are cost effective today, whilst other areas are constantly developing and becoming feasible at scale. In order to make meaningful and immediate emissions reductions over the next decade we need to focus on solutions that can be implemented in the short term to achieve our targets.

Figure 6:
Emissions: Wollongong, NSW and Australia 2020



Department of Climate Change, Energy, the Environment and Water. Australia's National Greenhouse Accounts. Australian Government website

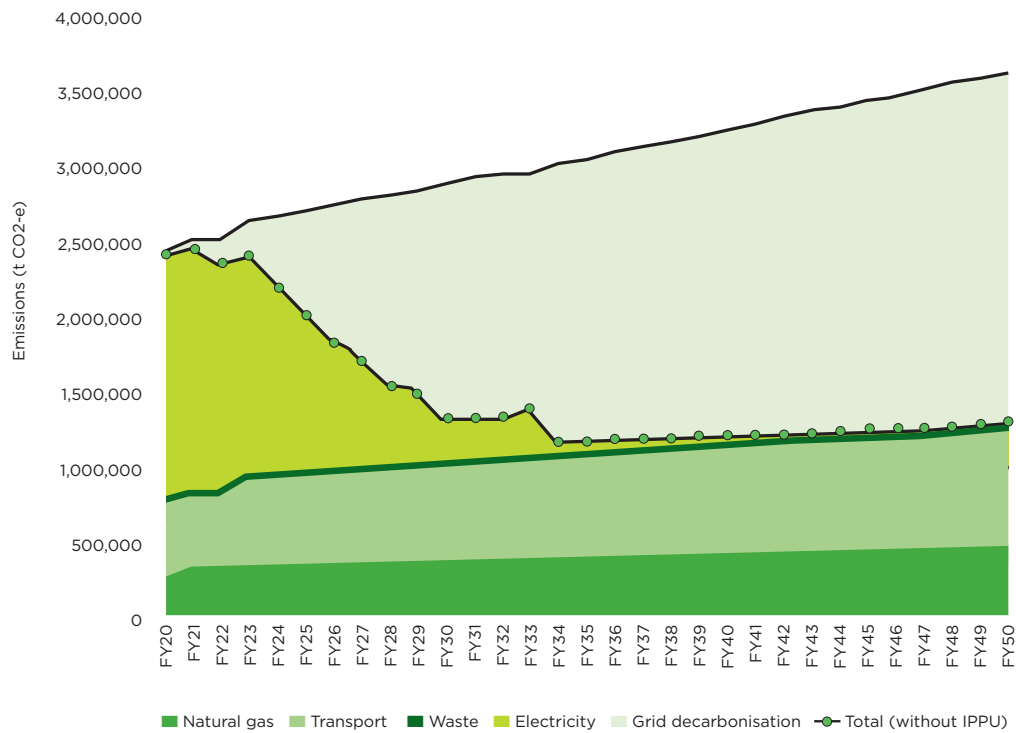


Community emissions reduction pathway

The business as usual (BaU) pathway (Figure 7) represents the community's emissions profile in a scenario under no abatement measures (if we did nothing), taking into account BaU growth rate assumptions (predicted population and economic growth and grid decarbonisation). This clearly demonstrates that we will not reach our net zero emissions pathway without collective action.

The abatement action pathway (Figure 8) has been developed using technical analysis from an existing suite of abatement options. We considered their economic benefit, feasibility, and social desirability to determine their forecasted implementation. This analysis can be obtained from Council in more detail if desired.

Figure 7: Emissions BAU excluding Industrial processes

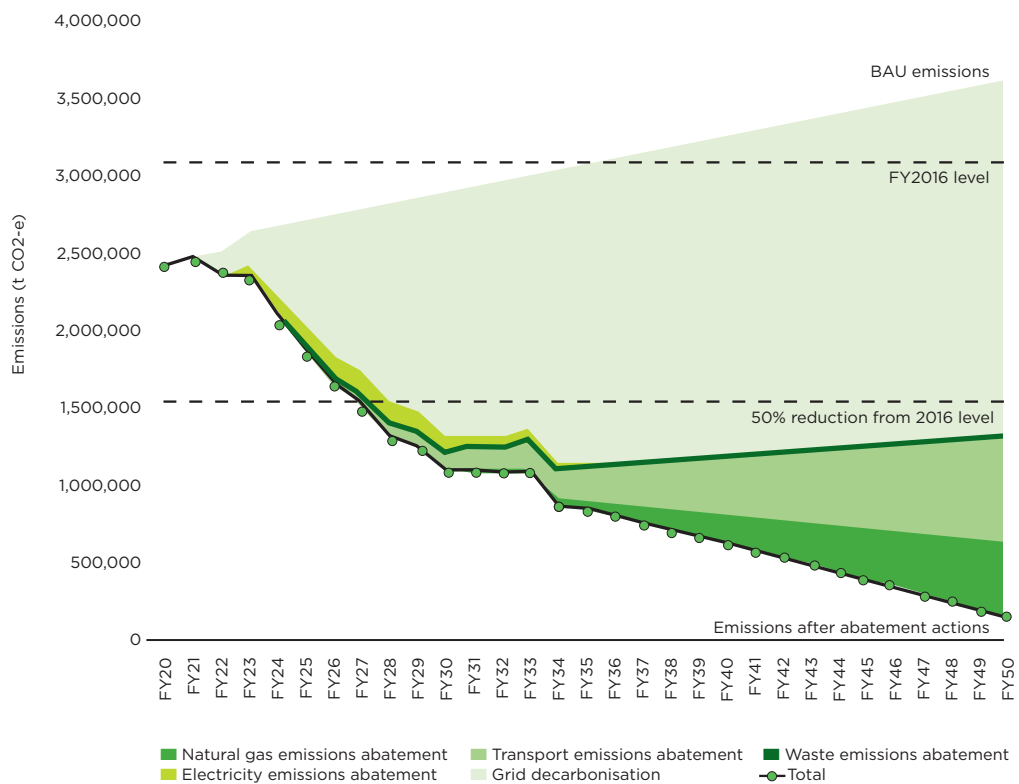


The pathway demonstrates that over the next 10 years a staged implementation will deliver significant emissions cuts surpassing our 2030 interim target toward net zero emissions in 2030. Identifying emissions cuts beyond the timeframe of this plan is difficult as technologies and policy approaches will change. We have assumed a linear reduction to Net Zero emissions as we approach 2050. Subsequent plans will update this pathway as information becomes available. Every emissions source will need to be addressed and the implementation of emissions reduction may differ slightly than the

assumed reduction below, this is due to limitations such as home ownership, technology maturity and cost.

The pathway and 2030 interim target excludes emissions from industrial processes and product use. As Figure 6 suggests, this represents the majority of the community's and Council's influence and the focus of the actions within this plan. We need to work together to do our bit to reduce emissions where we can and we'll help to ensure our industrial partners do theirs through the support and strategies mentioned in Figure 5.

Figure 8: Abatement Action Pathway



Council operational emissions

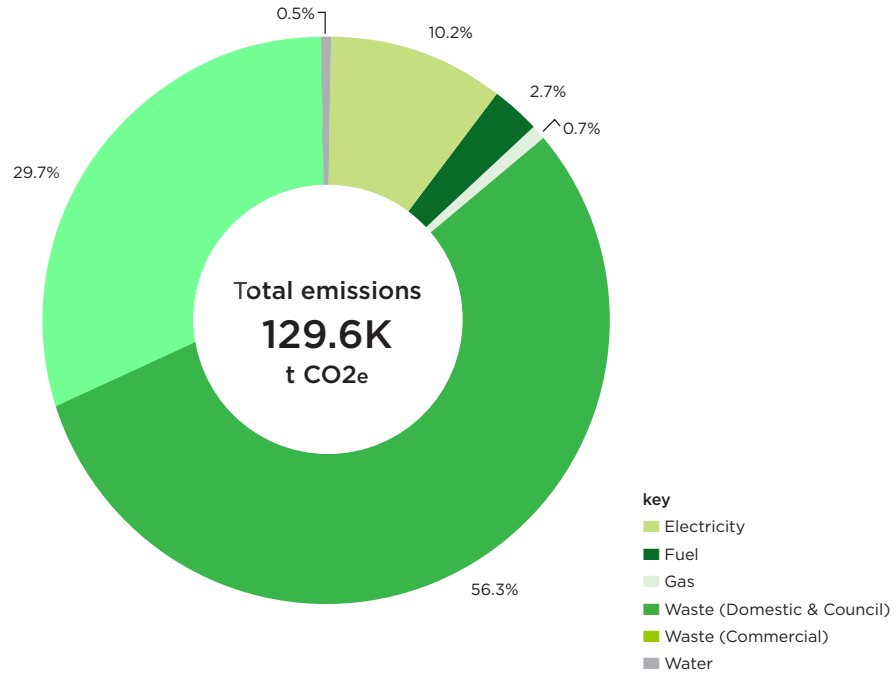
WCC recognises the importance of its role as a leader in the community and reducing the impacts of climate change. This is illustrated by Council's net zero emissions by 2030 target from all operations under Council's control. Council manages a large number of buildings, facilities, fleet vehicles, plant and equipment and the Whytes' Gully landfill, which all contribute to its corporate emissions profile represented in Figure 9. These sources are further broken down in the table on page 23. We have set up tools to consistently monitor our emissions and target areas

where meaningful impacts can be made, this will routinely be reported for transparency and provide awareness for the community.

Council's operational emissions profile is a holistic capture of Scope 1 and 2 emissions in-line with reporting standards. Some Scope 3 emissions sources are included (e.g transmission and distribution losses) however a complete Scope 3 inventory is not reported in this Plan. Council will continue to identify, quantify and monitor Scope 3 emissions sources as part of our ongoing reporting process.



Figure 9: Wollongong City Council operational emissions profile 2022



WCC operational emissions inventory 2022

| Emissions Sector | Emissions Source | Area | Quantity (unit) | Emissions tCO ₂ -e |
|----------------------------|--------------------------|------------------------------|------------------------|-------------------------------|
| Stationary Energy | Electricity | Public Street Lighting | 7.5M (kWh) | 5902 |
| | | Large Buildings & Facilities | 6.5M (kWh) | 5388 |
| | | Small Buildings & Facilities | 2.4M (kWh) | 1954 |
| | Renewable Energy | Generated Solar | 638k (kWh) | (-465.74) |
| | Natural Gas | Buildings & Facilities | 14.6M (Mj) | 941 |
| Transport | Unleaded | Fleet + Plant | 193K (L) | 516 |
| | E10 unleaded | Fleet + Plant | 68K (L) | 169 |
| | Diesel | Fleet + Plant | 883K (L) | 2757 |
| Waste | Landfill | Commercial | 33.8K (T) | 45,531.67 |
| | Landfill | Domestic & Council | 51.3k (T) | 86,399.24 |
| | Gas Capture/Flaring | Municipal | 1.1M (m ³) | -20,600 |
| | Recycling | Municipal | 15K (t) | 0 |
| | FOGO | Community | 34k (t) | (-56,000) |
| Water | Water Supply & treatment | Operational | 304K (kL) | 605 |
| Total Net Emissions | | | | 129,600 |

Council's progress

We have seen steady progress in reducing emissions from Council programs over the past 6 years mainly through efficiency projects. Figure 11 below identifies this trend excluding waste emissions. Waste emissions contribute a significant portion to Council's profile as we own and operate the landfill. As waste is received from the wider community, we do not have full control over the amount of waste entering the site. This makes landfill

emissions vary year on year and difficult to mitigate, which is represented in Figure 10. Council's role in reducing waste emissions is through encouraging and supporting waste minimisation, circular economy and recycling in the community as well as implementing gas capture infrastructure on site (Further information of waste actions on page 41).

Figure 10: Wollongong City Council emissions over time

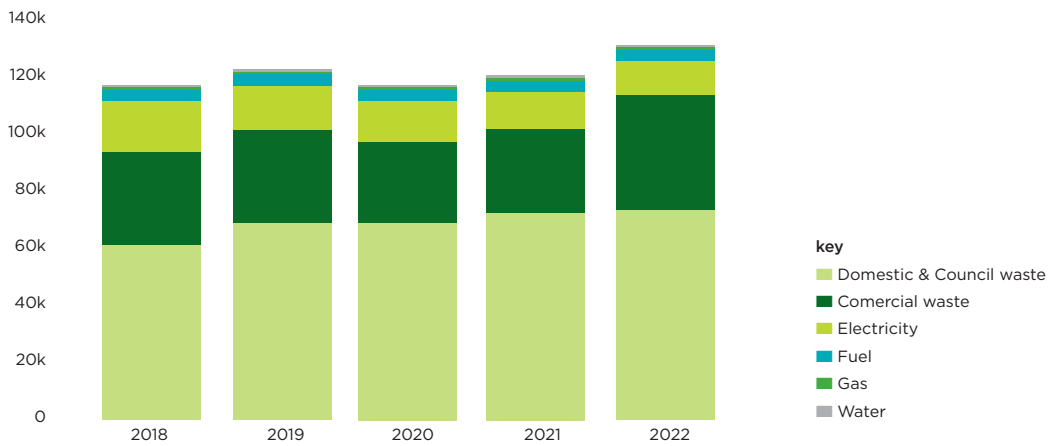
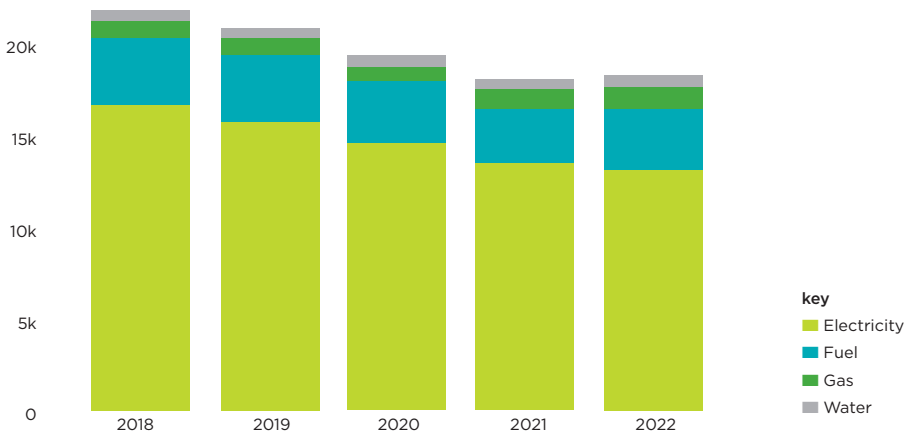


Figure 11: Wollongong City Council emissions over time (excluding waste)

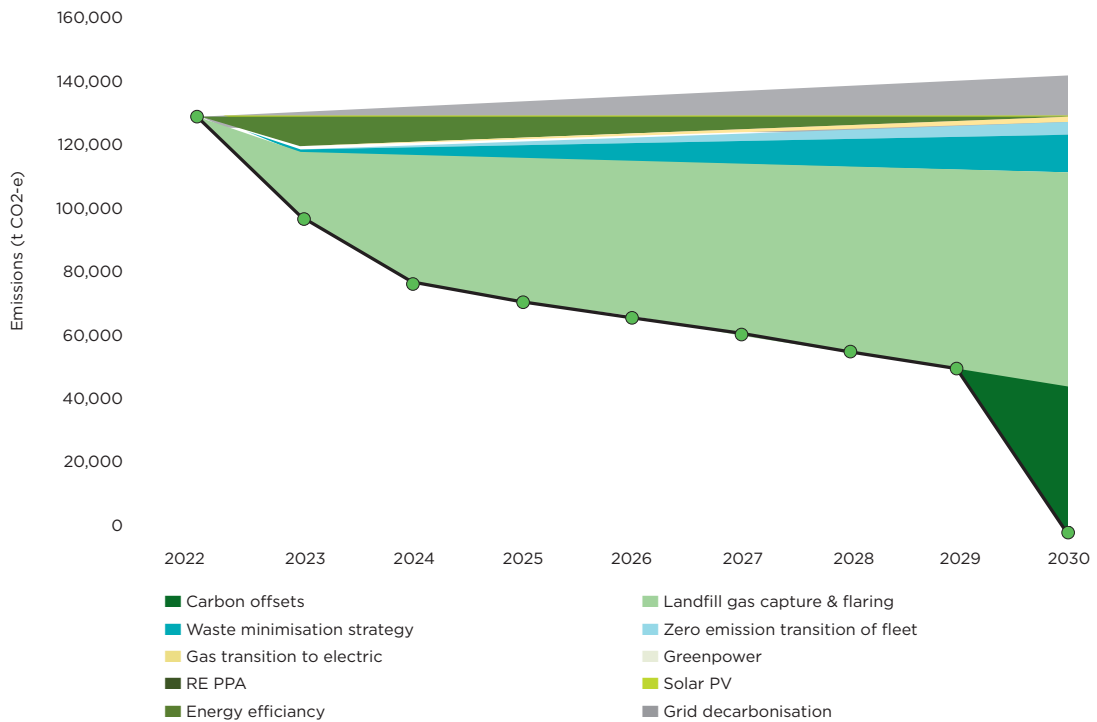


Council's operational emissions reduction pathway

Forecasting ahead to 2030 we have mapped our transition to net zero emissions based upon the corporate actions outlined in 'Leading by Example' on page 37. This will see a gradual reduction in operational emissions through efficiency, renewable energy, electrification and gas capture

projects. The purchase or generation of accredited carbon offsets for residual emissions will be considered during periodic reviews of this plan including a carbon offset procurement strategy.

Figure 12: Operational emissions after abatement

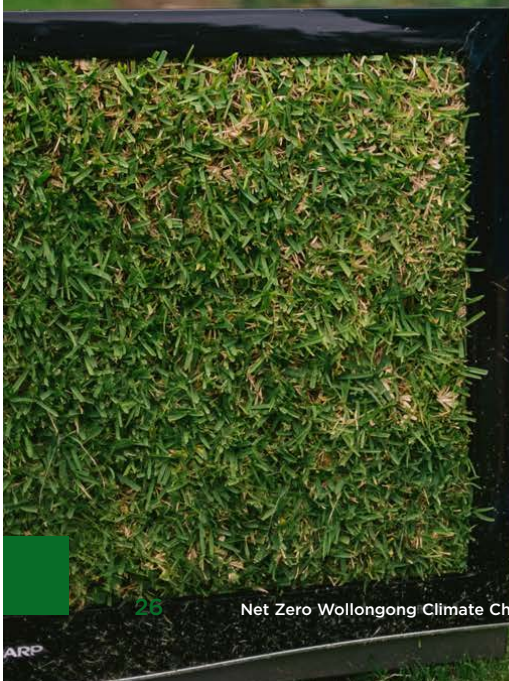


Communities in action



Residential households contributed to around 30% of Wollongong's stationary energy consumption in 2020 (Figure 5). Emissions from our homes and businesses mainly come from appliances and vehicles that use petrol, gas and fossil fuel supplied grid network electricity. This action plan responds to the feedback that residents and business owners would like to identify and prioritise ways to reduce energy consumption and transition to renewable energy to help achieve net zero emissions by 2050.

Not all actions will be relevant to everyone, some residents and business owners will be able to take action immediately and some can plan to take actions when upgrading or buying new appliances. In addition to reducing emissions, many of the actions will result in co-benefits such as reducing household bills and providing health benefits.



How to read this section

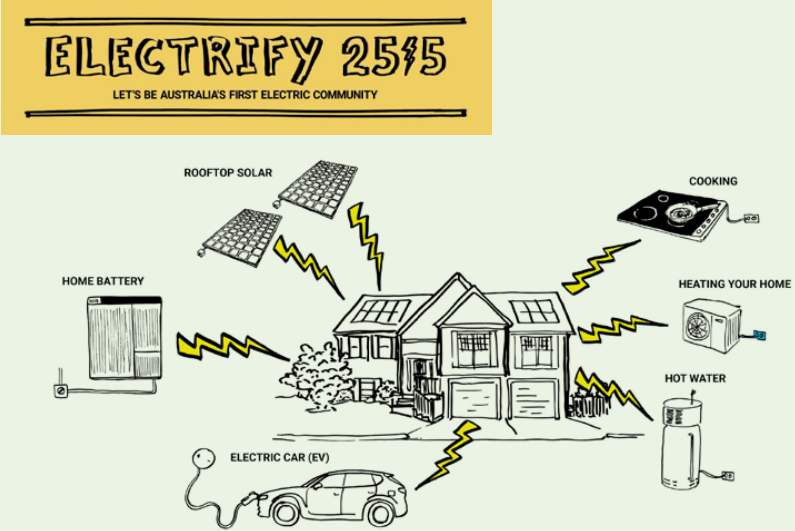
| Emissions source | Community action | Rationale | Supporting actions from council |
|---|--|---|---|
| Identifies the sector of the community emissions profile that is being targeted | What action communities can take to reduce to reduce emissions | Explanation of why it is a recommended action | Identifies the actions that Council will undertake to support its community in taking this action (refers to the actions in the Empowering Communities Action Plan) |

Communities in action

| Emissions source | Community action | Rationale | Supporting actions from Council |
|--------------------------|---|--|--|
| Stationary energy | 1. Switch to all electric house/business | Transitioning appliances and household systems to electric alternatives is generally more efficient, cost saving and can be powered by renewable energy. Leading to lower energy bills and lower emissions. | Empowering Communities 2, 3, 4, 5, 6, 7, 8, 9, 10, |
| | 2. Install solar PV | Rooftop solar PV is the cheapest electricity available, once installed solar PV can provide free, zero emissions electricity for your home and sell excess generation to the grid. With the cost of solar PV continuing to decrease, this can provide significant long-term savings, lower household energy bills, reduce emissions, increase the value of your property and contribute to resilience of the grid. | Empowering Communities 2, 3, 4, 8, 9. |
| | 3. Install battery storage | Pairing solar PV with batteries enables homes and businesses to generate, store and use their own electricity during the day or night. Installing batteries will increase the value of using the energy generated on site rather than exporting to the grid. | Empowering Communities 2, 3, 4, 8, 9. |
| | 4. Purchase renewable green power | By opting for renewable green power via your electricity retailer, you can access renewable electricity without having to install solar on your home or business. Green power makes the switch to renewables accessible to everyone, even those who are renting that cannot install solar at their residence. It can also supplement residences that have solar systems but may need power from the grid on occasions. | Empowering Communities 2, 3 |
| | 5. Replace gas powered cooking and heating equipment with electric alternatives | Electric alternatives are more efficient, safer, healthier and cheaper to run than gas appliance (and technology is continually improving). Electric alternatives can also be powered through renewable energy meaning zero emissions. | Empowering Communities 2,4 8, |
| Energy efficiency | 6. Upgrade space heating/Cooling system to electric heat pump | Heating and cooling is the largest energy user in the average Australian home (X). High efficiency reverse cycle air conditioners typically use around 35-30% of the energy required by conventional gas or electric systems reducing costs and harmful pollutants in your home. | Empowering Communities 2, 4, 8, |
| | 7. Upgrade hot water systems to electric heat pump | Accounting for over 25% of the average Australian household energy bill, efficient water heating systems can mean significant cost savings. Similar to reverse cycle air conditioning, electric heat pump hot water systems are the most efficient water heating technology. | Empowering Communities 2, 4, 8, |

| Emissions source | Community action | Rationale | Supporting actions from Council |
|--------------------------|---|---|---------------------------------|
| Energy efficiency | 8. Upgrade lighting to LED | LED lighting uses around 80% less electricity to produce the same amount of light as a halogen bulb and also last longer. | Empowering Communities 2, 3, 8, |
| | 9. Insulate your home | Homes with inadequate insulation use significantly more energy as heat escapes and enters more easily. Upgrade to at least 'R4' thermal fabric equivalent to stay warmer in winter and cooler in summer without using energy. | Empowering Communities 2 |
| | 10. Upgrade to energy efficient appliances | Keep an eye out for Minimum Energy Performance Standards (MEPS) and the energy star rating system when buying new appliances. Transitioning large appliances (fridges, washers, freezers & tvs) to higher efficiency options will cost less to run. | Empowering Communities 2 |
| | 11. Incorporate sustainable & passive building design to buildings | When building new houses consideration should be given the materials used and its design to increase natural lighting and passive heating and cooling. This will reduce the need for energy using systems to light, heat and cool your home. | Empowering Communities 6 |
| Waste | 12. Reduce Waste to Landfill & utilise a circular economy through recycling and FOGO services | By buying second hand, repairing items, and selecting reusable options, not only does this reduce the amount of waste produced and diverts materials from landfill, but it is also budget friendly. Using your FOGO service at home to separate food waste from landfill waste means that this valuable resource can be turned into compost, reducing landfill emissions. | Empowering Communities 12, 13 |
| Transport | 13. Switch to low or no carbon transport | Using sustainable transport modes such as walking, cycling or public transport rather than driving a private vehicle will not only reduce emissions but will also reduce your fuel and vehicle maintenance costs and has associated health benefits. | Empowering Communities 10, 11 |
| | 14. Purchase an electric or low carbon vehicle | Electric vehicles or low emissions alternatives are far more efficient at converting energy to motion than traditional petrol or diesel vehicles. This saves money and reduces air and noise pollution. When charged by renewable energy they are zero emissions. Hydrogen alternatives for heavy and commercial vehicles are supported through the Illawarra Hydrogen hub project. | Empowering Communities 10, 11 |
| Vegetation | 15. Expand urban and rural gardens and tree cover | Increasing the amount of vegetation and trees around your home or business will help to keep buildings cooler by providing shade and minimising the heat absorbed by buildings, reducing ambient air temperatures and energy costs required to run cooling appliances in the warmer months. | Empowering Communities 14, 15 |
| Industry | 16. Support green manufacturing by purchasing low carbon and local products | Demand for green and low carbon products will push the manufacturing industry to develop technology and products that reduce emissions. This is one way the community can help advocate for emissions reductions in the industrial sector. | Empowering Communities 1 |

Communities in action case studies



ELECTRIFY 2515
LET'S BE AUSTRALIA'S FIRST ELECTRIC COMMUNITY

The infographic illustrates a central house with several energy-related components connected to it by lightning bolts. On the left, there is a 'HOME BATTERY' and 'ROOFTOP SOLAR' panels. On the right, there is a 'COOKING' stove, 'HEATING YOUR HOME' unit, and a 'HOT WATER' tank. Below the house, an 'ELECTRIC CAR (EV)' is shown being charged. The entire graphic is set against a light green background.

Electrify 2515 are a local community group working together to become Australia's first all-electric community. Fuelled by the economic, health and emissions reduction benefits of electrification the group are supporting local residents and businesses to transition household machines and appliances to electric alternatives and power through renewable energy. Some of the ways they are delivering local action is through group purchasing projects, community education events, online resources, advocacy, and seeking funding opportunities. The initiatives of this plan support the community led approach from Electrify 2515 and other local community groups to contribute to Wollongong's Net Zero emissions by 2050 and 2030 interim target.



renew.
Illawarra Volunteer Members' Branch

Renew Illawarra are a community network of volunteers that run local activities and events aimed at helping transform Australian homes for climate and energy resilience. This network represents the local branch of the national community-based organisation Renew Australia. Their current members have particular focus and expertise in distributed energy resources, community batteries and energy efficiency. Renew Illawarra have previously made submissions and presentations to Council and the community to contribute toward the development of this and previous Climate Change Mitigation Plans.

Sustainable House Day

Empowering communities



This Plan highlights actions Council will aim to deliver to support the community in reducing its emission. When developing this action list Council considered the policy instruments at its disposal identified in Appendix 1 and analysed the most effective abatement options. This was based on feasibility (resourcing, ability to implement, and time), impact on emissions, and community feedback gathered through engagement. The actions also attempt to address social equity. Many of the household opportunities to reduce emissions, also result in cost savings through reduced energy consumption. However an upfront cost is often associated with this infrastructure (solar is an example). Parts of the community that experience barriers such as financing, renting, apartments, could be left behind in these opportunities. Council's Empowering communities action plan aims to deliver support to where it's needed most and facilitate

abatement where it wouldn't otherwise happen.

This section is broken down into three tiers of support:

- Climate emergency commitments – These are foundational actions that contribute to emissions reductions, which Council will continue to implement.
- Empowering communities actions – These are tangible actions focused on delivering support to the community. Implementation of these actions will be monitored and reported to measure success of this Plan.
- Supporting documents – Consists of other Council and regional plans and strategies that incorporate climate change mitigation actions. This Plan will focus on priority areas and seek to not duplicate effort where actions already exist.



WCC climate emergency commitments

WCC core business commitments

- > Continue to implement commitments made under climate action partnerships including the Global Covenant of Mayors and Cities Power Partnership
- > Continue WCC's contribution to the UN Sustainable Development Goals
- > Continue to incorporate sustainability into regional planning projects
Where necessary update sustainability targets to reflect the latest science
- > Update climate change mitigation and adaptation plans as necessary to reflect on progress made and consider how the situation has changed.

What does this look like?

As part of the CCMP 2020-22 implementation and Council's ongoing commitment to reduce the impacts of the climate emergency, many Empowering Community actions are already underway. Some examples of Council's support to help the community reduce emissions include;

- Commitment to the Global Covenant of Mayors to monitor and reduce city wide emissions
- 'Electrify Wollongong' education and resource platform
- Circular economy projects such as the Food Organics & Garden Organics (FOGO) waste diversion program
- Advocacy and partnership examples

through Cities Power Partnership and local industry

- Public Electric Vehicle Charging Infrastructure policies and deployment
- Facilitation of active and public transport through cycling and transport strategies
- Support for community batteries in the local network
- Targets to increase and management of existing urban vegetation and blue carbon sinks



How to read this section

| Emissions source | Strategy | Action | Details |
|---|--|---|--|
| Identifies the sector of the community emissions profile that is being targeted | Strategy that will support the community to reduce their emissions | Description of the actions to be implemented to deliver on the strategy | <p>Priority: The priority of the action</p> <p>Community Action Level: The approach used by Council based on influence and effectiveness</p> <p>Responsibility: Area of council responsible to implement the action</p> <p>Potential maximum impact: Annual emissions needing abatement assistance that could potentially be eliminated through assistance of supporting action</p> <p>Measurement: How we will monitor the success of the action</p> |

Empowering Community Actions

| Emissions source | Strategy | Empowering Action | Details |
|------------------|--|--|---|
| All sources | 1. Develop partnerships and advocacy opportunities to support a regional clean energy transition | <p>Work with other levels of government and stakeholders to accelerate a regional clean energy transition for the community including a focus on;</p> <ul style="list-style-type: none"> - increasing renewable energy generation & storage - improved energy efficiency and planning standards- transition from fossil fuels - low carbon transport options and improved public transport access | <p>Priority: Medium</p> <p>Community action lever: Advocacy, lobbying, Environmental Planning/ Economic Development</p> <p>Responsibility: Environmental Planning/ Community Development/ Economic Development/ Transport</p> <p>Potential maximum impact: 59K t CO₂-e</p> <p>Measurement:</p> <ul style="list-style-type: none"> - Number of partnerships and advocacy opportunities taken, reduction in stationary energy and transport emissions. |
| All sources | 2. Provide access to the community to an emissions dashboard and education hub | <p>Develop an online emissions portal that houses critical emissions reduction information for the community including;</p> <ul style="list-style-type: none"> - local emissions indicators and monitoring tools to track progress - Links to educational resources and case studies - Overview of Council programs and available grant/incentive opportunities | <p>Priority: High</p> <p>Community action lever: Education & Training</p> <p>Responsibility: Environmental Planning/IMT</p> <p>Potential maximum impact: Indirect</p> <p>Measurement:</p> <ul style="list-style-type: none"> - Number of website visitation |

| | | | |
|--------------------------|--|--|--|
| Stationary energy | 3. Provide energy efficiency and renewable energy solutions for residents with implementation barriers | Collaborate with NSW Government, CHPs, developers, local strata managers and community groups to develop energy efficiency and renewable energy solutions to residents with implementation barriers (Low-income households, renters, apartments). | <p>Priority: High</p> <p>Community action lever: Collaboration</p> <p>Responsibility: Environmental Planning/ Community Services</p> <p>Potential maximum impact: 37K t CO₂-e</p> <p>Measurement:</p> <ul style="list-style-type: none"> - Postcode level renewable energy installations - Postcode Energy consumption |
| Stationary energy | 4. Facilitate where possible procurement opportunities to support the community's transition to renewable energy | <p>Investigate opportunities for WCC to support the community with access to discounted or readily accessible renewable energy and electrification solutions including;</p> <ul style="list-style-type: none"> - Bulk Buy opportunities - Low interest or 'green' infrastructure loans/financing options - Local Business buying groups for renewable energy purchasing | <p>Priority: Medium</p> <p>Community action lever: Financial/ Other Incentives</p> <p>Responsibility: Environmental Planning/ Finance</p> <p>Potential maximum impact: 45K t CO₂-e</p> <p>Measurement:</p> <ul style="list-style-type: none"> - Number of participating community members/number of programs |
| Stationary energy | 5. Review Council's planning documents and guidelines to increase sustainability principles where feasible. | Review changes to state and federal planning policies to direct revision of local planning policies considering the extent of Council's influence to include additional sustainability principles and guidance. | <p>Priority: Medium</p> <p>Community action lever: Planning Controls</p> <p>Responsibility: Environmental Planning/ Land Use Planning</p> <p>Potential maximum impact: 30K t CO₂-e</p> <p>Measurement:</p> <ul style="list-style-type: none"> - Stationary Energy consumption, Stage of reviewed chapters |
| Stationary energy | 6. Provide sustainable buildings guidelines | Educate and work with developers / builders / home renovators on best practice for efficiency, no-gas and low emissions materials. | <p>Priority: Low</p> <p>Community action lever: Education, Training, Workshops</p> <p>Responsibility: Environmental Planning</p> <p>Potential maximum impact: 19k t CO₂-e</p> <p>Measurement:</p> <ul style="list-style-type: none"> - Material developed/accessed, number of engagements |



| Emissions source | Strategy | Empowering Action | Details |
|--------------------------|---|---|--|
| Stationary Energy | 7. Support local businesses to reduce emissions and benefit from a regional clean energy transition | <p>Utilise economic development strategy/newsletter and collaborate with local business collectives (I3 Net, Business Illawarra, Invest Wollongong, etc.) to promote low carbon solutions and opportunities to participate in and benefit from, the region's clean energy transition.</p> <p>Investigate feasibility of program to provide subsidised business energy audits linked with available opportunities for energy efficiency and renewable energy.</p> <p>Promote opportunities to transition heavy vehicle fleet to hydrogen alternatives supported by the Illawarra Hydrogen Hub project.</p> | <p>Priority: Medium</p> <p>Community action lever: Financial/ Other Incentives</p> <p>Responsibility: Economic Development/Environmental Planning</p> <p>Potential maximum impact: 22K t CO₂-e</p> <p>Measurement: - Commercial Emissions indicators/ Number of program participants.</p> |
| Stationary energy | 8. Support a community approach to electrification | <p>Investigate opportunities to provide support and education for residents, local businesses and community groups to electrify household appliances, machines and systems.</p> <p>Promote the cost saving, health and environmental benefits of electrification principles through community education campaign and electrification tool kit.</p> | <p>Priority: High</p> <p>Community action lever: Education, Training, Workshops</p> <p>Responsibility: Environmental Planning</p> <p>Potential maximum impact: 43K t CO₂-e</p> <p>Measurement: - Stationary Energy Consumption, Site visitors to 'Electrify Wollongong', Education material delivered</p> |
| Stationary energy | 9. Support community distributed energy resources development and innovations | <p>Partner with Endeavour Energy, community groups and other stake holders to provide community distributed energy resources.</p> <p>Investigate options for Council to house community batteries, demand management systems and renewable energy generation on public land. Develop guidelines for installation on public land.</p> | <p>Priority: High</p> <p>Community action lever: Collaboration, Infrastructure</p> <p>Responsibility: Environmental Planning/ Infrastructure Strategy & Planning</p> <p>Potential maximum impact: 5K t CO₂-e</p> <p>Measurement: - Number of installed systems and the capacity of renewable energy generation, showcase community distributed energy resource projects.</p> |
| Transport | 10. Support uptake of Evs and acceleration of public EV charging infrastructure implementation | <p>Identify opportunities for public or private investment in public EV charging infrastructure supported by the reviewed Electric vehicle Charging Infrastructure(EVCI) on Public Land Policy. Increase access for apartment buildings, businesses and on-street parking areas to EVCI.</p> | <p>Priority: High</p> <p>Community action lever: Infrastructure/ Services</p> <p>Responsibility: Environmental Planning/Transport/Property</p> <p>Potential maximum impact: 167K t CO₂-e</p> <p>Measurement:- Number of public EV chargers/ LGA EV Registrations</p> |

| | | | |
|-------------------|---|---|---|
| Transport | 11. Increase public and active transport availability and options | Implement targets to increase mode shift towards public and active transport options reducing in-boundary and trans-boundary car trips including linkages to Greater Sydney. Include focus on multi-modal, micro-mobility & tactical urbanism options. Deliver the Wollongong Integrated Transport Strategy, the City Centre Movement and Place Plan, the Wollongong Cycling Strategy and the Illawarra Shoalhaven Regional Transport Plan. | <p>Priority: High</p> <p>Community action lever: Infrastructure/ Services</p> <p>Responsibility: Transport and Traffic/ Land Use Planning</p> <p>Potential maximum impact: Not estimated</p> <p>Measurement: - Community Transport emissions/ mode shift data/ delivery of associated strategy and infrastructure.</p> |
| Waste | 12. Support development of circular economy opportunities within the region | Partner with regional stakeholders including the Illawarra Shoalhaven Joint Organisation of Councils (ISJO) for opportunities to develop new circular economy streams in the community to increase diversion of waste from landfill. Investigate opportunities to develop key infrastructure at Whyte's Gully site. | <p>Priority: Medium</p> <p>Community action lever: Collaboration, Infrastructure/ Services</p> <p>Responsibility: Waste Services/ Environmental Planning/ Economic Development</p> <p>Potential maximum impact: Not estimated</p> <p>Measurement: Waste diversion percentage/ landfill tonnages</p> |
| Waste | 13. Increase diversion rates and reduce waste to landfill | Continue waste diversion education programs, bin audits and review of collection service strategies to divert more waste from landfill. The delivery of this action is supported by the revised Waste and Resource Recovery Strategy and targets within Waste and Sustainable Materials Strategy 2041 (WSMS) 2041. | <p>Priority: Medium</p> <p>Community action lever: Strategy</p> <p>Responsibility: Waste Services</p> <p>Potential maximum impact: 28K t CO₂-e</p> <p>Measurement: - Waste diversion percentage/ landfill tonnages</p> |
| Vegetation | 14. Improve vegetation cover in urban centres | Deliver actions within the Urban Greening Strategy to retain existing vegetation percentages and increase canopy cover across the LGA. | <p>Priority: Low</p> <p>Community action lever: Strategy</p> <p>Responsibility: Open Spaces and Environmental Services</p> <p>Potential maximum impact: Not estimated</p> <p>Measurement: - Increase in canopy cover percentage across the LGA</p> |
| Vegetation | 15. Improve resilience of blue carbon ecosystems | Effectively manage and preserve natural wetlands, estuaries, salt marsh and mangrove areas as critical carbon sinks. This action is supported through the delivery of the Coastal Management Plan | <p>Priority: Low</p> <p>Community action lever: Strategy</p> <p>Responsibility: Open Spaces and Environmental Services/ Environmental Planning</p> <p>Potential maximum impact: Not estimated</p> <p>Measurement: - Water Quality/ Percentage of wetland coverage.</p> |



Supporting Documents

| Documents supporting climate change mitigation actions | | |
|--|--|--|
| Emissions source | Supporting document title | Relationship to CCMP |
| All Sources | 2023 Wollongong Investment Prospectus & Economic Development Strategy | Identifies regional investment opportunities promoting a transition to clean energy. |
| All Sources | Climate Change Adaptation Strategy | Lateral document targeting adaptation actions that also contribute to mitigation in some instances. |
| All Sources | Sustainable Wollongong Strategy 2030 | Outlines Council's commitment to sustainability for the community. Identifies pathways to create a sustainable and more liveable city, including priority area focusing on achieving net zero emissions. |
| All Sources | Planning Framework; - Local Environmental Plan - Development Control Plans - Town Centre & Village Plans - Neighbourhood Plans - West Dapto Vision - West Dapto Community Infrastructure Needs Assessment and Gap Analysis | Multiple planning documents with varying principles and controls that contribute to climate change mitigation. |
| All Sources | Illawarra-Shoalhaven Regional Plan 2041 | This regional planning document aims to protect and enhance the region's assets and plan for a sustainable future. Emissions reduction are specifically targeted through Objective 15: Plan for a Net Zero region by 2050, and action 6: Develop an Illawarra Shoalhaven Sustainability Roadmap. |
| Stationary energy | Sustainable Buildings SEPP | NSW State Government planning document that dictates sustainability controls in developments, contributing to emissions reductions of all new buildings particularly through stationary energy. |
| Transport | EV Charging infrastructure on Public Land Policy | Sets out guidelines for supporting implementation of public EVCI reducing community transport emissions. |
| Transport | Wollongong Integrated Transport Strategy | WCC document delivering on our CSP Goal 6 - we have affordable and accessible transport, with a focus on increasing sustainable transport modes including public transport, walking, and cycling. |
| Transport | City Centre Movement and Place Plan | A multi-modal and sustainable integrated transport plan to address general traffic, public transport, pedestrians, cycling and car parking in the Wollongong City Centre, supporting the objectives of the Wollongong Integrated Transport Strategy. |

| | | |
|-------------------|---|--|
| Transport | Wollongong Cycling Strategy | Strategy that works towards a 10-year vision where cycling is a preferred option for transport in Wollongong. |
| Transport | Illawarra Shoalhaven Regional Transport Plan | NSW Government document outlining local actions to improve connectivity and access to transport in the region, with a key focus on increasing active transport trips. |
| Waste | Waste and Resource Recovery Strategy | Represents a pathway for Council and the community to work towards sustainable waste management, including actions for landfill gas capture and diversion of materials from landfill. |
| Waste | Waste and Sustainable Materials Strategy 2041 | NSW Government document outlining actions to phase out problematic waste materials and mandating and incentivising the use of recycled content, biogas generation from waste and waste separation, with an aim to reduce carbon emissions through better waste and materials management. |
| Waste | Illawarra Regional Food Strategy 2013 | Illawarra Councils joint strategy outlining their role in supporting local food security and sustainability. |
| Vegetation | Urban Greening Strategy | Guides the management and enhancement of urban vegetation across the LGA including targets to increase in canopy cover. |
| Vegetation | Tree Management Policy | Sets out guidelines for tree management on private and public land, supporting the tree management goals set out in the Urban Greening Strategy 2017-37. |
| Vegetation | Illawarra Regional Biodiversity Strategy | Joint strategy outlining how Illawarra Councils will help meet biodiversity targets and respond to regional issues such as new and significant pressures on biodiversity brought about by climate change. |
| Vegetation | NSW Blue Carbon Strategy 2022-2027 | Supports restoring coastal biodiversity and ecosystems while simultaneously working towards emissions reductions. Specific sites in Wollongong are identified in the document as priority blue carbon ecosystems and outlines process for generation of blue carbon credits. |
| Vegetation | Coastal Management Plans | Set the long-term strategy for the coordinated management of Wollongong's coast and estuaries (particularly Lake Illawarra). These documents also guide the management of local coastal vegetation ecosystems that act as critical carbon sinks. |



Leading by Example



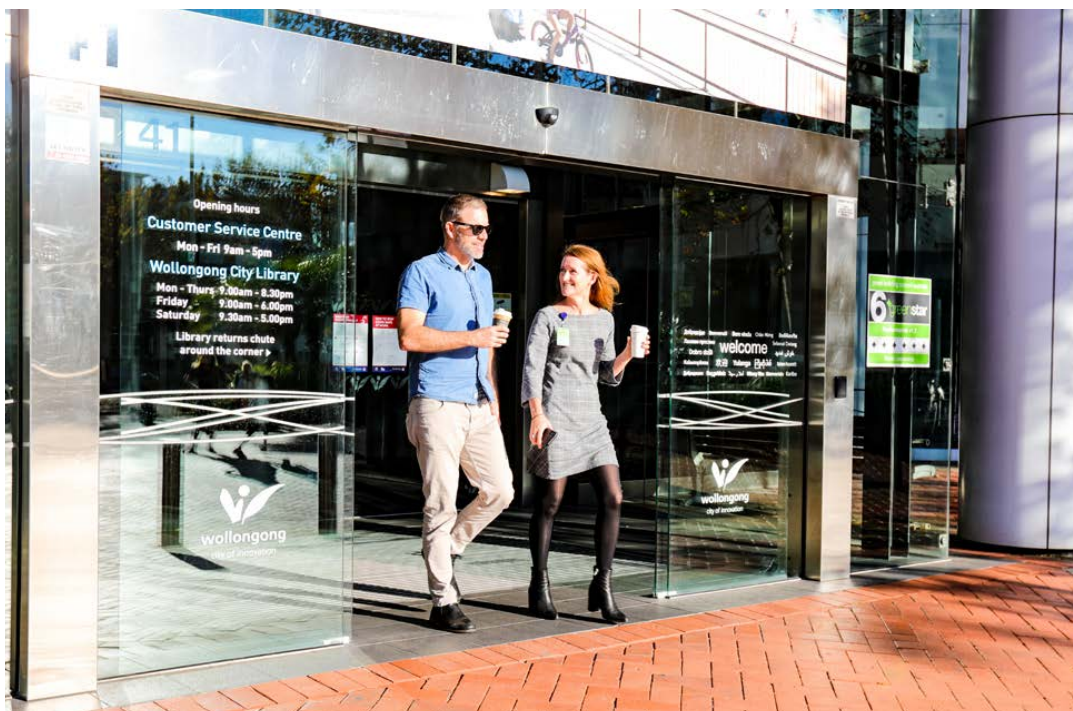
The final suite of actions focus on reducing Council's corporate emissions to zero by 2030, it is broken down into four target areas based on the main sources of our emissions including:

1. Leadership and Governance
2. Waste
3. Buildings and Facilities
4. Transport and Fleet

What does this look like?

Material examples of actions in this section that Council has already achieved as part of the CCMP 2020-23 include:

- Deployment of 545kW of solar PV systems on Council buildings
- Introduction of electric vehicles in Council's fleet
- 100% Renewable power purchase agreement for supply of Council's 17 largest sites and streetlights
- 6 star green star performance rating for Council's administration building
- Future proof design to transition buildings to all electric
- Energy efficient LED lighting upgrades of certain Council facilities
- Ongoing waste minimisation strategies and implementation of gas capture infrastructure at waste facility



Leadership and governance

Council has made commitments to incorporate emissions reductions principles into core business and operations. Actions in this area will be considered as ongoing business as usual and themes including: maintaining responsibility, resourcing, monitoring success and leadership.

WCC operational commitments

- > Continue to foster leadership working groups and steering committee with senior representation - adapt to ensure productivity as needed.
- > Adequately resource and support implementation of CCMP actions
- > Continue to align Council's decision making processes and policies with emissions reductions principles.
- > Continue to update and monitor internal emissions dashboard and report progress through established reporting framework
- > Continue to show leadership to the community by showcasing emissions reduction solutions and innovations
- > Assign responsibilities and KPIs to ensure accountability of individual actions
- > Increase Council's focus on sustainable procurement through policy and framework decisions
- > Review this plan within 5 years to reassess Council's emissions profile and adjust actions based on emerging and best available technology. Incorporate a carbon offset purchasing position for Council's residual emissions





Waste

Landfill waste, particularly organic content, emits greenhouse gas as it decomposes. Whyte's Gully waste facility makes up a significant source of Council's operational emissions, a problem unique to Local Government's that own and operate community waste facilities. As a priority focus area for this plan, there are several approaches to reduce waste emissions across the three action plans. This is because whilst Council manages the landfill, it accepts waste from the wider community and we all play a role in reducing waste and building a circular economy. As new technologies evolve, particularly involving the local clean energy transition, new waste challenges and opportunities will emerge. Council will seek to explore innovative solutions to partner with industry to reduce waste across the community.

There are multiple opportunities that Council can leverage to help reduce waste emissions.

- NSW EPA Climate Change Policy & action plan - The EPA regulates almost all waste activities including our licenced landfill facility. This policy has particular focus and support actions aimed at reducing landfill waste.
- NSW Waste & Sustainable Materials Strategy - Targets net zero organic waste emissions from landfills by 2030. This document also establishes the State Government's requirement for landfill gas capture and net zero emissions for all licenced landfill facilities. To support compliance of this there is available funding that Council can access, as well as consideration of financial incentives through waste levy rebates.
- NSW Clean Manufacturing Precincts - Supports growth of low-emissions industries and energy recovery facilities. Wollongong is identified as a key area to support delivery of this program and will attract industrial circular economy opportunities such as waste to hydrogen production.

56,000 tonnes of emissions was diverted from landfill through the green 'Food Organics and Garden Organics' bin in 2022.

The diversion rate of total potential domestic waste in 2022 was 50.2%. We aim to continuously increase this towards 2030 and beyond to continue to reduce emissions from landfill.

| Priority Action | Contributing milestones | Details |
|---|--|--|
| 1. Integrate emissions reductions priorities into strategic planning framework for waste | <ul style="list-style-type: none"> Develop Long Term Master plan for Whyte's Gully site and Review Waste Management Strategy to align and contribute towards targets in the <i>NSW Waste & Sustainable Materials Strategy 2041</i>. Develop Whyte's Gully Greenhouse Gas Management Plan | <p>Measurement - Adopted targets/policy development</p> <p>Impact - *111.3K t CO₂e</p> <p>Responsibility - Lead: Waste, Support: Environmental Planning, NSW Gov</p> |
| 2. Develop new waste diversion streams, practices and infrastructure as opportunities and technology become available | <ul style="list-style-type: none"> Consider increased screening options and future recycling opportunities to increase diversion at Whyte's Gully Consider options to increase waste diversion and reduction from commercial businesses (DCP Chapter) Trial available emerging technologies to reduce waste to landfill | <p>Measurement - Waste Diversion Rate</p> <p>Impact - *111.3K t CO₂e</p> <p>Responsibility - Lead: Waste, Support: Environmental Planning, NSW Gov, Land Use Planning.</p> |
| 3. Expand gas capture infrastructure at Whyte's Gully towards electricity generation | <ul style="list-style-type: none"> Continue to expand infrastructure as practically possible Develop future cell design with consideration for maximum gas capture efficiency | <p>Measurement - Gas capture flow rate/recovered emissions</p> <p>Impact - *111.3K t CO₂e</p> <p>Responsibility - Lead: Waste, Support: Environmental Planning</p> |
| 4. Review waste contracts to include emissions reduction priorities | <ul style="list-style-type: none"> Include sustainability and efficiency principles in future waste contract tenders to reduce Scope 3 emissions and encourage circular economy Investigate feasibility of options for increasing efficiency of waste service (e.g pilot bi-weekly landfill collection) | <p>Measurement - Scope 3 Fuel Consumption</p> <p>Impact - Scope 3</p> <p>Responsibility - Lead: Waste, Support: Environmental Planning, NSW Gov</p> |

*Impact based off total 2022 waste emissions and assumes 100% reduction, actual impact will vary depending on implementation and feasibility factors.

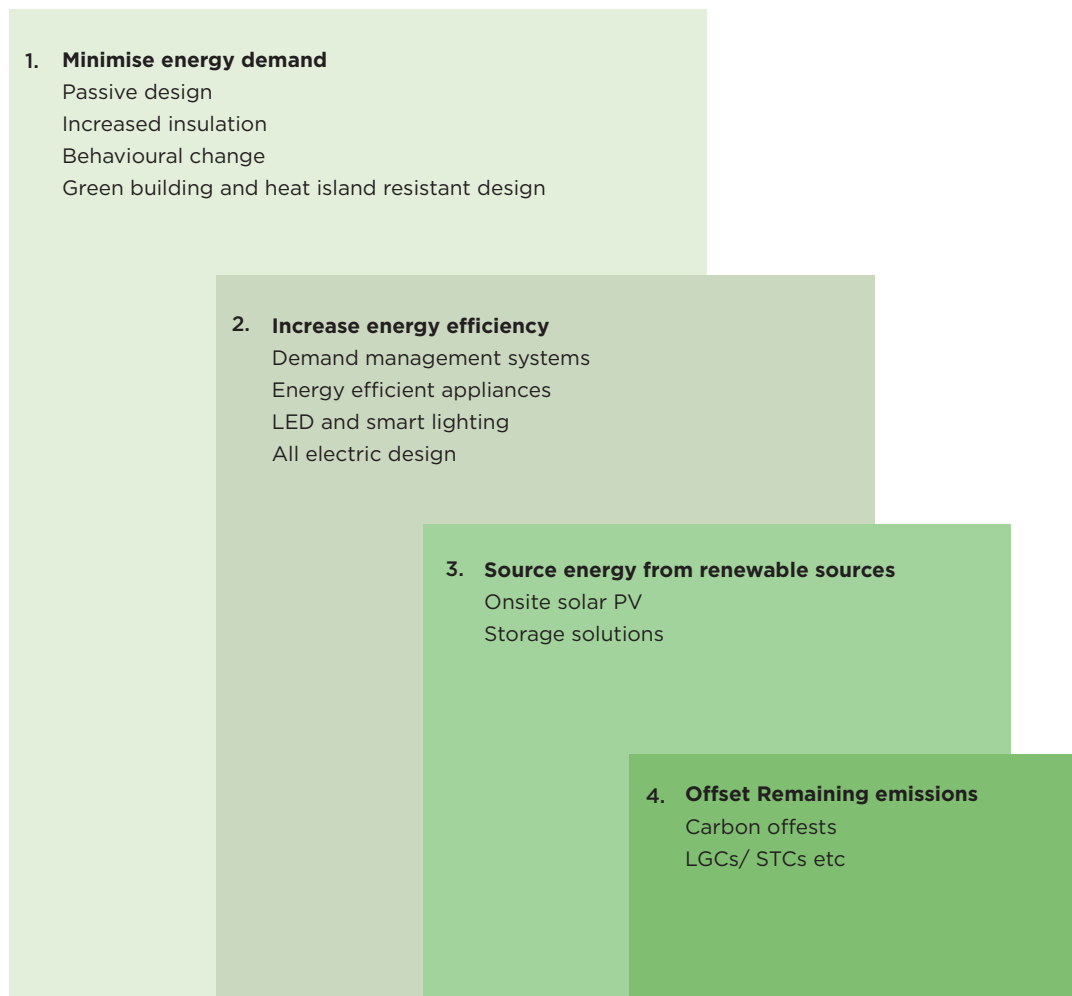


Buildings and facilities

Council's buildings and facilities represent an opportunity to significantly benefit from reduced operating costs and onsite energy generation whilst preparing for the future and being a climate leader. It is critically important to consider how our energy is produced but it is equally important to consider how efficiently energy is used. By incorporating sustainable design and the principles of energy management hierarchy highlighted in Figure 13 below, we will continue to reduce energy consumption within our buildings.

On average, sustainable buildings use 66% less energy than the average Australian building (GBCA). Whilst there can be an increased initial capital cost, reduced operating costs over the life of the asset create an attractive pay back period. Buildings are long term assets that we maintain for 50+ years, meaning that anything we build today will have an ongoing impact on Council's emissions profile into the future and unsustainable design will be an ongoing burden and more expensive to retrofit down the track.

Figure 13: Carbon Management Hierachy



On average, sustainable buildings use 66% less energy than the average Australian building

| Priority Action | Contributing Milestones | Details |
|--|--|---|
| 1. Council buildings and facilities to incorporate low emissions design and performance standards. | <ul style="list-style-type: none"> • Continue to implement and enhance current approach to sustainable design. • Formalise and adopt sustainable design Policy for Council Buildings & facilities • Accelerate electrification/gas transition and formalise through strategic plan for major council assets • Incorporate sustainable design tool to guide specifications for new builds/retrofits | <p>Measurement - Stationary Energy consumption/ Installed/generated solar</p> <p>Impact - 15k T Co2-e/year</p> <p>Responsibility - Lead: Infrastructure Strategy & Planning. Support: Project Delivery, Environmental Planning</p> |
| 2. Power Council with 100% renewable energy | <ul style="list-style-type: none"> • Deploy solar and storage solutions where feasible • Secure renewable PPA or green power option for electricity consumption not currently 100% renewable • Showcase innovative solar, storage and demand management solutions to the community | <p>Measurement - Emissions avoided through renewable generation</p> <p>Impact - 2k T CO2-e</p> <p>Responsibility - Lead: Procurement, Infrastructure Strategy & Planning. Support: Environmental Planning</p> |
| 3. Provide technical support and pathways for lease/licence holders who occupy Council buildings to implement renewable energy | <ul style="list-style-type: none"> • Develop position and policy on facilitating and financing renewable energy solutions for Council leased buildings • Assess appropriate sites based on feasibility | <p>Measurement - # of kw Solar and storage installed</p> <p>Impact - Contribution to community profile</p> <p>Responsibility - Lead: Property, Support: ISP, Project Delivery, Environmental Planning, Finance</p> |



The business case for solar

Australia leads the world in rooftop solar installations/person and for good reason. Favourable climatic conditions, record high grid electricity costs and decreasing installation costs means the economics of onsite rooftop solar are 'outstanding'. With average payback periods of 3-5 years, Australian rooftop solar is among the cheapest electricity in the world (IEA, 2022). Where Council sites meet certain criteria and assessment, solar PV should be actively deployed at scale. Even those sites currently captured by our renewable PPA would benefit financially from onsite solar PV.

Solar feasibility criteria:

- Sufficient daytime electricity load
- Adequate roof size with >10 years of remaining life expectancy or similar ground mounting availability
- minimal shading from trees or other structures
- Favourable electricity tariff costs/charges
- Opportunity for pairing with EV charging



Our power purchase agreement commenced **100% renewable energy flow** in 2023 to our 17 largest consuming assets + street lighting. Representing **85% of our electricity consumption**, this is a critical step in reducing Council's corporate emissions.



Transport and fleet

As the electricity grid decarbonises and we seek to electrify our energy sources, stationary energy emissions will quickly fall leaving transport emissions as the major source of emissions towards 2030. Supporting community transport actions focus on making active, public and low emissions transport modes more accessible and convenient. This will create a cleaner, safer and low carbon landscape for residents and visitors.

To contribute operationally to reducing

Council's transport emissions the focus is on a phased transition of fleet and equipment to low carbon alternatives. Electric Vehicles (EVs) are more efficient than internal combustion engines (ICE) and have lower running and maintenance costs. Market demands indicate that a transition is inevitable and to ensure Council is prepared a strategic approach will be taken to future proof charging infrastructure requirements and operational needs.



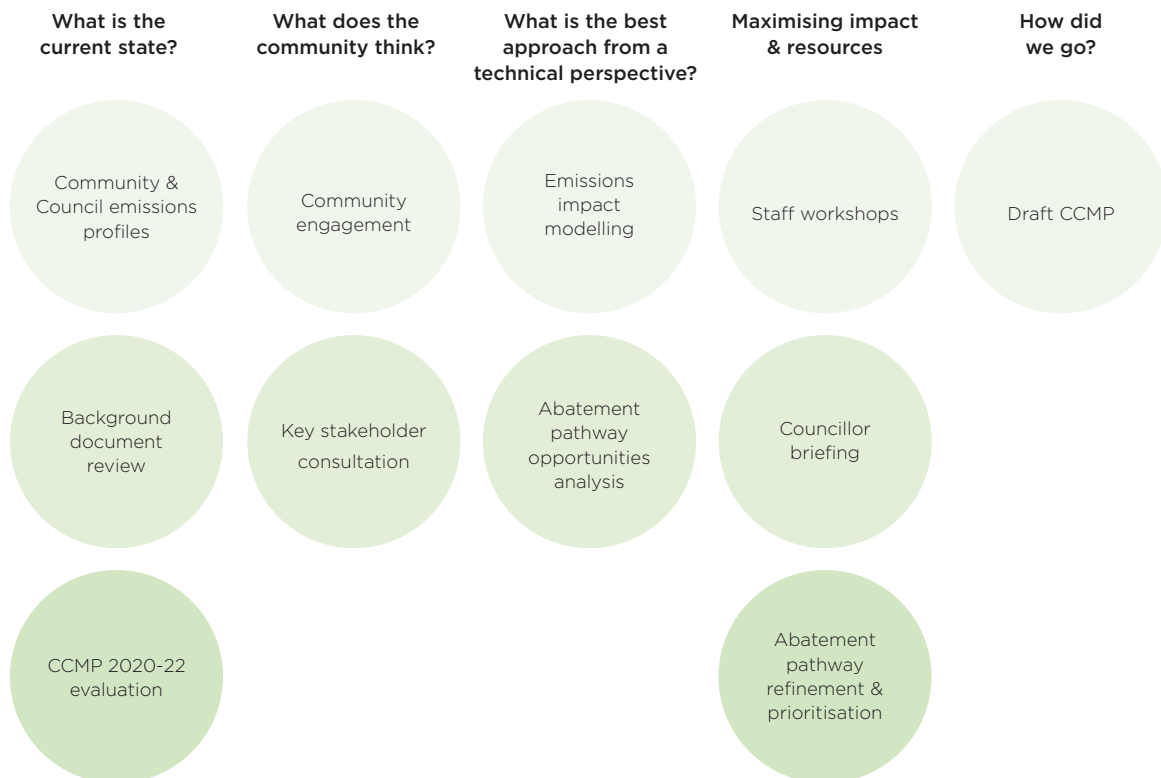
| Priority action | Contributing milestones | Details |
|---|--|--|
| 1. Transition fleet to low carbon alternatives and increase operational efficiency | <ul style="list-style-type: none"> • Update vehicle acquisition strategy to focus on transition to low carbon solutions preferably electric • Strategically plan charging infrastructure upgrades at priority sites • Continue phased transition to EVs where practical (begin with passenger vehicle as electric alternatives become feasible in other vehicle types). • Investigate EV leaseback solutions • Provide staff education and training to increase uptake of electric and low carbon alternatives. • Implement electric micro-mobility options for staff. | <p>Measurement - # of Evs in fleet, Fuel Consumption</p> <p>Impact - 3.4k T CO2-e/year</p> <p>Responsibility - Lead: Fleet Management, Support: Environmental Planning, Procurement, Project Delivery</p> |
| 2. Transition to low carbon plant and equipment and increase operational efficiency | <ul style="list-style-type: none"> • Develop fleet and operational rationalisation project to improve efficiency • Continue to trial electric plant and equipment alternatives • Investigate Vehicle to load (V2L) solutions • Develop EV plant transition plan • Seek fleet opportunities to contribute to and leverage the Illawarra Hydrogen Hub project | <p>Measurement - Fuel Consumption</p> <p>Impact 3.4k TCO2-e/year</p> <p>Responsibility - Lead: City Works, Support: Procurement, Environmental Planning</p> |

How we made this plan

To develop this Plan Council undertook a number of key steps outlined in Figure 14 below. This methodology was seen as critical to ensure this Plan captured both what the community expects in terms of council action towards climate change as well as targeting areas where action would have the most impact on reducing emissions.



Figure 14: WCC Development Steps



CCMP 2020 evaluation

Due to the relatively short implementation timeframe, the main objectives of the previous CCMP were to establish governance structures, policies and support for future plans to build on towards achieving Council's emissions reduction targets. The Plan also delivered some key emissions reduction outcomes including the introduction of the food and garden organics waste diversion program, Council's renewable energy power purchase agreement and upgrade of the streetlight network to energy efficient LED lights.

As part of the evaluation a qualitative analysis was conducted on the actions of the previous Plan and their implementation to determine their focus and impact on reducing emissions. The learnings of this analysis were used to develop this Plan. Figure 15 identifies each of the 98 actions within the previous Plan and allocates them based on the following criteria;

- Project phase – whether the action was completed or not
- Impact on emissions – direct or indirect
- Target contribution – whether the action contributed to the community or operational target
- Action Framework – Priority status or ongoing commitment/Business as usual
- Action continuity – If the action is ongoing and will be rolled over to the next CCMP

Figure 15: 98 Action plans



Results

75% of completed or ongoing actions focused on building frameworks/governance structures.

51% were considered core to our commitments

30% actions had tangible metrics to measure ongoing performance.

Key recommendations from the evaluation

- Incorporate SMART actions to measure success rather than number of actions completed
- Implement priority system based on criteria including: impact on emissions profile, cost and ability to implement.
- Consolidate action pathway to focus on priority actions and streamline GCoM reporting
- Assign responsibilities to increase accountability
- Increase focus on delivery of community actions whilst also establishing key operational emissions reduction opportunities.

What the community said.

An extensive community engagement campaign was undertaken at the end of 2022 to gather feedback to help shape priorities of this plan. The key questions we asked were:

- What are you already doing to reduce your emissions?
- What do you think the community should focus on moving forward to reduce emissions?
- What are the barriers and challenges you face in reducing emissions?
- How can council best focus its resources to assist in helping the community reduce emissions?

The responses to these questions helped to identify where gaps exist in emissions reduction action and areas where help is needed most. The community engagement campaign consisted of various methods to ensure we reached the voices of everyone affected by climate change, not just those routinely involved in environmental policy. A summary of engagement methods is below:

Residential

- 1 community survey
- 9 Pop-up discussion stalls
- 3 Neighbourhood forum presentations
- 5 focus groups with community groups and community climate leaders
- 3 individual interviews with local subject experts
- 4 tertiary education presentations and lectures
- 3 climate action week events/presentations

Commercial

- 1 business survey
- 2 business roundtables
- 3 one-on-one interviews with key stakeholders

Industrial

- 4 one-on-one interviews with large emitters
- 3 focus groups with industry network groups
- 1 presentation to community consultative committee

Other

- 6 one-on-one interviews with government agencies
- 3 one-on-one interviews with utility providers
- 4 letters sent to local politicians



Some of the key response themes are:

- > Overwhelming response for inclusion of community interim emissions reduction target

- > Community has a high understanding of the impacts and threats of climate change, messaging needs to be focused around practical mechanisms and tools for action.

- > Community understands Council doesn't hold all the levers and a combined approach from all levels of private and public institutions is needed.

- > Top responses individuals already do based around existing available services: Waste Management, Energy Efficiency, sustainable transport

- > Top responses community believes are important to focus on involve electrification and renewable energy solutions: community renewable energy solutions, home solar and battery, sustainable transport.

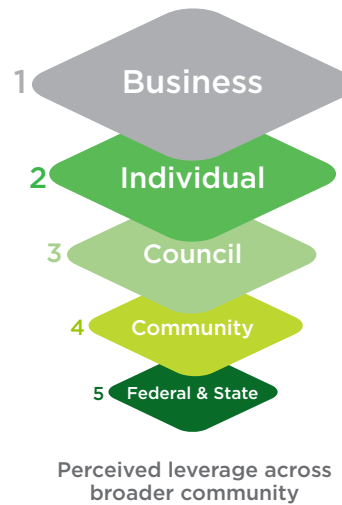
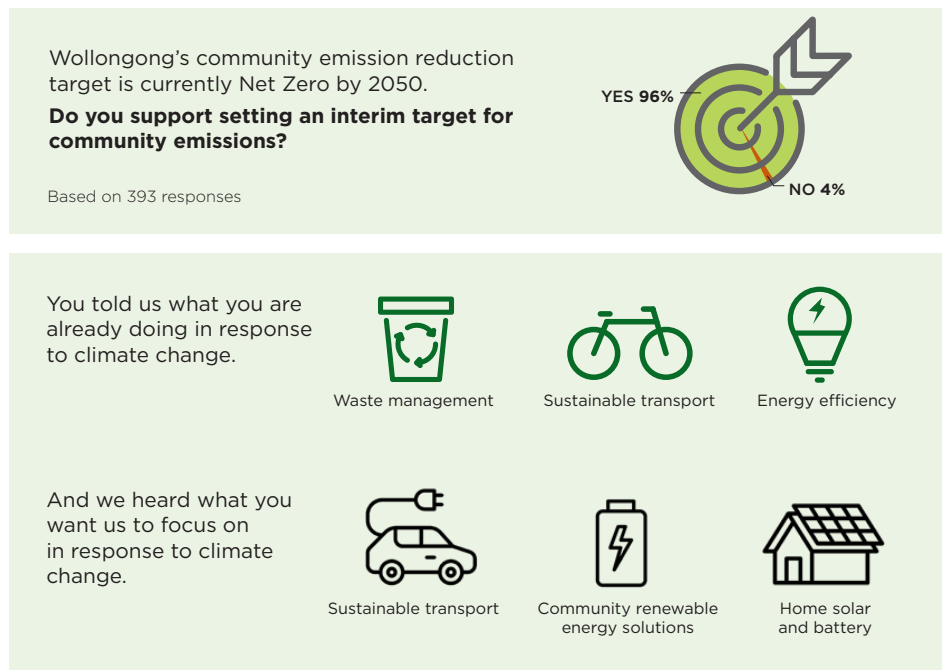


Figure 16: Wollongong community survey



Implementation and resourcing

Planning

The abatement pathways in this Plan consist of staged actions, some that are achievable now, and some that will be implemented in the future. They are designed to target delivery of support where it is needed most and where it will have the most impact on emissions, but also be flexible to allow our approach to pivot based on new technologies, opportunities and understandings. To fund and resource individual actions their implementation will need to be embedded in Council's resourcing strategy. This document outlines the resources Council will use to achieve the objective and strategies detailed in the CSP and subsequently the Delivery and Operational Plans. The alignment of this Plan with the CSP objectives is highlighted on page 10. The Infrastructure Delivery Program (IDP) outlines the strategic approach

Council takes to upgrading, maintaining, and servicing our infrastructure assets across the city. The infrastructure specific actions in this plan will need to be incorporated into the IDP including a holistic analysis on whole of life costs.

Often projects involved in reducing emissions also result in reducing operational costs mainly through reduced energy consumption, however also involve an upfront capital cost. This capital cost needs to be considered versus the ongoing operational cost for the life of the project to determine a business case and feasibility. Council's commitment to Net Zero emissions by 2030 should ensure the advantages of avoiding the ongoing need to offsets emissions are considered as a favourable cost benefit aspect for every Council project that leads to emissions reductions.



Financing

This section highlights options to fund implementation of the actions within this Plan. As emissions reduction is a key priority for State and Federal governments, there is consistent funding and incentive opportunities to invest in climate change mitigation pathways.

| Financing Option | Description |
|----------------------------------|--|
| Grants and Incentives | Ideal option to fund projects, often consisting of 50-100% of cost. Projects that apply for grant funding need to be 'shovel ready' and be managed by staff. Examples include energy efficiency and renewable energy generation certificates, NSW Climate Change fund, CEFC and ARENA funding. |
| Self-funded | Projects that have a positive business case can be funded directly through the budgeting process reducing management resources and benefiting from financial return. |
| Loan funded | Council can apply for Environmental upgrade agreements (EUA) to fund sustainability projects to reduce upfront cost and repaying through savings. |
| Leasing agreement | Engaging a supplier to install, own, operate and maintain equipment is an option to reduce strain on Council resources and cost. Public electric vehicle chargers or are an example where this is an option. |
| Community energy projects | Council can host community energy projects through investor loans or PPAs to fund the project. |



Glossary

Abatement: Emissions reductions as a result of an action – for example installation of infrastructure

Adaptation: The process of adjustment to actual or expected climate and its effects. Addressing and responding to the impacts of climate change to minimise disturbance

Carbon Budget: The predicted volume of carbon dioxide that can be emitted into the atmosphere before certain levels of global warming become probable

Carbon emissions or emissions: Climate change causing greenhouse gas emissions released through burning fossil fuels and the production of materials.

Carbon offsets: Tradable unit representing 1 tonne of carbon abatement that can be generated or purchased to negate other emissions.

Circular Economy: A system in which all resources are highly valued and remain in the system through re-use, re-purposing and recycling.

Cities Power Partnership: Collaborative group of Australian local governments that work towards emissions reduction targets through resource and knowledge sharing.

Climate Change: Refers to a change in the state of the climate that can be identified by changes in the mean and/or variability of its properties and that persists for an extended period, typically decades or longer.

Climate emergency: The catastrophic changes to the climate brought about by human activity that poses a dangerous threat to all life on the planet.

Emissions Inventory or profile: Identifies all sources of emissions for a particular organisation or community.

Global Covenant of Mayors for Climate and Energy: Global alliance of cities and local governments that recognise the climate emergency and work together to reduce emissions at a city level.

Distributed energy resources: small-scale energy resources situated near sites of electricity consumption, examples include solar PV systems, storage technologies and smart management systems.

Greenhouse Gas (GHG) Emissions: Gases that are considered to be key contributors to global warming. The most significant are Carbon dioxide (CO₂), Methane (CH₄) and Nitrous Oxide (N₂O).

GHG Protocol: Document that establishes comprehensive global standardised frameworks to measure and manage GHG emissions.

Intergovernmental Panel on Climate Change (IPCC): The objective of the IPCC is to provide governments at all levels with scientific information that they can use to develop climate policies. IPCC reports are also a key input into international climate policy and decision making.

Net Zero Emissions: The balance between the amount of emissions produced and the amount that's removed from the atmosphere. It can be achieved through a combination of emissions reduction and emission removal or offsets

Mitigation: Human intervention to reduce the sources or enhance the sinks of greenhouse gases. Addressing emissions at the source rather than dealing with the effects.

Nationally Determined Contribution (NDC): Under the Paris Agreement, parties are required to submit emissions reduction (mitigation) commitments every 5 years.

Paris Agreement: A legally binding international treaty on climate change, under the agreement all parties must commit to national emissions reduction targets (NDCs).

Renewable Energy: Energy sourced from natural sources or processes that are constantly replenished such as wind, solar and water (hydro). Also called 'clean energy'.

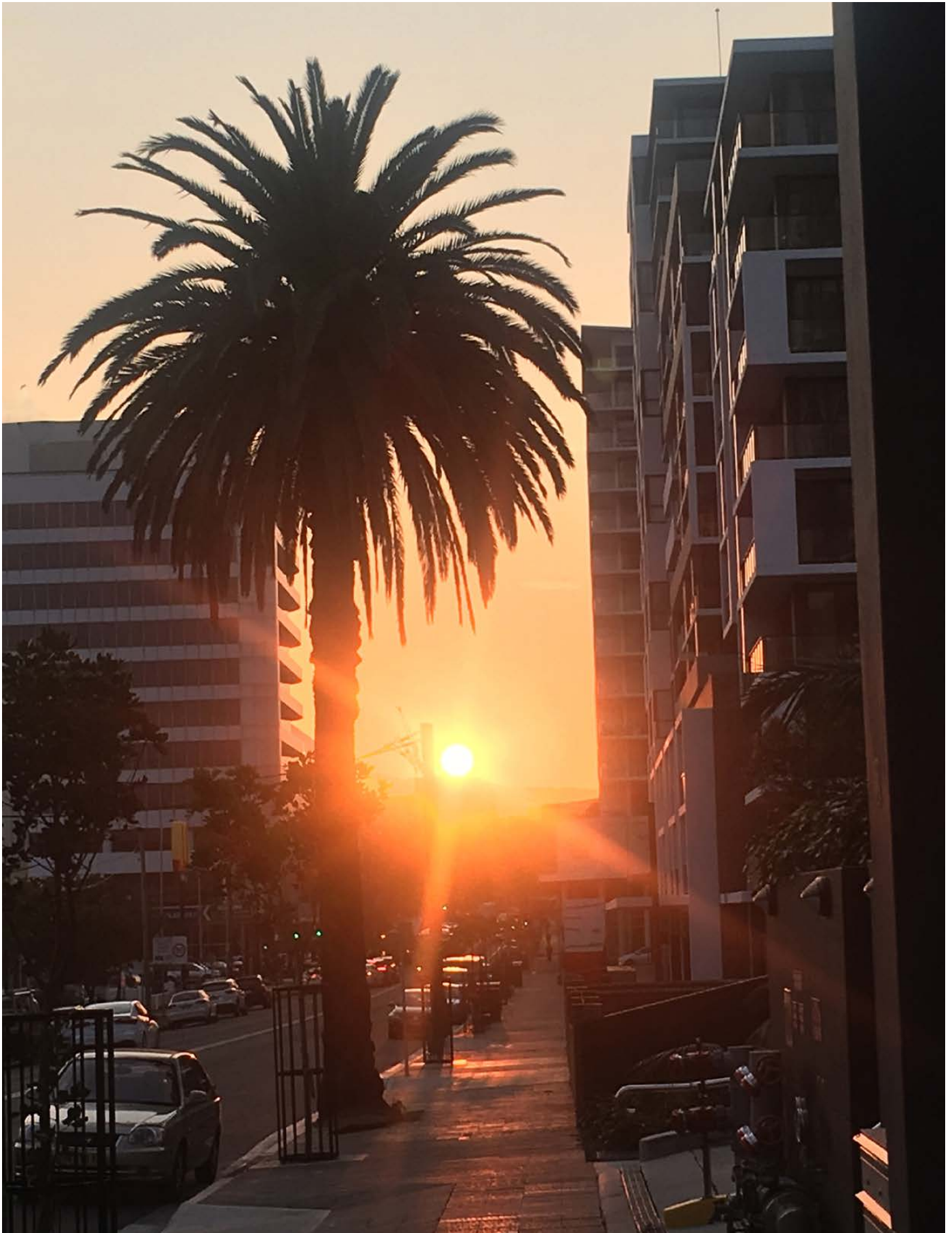
Resilience: The capacity of individuals and systems to adapt, withstand or recover in response to impacts or shocks they experience.

Safeguard mechanism: The framework for regulating Australia's largest greenhouse gas emitters to keep their net emissions below a baseline.



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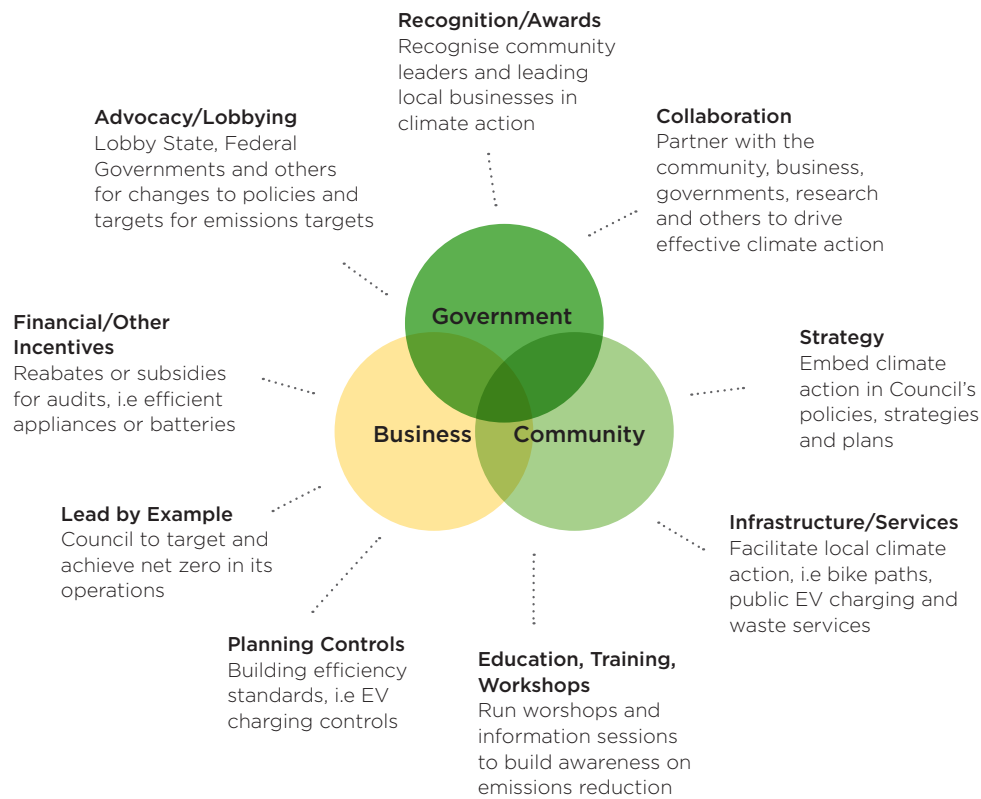
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Appendix

Council's available levers and policy instruments to support emissions reduction.

Figure 17: How Council can support action in the community







Our Wollongong Our Future

From the mountains to the sea...

We value and protect our environment

We have an innovative and sustainable economy

Wollongong is a creative, vibrant city

We are a connected and engaged community

We have a healthy community in a liveable city

We have affordable and accessible transport

ITEM 3 NAN TIEN TEMPLE - NSW STATE HERITAGE REGISTER NOMINATION

The NSW Heritage Council is currently considering a State Heritage Nomination for the Nan Tien Temple in Berkeley. The nomination has been prepared and lodged by Nan Tien Temple staff to seek recognition of this significant cultural institution. The proposed listing includes an expanded curtilage boundary which includes leased land surrounding the Temple, which is owned by Council.

This report discussed the draft nomination, including consultation undertaken within Council, with Temple staff, Heritage NSW staff and the Wollongong Heritage Reference Group. It is recommended Council support the proposed nomination on the Temple land and object to the inclusion of Council's Wollongong Memorial Gardens and Cemetery lands.

RECOMMENDATION

The General Manager be delegated authority to prepare a submission to the NSW Heritage Council advising that –

- 1 Council supports the recognition of the Nan Tien Temple site on the State Heritage Register with a reduced curtilage boundary that captures the Temple owned property only (Lot 126 DP 817646).
- 2 Council objects to the inclusion of Council's property (Lot 127 DP 817646 - Wollongong Memorial Gardens) within the proposed curtilage boundary and requests the exclusion of this land from the listing curtilage for the reasons outlined within this report.
- 3 Should the NSW Heritage Council progress a State Heritage Curtilage that affects Council's land despite the above objection, Council requests that Heritage NSW engage further with Council staff to ensure that site-specific exemptions are put in place to allow for the on-going operational requirements of the Wollongong Memorial Gardens along with any other operational requirements attached to these lands.
- 4 Council recommends that the NSW Heritage Council work with Temple representatives to ensure that any State Heritage Listing provides appropriate exemptions to enable the ongoing maintenance, management, adaptation and use of the (modern) Temple buildings and site to ensure the ongoing cultural functions will not be unnecessarily frustrated by complex, costly and time-consuming approval procedures.

REPORT AUTHORISATIONS

Report of: David Green, Manager City Strategy (Acting)

Authorised by: Corey Stoneham, Director Planning + Environment - Future City + Neighbourhoods (Acting)

ATTACHMENTS

- 1 Draft Heritage Listing Details – Assessment of Significance
- 2 Draft State Heritage Listing Proposed Curtilage Map
- 3 Nan Tien Temple Lease Area Map with Council's Land Holdings

BACKGROUND

The NSW Heritage Council is currently considering a State Heritage Nomination for the Nan Tien Temple in Berkeley. It is understood that the nomination was prepared and submitted by Temple staff and is supported by the Temple as a means of acknowledging the cultural significance of the Temple as a significant cultural institution within the community.

Details of the proposed listing, including details of the history of the Temple, and an assessment of its significance are provided within the Draft Listing form provided as Attachment 1 to this report.

The Statement of Significance for the site provided within the draft listing reads as follows -

Nan Tien Temple may be of State heritage significance as an outstanding example of Buddhist architecture and landscaping. Its temple and Pagoda buildings, and its surrounding landscape, designed for reflection and meditation, are evidence of the growth of Buddhism in late 20th century Australia.

Nan Tien Temple likely has historic values as evidence of the presence and growth of a non-Christian religion in NSW following the cessation of restrictive federal immigration law in the 1970s. At the time of its building, it was the largest Buddhist temple in the southern hemisphere. The beginning of its construction in Wollongong in 1992 signalled a key moment in the way that regional NSW cities embraced the cultures of new migrants and the growth of Buddhism.

Nan Tien Temple has potential aesthetic values as a striking expression of Mahayana Buddhism in Australia. Its Main and Front Shrines, built in the Chinese Imperial Palace architectural style, and the Pagoda modelled on T'ang Dynasty design tradition are focal points in the landscape. Their internal colour scheme, orientation and placement within the landscape, design of extensive gardens, plantings, sculptural and the Lotus Pond demonstrate the application of the principles of 'feng shui' and are informed by elements of the Australian landscape. The view lines from the Pagoda, a significant regional landmark, extend beyond the curtilage to take in Mount Kembla and create a visual corridor lined with deciduous trees and lanterns.

Nan Tien Temple has potential social and associative values as a place of worship for Buddhist migrants and refugees arriving in Australia since the 1970s. Nan Tien Temple has enabled these Australians to retain a connection with the cultural philosophies and traditions of their former homeland and to make them known to other Australians. It is likely of social significance as a place of reflection and for those seeking to study and learn about the Buddhist faith and the Dharma (Buddha's teachings). Nan Tien Temple also has potential social values as a cultural, educational and tourist destination in NSW, open to the public, community organisations and visitors regardless of religion.

The Temple was approved through Development Application No.1991/238 with construction commencing in 1992, and the main buildings being constructed between 1993 and 1997. This recent construction would represent the most modern heritage listing within the Wollongong Local Government Area, and possibly represent the most modern State Heritage Listing within NSW. The modern nature of the Temple and its comparatively young age (less than 30 years) raised some questions in discussions with the Wollongong Heritage Reference Group about whether this was a sufficient age to warrant heritage recognition, with discussion revolving around what constituted heritage significance as opposed to a culturally significant place.

It is of note that some of the other most modern heritage items listed within the Wollongong Local Environmental Plan (LEP) 2009 - Heritage Schedule include other religious institutions. In particular, the Sri Venkateswara Temple at Helensburgh, built from 1978 and consecrated in 1985, with major modifications in 1994 and more recently, has been listed in the LEP for some time. Further, the former Thirroul Uniting Church in Redman Avenue, built in 1967 and the Sacred Heart Church in Stewart Street Wollongong built in 1966 provide modern examples of Christian Church buildings listed on the heritage schedule.

The draft curtilage proposed for the listing is provided as Attachment 2 to this report. The draft curtilage map provided by Heritage NSW includes an aerial photograph that pre-dates the construction of the access bridge over the M1 Motorway (constructed in 2017). This bridge, and central access link is shown in the Council map provided at Attachment 3 and does not appear to have been considered in the finalisation of the proposed curtilage.

Importantly, the proposed draft listing curtilage includes Council land that is subject to current lease arrangements with the Temple. The affected land includes two separate areas of Lot 127 DP 817646, including -

- a A large area of land zoned C3 Environmental Management and RE1 Public Recreation, which forms part of the Memorial Gardens and Cemetery lot, and makes up the area of the Berkeley Hills located behind the Temple.
- b An access handle linking the Temple land to Berkeley Road, which provides for the existing access driveway and entry gate from Industrial Road. This land is zoned SP1 Special Purposes - Cemetery and forms part of the Wollongong Memorial Gardens site.

These affected areas of Council land are shown within the map provided at Attachment 3 to this report.

Public submissions in relation to the draft nomination were invited by Heritage NSW up until the 5 September 2023, however an extension of this deadline was negotiated to allow time for Council to consider this report and finalise its formal submission.

PROPOSAL

The NSW Heritage Council's Notice of Intention to list the Nan Tien Temple proposes to include a significant area of land within the proposed curtilage. This curtilage includes large areas of Council land that are currently subject to formal lease arrangements for use associated with the Temple.

Following internal consultation, and with input of the Wollongong Heritage Reference Group, this report recommends that the proposed State Heritage Listing of the Nan Tien Temple be supported. However, it is proposed that this support be limited to the inclusion of only the Temple owned lands (Lot 126 DP 817646). It is proposed that the Council land (parts of Lot 127 DP 817646) should be excluded from the proposed curtilage. These lands to be excluded are shown within Attachment 3 to this report.

This recommendation is proposed on the basis that -

- a The Temple represents a modern cultural institution with its primary use and function being located wholly within the lands owned by the Temple.
- b A substantially expanded curtilage as proposed, for a modern building less than 30 years old appears unnecessary.
- c The Council land included within the proposed curtilage includes an access driveway linking from Berkeley Road, which forms part of the SP1 lands that are tied to the Wollongong Memorial Gardens and the former Crematorium operation. The future operations, function and expansion options and opportunities of this important Council and public facility should not be prejudiced by the proposed nomination.
- d The Council land behind the temple is zoned C3 Environmental Management, and RE1 Public Recreation, which forms part of the Memorial Gardens and Cemetery lot, and would provide minimal potential for development impacts on the Temple's hillside setting but their inclusion within the listing could be prejudicial to future operational considerations.
- e The application of an expanded curtilage to Council lands may imply a permanency to the existing use and tenancy arrangements and prejudice future lease arrangements and use considerations relating to these lands.
- f The Wollongong Heritage Reference Group recommended the exclusion of the Council properties from the proposed State Heritage curtilage.

CONSULTATION AND COMMUNICATION

Council staff have held discussions with representatives from the Temple and Heritage NSW during May 2023 regarding the State Heritage nomination. During this meeting, Temple staff expressed their strong desire to see the Temple recognised on the State Heritage Register.

This report has been informed by input from a range of Council staff from various Council Divisions. Council's Property Division have provided direct input to the report and its recommendations given the potential implications of the inclusion of Council owned lands within the proposed State Heritage Curtilage. This input has been incorporated into the recommendations of this report.

The proposed State Heritage Listing was reported to the Wollongong Heritage Reference Group at its meeting held 24 August 2023. The Reference Group discussed the proposal at length, with discussion centring on the following key issues -

- a Consideration of whether the Temple's age (dating from 1992) was sufficient to warrant recognition as a heritage item and discussion of comparable listings within the Wollongong Heritage Schedule.
- b Discussion on cultural significance verses heritage significance.
- c Recommendation that Council should ensure that the proposed curtilage would not impact on the future operation and potential future opportunities for the expansion of the Wollongong Memorial Gardens and Crematorium.
- d Noted the need to ensure that the listing did not unnecessarily complicate the maintenance, evolution and use of the Temple given that its significance is tied to its ongoing cultural expression.

The Reference Group were generally supportive of the proposed nomination but held a unanimous view that the draft State Heritage Listing curtilage should be reduced to exclude the Council owned properties surrounding the Temple site.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2032, Goal 1: We value and protect our environment. It specifically delivers on core business activities, including 'promote and protect heritage', as detailed in the Land Use Planning service.

SUSTAINABILITY IMPLICATIONS

The implications of the proposed curtilage on the long-term future sustainable use of the Council land holdings included within the draft curtilage boundary are a relevant consideration for this report. The ongoing sustainability and operational requirements of the Wollongong Memorial Gardens and Crematorium Site and the potential implications of the State Heritage Curtilage on future operational requirements and opportunities have been considered in the recommendations of this report.

The potential impact of the proposed curtilage on the sustainable management of Council's land holdings have been addressed in the recommendations of this report through the recommended exclusion of Council's properties from the proposed curtilage boundary.

RISK MANAGEMENT

The proposed State Heritage Curtilage boundary includes Council owned lands. Whilst these lands are currently subject to lease arrangements with the Nan Tien Temple, the inclusion of these lands within the proposed State Heritage Curtilage could have a prejudicial impact on future use, and lease considerations for these lands. The application of the State Heritage Curtilage to the existing access driveway and Council lands surrounding the existing Memorial Gardens could act as an impediment to potential future operational requirements and options.

These risks are proposed to be managed through the recommendation of this report, which proposes that the Council owned properties be excluded from the State Heritage Curtilage.

FINANCIAL IMPLICATIONS

The application of a State Heritage Listing curtilage over the Council owned properties presently leased to the Nan Tien Temple has some potential to impact on the value of these lands, and could feasibly impact on future options and opportunities.

This financial risk has been considered in arriving at the proposed recommendation, which suggests the exclusion of Council's Lands from the proposed State Heritage Curtilage boundary.

CONCLUSION

Recognition of the Nan Tien Temple as a significant cultural institution through a listing on the State Heritage Register is considered a positive step in acknowledging the continuing influence of multiculturalism, diversity and cultural difference in our communities, and is supported.

The inclusion of the Council owned lands surrounding the Temple within the proposed Heritage Curtilage is considered unnecessary and is not supported for the reasons outlined within this report. It is important that the proposed curtilage does not unnecessarily limit or prejudice the future use and management of these lands beyond the current zoning and environmental constraints.

To facilitate the ongoing evolution and adaptation of the Temple site, any proposed State Heritage listing should provide flexibility, through carefully considered site specific exemptions or otherwise, to ensure the facility is not burdened with unnecessary procedural and approval requirements. Council encourages Heritage NSW to work with Temple staff to ensure that appropriate mechanisms are put in place to allow for functional arrangements to maintain and develop these modern buildings.

Nan Tien Temple (Under Consideration)

The Heritage Council of NSW considers nominations for listing on the State Heritage Register based on an assessment of its heritage significance and taking into account any submissions received from the public. The Heritage Council of NSW then makes a recommendation to the Minister who has the final decision on whether or not to direct the listing of the item on the State Heritage Register.

Item details

Name of item: Nan Tien Temple (Under Consideration)
Other name/s: Southern Paradise Temple; Fo Guang Shan Nan Tien Temple; Nan Tien Bridge
Type of item: Complex / Group
Group/Collection: Religion
Category: Buddhist Temple
Hectares (approx): 22
Property description

| Lot/Volume Code | Lot/Volume Number | Section Number | Plan/Folio Code | Plan/Folio Number |
|-----------------|-------------------|----------------|-----------------|-------------------|
| LOT | 126 | | DP | 817646 |
| LOT | 127 | | DP | 817646 |

Boundary:

The northern and western edge of the proposed curtilage follow the Lot boundary of 126. The southern boundary follows the fence-line in Lot 127 and the eastern boundary is located in Lot 127 and incorporates the 'Mountain Gate' entrance drive.

Owner/s

| Organisation Name | Owner Category | Date Ownership Updated |
|-------------------------|------------------------|------------------------|
| Nan Tien Temple | Religious Organisation | |
| Wollongong City Council | Local Government | |

Statement of significance:

Nan Tien Temple may be of State heritage significance as an outstanding example of Buddhist architecture and landscaping. Its temple and Pagoda buildings, and its surrounding landscape, designed for reflection and meditation, are evidence of the growth of Buddhism in late 20th century Australia.

Nan Tien Temple likely has historic values as evidence of the presence and growth of a non-Christian religion in NSW following the cessation of restrictive federal immigration law in the 1970s. At the time of its building, it was the largest Buddhist temple in the southern hemisphere. The beginning of its construction in Wollongong in 1992 signalled a key moment in the way that regional NSW cities embraced the cultures of new migrants and the growth of Buddhism. Nan Tien Temple has potential aesthetic values as a striking expression of Mahayana Buddhism in Australia. Its Main and Front Shrines, built in the Chinese Imperial Palace architectural style, and the Pagoda modelled on T'ang Dynasty design tradition are focal points in the landscape. Their internal colour scheme, orientation and placement within the landscape, design of extensive gardens, plantings, sculptural and the Lotus Pond demonstrate the application of the principles of 'feng shui' and are informed by elements of the Australian landscape. The view lines from the Pagoda, a significant regional landmark, extend beyond the curtilage to take in Mount Kembla and create a visual corridor lined with deciduous trees and lanterns.

Nan Tien Temple has potential social and associative values as a place of worship for Buddhist migrants and refugees arriving in Australia since the 1970s. Nan Tien Temple has enabled these Australians to retain a connection with the cultural philosophies and traditions of their former homeland and to make them known to other Australians. It is likely of social significance as a place of reflection and for those seeking to study and learn about the Buddhist faith and the Dharma (Buddha's teachings), Nan Tien Temple also has potential social values as a cultural, educational and tourist destination in NSW, open to the public, community organisations and visitors regardless of religion.

Date significance updated: 28 Jul 23

Note: The State Heritage Inventory provides information about heritage items listed by local and State government agencies. The State Heritage Inventory is continually being updated by local and State agencies as new information becomes available. Read the Department of Premier and Cabinet copyright (<https://www.dpc.nsw.gov.au/copyright>) and disclaimer (<https://www.dpc.nsw.gov.au/privacy>).

Description

Designer/Maker: Woods Bagot
Construction years: 1992-1995

Physical description:

Nan Tien Temple is built upon 55 acres of land and modelled on T'ang Dynasty and Chinese Imperial Palace architectural styles, the latter of which is influenced by secular building design. It consists of three main structures, the Main and Front Shrine, a seven tier, eight-storey Pagoda and the Pilgrim Lodge. These structures are surrounded by extensive landscaped gardens. When viewed aerially, this area is designed to represent a seated Buddha in meditation, with the Main Shrine as his head, surrounding buildings as his arms and the Courtyard as his lap. Nan Tien Temple is entered through the Mountain Gate, referencing traditional mountain settings of monasteries and reflects the mountains surrounding the Wollongong area, visible from the temple site. Passing through the Mountain Gate marks a distinct change in the environment from the industrial area of Unanderra and surrounding Port Kembla sites to the serene, landscaped approach to Nan Tien Temple. Entrance to the shrines is via the ascending stairs into the Front Shrine. Two wings connect the Main Shrine, elevated and set back from the Front Shrine to create a courtyard. This main group is constructed of reinforced concrete framing and slab with steel roof framing and timber trusses. Terracotta figures enliven the building and the colours were painted in saffron, terracotta and fuchsia by a team of Taiwanese artists. In the perimeter of the walkways are a public dining hall, an art gallery, private dining spaces, a museum, gift shop and offices. The complex also houses a tiered conference room and an auditorium which can seat 300 people. The Pagoda is accessed by a walkway through landscaped gardens. The walkway continues in a loop, loosely following the perimeter of the site and passes a seated Buddha in meditation and the Nan Tien Gratitude Bell made from bronze on an elevated part of the site, descending into a wooded area adorned with outdoor sculptures, past the Pilgrim Lodge (which provides accommodation) and lastly the Lotus Pond which completes the loop back at the stair of the Front Shrine.

All of the exteriors of the buildings, including the main temple complex, are coloured with the auspicious Chinese Imperial Palace colourings of yellow and red, and are adorned with glazed terracotta roof tiles, artefacts and decorative elements. The landscaped gardens and extensive grounds are decorated with numerous statues, artworks and artefacts relevant to Buddhism, including the large Gong and Drum (Drum and bell). The Lotus Pond reminds visitors of the importance of being pure of mind and overcoming obstacles in life and is a flourishing home to wildlife. The northern boundary of the site is marked by a high solid fence wall built in the Chinese Imperial Palace Style and in bright shades of terracotta and warm-toned reds.

Nan Tien Temple is connected to the Nan Tien Institute Complex by a privately owned pedestrian bridge, which spans 200m over the M1 Princes Highway, metaphorically linking the spiritual and educational traditions of Buddhism. The Inauguration Ceremony for the Bridge was attended by NSW Premier, Gladys Berejiklian who spoke of the significance of the bridge as it, 'symbolises the exchange of cultures between east and west' (Opening of Bridge, 2018, quoted in Nan Tien Temple SHR Nomination Application)

The Main Shrine and the Front Shrine

The Main Shrine or "Great Hero Hall", is dedicated to the Five Directions of Confidence, Longevity, Wisdom, Inner Beauty and Peace, presented as five three metre statues of Buddhas. The 417 square meter Shrine space also comprises of 10,000 smaller Buddha statues covering its walls, reminding visitors that the Buddha's nature is all around and within us, and that everyone can achieve Buddhahood. Statues of the Heavenly Attendants are also situated on the walls, as well as hand painted on the roof. The paintings on the ceiling of the Main Shrine and temple Museum, were painted free hand and feature gold leaf. The colours stray from the usual red and yellow themes to include pastel pinks, greens and blues. This was specifically chosen by Fo Guang Shan as a tribute to Australian bush landscape colours and to show gratitude for allowing them to build their temple here.

The Main and Front Shrines are decorated externally with the auspicious Imperial Palace colourings of yellow and red, and are adorned with glazed terracotta roof tiles, artefacts and decorative elements which indicate the spiritual importance of each structure. These signifiers include the level of detail and materials used in decorative painting, with golden dragon motifs adorning the Main and Front Shrine structures and the number of red figurines adorning the hipped edges of the rooflines. The Main Shrine has the most lofty and grandiose roofline of all the buildings. Rooflines are an indication of status – the greater the height and slope of the roof, the higher the rank of the building as is the case with the Main Shrine. A large Gong and Drum hang from the roof, flanking the entrance to the Main Shrine. On either side of the Main Shrine's imposing doorway is a Conference Room for 180 guests and on the other is an auditorium which can seat 330 guests.

The siting of the Main and Front Shrine complex demonstrates the application of the belief system of 'feng shui' in its siting between Mount Kembla and Mount Keira, its axial planning, its orientation within the landscape and its extended visual curtilage of the site to its surrounding ranges. Their placement creates a visual midline of symmetry between them and a triangular relationship between the three elevated sites within the landscape.

The Front shrine, or "Great Compassion Shrine", is dedicated to Avalokitesvara Bodhisattva, known as Guan Yin in Chinese. A large statue of this legendary Bodhisattva takes pride of place, where she is depicted as having 1,000 arms and eyes. In this Shrine the walls are covered in gold-coloured moulds of this Bodhisattva, which remind people to show compassion for one another. Avalokitesvara is loosely translated as "the compassionate age who sees," referring to this Bodhisattva's ability to see all the suffering in the world and thus come to people's aid. She is said to have one thousand eyes and hands with which to save all sentient beings. Guan Tin takes a variety of forms; the Front Shrine's primary stature portrays her with a third eye in the middle of her brows, and multiple hands (Nan Tien Website).

The Pagoda

The seven-tiered, eight-storey Pagoda is a columbarium and Shrine, built to provide a resting place for up to 7,000 people. Although the rest of the Temple is designed in accordance with Imperial Palace architecture, the Pagoda is modelled on T'ang Dynasty design. The seven-tiered style (eight-storey) of the Pagoda reflects a similar convention of the T'ang Dynasty architecture (A.D. 618-906). The view lines from the Pagoda extend beyond the curtilage to take in Mount Kembla and create a visual corridor lined with deciduous trees and lanterns. The Pagoda is a significant regional

landmark in the regional landscape and is from most viewpoints the first visible structure of the site.

The pagoda has its origin from the India stupa, an ancient type of building used to store sutras and sacred relics of the Buddha. A pagoda often distinguishes Chinese temples as predominantly Buddhist, as opposed to classical, Taoist or Confucius. Its tapering design reaching to the sky is synonymous with the idea of practicing Buddhism step-by-step which eventually led to supreme enlightenment. Inside, a statue of Ksitigarbha Bodhisattva is strategically positioned to face out of the building, down a tree lined walkway, to a large outdoor statue of Amitabha Buddha who presides over the Pureland. The significance of this design being that Ksitigarbha worked to help people who passed away to be reborn in a higher place, one of which, Chinese Buddhists believe is the Pureland. The Shrine also consists of walls of brass name plates, which commemorate the deceased and a wishing bell for visitors who make a wish and sound the bell.

The Pilgrim Lodge

The Pilgrim Lodge is a 100-room accommodation facility and provides a unique use to Nan Tien compared with other Buddhist temples in NSW as Buddhist temples typically have dormitory style lodgings. It is built in a less ornate expression of the Chinese Imperial Palace architectural style, and has a smaller number of figurines adorning its roofline, indicating its is of less significance than the Main and Front Shrines.

The Gardens and Plantings

The gardens are set upon 55 acres of landscaped rolling hillsides and are decorated with various statues and artefacts relevant to Buddhism. At the time of purchase, the site consisted of largely cleared paddocks when acquired for the Nan Tien Temple. At present, there is some regenerating native vegetation on the hilltop behind the temple and in a gully on the slopes, consisting of stands of Black Wattle (*Acacia mearnsii*), small shrubs and lantana. There are informal garden areas immediately surrounding the buildings while the grounds have been planted with both indigenous and non-indigenous species. Indigenous species include stands of Eucalyptus, including Ironbarks; Port Jackson figs (*Ficus rubiginosa*); Hills figs (*Ficus microcarpa hillii*); a Bunya Pine (*Araucaria bidwillii*) and a row of Norfolk Island pines (*Araucaria heterophylla*) on the hilltop behind the temple; a row of Lilly pilli (*Syzygium smithii*) towards the south-western boundary; and alternating Illawarra flame trees (*Brachychiton acerifolius*) and Jacarandas (*Jacaranda mimosifolia*) surrounding the Lotus pond. Non-indigenous species include Pin oaks (*Quercus palustris*); Ginkgo (*Ginkgo biloba*); Bodhi (*Ficus religiosa*); Himalayan cedar (*Cedrus deodara*) and an avenue of Canadian maple 'Autumn Red' (*Acer rubrum*) leading to entrance of the Pagoda.

The open space of the back elevation, behind the Main Shrine is punctuated by open spaces, decks and sculptural features, with visual points to encourage contemplation. The Main and Front Shrines demonstrate the application of the belief system of 'feng shui' in its siting between Mount Kembla and Mount Keira, its axial planning, its orientation within the landscape and its extended visual curtilage of the site to its surrounding ranges. The view lines behind the Main Shrine extend beyond the curtilage to take in Mount Kembla on the left and Mount Keira on the right. Their placement creates a visual midline of symmetry between them and a triangular relationship between the three elevated sites within the landscape.

A large manmade pond showcasing the seasonal lotus is a flourishing home to wildlife. The pond is intended to remind visitors of the importance of being pure of mind and overcoming obstacles in life. Lotus is one of the most complex and prominent Buddhist symbols of purity and enlightenment: its growth from the swampy depths into an exquisite and fragrant flower, symbolising people's growth and blossoming into enlightenment. Lotus imagery is a recurring theme throughout Nan Tien Temple and many of the Buddha and Bodhisattva figures are on lotus thrones.

Physical condition and/or Archaeological potential:

The physical condition of Nan Tien Temple is excellent being in continual use and regularly maintained for its originally intended and ongoing use. The structure is built of modern materials and Nan Tien Temple have gone to great lengths to use the original suppliers of materials where updates the 1990s fabric have been required. For example, they have sourced the same Japanese country to supply terracotta tiles to re-tile and repair the temple shrine roof.

Date condition updated: 13 Jun 23

Modifications and dates:

- 1992 - Rehabilitation work to landfill site commences
- 1993 - Construction of Main Shrine commences
- 1994 - Construction of Pagoda commences
- 1995 - October – Official opening
- 1997 - Construction on the Pilgrim Lodge and Lotus Pond begin.
- 2004 - Tea House added underneath Front Shrine
- 2017 - Construction begins on the Nan Tien Bridge which links the Nan Tien Institute and Nan Tien Temple and spans across the M1 Princes Highway.
- 2021 - Lift from base of steps to allow access to Main Shrine from courtyard
- 2023 - Re tiling of slate steps in front of Front and Main Shrines. Replacement tiles sourced from India as per original tiles
- 2023 - Earthworks to northern boundary near the Mountain Gate Entrance and Nan Tien Temple fence wall.

Current use:

Nan Tien Temple is a place of worship, learning and meditation for the Mahayanan Buddhist faith. It is also a cultural landmark, tourist destination, function and education centre.

History

Historical notes:

Traditional owners

For more than 30,000 years prior to European occupation, the Illawarra area was home to the local Wodi Wodi Aboriginal people of the Dharawal nation (NPWS, 2005; also spelt Tharawal; AIATISIS Map, 1996). Dharawal people had a well-developed and complex society, and physical and cultural evidence of this remains today in the forms of burials, middens (accumulations of materials created in the course of daily life) and other sites. Aboriginal culture and history have also been preserved through traditional knowledge and dreaming stories which have been passed down through the generations. The earliest evidence of Aboriginal occupation of the Illawarra region comes from an archaeological site located within Bass Point, NSW (Donaldson, et al, 2015, 1). This shell midden site has been dated to 17,000 years BP. At the time, this site would have been located further inland due to sea level changes and it is approximately 15km south-east of the subject area. Lake Illawarra, to the east of the subject site, formed approximately 5,000 to 6,000 years ago when sea levels stabilised (Donaldson, et al, 2015, 1.). Lake Illawarra was an important fishing site where crustacea, fish, roots, tortoise and water birds would have gathered (NPWS, 2005, 10).

The sites of Mount Keira and Mount Kembla are significant focal points in the landscape from Nan Tien Temple and are associated with Dreaming stories such as 'The Story of the Five Islands'. Mount Keira is believed to have been a site used for ceremonies and it has ongoing significance to the Dharawal Aboriginal people. The Dreamtime stories associated with Mount Keira account for the formation of the broader Illawarra landscape. Mount Kembla is a significant site for Aboriginal people and is also linked to the Dreaming stories associated with Mount Keira. It contains archaeological sites that show evidence of Aboriginal settlement before their forced removal from the site in 1942 when fortifications were built during the Second World War at Mount Kembla (Mt Keira Summit Park, 2016, 13).

History of Berkeley area and suburb

European settlement commenced in 1815 when Dr Charles Throsby moved cattle into the area in 1815 (NPWS, 2005, 14) although it is possible the search for timber had brought Europeans to the area some years before (Wollongong Heritage and Stories, 2023). In 1816 Robert Jenkins was granted 1000 acres at the north-eastern end of Lake Illawarra in what is now known as Berkeley (NPWS, 2005, 14; Barwick, 1978, 2). Jenkins named the area Berkeley after his home in the estate at Berkeley, Gloucestershire, England, before arriving in Sydney in 1808 (Barwick, 1978, 2). Like the Berkeley property, these land grants were located adjacent to creeks or rivers, reducing the Dharawal people's access to fresh water and other resources (NPWS, 2005, 15). Furthermore, these permanent settlements introduced diseases and campaigns of frontier violence, devastating many of the Dharawal tribes in the Illawarra region (Migrant Heritage Project, 2021, 2). The environmental impacts of European settlement also disrupted food sources and introduced non-native species to the ecosystem. Grazing and cattle, as well as the dairy and timber industries dominated land uses in the first three decades of European settlement.

The timber industry began to falter during the 1840s and 1850s due to the depleted cedar forests in the Illawarra region. This occurred in conjunction with the establishment of the coal industry in the area from 1849. The Berkeley coke ovens opened in 1889 (Barwick, 1978, 15). More broadly, the arrival and expansion of industries such as coal mining, coke and later the steelworks at Port Kembla in 1928 shaped Berkeley and the area surrounding it as a place of industrial production and predominantly working-class settlements. Although the Dharawal people continued to camp and hunt in the area, the expansion of European settlement and industry pushed the Dharawal to the fringes of their country, particularly along the coast (NPWS, 2005, 25). This pressure and repeated removal of Aboriginal people from their lands continued as development expanded, particularly in the 1920s with the development of sites such as the Port Kembla Steel works and Hill 60 (NPWS, 2005, 30, 50-53; Migration Heritage Project, 2021, 7).

Following the Second World War, increased immigration from Europe and the Illawarra region resulted in numerous hostels being established as temporary accommodation in the area. The closest of these to the Nan Tien Temple site was also on land that was part of the original Berkeley Estate. On 16 July 1953, the Commonwealth Government bought a total of 21 acres of land (Lots 8 and 9 of the former Berkeley Estate) to erect the Berkeley Migrant Hostel (Migration Heritage Project, 2021, 14). The Migrant hostel housed 2,800 people and was built in the form of rows of galvanised iron huts (Barwick, 1978, 16). During this period, the NSW Housing Commission also selected Berkeley for a public model housing project, building 2,075 homes from the mid-1950s (Barwick, 1978, 16).

The growth of Buddhism in Australia

The first documented evidence of social knowledge of Buddha in Australia dates from 1826, when Commodore James Brisbane (1774-1826) who was returning from the First Burmese War brought a statue of Buddha to Sydney aboard the HMS Warspit (Florek, 2015). Brisbane then gave this statue of Buddha to Captain John Piper (1773-1851) who was in charge of Customs in early colonial Australia (Florek, 2015; the statue is now housed in the Australian Museum). However, Buddhism as a practiced system of beliefs was introduced to Australia until the mid-19th century with the arrival of Chinese immigrants who worked in the Victorian goldfields and as coolie labourers (Croucher, 1989 2-4; Spuler, 2002, 140). Census data captured the arrival of Buddhists during this time in Victoria (Adam and Hughes, 1996, 41). It is important to note that Chinese migrants' belief systems ranged across the four religious tenets: classical religion, Confucianism, Taoism (or Daoism) and Buddhism. Smith states that most Chinese people migrating to Australia in the 19th century practised classical religion but also incorporated elements of Taoist and Buddhist beliefs (Smith, 2006, 38). According to Croucher, the earliest temples, 'Joss' Houses, were established on the goldfields and were small, temporary structures (Croucher, 1989, 2-4; see also Smith, 2006, x) during this period. The first documented Buddhist organisation was formed in Melbourne in 1925 (the Little Circle of Dharma by convert Buddhists who had gained experience of Buddhism in Burma, Spuler, 2000, 35) and the first teacher to visit Australia was Sister Dhammadinna in 1952 (Spuler, 2002, 140).

Following Federation in Australia in 1901, the introduction of discriminatory nationwide immigration policies restricted Asian immigration well into the 1960s. This somewhat quelled growing interest in Buddhism during the late 19th century as well as practising Buddhists, however by mid-20th century it was clear that interest in Buddhism was rising again. From the 1940s, Buddhism and environmentalism were intertwined in the teachings and publications of lawyer, conservationist and academic Marie Byles. Peggy James argues that Byles' interpretation of eco-Buddhism philosophies helped her Western readers to appreciate the use of the Buddha's teachings to minimize harm in day-to-day practices and was influential in early expressions of Australian conservationism and environmentalism (Peggy, 2015, 235-239). Byles created a Buddhist hut for the purposes of meditation at her property Ahimsa in the 1950s (SHR #01494). The Buddhist Federation of Australia was formed in 1958 and the Buddhist Society of New South Wales was established in 1971 for the arrival of a Sri Lankan monk, Venerable R. Somaloka. Somaloka established the first Buddhist Monastery in Australia in Katoomba in 1973 (Spuler, 2000, 35; Spuler, 2002, 140).

Coinciding with the growth of interest in Buddhism was the gradual dismantling of the federal discriminatory migration policies commencing in the late 1940s, with major legislation being the introduction of the Migration Act 1958 and The Racial Discrimination Act 1975. The number of Buddhists in Australia began to increase from the 1960s and the official end of the Immigration Restriction Act 1901 help grow this trend. Following the end of Vietnam War 1974-75, many refugees arrived in Australia from Laos, Cambodia and Vietnam as part of a refugee policy program and by the late 1980s, relations between the Australian and Chinese governments were strengthening, which meant more Asian born migrants were relocating to Australia to live, work and study. They brought their cultural and religious beliefs but there were not many places for Buddhists to worship or study the Dharma.

Throughout the late 1970s and 1980s, the variety of Buddhist traditions and sects in Australia diversified and numerous organisations were established during these decades. The Vietnamese Buddhist Federation of Australia was founded in 1981, with the help of the Most Venerable Thich Phuoc Hue, a Vietnamese monk who arrived in Australia in 1980. His Holiness the 14th Dalai Lama of Tibet first visited Australia in 1982 and since then has made a number of visits, with these visits increasingly drawing more interest and large crowds. In 1985, the Buddhist Council of New South Wales was formed. According to Australian Bureau of Statistics (ABS) census data, the population of Chinese migrants increased from 41,741 to 224,685 in the period 1991-2016 in Sydney alone.

By the 1990s, there were a growing number of Buddhist temples in Australia, and a number of these were constructed during the early 1990s, including Chung Tian Temple in Priestdale, Qld and the Sunnataram Forest Monastery, Bundanoon, NSW. There are three different schools within Buddhism: Theravada (Sri Lanka, Thailand, Cambodia and Burma), Mahayana (China, Korea, Japan and Vietnam) and Vajrayana (Tibet, Nepal and Bhutan). Mahayanan Buddhism (to which Nan Tien belongs) has consistently been the largest Buddhist school of faith in Australia representing 34% of the Buddhist faith (Spuler, 2002, 142; Barker, 2007, 69). Nan Tien Temple is a Mahayanan Buddhism complex of the Fo Ghang Shan monastic order. In 1996, 1.1% of the population (199, 812 people) identified themselves in the Australian census as Buddhists (Spuler, 2002, 139, 144). By 2001, census data showed that this figure was 1.9% (357, 813) and by 2006, it had risen to 2.1% (418,749 people). This data shows that Buddhism is one of Australia's fastest growing religions (Barker, 2007, 65) and also that this increase occurs in both Australian born and migrant populations (Barker, 2007, 68).

Planning a Buddhist temple in Wollongong

In the late 1980s, relations between the Australian and Chinese governments were strengthening and more Asian born migrants were relocating in Australia to live, work and study. They brought their cultural and religious beliefs but there were not many places at this time for Buddhists to worship or study the Dharma. At this time, the Grand Master Hsing Yun of the Fo Guang Shan (FGS) Buddhist order was considering the construction of an Australian temple site as part of a broader objective to bring the Dharma to other countries. FGS is an order in the Mahayana school of Buddhism founded in 1967 in Taiwan by Grand Master Hsing Yun and means Buddha's light mountain (Nan Tien Website; Pacey, 2012, 123.). Gordon Waitt states that the first suggestion of Wollongong as a potential location for a temple site came from Christine Yuen, a Vietnamese-Australian from the Illawarra area who approached Grand Master Hsing Yun when in Taiwan about the possibility of building a temple in Wollongong citing its landscape, beauty and proximity to Sydney (Waitt, 2003, 229). Information provided by Nan Tien Temple states that a Vietnamese-born assistant to the Lord Mayor of Wollongong, Frank Arkell, had remarked on the lack of places for her mother and other Asian migrants to worship and learn the Buddhist Dharma. Arkell had previously shown support for religious minorities and advocated for the creation of places of worship. His vision for Wollongong focused on multiculturalism, cultural diversity and strengthening the local economy by engaging tourism-enhancing strategies (Waitt, 2003, 230-1).

In 1989, the Lord Mayor of Wollongong initiated discussions with the Fo Guang Shan Buddhist Order to build a Buddhist monastery in Australia. The Fo Guang Shan Founder, Venerable Master Hsing Yun visited the proposed Flagstaff Hill site in Wollongong in 1989 and observed that the site was an auspicious location (Waitt, 2003, 229; Waitt sites an article in Illawarra Mercury, 17 June 1989, p.3). The subject site, at Flagstaff Hill, is north-facing and its primary central axis runs north-south from the summit of Flagstaff Hill through the temple's centre, bisecting the two prominent elevations of Mount Kembla and Mount Keira. Waitt states that other local governments in Sydney and Brisbane had made offers of free land for the purpose of building the temple, but Hsing Yun regarded Wollongong's elevated position most suitable for its fengshui and spatial structure (Waitt, 2003, 229-230). In 1990, the Mayor of Wollongong, Frank Arkell sought the approval and assistance of all council members in supporting the Buddhist temple. Ven. Hsing Yun visited Wollongong again in September 1990 to further explore the possibility and site.

In December 1990, Wollongong City Council donated 26 acres of land for one hundred years, with a nominal annual rental fee of \$1 (Pacey, 2012, 129-130; Eastwood, 2012, 122; Shi, 2021, 168). BHP Steel (now BlueScope Steel), a nearby facility donated 29 acres of land to the Nan Tien Temple project, seeing it as a tourist drawcard (Pacey, 2012, 129-130). At the time, Wollongong was not an obvious location for a Buddhist Temple of such a large scale. Wollongong was a city of 210,000 people and home to only 800 Buddhists. It was a major industrial centre with 'a legacy of heavy industry, smokestacks and pollution, rather than as a place of pilgrimage' (Waitt, 2003, 225). However, it was significant that Nan

Tien Temple was to be located in Berkeley, a largely Anglo-Celt suburb in Wollongong, and is evidence of changing attitudes towards non-Christian faiths, migration and tourism more broadly in Australia (Waitt, 2003, 223). At this time, the Fo Guang Shan Order had also begun construction of a large temple and seven-storey pagoda near Brisbane, opening in 1993.

Characteristics and types of Chinese and Buddhist temple architecture

Traditionally, Chinese temples are relatively small structures built in a secular style of 'palace' architecture (Lindsay, 2001, 15; Lindsay 2006, 39; Nan Tien website). Chinese temples were not typically built for large number of people for simultaneous worship as is the case in Western religious tradition (Lindsay, 2001, 15; Lindsay 2006, 39). The traditional role of village temples is to offer a peaceful, harmonised sanctuary and a spiritual atmosphere, which is reflected in the architectural principles of symmetry and balance, as well as central place in which the village society could seek refuge and assistance (for example, see Yiu Ming Temple Precinct, 1996). Temple design is informed by feng shui and careful consideration is given to size, axial planning, symmetry, orientation, location, the tilting or upturned roof systems, the application of bright colours (such as red, green, gold, white) and ornaments.

The main religious philosophies of China are Confucianism, Buddhism, Taoism and what is known as classical religion (Lindsay 2006, 37). Temples can exclusively reflect one of these belief systems, but most often they incorporate elements of more than one; for example, both Buddhism and Taoist deities can be worshipped in the same temple. Characteristics of architectural and decorative styles that are particularly associated with Buddhist architecture are the principles of balance with nature, design being informed by and harmonising with its surrounding local environment, a prominent raised podium on which Buddha is located at the rear of shrines, seated Buddha statues, ascending stairs or paths of progression to symbolise the path to enlightenment, residences for monastics and the presence of pagodas, or stupas. Stupas were structures where the Buddha's relics and Sutras were traditionally kept in India. As Buddhism spread to China, the tradition of the Stupa followed but the architecture evolved into the Pagoda style structure more commonly found in Chinese gardens and temples (Nan Tien Website). The tapering of the pagoda is synonymous with the idea of practising Buddhism step-by-step to eventually reach enlightenment (Nan Tien website).

Construction of the Nan Tien Temple

The subject site was a former landfill site and was donated To the Fo Guang Shan order by Wollongong City Council for the purposes of the temple. Considerable groundworks were required to rehabilitate the site in 1992-1993, with a ground-breaking ceremony marking the commencement of the works on 28 November 1992. At the time of its building, the property was bounded by residential property to the south-west border, the publicly owned Wollongong Crematorium to the north-east boundary, the M1 Princes Motorway along its north-west border and, to the south, another vacant council block (Waitt, 2003, 224). The architect of Nan Tien Temple was Jones Brewster Regan, an Australian architect (Nan Tien Temple website). The site is designed to be representative of heavenly space and follows the principles of Chinese Buddhist temples (Waitt, 2003, 230). Despite Berkeley's past connections to the migrant experiences of arriving and hostel accommodation, commentators have observed that the temple's location at Wollongong seemingly contrasted with its historical associations of Western industrialised work areas and Anglo-Celtic working-class communities (see Waite, 2019, Pacey, 2012). Pacey argues that Nan Tien Temple demonstrates that disparate values, traditions, and notions can co-exist and be harmonious. In this case, Australian and Western values and themes can co-exist and complement those of Chinese Buddhism (Pacey, 2012, 124-5).

The construction of the Main Shrine and temple complex began in 1993 and the Pagoda began in 1994. Construction on these elements were completed in 1995 at a cost of \$50 million, most of which was donated by Fo Guang Shan members in Taiwan (Spuler, 2002, 140) with the official opening in October of that year (the construction on the Pilgrim Lodge and Lotus ponds began in 1997). The Grand Master Hsing Yun, founder of the Fo Guang Shan Buddhist sect, presided over the opening ceremony of Nan Tien Temple (Waitt, 2003, 224.). The then 'Ethnic Affairs Minister' Mr Nick Bolkus presenting \$100 to cover the 'rent costs' on behalf of the Australian Federal Government at \$1 per year for one hundred years. This \$100 was on display at the temple Museum. Nan Tien Temple was awarded the 'Master Builder's Association Excellence in Construction Merit Award for Public Buildings' upon its opening in 1995. The entire construction period was five years and two months (Nan Tien website).

The Nan Tien Institute was launched in 2011 originally within the grounds of the Nan Tien Temple complex and later moved to a new location directly opposite across the M1 Princes Motorway. The new centre for the institute was designed by architect Woods Bagot and was shortlisted for the NSW Architecture Awards in 2015 in the Educational Architecture section. It is Australia's first government accredited tertiary education provider based on Buddhist values. In August 2017, the construction on the Nan Tien bridge began. The Nan Tien Bridge is a privately owned 200m long pedestrian bridge which spans the M1 Princes Motorway and links the Nan Tien Temple site with the Nan Tien Institute. It was opened in July 2018 by the then Premier Gladys Berejiklian. In 2021, the Nan Tien Institute - Education and Cultural Centre won the Australian Institute of Landscape Architects (AILA) NSW Regional Achievement Award - South NSW.

Role and Legacy of Nan Tien in New South Wales

At the time of its completion in 1995, Nan Tien Temple was the largest Buddhist temple in the southern hemisphere; it is now the largest in NSW (Spuler, 2002, 140). 'Nan Tien' in Chinese means 'Paradise of the South' (Nan Tien website). Since its completion, Nan Tien Temple has become an important place and spiritual centre for the Chinese Mayahana Buddhist community, followers of Fo Guang Shan Humanistic Buddhism and for the migrant Chinese community to worship and learn the Dharma. It has also become a significant cultural, educational and tourist landmark for both Buddhists and non-Buddhists alike, known for its vast scale, striking facade and distinctive architecture. In 1999, the temple was a finalist in the 'Significant Regional Attraction' category of the New South Wales Tourism Awards (Spuler, 2002, 140). In 2015, Nan Tien Temple was named as a finalist for Cultural Tourism for the NSW Tourism Awards and has won further awards for tourism, landscaping, lighting, architecture and gardening in regional and state categories (see

Nan Tien website for further details). It hosted 100,000 visitors annually by 2012 (Eastwood, 2012, 122) and 200,000 annually by 2019 (Shi, 2019, 165), demonstrating its continual growth as a tourist and spiritual destination.

The building of Nan Tien represents an important historical moment in the growth and broadening place of Buddhism in Australian society (Spuler, 2002, 140). Nan Tien Temple post-dates the emergence of the Anglo-dominated Buddhist community in Sydney (for example, see Ahimsa SHR #01494) and reflects the changing needs and religious make-up of the Australian population following increased migration from Asian countries in the latter half of the 20th century. Nan Tien Temple hosts important events on the Chinese Lunar Calendar including Chinese New Year and Dharma Services, welcoming visitors from around Australia and overseas. Nan Tien Temple also strives to be part of the NSW interfaith and community groups. The Temple regularly hosts interfaith and community group organisations, where use of facilities and meetings rooms are provided free of charge. As research by Pacey shows, Nan Tien Temple has sought to achieve a broader level of engagement and relevance for the Australian community and be a central point for the cross-fertilisation of ideas between Buddhist and non-Buddhist, Chinese and Taiwanese, and traditional Western and Eastern philosophies (Pacey 2012, 124). It hosts school excursions, venue hire for events, cultural events (particularly those on the Chinese calendar) and is an important tourist attraction in the region and for the regional economy.

Nan Tien holds an annual calendar of events, festivals and observance that are significant to the Buddhist calendar. Annual major events include the Nan Tien Cultural Festival, Buddha's Birthday festival, Chinese New Year, Harmony Day, Wellness Day, as well as numerous shorter services or days of observance such as the Lantern Festival, special Dharma services and offerings.

Historic themes

| Australian theme (abbrev) | New South Wales theme | Local theme |
|--|--|---|
| 4. Settlement-Building settlements, towns and cities | Towns, suburbs and villages-Activities associated with creating, planning and managing urban functions, landscapes and lifestyles in towns, suburbs and villages | Creating landmark structures and places in regional settings- |
| 8. Culture-Developing cultural institutions and ways of life | Religion-Activities associated with particular systems of faith and worship | Religious worship- |
| 8. Culture-Developing cultural institutions and ways of life | Religion-Activities associated with particular systems of faith and worship | Monastery- |
| 8. Culture-Developing cultural institutions and ways of life | Religion-Activities associated with particular systems of faith and worship | Practising Buddhism- |
| 8. Culture-Developing cultural institutions and ways of life | Social institutions-Activities and organisational arrangements for the provision of social activities | Places of informal community gatherings- |

Assessment of significance

SHR Criteria a)
[Historical significance]

Nan Tien Temple is likely of State heritage significance for its historical value as evidence of a significant moment in the recognition and acknowledgment of the changing spiritual needs of the increasingly multicultural population of Australia. At the time of its opening in 1995, it was the largest Buddhist temple in the southern hemisphere. Nan Tien Temple is the largest Buddhist temple in NSW and since its inception, has provided a place of worship and spiritual home for Buddhist migrants and Australian-born Buddhists, as well as a place of education and learning for school students, tourists and the broader community. It is evidence of the cultural and religious shifts in the population of NSW towards a more multicultural society following the end of restrictive immigration policies that underpinned migration practices in Australia between 1901 and the 1970s. It also likely has historical values as evidence of the changing religious beliefs of those migrant communities who came to Australia from the 1970s as opposed to the religious beliefs of previous migrants which were predominantly of Christian origins.

The location for Nan Tien Temple was negotiated between the then Mayor of Wollongong and Grand Master Hsing Yun, Founder of the Taiwanese Fo Guang Shan Buddhist Order from 1989. Its location within the proximity of the largely industrial, working-class suburb of Berkeley surrounding Port Kembla reflect the emerging ties between multiculturalism, tourism and visions for future regional economies during the 1980s and 1990s and changing social attitudes which increasingly embraced non-Christian religions in the latter half of the 20th century in Australia.

SHR Criteria b)

[Associative significance]

Nan Tien Temple is likely of State heritage significance for its association with the growth of Buddhism in Australia and for its associative values for Chinese, Taiwanese, Vietnamese, South Korean and Japanese migrant populations of the Mahayana Buddhist belief. As the largest Buddhist temple in NSW, the Nan Tien Temple likely has associative values as a focal spiritual site and landmark for the Mahayana Buddhist community, and in particular, the Chinese migrant community. Nan Tien Temple is a place for people to practice and understand the Dharma (Buddha's teachings) and its associative values are underpinned by its role in providing an important place where large numbers of Buddhists can gather, meet and worship and continue to practice their beliefs.

Nan Tien Temple also likely has associative values as a central place where large-scale events on the Chinese Lunar Calendar are held, including Chinese New Year and Dharma Services. Nan Tien Temple practices the traditional Gong and Drum ceremony daily; this is part of traditional Buddhist culture and is usually only observed during special events. Nan Tien Temple also has potential associative values for the geographical region of Wollongong as a destination site for tourists (both spiritual and recreational) and as a significant visual landmark for the Wollongong community.

SHR Criteria c)

[Aesthetic significance]

Nan Tien is likely of state significance as an outstanding example of a Buddhist temple complex modelled on the Chinese Imperial Palace style and Pagoda modelled on T'ang Dynasty architectural tradition. Its significant siting, vast scale, grandiose temple buildings, decorative elements and landscaping are outstanding examples of Buddhist architecture not replicated elsewhere in NSW.

Nan Tien likely has aesthetic values as the largest Buddhist temple in NSW. It is comprised of two connected shrines (the Main and Front Shrines), a seven-tiered, eight storey pagoda and sprawling landscaped gardens designed to encourage reflection, worship and balance. The Main Shrine has aesthetic values in its expression and interpretation of Buddhist decorative elements in relation to its placement in the Australian landscape. The ceiling of the Main Shrine incorporates a non-traditional temple palette of including pastel pinks, greens and blues, specifically chosen by Fo Guang Shan as a tribute to the Australian bush landscape and to show gratitude in allowing the temple to be built there.

Nan Tien Temple likely has aesthetic values for its seven-tiered, eight storey Pagoda modelled on T'ang Dynasty design. The Nan Tien Pagoda is a unique example of the cultural fusion of Indian stupas (where Buddha's relics and Sutras were kept) and the Chinese style of pagoda structures. The Nan Tien Pagoda demonstrates traditional Buddhist architecture principles of harmonising with and beautifying the specific environment of a place. The view lines from the Pagoda extend beyond the curtilage to take in Mount Kembla and create a visual corridor lined with deciduous trees and lanterns. It is the tallest Chinese Pagoda in NSW and is a significant regional landmark in the regional landscape.

Nan Tien Temple likely has aesthetic values for its landscaping, plantings, lotus pond and sculptures located throughout the site. Its placement demonstrates the application of the belief system of 'feng shui' in its siting between Mount Kembla and Mount Keira, its axial planning, its orientation within the landscape and its extended visual curtilage of the site to its surrounding ranges.

SHR Criteria d)

[Social significance]

Nan Tien Temple is likely of social significance as a central gathering place of contemplation for both migrant and native-born Buddhist Australians in NSW. The temple provides Mahayana Buddhist migrants and refugees a place to retain connection with the culture, philosophy and traditions of their former homeland and to make them known to other Australians. This connection is particularly important to Mahayana Buddhist migrants and refugees from Vietnam, China, Korea, Taiwan and Japan who have migrated to Australia since the 1970s. Nan Tien is a sanctuary for Buddhists across NSW to practice and learn their faith from resident monastics. According to Australian census data, between the years 1996-2001, Buddhism was the fastest growing religion in Australia. Nan Tien Temple has been a central place of ongoing social importance for this growing Buddhist community, both migrant and non-migrant. The ongoing use and expanding social value of Nan Tien Temple further reflects the presence and evolution of Buddhism in Australia, from migrant beginnings to social growth to mainstream community engagement.

Nan Tien has potential social values in its role as a place of education, culture and tourism. Since its opening, Nan Tien Temple has played an important role in bridging the educational and spiritual cultures of east and west. Nan Tien Temple hosts school excursions, cultural festivals and events, conferences, tours and is offered free to community organisations for use of their grounds and buildings to encourage openness and engagement. It is also a major tourist attraction and a regional community cultural centre and has won regional and state awards for tourism reflecting its importance in the overall profile of NSW destinations and the social and cultural esteem Nan Tien Temple is viewed with. As a spiritual, educational and tourist destination for Buddhists and non-Buddhists in Australia, Nan Tien has played a significant social role in shifting societal attitudes and promoting acceptance of migrant culture and spiritual beliefs in NSW.

SHR Criteria e)

[Research potential]

This item is unlikely to meet the threshold of significance at a state level against the criterion.

SHR Criteria f)

[Rarity]

This item is unlikely to meet the threshold of significance at a state level against the criterion.

SHR Criteria g)


[Representativeness]

This item is unlikely to meet the threshold of significance at a state level against the criterion.

Integrity/Intactness:

Nan Tien Temple is in excellent condition and continues to be used for its original intended purpose as a Buddhist temple. As a popular site utilised daily by the Buddhist community, schools, community organisations and tourists, it is regularly maintained and its original form is intact.

Assessment criteria:

Items are assessed against the  State Heritage Register (SHR) Criteria (</resources/heritagebranch/heritage/listings/criteria.pdf>) to determine the level of significance. Refer to the Listings below for the level of statutory protection.

Listings

| Heritage Listing | Listing Title | Listing Number | Gazette Date | Gazette Number | Gazette Page |
|--|---------------|----------------|--------------|----------------|--------------|
| Heritage Act - Under consideration for SHR/IHO listing | | | 17 Aug 18 | | |

| | | | | | |
|--|--|--|-----------|--|--|
| Heritage Act - Under consideration for SHR/IHO listing | | | 20 Jan 23 | | |
| Heritage Act - Internal Nomination for SHR listing | | | 17 Aug 18 | | |
| Potential Heritage Item | | | 05 Jan 15 | | |

Study details

| Title | Year | Number | Author | Inspected by | Guidelines used |
|---|------|--------|---|--------------|-----------------|
| Chinese Australian Cultural Heritage in NSW | 2004 | | Chinese Australian Historical Society Inc | | No |
| Arriving and Settling in NSW since 1945 | 2012 | | Terry Kass | | Yes |

References, internet links & images

| Type | Author | Year | Title | Internet Links |
|---------|---|------|---|---|
| Written | Anna Halafoff, Ruth Fitzpatrick, Kim Lam | 2012 | Buddhism in Australia: An Emerging Field of Study | |
| Written | Croucher, Paul | 1989 | Buddhism in Australia | |
| Written | Enid Adam and Philip J. Hughes | 1996 | The Buddhists in Australia | |
| Written | Fo Guang Shan | | Nan Tien Temple / About Us (website page) | View detail (http://www.nantien.org.au) |
| Written | Foundation and Friends of the Botanic Gardens | 2014 | 'South Coast Getaway, 18-19/11/2014' itinerary | |
| Written | Gordon Waitt | 2003 | A Place for Buddha in Wollongong, New South Wales? Territorial rules in the place-making of sacred spaces | |
| Written | Kate Gahan and edited by Sue Wesson | 2005 | A History of Aboriginal People of the Illawarra 1770 to 1970 | |
| Written | Kathleen H. Barwick | 1978 | History of Berkeley, New South Wales | |
| Written | Ken Eastwood | 2012 | Nan Tien Temple | |
| Written | Lindsay Smith | 2006 | Hidden Dragons: The archaeology of mid-to-late nineteenth century Chinese communities in southeastern New South Wales | |
| Written | Michelle Barker (Spuler) | 2007 | Investments in Religious Capital: An explorative case study of Australian Buddhists | |
| Written | Michelle Spuler | 2002 | The Development of Buddhism in Australia and New Zealand | |
| Written | Michelle Spuler | 2000 | Characteristics of Buddhism in Australia | |
| Written | Mike Donaldson, Les Bursill and Mary Jacobs | 2015 | A history of Aboriginal illawarra Vol I: Before Colonisation | |

| | | | | |
|---------|--------------|------|---|--|
| Written | Peggy James | 2015 | The Eco-Buddhism of Marie Byles | |
| Written | Scott Pacey | 2012 | Flows of Faith: Religious Reach and Community in Asia and the Pacific | |
| Written | Shi Juewei | 2019 | Buddhist merit in the West: A case study from Australia's Nan Tien Temple | |
| Written | Thanh Nguyen | 1995 | Recommendations and Guidelines for Designing Vietnamese Buddhist Temples in Australia | |

Note: internet links may be to web pages, documents or images.



(Click on thumbnail for full size image and image details)

Data source

The information for this entry comes from the following source:

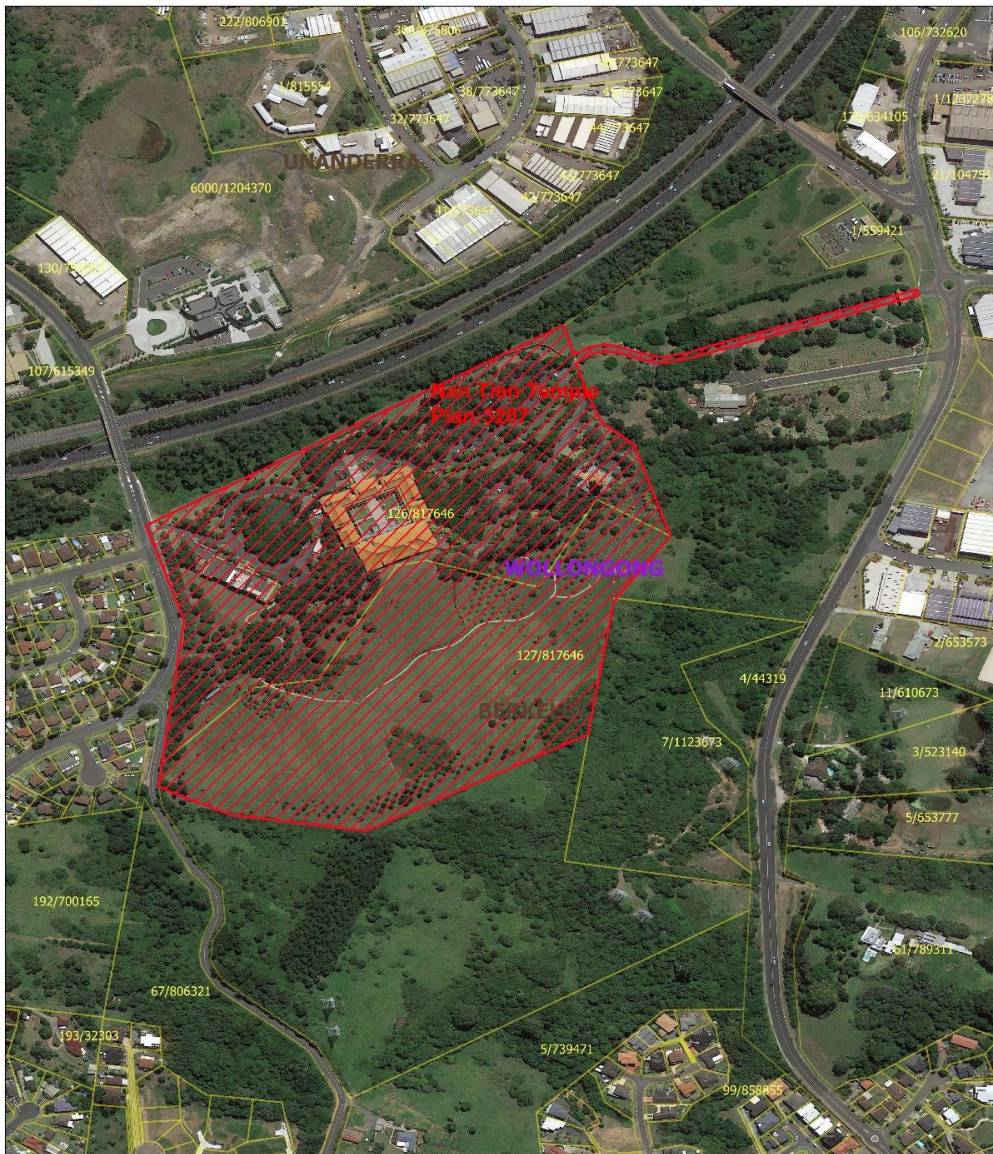
Name: Heritage NSW
Database number: 5062657
File number: EF18/2468

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Listing curtilage recommended

Heritage Council of New South Wales



State Heritage Register- Proposed Curtilage:Nan TienTemple
Berkeley NSW
Plan:3207


0 50 100 m

Map scale: 1:3500 @ A4
Datum/projection: GCS GDA 94
Date: 13 June 2023







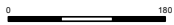
- Proposed SHR Curtilage
- Land Parcel
- SUBURB
- LGA




wollongong
 city of innovation

Legend

-  Nan Tien Temple Leased Area
-  Wollongong Memorial Gardens
-  Proposed SHR Curtilage



 Meters

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|---|
| Date of Aerial Photography: 2023 |
| Drawn: H. Jones |
| Date: 01 September 2023 |
| Gis ref: Leased_Areas_01-09-23.mxd |

ITEM 4 POLICY REVIEW - LEASING AND LICENCING POLICY

The Leasing and Licencing Policy (Policy) has been revised as part of the Council policy review process. This policy has been drafted following a review of both the Leases and Licences of Council Owned and Managed Land, Buildings and Public Roads Council Policy and the Legal Costs Payable by Lessees and Licensees of Council Premises other than Retail Premises Council Policy. The revised policy was endorsed by EMC on 10 August 2023.

RECOMMENDATION

- 1 Council endorse and adopt the revised Leasing and Licencing Policy.
- 2 The Leases and Licences Council Policy supersede both the Leases and Licences of Council Owned and Managed Land, Buildings and Public Roads Council Policy and the Legal Costs Payable by Lessees and Licensees of Council Premises other than Retail Premises Council Policy.

REPORT AUTHORISATIONS

Report of: Lucielle Power, Manager Property + Recreation
Authorised by: Kerry Hunt, Director Community Services - Creative and Innovative City

ATTACHMENTS

- 1 Leasing and Licencing Council Policy - Draft

BACKGROUND

The Leasing and Licencing Policy has been drafted following a review of both the Leases and Licences Council Owned and Managed Land, Buildings and Public Roads Council Policy and the Legal Costs Payable by Lessees and Licensees of Council Premises other than Retail Premises Council Policy.

Council manages a significant property portfolio which incorporates several different categories of leases and licences. These range from sporting and community group leases to commercial leases such as kiosks or telecommunication agreements. It is important that these leases and licences seek to maximise the community benefit obtained from Council owned and managed land, whether this be through ensuring appropriate community use of sites, maximising revenue from the sites or ensuring the sites contribute to the economic growth and wellbeing of area.

The review undertaken of both of these policies has resulted in these policies being amalgamated with the following changes:

1. Updated format to reflect the endorsed Policy Framework
2. Making it clear that the intent of the policy is to ensure that all leasing, licencing or occupancy approval activities are consistent with all relevant legislative requirements;
3. Noting that Council aims to either manage the use of its land holdings for the benefit of the community and/or to maximise the amount of revenue from its land holdings;
4. Differentiating between the objectives of community leases or licences (being to maximise the community use and benefit of these sites) and commercial leases or licences (being to optimise revenue and performance);
5. Ensure that Council's liability is limited through the use of appropriate lease or licence agreements and insurance requirements
6. Incorporates the position outlined in the Legal Costs Payable by Lessees and Licensees of Council Premises other than Retail Premises Council Policy which differentiates between commercial and non-commercial leases and licences.
7. Documents Council's position in relation to undertaking competitive processes in line with Council's Procurement Guidelines and requirements in relation to direct negotiation.

Generally, the review seeks to update the references to legislation and bring the Policy in line with Council's Policy Framework.

PROPOSAL

It is proposed that Council endorse and adopt the revised Leases and Licences Council Policy as attached to this report and that this Policy supersede both the Leases and Licences of Council Owned and Managed Land, Buildings and Public Roads Council Policy and the Legal Costs Payable by Lessees and Licensees of Council Premises other than Retail Premises Council Policy.

CONSULTATION AND COMMUNICATION

Consultation has been undertaken with various internal divisions of Council as part of the policy review process.

PLANNING AND POLICY IMPACT

This Policy contributes to Goal 5, 'We value and protect our environment' and in particular, the core business of Property Services to 'Manage Council's commercial property portfolio including purchase, sale and leasing' as well as 'manage the statutory requirements of Council's property portfolio for Community Lands and management of Crown Lands held under trust'.

RISK MANAGEMENT

There are no substantial risks identified with the adoption of the Policy noting that it does not propose any substantial changes to the policy from the previous review and seeks to ensure that the high risk areas associated with the occupation of Council owned or managed land such as having legal agreements in place and appropriate insurance are incorporated into the revised policy.

FINANCIAL IMPLICATIONS

The revised Policy seeks to ensure that either Council's Fees and Charges are implemented, or market rates informed by valuations are sought in relation to leasing and licencing matters. Noting this, the revised Leasing and Licencing Policy can be implemented within Council's current operational budget for Property Services Core Services.

CONCLUSION

The adoption of the revised Leasing and Licencing Policy will ensure that Council's property portfolio continues to be managed in accordance with Council's objectives and legislative requirements.



LEASING AND LICENCING COUNCIL POLICY

ADOPTED BY COUNCIL: : [TO BE COMPLETED BY GOVERNANCE]

PURPOSE

Council's property portfolio consists of Council owned land, Council managed road reserve and Crown Land. Council grants leases and licences of land it owns or manages for the benefit of the community or to maximise the revenue it derives from its land holdings. Council ensures that the grant and management of these arrangements are consistent with legislative requirements.

POLICY INTENT

This Policy is only intended to apply to leases, licences and other occupation agreements relating to Council owned land or Council managed road or Crown Land whereby Council is the lessor/licensor entity approving the occupation or use.

The overall intent of this Policy is summarised as follows:

1. Council will ensure that its leasing, licencing or occupancy approval activities are consistent with all relevant legislative requirements
2. Council aims to either manage the use of its land holdings for the benefit of the community and/or to maximise the amount of revenue from its land holdings.

The main objectives of this policy are to set the broad framework for the grant and management of leases and licences relating to land that Council owns or manages. This broad framework incorporates the following activities:

1. Granting of leases or licences of Council owned or managed land whether these for strategic, commercial or community purposes;
2. Management of Council's property portfolio to ensure compliance with any relevant legislation and the requirements of Council's Relevant Policies as amended by Council from time to time.

WOLLONGONG 2028 OBJECTIVES

This policy supports our Community Goals outlined in Wollongong 2028, with interconnected objectives being:

- We value and protect our environment
- We have an innovative and sustainable economy
- We have a creative, vibrant city
- We are a connected and engaged community

The Policy contributes to the delivery of Our Wollongong 2028 Goal 5 "We have a healthy community in a liveable city".

[LEASING AND LICENSING

COUNCIL POLICY

POLICY STATEMENT

In undertaking Leasing and Licencing activities, Council will:

- 1 In relation to community leases that fall within the Community and Sporting Group Rental Policy, or licences, seek to maximise the community use and benefit of these sites
- 2 Strive for best value for the community through achieving the best outcomes for the community in relation to community leases or licences and through optimising revenue and performance in relation to commercial leases or licences.
- 2 In relation to all leases, seek to maximise Council's revenue in a fair and transparent way through either the application of fees and charges or through the payment of market rent informed by independent valuations and/or competitive processes.
- 3 Seek to minimise Council's liability through appropriate lease or licence agreements and insurance requirements
- 4 Undertake competitive processes in line with Council's procurement requirements whenever appropriate to inform new lease arrangements and have regard to all relevant legislation and the Guidelines issued by the Independent Commission Against Corruption (ICAC) whenever engaging in direct negotiations.
- 5 In relation to all leases on Council owned or managed land, Council officers must seek reimbursement for all costs of preparation and finalisation of lease/licence arrangements in line with the below:
 - a) In relation to community group leases and licences, reimbursement is for a portion of the costs as determined by Council's Revenue Policy, Fees and Charges;
 - b) In relation to commercial leases, reimbursement is for all costs;
 - c) Reimbursement of costs will only apply to the extent that recovery of these costs is consistent with the provisions of the *Retail Leases Act 1994* (and any other relevant legislation).

LEGISLATIVE REQUIREMENTS

Wollongong City Council recognises its obligations under the *Local Government Act 1993* and the *Crown Land Management Act 2018* as they relate to land owned or managed by Council and leasing/licencing activities. All decisions in relation to Council's property portfolio must have regard to and be consistent with the requirements of this legislation and any associated regulations.

In addition, Council must abide by all legislation that relates to leasing and licencing activities, including but not limited to the *Conveyancing Act 1919*, *Retail Leases Act 1994*, *Real Property Act 1900* and any other relevant legislation or regulations that may apply from time to time.

REVIEW

This Policy will be reviewed every two years from the date of each adoption of the policy, or more frequently as required.

REPORTING

Council must meet its requirements under the *Local Government Act 1993* in relation to the maintenance of a land register and any financial disclosure obligations. Council must also regularly review its property portfolio and report on any relevant key performance indicators as set from time to time.

[LEASING AND LICENSING

COUNCIL POLICY

ROLES AND RESPONSIBILITIES

The Property Management team within the Property Services business unit is responsible for the granting of new leases and licences and the management of the existing portfolio. New leases and licences may be granted by either Council or by delegated authority.

Asset Management of the assets located within leased or licenced areas are the responsibility of Infrastructure Strategy & Planning Division with Property Services as the Service Manager.

RELATED PROCEDURES

Occupation of Council Owned or Managed Land, Buildings and Public Roads.

| APPROVAL AND REVIEW | | |
|------------------------------|--|--|
| Responsible Division | Property and Recreation | |
| Date/s adopted | <i>EMC</i> [updated by policy owner] | <i>Council</i> [To be inserted by Governance] |
| Date/s of previous adoptions | 3 April 2017 | |
| Date of next review | [Not more than two years from last adoption] | |

ITEM 5 POST EXHIBITION - WOLLONGONG URBAN HEAT STRATEGY

As a signatory to the Global Covenant of Mayors for Climate and Energy (GCoM) Wollongong City Council has committed to address the impacts of climate change. Action to adapt to a changing climate is delivered through the implementation of Council's Climate Change Adaptation Plan 2022.

The Wollongong Climate Change Adaptation Plan 2022 identified urban heat as a key issue needing further investigation to better understand the risks and develop appropriate management strategies. In response, a draft Urban Heat Strategy has been developed for Wollongong and exhibited from 3 July to 8 August 2023.

An updated version of the draft Urban Heat Strategy has been prepared including minor changes in response to the feedback received. It is recommended Council endorse the revised Urban Heat Strategy as a supporting document for implementation.

RECOMMENDATION

The Urban Heat Strategy (Attachment 1) be adopted.

REPORT AUTHORISATIONS

Report of: David Green, Manager City Strategy (Acting)

Authorised by: Corey Stoneham, Director Planning + Environment - Future City + Neighbourhoods (Acting)

ATTACHMENTS

- 1 Revised Wollongong Urban Heat Strategy
- 2 Engagement Report

BACKGROUND

The need for an Urban Heat Strategy (UHS) was identified in the Wollongong Climate Change Mitigation Plan 2022.

On 26 June 2023 Council endorsed the draft Urban Heat Strategy (UHS) for exhibition. The draft UHS focusses on Council's role in addressing heat related risks through initiatives relating to work health and safety, planning and design, and management of infrastructure and open spaces. The draft UHS was exhibited from 3 July to 8 August 2023.

During the exhibition process, the website had 343 visits, 28 online responses were provided and a further 6 submissions were received via email. Detailed responses are presented in the attached Engagement Report (Attachment 2).

PROPOSAL

This report considers the issues raised in submissions received during the exhibition period. Seeking input from the community is an important part of the process to finalise the strategy to effectively respond to the impacts of urban heat.

Following consideration of the community feedback received by Council, the following changes to the draft document are proposed –

Note: *UH denotes individual responses that have been deidentified by using a code rather than personal details
*NF denotes Neighbourhood Forum

| Feedback | Change |
|---|--|
| <p>UH2 and NF5 comments indicated the need to acknowledge the negative effect of air-conditioning on outdoor areas and the role of micro-climate in people’s experience of heat.</p> | <ul style="list-style-type: none"> • Page 20 <p>“At a smaller scale, the local microclimate is influenced by conditions in the immediate surroundings including building materials, vegetation and water in the landscape. Heat sources such as air conditioning systems can also have an impact on local microclimate, particularly where they exhaust heat near ground level.”</p> |
| <p>UH2 and NF5 comments indicated the need to acknowledge the role of temperature, humidity and wind in the experience of heat events.</p> | <ul style="list-style-type: none"> • Pages 22-23 <p>Note that the exposure index in the HVI, based on land surface temperature, gives a picture of the physical conditions on the ground but does not take into account all the local weather conditions which also affect people’s exposure to heat (for example, humidity and wind).</p> <p>During hot weather and heatwaves, weather conditions can also be more severe in some areas than others. For example, local residents will be aware that sea breezes are more likely to have a cooling effect in the suburbs immediately adjacent to the coast (eg Areas 1-5) and less likely to reach Areas 6 and 7 west of Lake Illawarra. However, weather conditions can vary from one event to another. The HVI is useful to understand the underlying conditions before other factors are imposed by the weather.</p> |
| <p>Surf Lifesaving Illawarra identified that they play an important role in both emergency management response and community safety. The submission called for Council to work with them on responding to heat.</p> | <ul style="list-style-type: none"> • Page 35 <p>Added specific mention of Surf Lifesaving Illawarra to dot point 2 of “Actions to build on this”: Increase the impact of communications by coordinating planning in collaboration with other local social infrastructure providers including Surf Lifesaving Illawarra</p> <ul style="list-style-type: none"> • Page 38 <p>Added the following dot point: Engage with Surf Lifesaving Illawarra to identify improvements to beach infrastructure and possible training initiatives to respond to heat events, including training for volunteer lifeguards.</p> |

In June 2023, the NSW Government issued a new NSW Heatwave Subplan. The draft UHS has been updated to reflect the June 2023 revision, which includes a section on community resilience. Other references to the Heatwave Subplan elsewhere in the document have also been updated to refer to the 2023 version.

It is proposed that the draft Urban Heat Strategy incorporating the above amendments (Attachment 1) be adopted by Council as a supporting document for implementation. The proposed changes are highlighted in Attachment 1.

CONSULTATION AND COMMUNICATION

The draft UHS was informed by meetings with key community service providers, a survey of local community service organisations as well as three internal workshops. Staff representatives from Infrastructure Strategy and Planning, Governance and Customer Service, People and Culture, Risk and Insurance, Open Space and Environmental Services, Transport and Stormwater and Community Culture and Library Services attended the internal workshops and were involved in reviewing the draft document.

The draft UHS was exhibited from 3 July to 8 August 2023. Details of the responses are included as Attachment 2 to this report.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2032 Goal 1- We value and protect our Environment. It specifically delivers on the following –

| Community Strategic Plan 2032 | | Delivery Program 2022-2026 |
|-------------------------------|--|----------------------------|
| Strategy | | Service |
| 1.3 | Increase our resilience to natural disasters and a changing climate to protect life, property and the environment. | Environmental Services |

SUSTAINABILITY IMPLICATIONS

The draft UHS supports the six fundamental priorities of Sustainable Wollongong 2030 and will increase our resilience to climate change. It particularly focuses on interventions to support the most vulnerable members of our community that are most at risk from urban heat.

RISK MANAGEMENT

The draft UHS identifies the risks associated with heat in the Wollongong local government area in relation to our community, our environment and Council's operations and recommends four strategic goals (below) and priority actions to manage those risks -

- Minimise the impacts of heat on the Wollongong community.
- Minimise the impacts of heat on the local environment.
- Plan and prepare Council's workforce for more frequent hot days and heatwave conditions.
- Plan, design and manage urban infrastructure to reduce the UHI effect, create cooler microclimates and support indoor thermal comfort.

FINANCIAL IMPLICATIONS

Many of the actions recommended in the draft UHS can be undertaken as part of our normal operations and embedded in our service delivery. A small number of actions may require additional funding and will be subject to grant funding applications or Operational Plan development consideration.

CONCLUSION

The Urban Heat Strategy is an important contribution to Council's approach to climate change adaptation. It sets the broad strategic direction for the consideration of urban heat as a hazard and allows Council to develop detailed implementation actions as part of implementing the Strategy. Approaches to managing urban heat impacts are developing as more people are exposed to the hazard of heat with a warming climate. Council can take the actions outlined in this Strategy and develop programs and approaches best suited to the needs of our community and the conditions we are experiencing in our local climate.



Wollongong City Council

Draft Urban Heat Strategy



UNSW
SYDNEY

Project name: Urban Heat Strategy for Wollongong

Project number: 2239

Date: 6 September 2023

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DOCUMENT HISTORY AND STATUS

| Revision | Status | Date | Checked |
|----------|-------------------------------------|------------------|---------|
| A | Draft for client review | 22 May 2023 | AMcA |
| B | Updated incl. executive summary | 24 May 2023 | AMcA |
| C | Updated to address staff comments | 9 June 2023 | AMcA |
| D | Updated following public exhibition | 6 September 2023 | AMcA |

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Contents

| | | |
|----------|---|-----------|
| 1 | Introduction and purpose | 2 |
| 1.1 | Why Council has developed this urban heat strategy..... | 2 |
| 1.2 | Scope of this strategy..... | 7 |
| 1.3 | Objectives | 7 |
| 2 | Context..... | 8 |
| 2.1 | Australian context: increasing recognition of urban heat risks..... | 8 |
| 2.2 | New South Wales context: emerging guidance and resources | 9 |
| 2.3 | Greater Sydney context: a key issue for Western Sydney..... | 9 |
| 2.4 | Wollongong context: urban heat is relevant to many areas of Council..... | 10 |
| 2.5 | International context: other cities are facing similar challenges | 12 |
| 2.6 | Council’s role in urban heat | 13 |
| 3 | Analysis of heat risks | 15 |
| 3.1 | Hot days and heatwaves | 15 |
| 3.2 | Past and current climate..... | 16 |
| 3.3 | Climate change projections..... | 18 |
| 3.4 | Local heat vulnerability..... | 19 |
| 3.5 | Heat impacts..... | 27 |
| 4 | Strategic directions..... | 29 |
| 4.1 | Goal 1: Minimise the impacts of heat on the Wollongong community | 29 |
| 4.2 | Goal 2: Minimise the impacts of heat on the local environment..... | 30 |
| 4.3 | Goal 3: Plan and prepare Council’s workforce for more frequent hot days and heatwave conditions | 30 |
| 4.4 | Goal 4: Plan, design and manage urban infrastructure to reduce the UHI effect, create cooler microclimates and support indoor thermal comfort | 31 |
| 4.5 | Collaboration | 31 |
| 5 | Adaptation actions..... | 34 |
| 5.1 | Communication and engagement | 35 |
| 5.2 | Access to cool places | 37 |
| 5.3 | Community service sector engagement | 38 |
| 5.4 | Emergency management..... | 39 |
| 5.5 | Environmental management..... | 40 |
| 5.6 | Work health and safety..... | 42 |
| 5.7 | Operational preparedness..... | 44 |
| 5.8 | Addressing heat risks in development..... | 45 |
| 5.9 | Addressing heat risks in public spaces..... | 46 |
| 5.10 | Addressing heat risks in Council’s buildings | 48 |
| 6 | Implementation and accountability | 49 |
| 6.1 | High priority actions | 49 |
| 6.2 | Indicators..... | 50 |
| 7 | Glossary | 51 |
| 8 | References | 55 |

Executive Summary

Heat is increasingly recognised as a key risk to Australian communities across all parts of the continent. Heat has been described as a ‘silent killer’ because its consequences are relatively invisible, however heatwaves kill more Australians than any other natural disaster. They also cause many other negative impacts for people, the environment, and the economy, including acute shocks and chronic stresses.

When Wollongong experiences heatwaves, some cope by seeking out air-conditioned spaces, or cooling off at the beach or pool. However, these options aren’t available or suitable for all of Wollongong’s vulnerable residents. Some people are more vulnerable to the impacts of heat due to factors such as poor-quality housing, limited mobility, and social isolation. Older adults, young children and people with underlying health conditions are also more sensitive to the health impacts of heat.

Heat is also a growing risk as the climate changes. Average temperatures are increasing as well as temperature extremes, including more hot days, more heatwaves, and heatwaves that last longer. In urban areas, the impacts of heatwaves are compounded by the Urban Heat Island effect. Wollongong Council’s 2022 Climate Change Adaptation Plan identified urban heat as a key issue needing further investigation, to better understand the risks and develop appropriate management strategies. This Urban Heat Strategy addresses these needs.

This strategy is focused on Council’s role in addressing heat-related risks. Council has direct responsibilities to manage heat-related risks to work health and safety, and a clear opportunity to address heat in the planning, design and management of its own infrastructure including buildings, streets, parks and open spaces. Wollongong Council also recognises that it has a wide range of opportunities to support broader community resilience and environmental sustainability. The strategy identifies objectives and actions for Council to support the following four goals:

- Minimise the impacts of heat on the Wollongong community.
- Minimise the impacts of heat on the local environment.
- Plan and prepare Council’s workforce for more frequent hot days and heatwave conditions.
- Plan, design and manage urban infrastructure to reduce the UHI effect, create cooler microclimates and support indoor thermal comfort.

Wollongong Council acknowledges that collaboration will be important to meet these goals, particularly where responsibilities are shared. As part of preparing this strategy, Council has begun engaging with other government agencies and community service providers on the topic of urban heat, to understand how Council can support others in their roles, multiplying their impact on community resilience.

Actions proposed in this strategy have been developed based on input from Council staff, including a series of cross-Council workshops which included representatives from Planning and Environment, Community Services, and Infrastructure and Works. This process identified opportunities for Council to embed heat-resilient principles into established organisational processes and build on existing programs and initiatives to address heat-related risks while also meeting other organisational objectives. The focus is on actions that are relevant and achievable in a short-term timeframe (3-5 years), so that Council can build knowledge and experience around urban heat before considering longer-term actions.

1 Introduction and purpose

Extreme heat presents risks to the Wollongong community and puts pressure on natural assets, Council facilities, operations and services.

1.1 Why Council has developed this urban heat strategy

Wollongong Council's 2022 Climate Change Adaptation Plan (Wollongong City Council, 2022a) identified urban heat as a key issue needing further investigation, to better understand the risks and develop appropriate management strategies.

In the past, heat has received less attention than other climate-related weather events such as floods and fires, because its consequences are relatively invisible, and its impacts typically only measured long after a heatwave has passed. For this reason, heat has been described as a 'silent killer'.

Heat is increasingly recognised as a key risk to Australian communities. Wollongong Council takes heat risks seriously because:



Heat has deadly consequences

Heat causes health problems including heat stress and related illness, respiratory problems, increased ambulance callouts, increased hospital admissions. Heatwaves kill more Australians than any other natural disaster (Coates, et al., 2014), living in warm neighbourhoods increases the heat-related mortality risks of residents by nearly 6% compared to those living in cooler suburbs, and older people are particularly vulnerable (Santamouris, et al., 2020; Schinasi, et al., 2018).



Heat also causes a range of other serious impacts on infrastructure, the economy, the environment and society

Peak electricity demand increases by almost 100% when temperatures rise from 20 to 40°C (Santamouris et al, 2017b). During heatwaves, extreme heat also puts physical stress on electricity infrastructure, therefore power outages become more likely. QUT (2010) also found significant impacts on transport infrastructure, including buckling of rail tracks and air conditioning failure in buses and trains.

Zander et al (2015) estimated Australia's annual lost productivity due to heat stress at work at \$6.9 billion.

Heatwaves put flora and fauna under stress. Heatwaves can lead to mass deaths of sensitive species such as flying foxes and birds (Steffen et al 2014). Heatwaves also contribute to the degradation of water quality and the loss of biodiversity.

Urban heat causes a dramatic reduction in the amenity of the urban environment. Outdoor spaces become unusable, with impacts on health and wellbeing. These impacts are harder to quantify.



Climate change is increasing the frequency and duration of heatwaves in the local area

The climate of the Wollongong area is warming and projected to increase during this century. We can expect an increase in periods of extreme heat and that these are projected to occur more frequently and last longer than in the past. Refer to Section 3.3.



Urban areas are more exposed to heat

Urban areas are hotter than rural or natural areas, due to the Urban Heat Island (UHI) effect. Figure 1 shows how a large proportion of Wollongong’s urban area can be 6-9 degrees warmer than baseline conditions, due to the UHI effect.



Urban areas are densely populated – including people vulnerable to heat

When hot temperatures and heatwaves affect urban areas, many people are exposed, including people who are vulnerable to the health impacts of heat - refer to Figure 2. Vulnerable groups include people who are more sensitive to heat (e.g. older people, young children, those with underlying health issues) and people who are less able to adapt (e.g. people in poor quality housing, people with mobility challenges or people without the means to support air-conditioning or other controls).



Anyone can be affected by heatwaves

It is not only these vulnerable groups who are affected by heat – extreme heatwaves can be dangerous for anyone who does not take precautions to keep cool. This includes people who work or exercise outdoors in hot conditions.



Anywhere can be affected by heatwaves

Heatwaves can occur anywhere. The way heatwaves are defined by the Australian Bureau of Meteorology (BOM), is “Three or more days in a row when both daytime and night-time temperatures are unusually high — in relation to the local long-term climate and the recent past”. Even though Wollongong is not usually the hottest place in the Greater Sydney region, it is not immune to the consequences of heatwaves.



Heat has direct impacts on Wollongong Council’s operations

In recent years, Wollongong’s beaches have become increasingly popular for daytrip visitors from greater Sydney. This increase in visitor numbers is leading to challenges for residents and Council. Problems include increased traffic on Lawrence Hargrave Drive, full parking areas near beaches and facilities, overuse of public toilets, garbage bins and shelters, as well as increased swimming outside of patrolled areas of beach. During a January 2018 heatwave (see Figure 3), Surf Life Saving NSW attended to dozens of rescues across the Illawarra, with some rescues requiring paramedics and hospital admissions (Illawarra Mercury, 2018).

Urban Heat Island

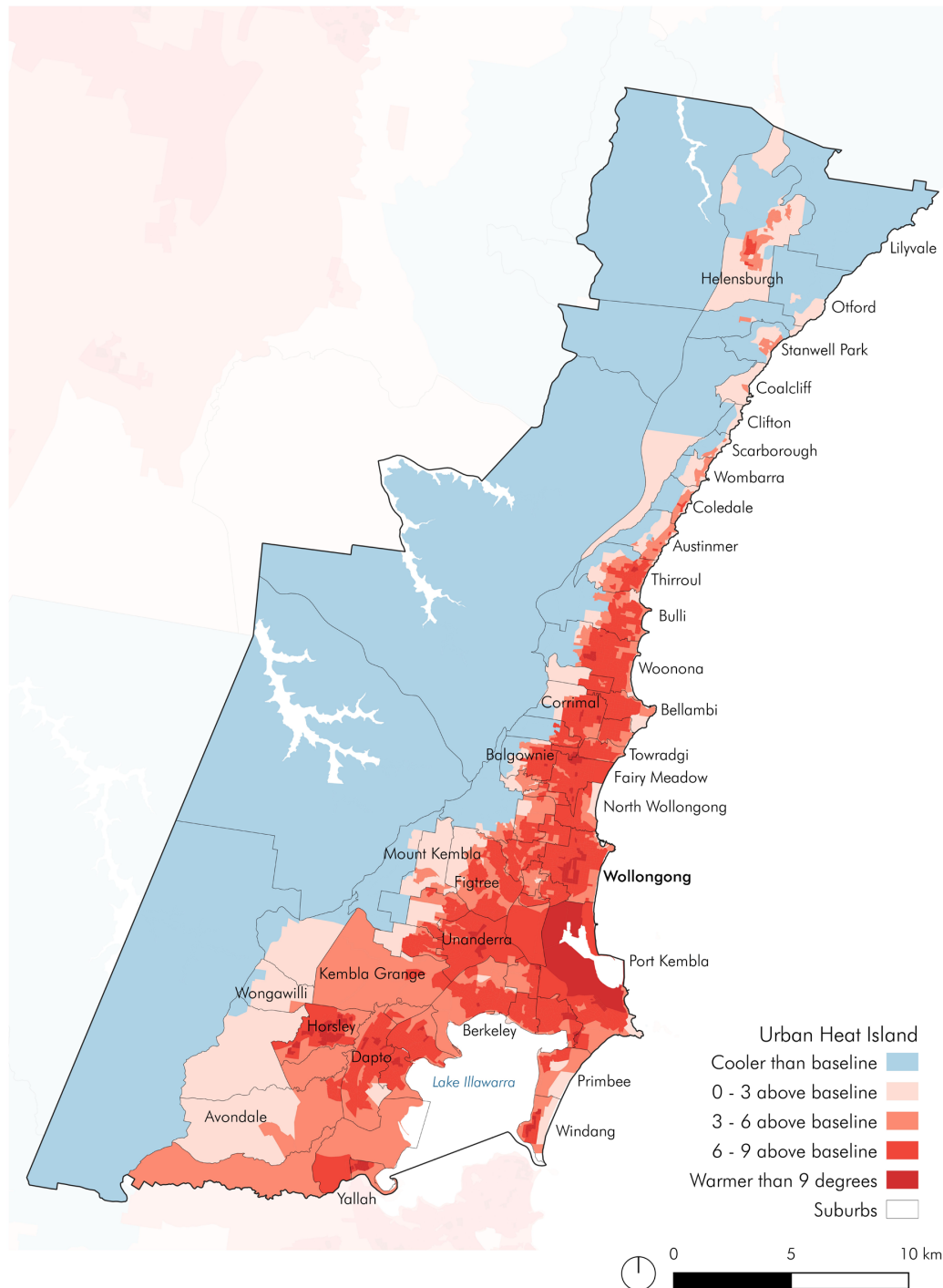


Figure 1: Urban Heat Island mapping for Wollongong LGA. Data published by NSW Government (NSW Government, 2019) based on CSIRO analysis of 2015/16 satellite imagery (Devereux & Caccetta, 2017).

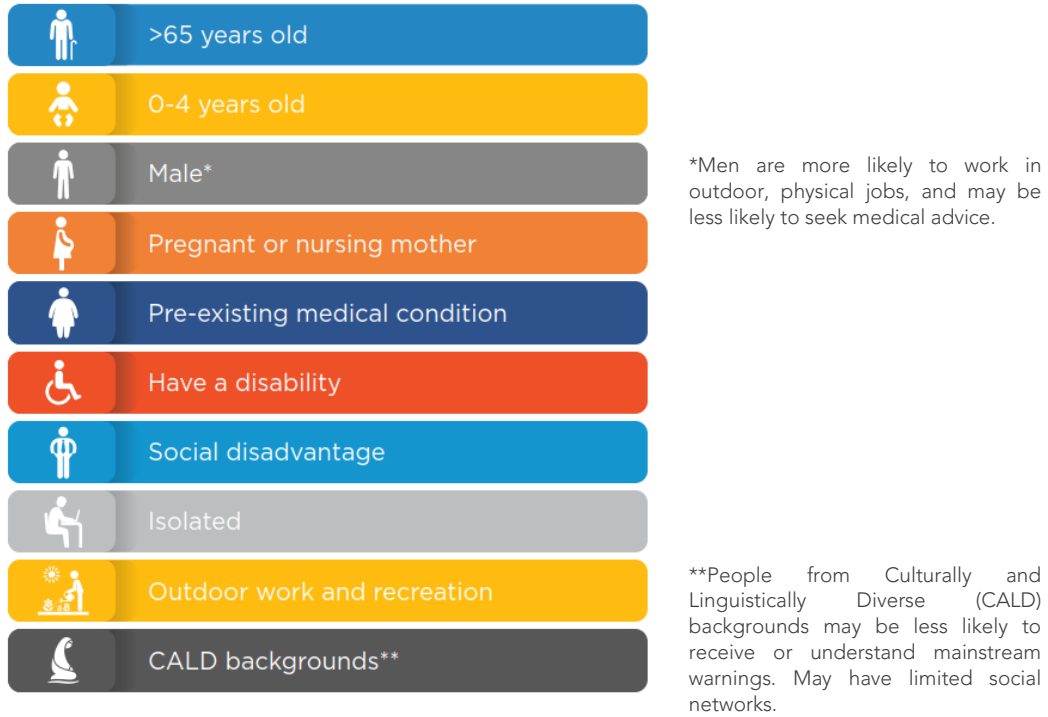


Figure 2: Groups most vulnerable to heatwaves (WSROC, 2021b)



Figure 3: Crowds at Port Kembla Beach and pool during a January 2018 heatwave (Image: Sylvia Liber/Illawarra Mercury)

Wollongong Council's Climate Change Adaptation Plan (Wollongong City Council, 2022a) identified the major risks of urban heat, outlined an initial adaptation pathway and established priority actions. It identified:

Risks of urban heat

- **Impacts on community health and safety.**
- **Additional demand on council services** such as pools, beaches, ocean pools, libraries, leisure centres, community centres and community transport, causing strain on these services and on council's staff who operate and maintain them.
- **Stress on physical assets** such as increased demand for water and energy.
- **Stress on natural assets** including direct stress to native animals and plants as well as broader pressure on biodiversity, ecosystem function, amenity.

Areas where Council can adapt

- **Planning** – strategic, statutory and land use planning.
- **Green infrastructure** – including maintenance of existing green infrastructure as well as planning of new planting.
- **Civil infrastructure** – including options to modify paved surfaces with cool surface treatments, as well as reducing paved surfaces where possible.
- **Buildings/facilities** – designing and operating Council buildings to maintain cool conditions during extreme heat.
- **Council services** – including planning and management of outdoor events that may be impacted by heat.
- **Partnerships** – working with others to tackle urban heat, including other parts of government, community organisations, businesses and the broader community.

Priority actions

- The first action in the list called for "further investigation of heat in the Wollongong area to understand this issue further and develop appropriate heat management strategies..."

This Urban Heat Strategy delivers on this first action, and also builds on the other heat-related actions adopted in the Climate Change Adaptation Plan.

1.2 Scope of this strategy

This strategy is focused on Wollongong City Council's role in managing urban heat and its impacts, however it has considered the context within which Council operates, including:

- **The climate** of the Wollongong LGA and the likely local impacts of climate change.
- **Local physical conditions** (e.g. paving, shade, tree canopy cover, water) which impact on the microclimate in the urban environment.
- **The community context** – behaviours and responses to heat, some of which are specific to the local area (e.g. many flock to local beaches), and impacts of heat on people in the local area, including vulnerable groups.
- **The local environment** including species and ecosystems vulnerable to the impacts of heat.
- **The organisational context:** beyond Council itself, other government agencies, non-government and community organisations who are involved in supporting the Wollongong community and environment to prepare, respond and adapt to heat.

In developing this strategy, Council has:

- Considered the policy context relevant to urban heat, from international to local level (Section 2).
- Investigated the current and future risks of urban heat to the local community and Council (Section 3).
- Undertaken staff and stakeholder consultation to understand risks from a local perspective, identify strengths and weaknesses of local capacity to respond to urban heat, and identify opportunities for this strategy (Section 4).
- Developed an action plan for Council, building on the actions in the Climate Change Adaptation Plan and including actions across a wide range of areas, from services and operations to planning and design of built and living infrastructure (Section 5).
- Identified implementation timeframes and targets, based on indicators that can be monitored by Council (Section 6).

1.3 Objectives

The objectives of this Urban Heat Strategy are:

1. **Leadership:** Demonstrate leadership in adaptation planning and action to increase resilience to urban heat.
2. **Knowledge-building:** Identify and understand the areas of Wollongong and sectors of the Wollongong community most vulnerable to heat impacts, stakeholders likely to be affected and the risks to council infrastructure, services and operations.
3. **Recognition:** Acknowledge the work that Council is already doing to address urban heat, and set out what Council can do in coming years to prepare for and adapt to increasing frequency and severity of hot days and heatwaves.
4. **Collaboration:** Support a collaborative and regional approach to work towards reducing urban heat impacts in partnership with other relevant local stakeholders.

2 Context

In Australia, heat presents a growing challenge for urban areas as the climate changes. Recognising this, our approach to heat is evolving.

2.1 Australian context: increasing recognition of urban heat risks

Urban heat is gaining greater recognition as a key risk to Australians, which is increasing with climate change. Australia's most recent national State of the Environment Report (Australian Government, 2021) identified:

- Heatwaves kill more Australians than any other natural disaster, and heat contributes to the deaths of more than 1,000 people aged over 65 across Australia each year. This is expected to grow as the climate changes and our population ages.
- Heat causes other negative impacts on wellbeing including sleep, health, crime, income and labour productivity. Heat-related illness is likely to worsen with climate change, including respiratory problems where heat is a contributing factor, as it exacerbates air quality issues.
- Heat causes stress on infrastructure and resources such as energy and water, with the risk of blackouts and power shortages in heatwaves a particular concern.
- Heat causes stress on natural landscapes and living infrastructure in urban areas.

Several important pieces of research support the findings in the State of the Environment Report and have contributed to a greater understanding of heat risks, current and future impacts at national level, including:

- An examination of past extreme heat events in Australia between 1844–2010 found that during this period, extreme heat events have been responsible for more than the combined total of deaths from all other natural hazards (Coates, et al., 2014).
- Several studies have identified factors that contribute to the risk of heat-related deaths, including age, gender, socio-economic disadvantage, social isolation, geographical remoteness, the presence of disabilities (physical or mental), age of housing stock and the exposure of the neighbourhood (Coates, et al., 2022) (Santamouris, et al., 2020), (Schinasi, et al., 2018).
- A study of the impacts of heat on labour productivity estimated Australia's annual lost productivity due to heat stress at work at \$6.9 billion (Zander, et al., 2017).
- An assessment of the climate vulnerability of trees from 29 Local Government Areas (LGA) across Australia found that 14% of all public trees (22% of species) in Australia's cities are at high risk from increased temperatures in an emissions limited climate change scenario (RCP4.5 by 2040), and 24% of all public trees (35% of species) in a business as usual emissions scenario (RCP8.5 by 2070) (Clean Air and Urban Landscapes Hub, 2017).

Australia's Bureau of Meteorology (BOM) has implemented heatwave forecasting and a heatwave warning service. The heatwave forecasts were first launched as a pilot in 2014, and the warning service implemented in 2022. The warning service includes BOM alerts as well as 5 sets of action statements

aligned to heatwave severity, agreed with by partner health and emergency service agencies across Australia (Bureau of Meteorology, 2022).

2.2 New South Wales context: emerging guidance and resources

Most of the activity on heatwave preparedness and heat adaptation planning is occurring at a local and regional level. NSW has a Climate Change Adaptation Strategy (NSW Government, 2022) which commits to actions in four areas:

1. Develop robust and trusted metrics and information on climate change risk.
2. Complete climate change risk and opportunity assessments.
3. Develop and deliver adaptation action plans.
4. Embed climate change adaptation in NSW Government decision making.

While the strategy is high level and not specific to heat, heatwaves are identified as a key climate change risk in the document and therefore it is expected that the outcomes will be relevant to heat, including improved metrics, updated climate projections, and risk assessments relevant to heat. NSW Government adaptation action plans would also help provide more certainty to local government.

Meanwhile, there is guidance available from NSW Government including:

- Climate change projections, including a regional snapshot for the Illawarra (NSW Office of Environment and Heritage, 2014).
- Climate change impact snapshots, including one focused on heatwaves (NSW Office of Environment and Heritage, 2015a).
- A guideline for local government on minimising the impacts of extreme heat (NSW Office of Environment and Heritage, 2016).
- A guide to climate change risk assessment for NSW local government (NSW Department of Planning, Industry and Environment, 2019).
- A more recent guideline on planning for natural hazards "Planning for a more resilient NSW" (NSW Department of Planning and Environment, 2021) and accompanying resource kit (NSW Department of Planning and Environment, 2022).
- Resources on NSW Government's '[Beat the Heat](#)' website, which is focused on advice to the general community and health sector to assist with heat preparedness.

Also, NSW Government has started to undertake risk assessments at state level, for example a NSW Treasury assessment of economic risks (NSW Treasury, 2021) states that "By 2061, between 700,000 and 2.7 million additional days of work are projected to be lost every year [in NSW] due to the higher frequency and intensity of heatwaves" (NSW Treasury, 2021, p. 5). These lost workplace productivity cost estimations have to date only been modelled for four sectors for which higher proportions are known to work outdoors: agriculture, construction, manufacturing and mining, meaning that impacts would be larger across the broader economy.

This guidance and these resources have informed the assessment of risks and identification of adaptation actions in this Urban Heat Strategy for Wollongong.

2.3 Greater Sydney context: a key issue for Western Sydney

Heat is a key issue for Western Sydney, as temperatures reach greater extremes in Sydney's west than they do on the coast, and the region is developing rapidly. Therefore, Western Sydney councils have been looking for more detailed guidance and targeted action on urban heat. The Western Sydney Regional Organisation of Councils (WSROC) published their Turn Down the Heat Strategy in 2018 (WSROC, 2018) and since then have published several documents and tools relating to actions identified in their strategy:

- The Urban Heat Planning Toolkit (WSROC, 2021a), which translates the science of urban heat to practical guidance on planning and design to reduce its impacts, and specific options to improve local planning provisions.
- The Heat Smart Resilience Framework (WSROC, 2021b), which outlines how we should improve the management of heatwaves in NSW, with suggested actions for state and local government as well as other relevant stakeholders.
- The Cool Suburbs Tool (Siebentritt, et al., 2022), which is a rating and assessment tool for building heat resilience in urban planning and development.
- Heat Smart Toolkit: A guide for building heatwave preparedness in community organisations (WSROC, 2021c).
- Future Proofing Residential Development in Western Sydney (Upadhyay, et al., 2022), which reviewed the thermal performance of BASIX-compliant Western Sydney homes under future climate scenarios (climate zone 28), with the aim of understanding whether today's housing standards are future-ready. Key findings show that today's 'compliant' homes are not design for today's or future climates, are thermal unsafe during heatwaves, and continuing to design for historical climate, homes will neither be energy efficient nor heat resilient.

While WSROC clearly has a Western Sydney focus, much of their guidance is equally relevant to Wollongong. Note that the 'Future Proofing Residential Development' report follows a previous study (WSP, 2021) which applied the same methodology to examine development in Eastern Sydney and also found that homes built to current standards in Eastern Sydney would be thermally unsafe during future heatwaves.

2.4 Wollongong context: urban heat is relevant to many areas of Council

Urban heat is a multifaceted threat, posing a range of risks to human health, economy, infrastructure and the environment. It has the potential to cause impacts on a wide range of Wollongong Council's assets, services and operations. Council also has a wide range of opportunities to mitigate the impacts of heat and help the community adapt to greater extremes in the future. Therefore, there are a wide range of other plans and strategies which are relevant and connected to this Urban Heat Strategy.

Community Strategic Plan

Wollongong City Council's Community Strategic Plan (Wollongong City Council, 2022b) identifies the community's overarching goals and objectives for Council. The objectives include several which can be supported by this urban heat strategy.

Table 1: How this Urban Heat Strategy supports Community Strategic Plan objectives

| Community Strategic Plan 2022 objectives | Supporting role of the Urban Heat Strategy |
|--|--|
| 1.1 The natural environment is protected and enhanced. | Protecting the natural environment from the impacts of extreme heat and enhancing the adaptive capacity of vulnerable species and ecosystems. Enhancing the natural environment in priority locations to passively cool urban spaces and communities. |
| 1.6 The sustainability of our urban environment is improved. | Ensuring new development is planned and designed to minimise future heat risks. Adapting existing homes, buildings, and infrastructure to prevent and reduce current and future urban heat risks. |

| Community Strategic Plan 2022 objectives | Supporting role of the Urban Heat Strategy |
|---|--|
| 4.3 Residents have easy and equitable access to information resources and services. | Providing all residents with accessible information on urban heat and access to services that will help minimise their heat-related risks. Working with and supporting other community service providers to enhance their frontline services to incorporate heat awareness and preparation. |
| 5.1 There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents. | Ensuring that the Wollongong LGA remains liveable in a warmer climate with more frequent occurrences of extreme heat. Recognising that heat stress can affect anyone, not just physically but mentally, impacting lifestyle, health, and productivity. |
| 5.3 The public domain is maintained to a high standard. | Ensuring the public domain includes adequate shade, water, living infrastructure and cool surfaces to minimise heat exposure in public places. Managing heat risks during outdoor events and warm season activities. |
| 5.4 Community safety is improved. | Ensuring that those most vulnerable to the impacts of heat are considered in planning, design and service delivery. |
| 5.5 Participation in recreational and lifestyle activities is increased. | Ensuring the LGA includes cool outdoor places where people can continue to enjoy recreational and lifestyle activities even when temperatures are high. |
| 5.6 Residents have a high level of life satisfaction and personal happiness. | Providing a supportive environment to help residents adapt and thrive in a warmer climate. |
| 6.1 Walking, cycling and public transport is an accessible and well resourced means of transport, and the use of private cars is reduced. | Ensuring that shade, water, living infrastructure and cool surfaces are considered in the planning and design of walking, cycling and public transport infrastructure. |
| 6.3 Transport disadvantaged communities have increased access to services. | Ensuring that communities vulnerable to heat are considered in planning transport services. |

Climate Change Mitigation and Adaptation Plans, and Sustainable Wollongong Strategy

These three related plans provide important context to the Urban Heat Strategy. Sustainable Wollongong 2030 (Wollongong City Council, 2020a) identifies six fundamental priorities which underpin this Urban Heat Strategy:

1. **A city whose council shows leadership:** Environmental and climate leadership underpins Council decision-making and service delivery which inspires the same in others.
2. **A city that works together:** Together, protect our environment, reduce emissions and increase our resilience to climate change.
3. **A low emissions city:** We will achieve net zero emissions by 2030 for Council operations, and together we will achieve net zero emissions by 2050 for the city.
4. **A city in harmony with our environment:** Our ecosystems and waterways are enhanced, our urban areas are cooler and greener, and our community is connected to our environment.

5. **A low waste city:** Our people only take what they need, reuse and recycle what they can, and are aware of the resources they consume.
6. **A climate and water resilient city:** Our infrastructure and community can adapt to a changing climate and water is valued as a vital natural resource.

The Climate Change Mitigation Plan (Wollongong City Council, 2020b) primarily addresses the 3rd priority above, while the Climate Change Adaptation Plan (Wollongong City Council, 2022a) primarily addresses the 6th. This Urban Heat Strategy is also focused on climate resilience, while also working to support the other priorities listed above.

Asset management and public facilities

Council's assets and public facilities face risks from urban heat and can also play a role in mitigating the impacts of heat on the community. Relevant strategies and plans include:

- Strategic Asset Management Plan 2018-2028
- "Places for the Future" Social Infrastructure Future Directions Plan: 2023-2036
- Wollongong City Libraries Strategy 2017-2022
- The Future of Our Pools Strategy 2014-2024
- Play Wollongong Strategy 2014-2024
- Sportsgrounds and Sporting Facilities Strategy 2023-2027

Natural environment and living infrastructure

The local environment also faces risks from urban heat as well as playing a role in mitigating the impacts of heat on the community. Relevant strategies and plans include:

- Urban Greening Strategy 2017-37
- Illawarra Biodiversity Strategy 2011
- Lake Illawarra Coastal Management Program 2020-2030

Planning and design

Wollongong City Council also has the opportunity to address urban heat in development controls and relevant plans and design guidelines for public infrastructure, including:

- The Wollongong Local Environment Plan (LEP) and Development Control Plan (DCP)
- City of Wollongong Pedestrian Plan 2017-2021
- Wollongong Cycling Strategy 2030

2.5 International context: other cities are facing similar challenges

Cities around the world are facing similar challenges with heat, including other cities with a similar climate to Wollongong. In both Sydney and Athens, researchers have found positive feedback between the UHI and heatwave conditions. In Athens, there was intensification of the average UHI magnitude by up to 3.5 °C during heatwaves, compared to summer background conditions (Founda & Santamouris, 2017) and in Sydney, the difference between the peak average urban overheating magnitude during heatwave and non-heatwave conditions was around 8 °C (Khan, et al., 2020).

Two recent examples of unusually prolonged heatwaves have occurred in coastal cities with a similar climate to Wollongong:

- Between November 2022 and March 2023, Argentina experienced multiple heatwaves including a prolonged event in March 2023. The temperature in Buenos Aires exceeded the

maximum temperature threshold for a heat wave (32.3 °C) for 12 consecutive days (Buenos Aires Herald, 2023). Impacts were compounded by drought, fires, and power cuts, as well as poverty (Buenos Aires Times, 2023).

- Japan experienced a significant heatwave in June-July 2022. Temperatures in Tokyo reached at least 35 °C for nine consecutive days (Japan Times, 2022a). Electricity supplies were strained, and hospitalisations reached a record high (Japan Times, 2022b).

Seven cities, including Melbourne City, have appointed [Chief Heat Officers](#), as part of a broader global heat program funded by Arsht-Rock in the USA. Chief Heat Officers seek to align efforts and unify response across sectors, organisations, and stakeholders, showing the value of co-ordination, prioritised and targeted delivery, information sharing, and thereby laying a tried and tested foundation for other cities to learn from.

2.6 Council's role in urban heat

With increasing recognition of urban heat and heatwaves as important risks to Australian communities, approaches to mitigate heat risks are emerging, including an emerging understanding of the roles that councils and others will play.

This is occurring in the context of a broader discussion: following recent fires and floods, about how to improve natural disaster preparedness, response and recovery; and following Covid-19, about how to build resilience to protracted events and chronic stresses.

Emergency preparedness, response and recovery from heatwaves

Responsibilities during heatwaves are set out in the NSW State Heatwave Subplan (NSW Government, 2023), however responsibilities set out in the plan are limited to state agencies/functional areas and specific emergency management roles (e.g. SEOCAN, LEOCON). The Heatwave Subplan does not include any specific responsibilities for councils.

The Heatwave Subplan is only activated rarely, at the discretion of the State Emergency Operations Controller (SEOCAN). For example, it was activated in December 2019, but is not activated every time there is a heatwave warning from the BOM. It is also mainly relevant during the heatwave itself and does not cover longer-term planning, preparedness and recovery activities, however its latest update (June 2023) does include a brief section on community resilience, stating that this will be supported by agencies via community information strategies and the provision of cool places, and also noting the roles of councils and non-government organisations, particularly in the provision of cool places.

Wollongong City Council recognises the central role it can play in building local community capacity to prepare, respond and recover from heatwaves.

Planning to reduce risks of heatwaves and adaptation to build resilience to urban heat

This strategy also covers:

- Longer-term planning for heatwaves: to minimise their risks and improve preparedness, both within Council itself and in the broader community.
- Measures to reduce the chronic stresses of urban heat on council and the community.

Within Council itself, the NSW Government guideline for local government on minimising the impacts of extreme heat (NSW Office of Environment and Heritage, 2016) identifies some specific areas of council responsibilities/services which could be affected by extreme heat, and where councils should therefore plan to minimise risks and improve preparedness within the organisation. These include:

- General responsibilities under the Local Government Act 1993 and the Work Health and Safety Act 2011.
- Other service areas which could be affected by extreme heat, including food safety, water supply provision, public health and environmental risk, road maintenance, bushfire risk and

emergency/disaster management (see *Public Health Act 2010* and the *Protection of the Environment Operations Act 1997*, *Roads Act 1993* and the *Food Act 2003*, the *Rural Fires Act 1997* and the *State Emergency and Rescue Management Act 1989 (amended)*).

In these areas, Wollongong City Council has specific responsibilities and this strategy considers how Council can continue to meet those responsibilities in the context of increasing urban heat and more frequent extreme heat events. Due to the nature of heat risks – their impacts and management responses, the mandate or responsibility to reduce heat risks does not squarely fit within one section or team of Council, but many parts of Council, and this is reflected in this strategy.

In the broader community, the local government guideline on extreme heat (NSW Office of Environment and Heritage, 2016) states up front that “coordinating actions to minimise the impacts of natural hazards on local communities requires a coordinated and collaborative approach” (NSW Office of Environment and Heritage, 2016, p. 6), which acknowledges that responsibilities are not always clear cut.

Wollongong City Council recognises the role it can play in reducing the risks of heat to the community, with actions that support both community resilience to heatwaves and reducing chronic stresses of urban heat.

Figure 4 illustrates how local government’s roles in urban heat can be organised into direct responsibilities within their *control*, shared responsibilities where they work with other stakeholder to *influence* outcomes, and issues which concern them but are beyond their responsibilities.

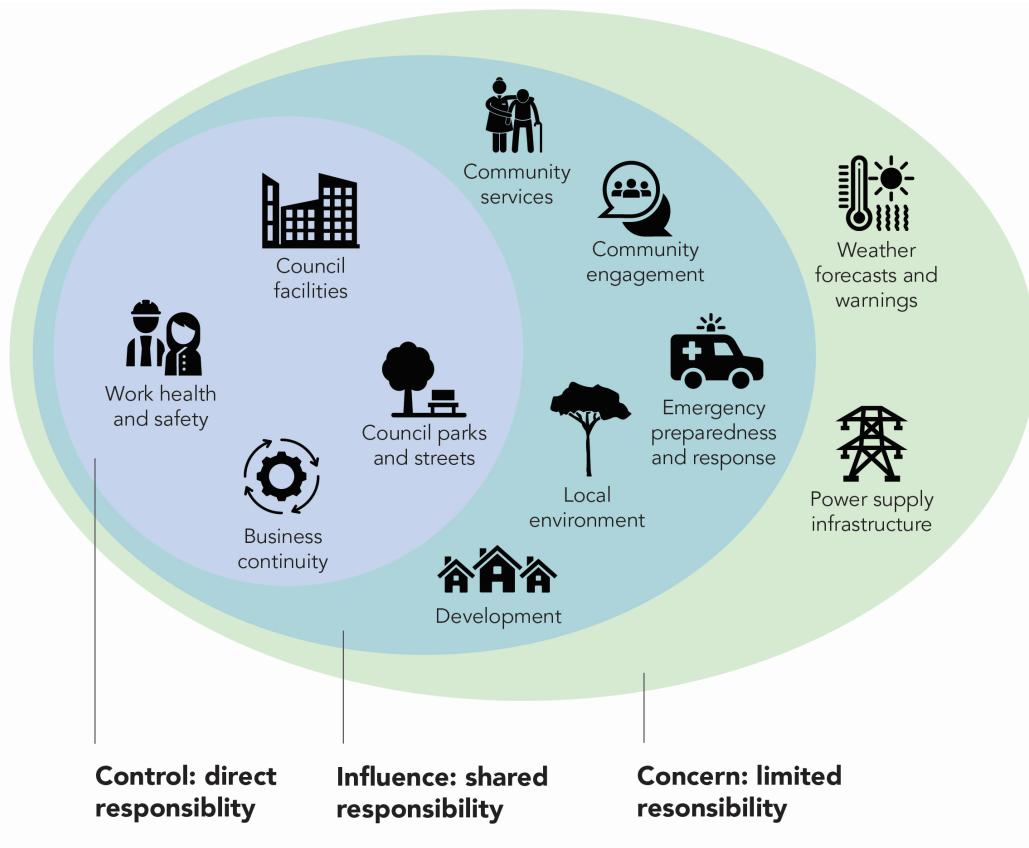


Figure 4: Local government roles in urban heat

3 Analysis of heat risks

Heat risks are multi-faceted, with acute and chronic aspects, and wide-ranging impacts. Everyone is at risk, but some are more vulnerable and need greater support.

Currently there are no standard methods to model or assess heat-related risks. This has been identified in the literature as an area for further research (Nazarian, et al., 2022) and by local policy advocates as a key need that should be addressed at state government level (WSROC, 2021b).

Therefore, the analysis of heat risks undertaken for this strategy presents a thorough picture of heat risks and includes quantitative indicators where possible, but its purpose is to build understanding rather than presenting in-depth quantitative analysis. It is based on current available data and guidance from the NSW Government.

3.1 Hot days and heatwaves

Hot days and heatwaves have specific definitions which are used throughout this document and are important to note when reading the sections below on current and future heat risks.

“Hot days” have been defined in the NSW Government’s AdaptNSW climate change snapshots as days where the maximum temperature is greater than 35°C (NSW Office of Environment and Heritage, 2014). This is used as an indicator of the severity of heat in the climate change snapshot.

Heatwaves have been defined by the Australian Bureau of Meteorology (BOM) as “a period of three or more consecutive days of high maximum and minimum temperatures which are unusual for that location” (Bureau of Meteorology, 2023). The BOM uses a quantitative method to analyse heatwave risk based on forecast temperatures, and classify the risk as low-intensity, severe or extreme – see Table 2. The level of risk is based on the magnitude of the “excess heat factor” (EHF), which takes maximum and minimum temperatures over 3 consecutive days and compares them to long-term average temperatures for the location as well as average temperatures for the last 30 days. The same method can be used to analyse past temperatures and identify when heatwave conditions have occurred in the past.

Table 2: Heatwave categories defined by the Bureau of Meteorology

| Heatwave categories | Description |
|--------------------------------|--|
| Low-intensity heatwaves | The most common—most people are able to cope with this level of heat. |
| Severe heatwaves | Less frequent and are challenging for vulnerable people such as the elderly—particularly those with pre-existing medical conditions. |
| Extreme heatwaves | The rarest kind. They affect the reliability of infrastructure, like power and transport, and are dangerous for anyone who does not take precautions to keep cool—even those who are healthy. People who work or exercise outdoors are particularly at risk. |

3.2 Past and current climate

Wollongong's past and current temperature records have been analysed using the following data (maximum and minimum temperatures):

- Data from Bellambi Automated Weather Station (AWS) (Stn. No.068228) for the last 20 years (2003-2022).
- Data from Wollongong University (Stn. No. 068188) for the period 1970-2000, which is used as the reference period for the long-term average, in the calculation of excess heat factor (EHF).

This has shown:

Wollongong currently experiences less than 10 hot days per year

Based on data from Bellambi AWS, during the last 20 years (2003-2022), Wollongong experienced hot days (maximum temperature >35°C) 39 times, i.e. an average of 2 days per year. These occurred in 16 out of the 20 years, with a maximum of 6 days in the summer of 2015-16. A plot of hot days is shown in Figure 5.

Low intensity heatwaves occur most years

Based on the BOM's definition of a heatwave, low-intensity heatwaves occur most years (17 out of the 20 years 2003-2022), and on average there are approximately 10 days per year that are classed as heatwave days. Note that NSW Office of Environment and Heritage (2015) states that across all parts of NSW there are typically around 10 to 15 days each year that are classed as heatwave days.

Significant heatwaves have occurred in November 2020, November 2015 and February 2011

Several significant heatwaves, with very high excess heat factor¹, are evident in Figure 6 including:

- **November 2020:** after a maximum temperature of 32.2°C on 28 Nov, the following 2 days had maximum temperatures of 39.3 and 39.7°C, while it only dropped to a minimum of 22.4°C overnight.
- **November 2015:** on 18 Nov the temperature reached 36.1°C, there was some relief on 19 Nov (25.1°C) then it reached 39.8°C on 20 Nov, after an overnight minimum of 20.1°C.
- **February 2011:** this event was prolonged, with overnight minimum temperatures above 21°C for six consecutive nights, 1-6 Feb, reaching a high of 24.5°C on 6 Feb. Daytime temperatures were also high, averaging 32°C over 1-6 Feb and peaking at 39.5°C on 5 Feb.

Not all heatwaves occur in the 'summer' months. The summer of 2015-16 included multiple heatwaves, the first in early October (which reached EHF>30; likely to be considered severe). In 2018, the latest heatwave of the season occurred in April.

January 2018 was likely also a significant heatwave event

In **January 2018**, there was a significant heatwave in the Greater Sydney region but data is missing from the Bellambi AWS. The event was described in a local news report, which highlights the crowds at Wollongong's beaches during the heatwave (Illawarra Mercury, 2018).

All the heatwave events listed above affected large areas of NSW. News reports and research papers on these events are either Sydney-focused or encompassing a larger area. For example, an analysis of

¹ Note that in the BOM's heatwave method described above, it is not clear exactly which events would be classified as severe or extreme, as in the BOM's method this is based on a complex statistical analysis, which is not easily replicated.

hospital emergency department (ED) and ambulance data from February 2011 showed that across a region extending from the Hunter to the Illawarra and inland to Lithgow and Goulburn, there were 104 and 236 ED visits for heat effects and dehydration respectively, and 116 ambulance calls for heat exposure, while all-cause ambulance calls increased by 14% and all-cause mortality increased by 13% (Schaffer, et al., 2012).

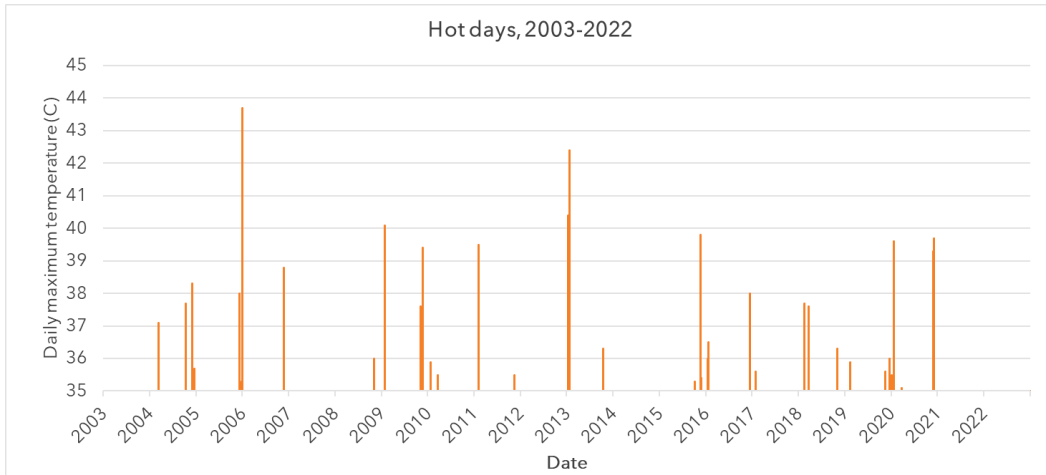


Figure 5: Hot days recorded at Bellambi AWS, 2003-2022

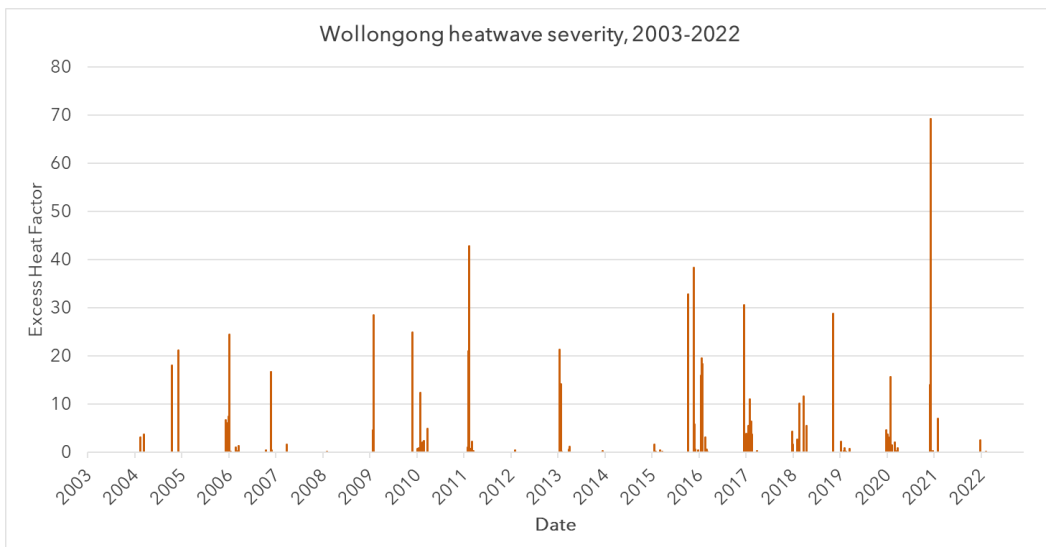


Figure 6: Excess heat factor indicating heatwave conditions, based on temperatures recorded at Bellambi AWS, 2003-2022

3.3 Climate change projections

A summary of the expected impacts of climate change is available in the AdaptNSW Illawarra climate change snapshot (NSW Office of Environment and Heritage, 2014) and heatwave impact snapshot (NSW Office of Environment and Heritage, 2015a).

These snapshots are based on climate change scenarios modelled in NARClIM version 1.0. This includes a suite of twelve regional climate projections for south-east Australia spanning the range of likely future changes in climate (NSW Office of Environment and Heritage, 2014). While NARClIM 1.0 and the snapshot reports are now almost ten years old, they remain the best information currently available at an appropriate scale.² NSW Government’s Climate Change Adaptation Strategy (NSW Government, 2022) commits to updating local climate projections, scenario analysis and risk assessment in the coming years, therefore Wollongong City Council should also be able to update their assessment of climate-related risks as these resources become available from the NSW Government.

The Illawarra climate change snapshot (NSW Office of Environment and Heritage, 2014) shows that in the Illawarra, average maximum temperatures, average minimum temperatures and the number of hot days are all expected to increase in the future. Details are listed in Table 3.

The NSW heatwave snapshot (NSW Office of Environment and Heritage, 2015a) shows that heatwaves will occur more often and last longer. These changes are more pronounced in Western NSW than along the coast, but are still significant for Wollongong. In Western NSW heatwave amplitude (the hottest day of the hottest heatwave) is also expected to increase, but no significant increase in heatwave amplitude is expected in coastal areas. Heatwave details are also listed in Table 3.

Table 3: Expected future increases in key heat indicators in the Illawarra (NSW Office of Environment and Heritage, 2014) and (NSW Office of Environment and Heritage, 2015a)

| Indicators | Expected increase in the near future (2020-2039) | Expected increase in the far future (2060-2079) |
|--|---|---|
| Average maximum temperatures | +0.7°C | +1.9°C |
| Average minimum temperatures | +0.6°C | +2.0°C |
| Annual number of hot days | +2 days (0–3 days per year across the 12 models) | +5 days (2–7 days per year across the 12 models) |
| Total number of heatwave days per year | +0.9-1.5 days | +3-5 days |
| Number of heatwaves per year | +0.9-1.5 more | +2.5-3.5 more |
| Heatwave duration (of the longest heatwave of the year) | +1.5-2.5 days | +3-5 days |

² Note that NARClIM 1.0 scenarios were based on the IPCC 4th Assessment Report and the A2 emissions scenario (the most likely scenario at that time). IPCC’s emissions scenarios have been updated for the more recent 5th and 6th IPCC Assessment Reports. NARClIM is currently being updated and NARClIM 2.0 will use a combination of IPCC’s CMIP6 GCMs and regional climate models (RCMs) for 1951-2100 using multiple future climate scenarios. This dataset is due for release in 2023. There is also NARClIM 1.5 released in 2020, but NARClIM 1.5 is only recommended for use in combination with NARClIM 1.0 data, or for stress testing against a hotter drier future. See [NSW Climate Data Portal](#) for more information.

With El Niño conditions predicted again by the end of 2023, and the indication that global temperature could surpass 1.5°C warming within the next 5 years, there is greater likelihood of hot days and heatwaves in the near future.

Heatwaves, hot days, and higher background temperatures (independently of heatwaves), are known to lead to increased morbidity and mortality, however local effects are difficult to predict. NSW Office of Environment and Heritage (2015) refers to international studies indicating an expected increase in heatwave mortality due to climate change, however this report makes no quantitative estimates of future heatwave mortality in NSW, stating that “although it is currently known that the intensity of a heatwave affects mortality and morbidity levels, it is unknown how this particular heatwave characteristic would combine with the projected increases in the other characteristics (i.e. frequency and duration) to affect human health” (NSW Office of Environment and Heritage, 2015a, p. 10).

3.4 Local heat vulnerability

Heat is a multi-faceted hazard which has a wide range of impacts on people, the environment, infrastructure and the economy. These impacts vary from place to place depending on the exposure, sensitivity and adaptive capacity of the local community, environment, infrastructure and systems. Figure 7 shows a basic framework combining these factors.

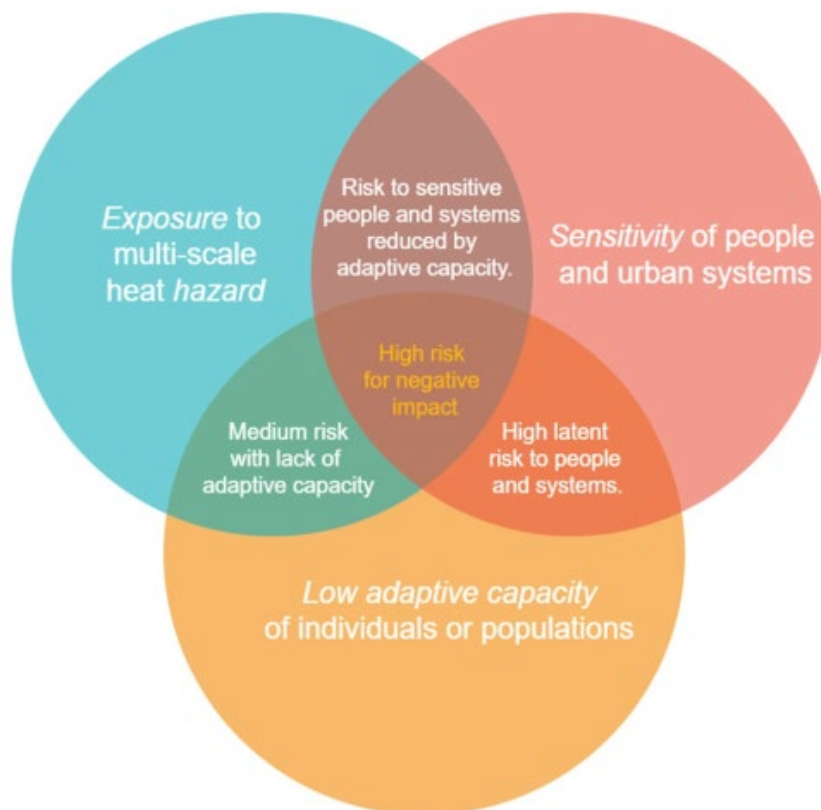


Figure 7: Heat vulnerability framework (Nazarian, et al., 2022)

Figure 7 notes that heat is a *multi-scale hazard*, and the meaning of this is illustrated in Figure 8. Heat risks can occur at multiple levels and cascade from one level to another. For example:

- When regional scale systems are under stress (e.g. transport and power supply infrastructure) this has flow-on effects at a local scale and limits individuals’ capacity to adjust their behaviour to cope with heat.

- The urban heat island effect exacerbates the impacts of heatwaves for people living in urban areas. It can also exacerbate air pollution.
- At a smaller scale, the local microclimate is influenced by conditions in the immediate surroundings including building materials, vegetation and water in the landscape. Heat sources such as air conditioning systems can also have an impact on local microclimate, particularly where they exhaust heat near ground level.
- Buildings that perform poorly in terms of their indoor thermal environment are more hazardous for their occupants.

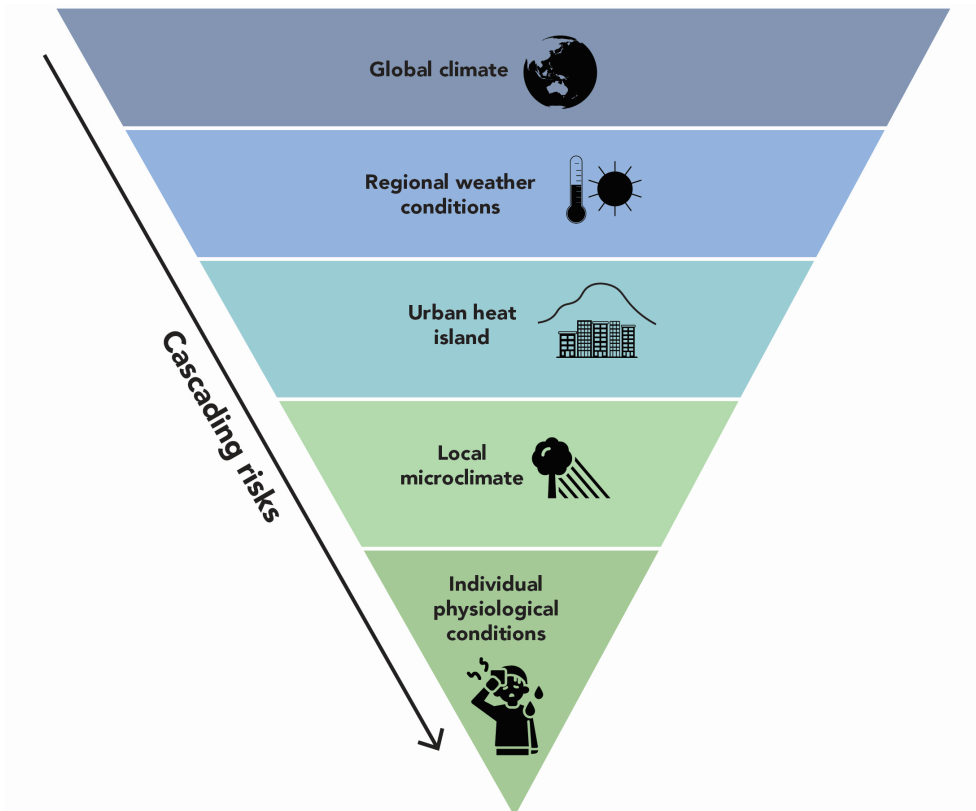


Figure 8: Multi scale hazards associated with heat

Factors which make some individuals more vulnerable to heat were listed in Figure 2. These included:

- Factors which make some individuals more sensitive to the impacts of heat, such as age (>65 or 0-4) and underlying medical conditions.
- Factors which reduce individuals' adaptive capacity, such as social disadvantage, isolation, disability, and having a CALD background.

The following sections examine the vulnerability of the local community, the environment, and Council as an organisation, through the lenses of exposure, sensitivity and adaptive capacity.

Local community vulnerability

NSW Government has published a heat vulnerability index dataset for the Sydney Greater Metropolitan Area (NSW Department of Planning and Environment, 2019). A heat vulnerability index (HVI) has been calculated as a score of 1-5 and mapped to Australian Bureau of Statistics (ABS) Statistical Area Level 1 (SA1) polygons. The HVI data for the Wollongong LGA is shown in Figure 9.

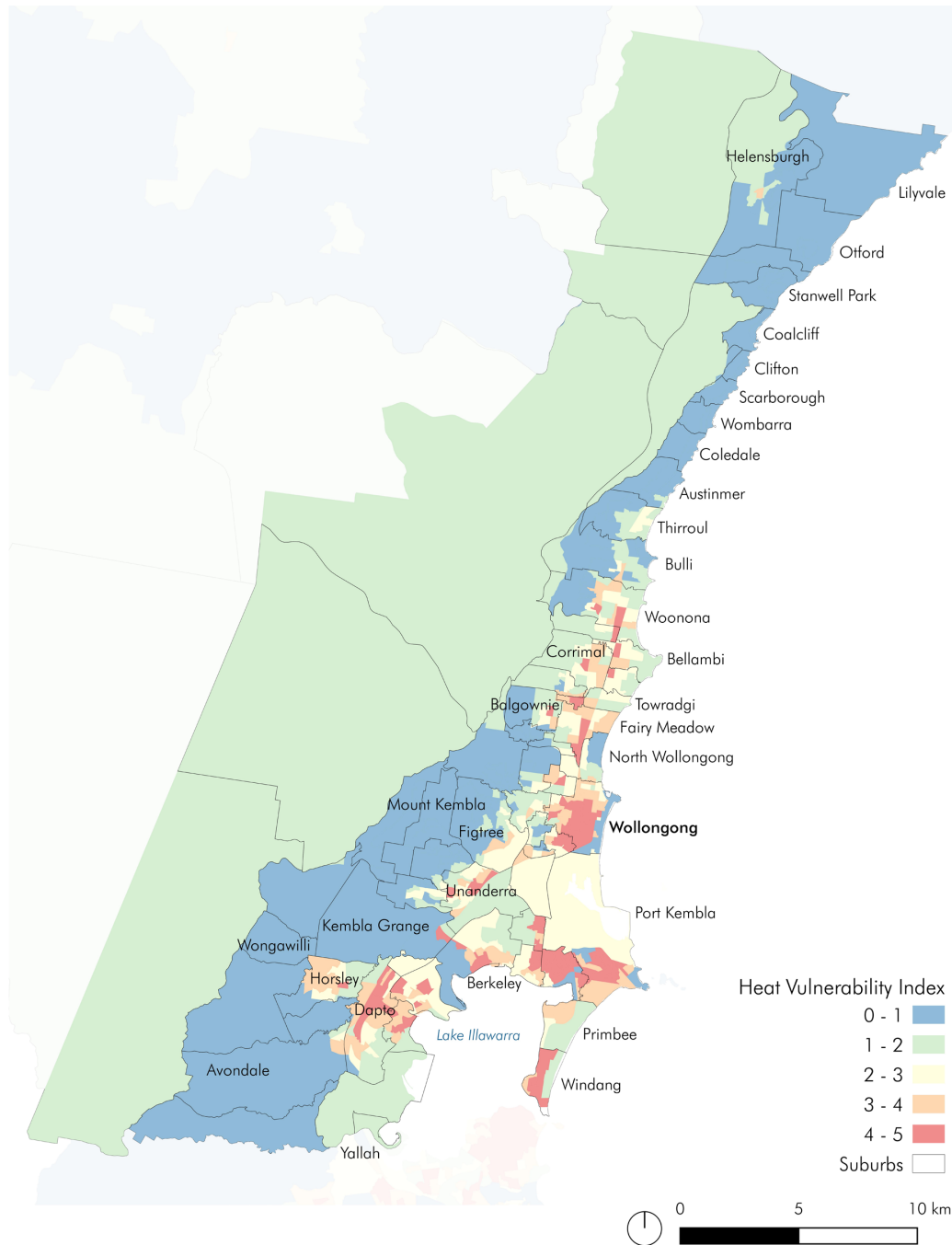


Figure 9: Heat Vulnerability Index for Wollongong LGA (NSW Department of Planning and Environment, 2019)

The HVI index is based on three separate sub-indices for exposure, sensitivity and adaptive capacity, which have also been assessed on a 1-5 scale. The user guide for NSW Government’s urban heat data states that “HVI has been derived from the analysis of Land Surface Temperature data from Landsat 8 with vegetation cover data, integrated with socio-economic data from the 2016 ABS Census” (NSW

Government, 2019, p. 3). The metadata statement provides some further information about the datasets used as input to each index, and this is summarised in Table 4.

Table 4: Datasets used in the NSW Government 2016 HVI mapping

| Sub-indices | Sources of data | |
|--------------------------|---|--|
| | As stated in metadata | What this is understood to mean |
| Exposure | “Temperature classes” | <ul style="list-style-type: none"> Either land surface temperature (LST) or UHI temperature anomaly (as shown in Figure 1) based on CSIRO analysis of 2015/16 satellite imagery (Devereux & Caccetta, 2017). |
| Sensitivity | “Vegetation area, road area, population density, elderly, very young, persons needing care” | <ul style="list-style-type: none"> Vegetation area (and possibly road area) based on 2016 vegetation cover dataset for Greater Sydney Region, derived from high resolution imagery and aerial photography (NSW Government, 2019). Population density, age and need for care based on 2016 ABS census data. |
| Adaptive capacity | “SEIFA-IRSD and SEIFA-IEO” | <ul style="list-style-type: none"> SEIFA (Socio-economic indexes for areas), derived from ABS 2016 census data. The IRSD is the Index of Relative Socio-Economic Disadvantage and IEO is the Index of Education and Occupation. |

Based on the HVI mapping, seven key areas were identified in Wollongong LGA where heat vulnerability is higher:

1. Area around the Princes Highway from Bulli to North Wollongong
2. Wollongong CBD
3. Area around the Princes Highway from Figtree to Unanderra
4. Suburbs north of Lake Illawarra – Berkely to Port Kembla
5. Suburbs east of Lake Illawarra – Primbee and Windang
6. Suburbs west of Lake Illawarra including Brownsville, Dapto, Penrose, Kanahooka and Koonawarra
7. West Dapto Urban Release Area (where the developed area at Horsley provides an indication of the likely conditions that will occur across the whole urban release area after development).

These areas are shown in Figure 10 and their average exposure, sensitivity and adaptive capacity have been plotted in Figure 11. Figure 11 shows that:

- Areas 2, 4 and 5 stand out as having high sensitivity to heat.
- Areas 4, 5 and 6 stand out as having low adaptive capacity.
- The developed portion of Area 7, at Horsley, stands out as having high exposure. New development often has high heat exposure, before trees grow larger, but most of Horsley was developed around 20 years ago and exposure is still very high.

Note that the exposure index in the HVI, based on land surface temperature, gives a picture of the physical conditions on the ground but does not take into account all the local weather conditions which also affect people’s exposure to heat (for example, humidity and wind). During hot weather and heatwaves, weather conditions can also be more severe in some areas than others. For example, local residents will be aware that sea breezes are more likely to have a cooling effect in the suburbs immediately adjacent to the coast (e.g. Areas 1-5) and less likely to reach Areas 6 and 7 west of Lake

Illawarra. However, weather conditions can vary from one event to another. The HVI is useful to understand the underlying conditions before other factors are imposed by the weather.

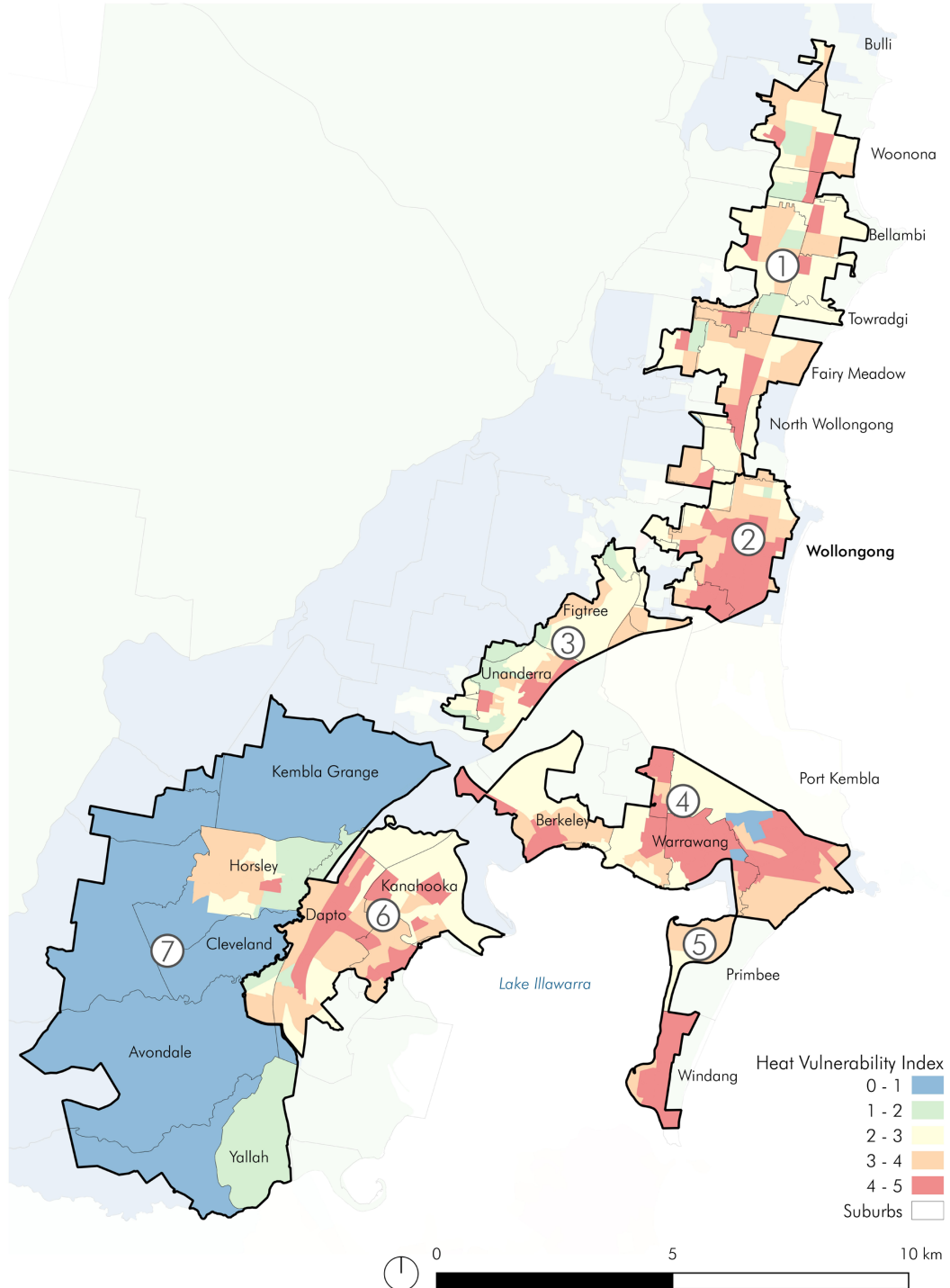


Figure 10: Focus areas in the Wollongong LGA where heat vulnerability is higher

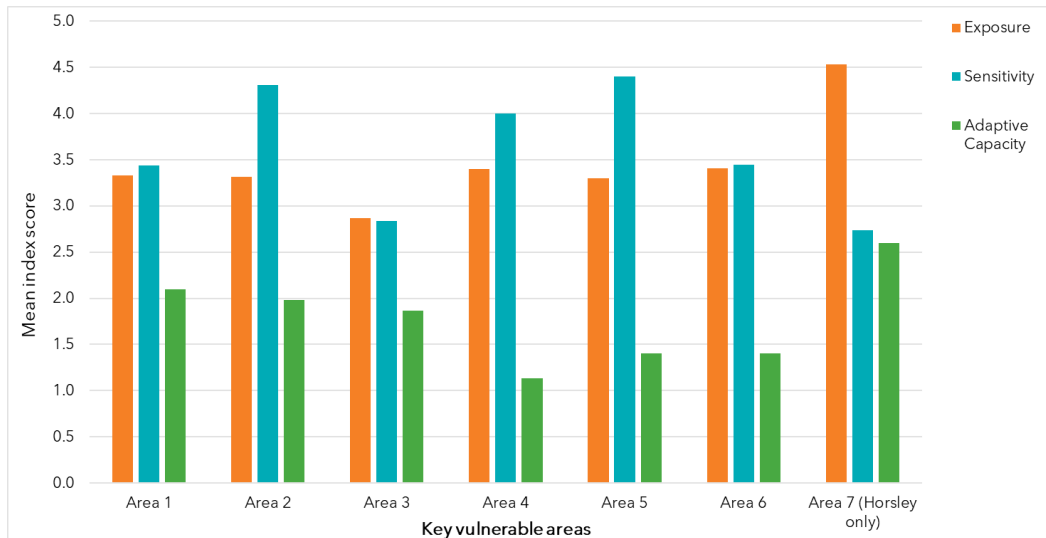


Figure 11: Characteristics of the areas in Wollongong LGA more vulnerable to heat

Local environmental vulnerability

Many local ecosystems and species are vulnerable to the impacts of heat. The Illawarra Biodiversity Strategy (Wollongong City Council, Shellharbour City Council and Kiama Municipal Council, 2011) identifies local Endangered Ecological Communities (EECs), endangered populations, threatened species and critical habitat in the area. It identifies climate change as a key threat to biodiversity in general, with a range of direct and indirect impacts. Specific communities and types of species identified at risk, where heat is a relevant factor, are summarised in Table 5.

Table 5: Ecological communities and species vulnerable to heat-related impacts of climate change in the Illawarra (Wollongong City Council, Shellharbour City Council and Kiama Municipal Council, 2011, Vol 2. p.19)

| Type | Heat-related threats |
|--|---|
| Freshwater wetlands | Increasing threat from decreasing water flows and changes in water temperature and chemistry. |
| Rainforest | Increased evapotranspiration leading to decreased moisture levels / humidity. |
| Species at the northern limits of their range | Species likely to shift range to cooler latitudes or higher elevations. |
| Species and communities already stressed due to fragmentation | This applies to all vegetation of the Illawarra coastal plain. |
| Species with geographically restricted distributions and specialist habitat requirements | Many of the threatened and rare species in the Illawarra. Potential to migrate is more likely to be constrained by habitat fragmentation or other barriers. |
| Areas vulnerable to high fire intensity and frequency | Vast areas of the sandstone plateau, and escarpment. |

Climate change and heat impacts are also relevant to urban green infrastructure. Urban trees are particularly vulnerable because of their long lifespan and inability to move to a cooler location. Urban vegetation is exposed to regional weather (e.g. heatwaves), the UHI effect and local effects from surrounding buildings and other infrastructure. Urban vegetation is also often exposed to other stresses which compound the effects of heat, including water stress, limited soil volume and competition for space.

Environmental health risks are also exacerbated by heat:

- **Recreational water quality:** Algal blooms may contaminate natural water bodies used for recreation, such as Lake Illawarra, which is vulnerable to eutrophication. Algal blooms are more likely during hot conditions.
- **Air quality:** “Elevated ozone levels in the Illawarra region can occur as a result of photochemical smog produced from local emissions, smog or precursors transported down the coast from the Sydney region, or emissions from regional bushfires. Exceedances of the 1-hour and 4-hour ozone national standards generally occur during the warmer months of the year, with peaks coinciding with periods of high temperature and with regional bushfire events.” (NSW Office of Environment and Heritage, 2015b, p. 42)
- **Food safety:** “Higher air temperatures can increase cases of salmonella and other bacteria-related food poisoning because bacteria grow more rapidly in warm environments... Food safety can also become an issue if blackouts cause refrigeration to be interrupted.” (NSW Department of Planning, Industry and Environment, 2019, p. 9).

Organisational vulnerability including Council infrastructure, workforce and services

Local government infrastructure, facilities, systems, staff and contractors are exposed to heat and have varying levels of vulnerability to its impacts. Council staff identified potential heat-related vulnerabilities relevant to Wollongong City Council, these are summarised in Table 6. This includes both direct issues (e.g. heat stress for outdoor staff) and indirect issues (e.g. impacts of increased demand for Council facilities).

Table 6: Organisational vulnerabilities

| Areas of Council’s operations | Likely pressures | Potential vulnerabilities |
|--|--|---|
| Council buildings open to the public, including Council’s 7 libraries, and 30 community centres and halls. | Increased demand on hot days, as people seek relief from hot conditions. | Potential for buildings (with and without air conditioning) to become uncomfortably hot during heatwave conditions and possible heat-related power cuts. |
| Swimming pools operated by Council, including 6 freshwater chlorinated pools, 3 saltwater pools, and 9 rock pools. | Increased demand on hot days, as people seek relief from hot conditions. | Increased use for bathing may result in the need for increased cleaning and disinfection for swimming pools. Swimming pool operations could be compromised by heat-related power cuts. |
| Beaches patrolled by Council. | Increased demand on hot days, as people seek relief from hot conditions. | Potential increase in incidents (e.g. first aid issues, surf rescues). Increased demand for facilities near beaches such as bins and amenities. Risk of overflows, blockages, etc. |

| Areas of Council's operations | Likely pressures | Potential vulnerabilities |
|---|---|--|
| Other Council recreational facilities such as playgrounds, picnic areas, sports fields, shared paths. | Heat exposure for people using these facilities. | While there may be less demand for these facilities during hot conditions, those still seeking to use them may be exposed to additional risks if surfaces become dangerously hot or if shade and drinking water are lacking. |
| Local roads and parking facilities managed by Council. | Increased traffic and demand for parking where people are trying to access cooler places. | Increased risk of traffic and parking incidents. If there is significant congestion, people may be exposed to additional heat stress while trying to access cool places. |
| Events run by Council. | Heat exposure for event participants. | Event organisers need to be aware and plan contingencies for hot weather and heatwave conditions. |
| Communication and engagement | Increased need for locally relevant information on what to do during heatwave conditions. | During extreme events, local communities look to Council for locally relevant information (e.g. in their language, available locally, with information about local services and facilities). NSW Health has useful resources on the Beat the Heat web page, and public messaging is part of the NSW Heatwave Subplan (NSW Government, 2023), but Council should still be prepared to meet specific local needs (as occurred during the Covid-19 pandemic). |
| Community transport services including Free Gong Shuttle. | Increased need for services, particularly for vulnerable people seeking cooler places. | Potential for vehicles to become uncomfortably hot during heatwave conditions. Potential for community transport volunteers to be adversely affected by heat. |
| Workforce including staff, contractors and volunteers | Increased demand for some services. Heat exposure for workers. | Continuity of essential services. Capacity to respond to additional community needs during heatwaves. Work health and safety procedures need to be in place for staff, contractors and volunteers. |
| Trees and other urban green infrastructure maintained by Council. | Heat stress for vegetation. Increased bushfire risk in transitional landscapes. | Risk of vegetation die-off and dieback, particularly for species more vulnerable to heat and those experiencing multiple stresses. Risk of failure for new plantings if not yet fully established. Need for additional watering where this is feasible. |
| Civil infrastructure. | Additional stress on infrastructure due to hotter conditions and greater extremes. | Increased maintenance and more frequent renewal may become necessary. For example, asphalt roads wear faster in hotter conditions and can buckle in extreme heat. Concrete pavement performance is sensitive to changes in daily temperature range. |

| Areas of Council's operations | Likely pressures | Potential vulnerabilities |
|--|---|--|
| Public domain planning and design services (e.g. park and streetscape upgrades, public buildings). | Growing expectation for Council's works and projects to minimise UHI, create cool microclimates and support cool indoor environments. | Council's staff and consultants need to know how to plan and design cooler places, while also balancing other objectives. Council may need to trial new approaches (e.g. using different materials) on a small scale before rolling out more broadly. |
| Development planning and approvals. | Growing expectation for new private development to be designed to minimise UHI, create cool microclimates and support cool indoor environments. | Where possible, Council's LEP and DCP should enable appropriate design outcomes that minimise heat impacts of development. However, many developments follow other approval pathways and outcomes are beyond Council's control. |
| Emergency management. | Greater likelihood of extreme heatwaves requiring emergency response. | The NSW Heatwave Subplan (NSW Government, 2023) does not consider councils' role, and the local EMPLAN (Illawarra Local Emergency Management Committee, 2020) classifies heatwaves as a medium priority, which means has been no requirement to prepare a local Heatwave Consequence Management Guide. |

3.5 Heat impacts

Heat-related hazards, vulnerabilities and impacts relevant to Wollongong City Council, as discussed in the sections above, are summarised in Figure 12. This shows how:

- Heat-related hazards include a range of different events, ranging from more frequent, less severe events (e.g. hot days) to less frequent, more severe events (e.g. severe and extreme heatwaves). Climate change increases the likelihood of all these events occurring.
- The community, environment, infrastructure and systems are vulnerable in different ways to different types of heat events.
- There a wide range of potential impacts relevant to Wollongong City Council, relevant to many different parts of the organisation.

What is not illustrated in Figure 12 is how there is also interaction between different vulnerabilities and impacts – for example, stress on electricity infrastructure can lead to power supply issues, affecting people's ability to cool their homes. Human behaviour during heatwaves (e.g. flocking to the beach) puts stress on public infrastructure. Essential workers may find themselves both under heat-related stress and higher demand in their roles.

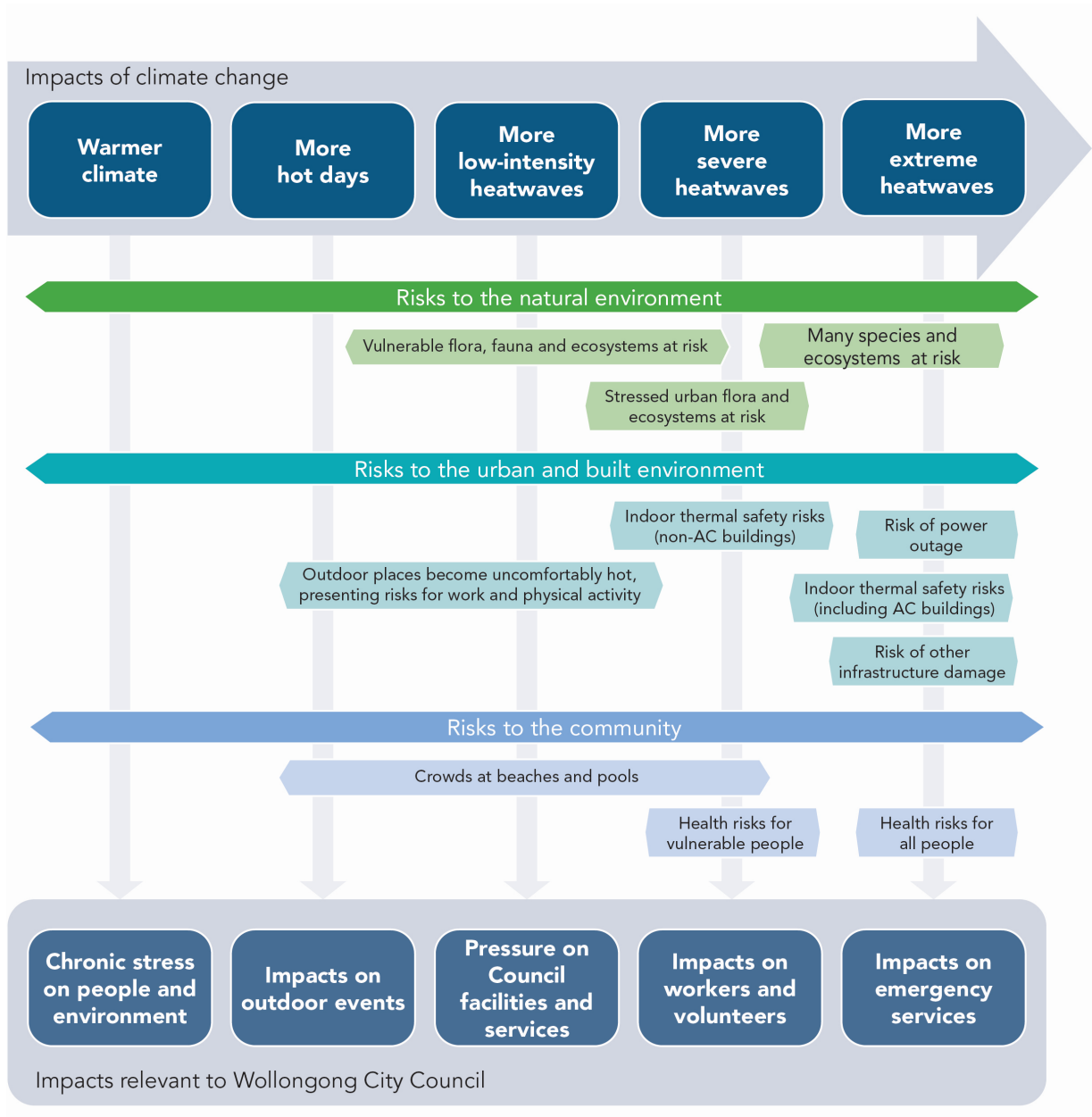


Figure 12: Heat impacts relevant to Wollongong City Council

4 Strategic directions

Wollongong City Council has important opportunities to improve their organisational capacity and reduce heat-related risks to the local community and environment.

Four overarching goals are described in the following sections:

1. **Community:** Minimise the impacts of heat on the Wollongong community.
2. **Natural environment:** Minimise the impacts of heat on the local environment.
3. **Workforce:** Plan and prepare Council's workforce for more frequent hot days and heatwave conditions.
4. **Built environment:** Plan, design and manage urban infrastructure to reduce the UHI effect, create cooler microclimates and support indoor thermal comfort.

Collaboration is also discussed in Section 4.5 as an important principle underpinning Council's approach.

4.1 Goal 1: Minimise the impacts of heat on the Wollongong community

Wollongong City Council has important opportunities to influence heat-related outcomes for the community through its roles in operating public facilities and providing public services, in communication and engagement, working with community service providers, and in local emergency planning.

The Climate Change Adaptation Plan included the following short-term and priority actions relevant to minimising the impacts of heat on the Wollongong community:

- Continue to consider the impact of heat on council services and the community as part of ongoing strategic planning.
- Summertime outdoor event planning will need to include extreme heat contingencies such as shading, water stations, alternative date provisions and communication strategies.
- Council will contribute to communicating how heat can be dangerous to health and how to best deal with it.
- Assess the suitability of Council facilities to be utilised for respite centres on hot days. This may include provisions for adequate water and food, power supply and potentially use of recycled water and appropriate landscaping to provide shade.
- Work with government and community stakeholders to promote the care and safety of community members and animals during heat events.

On this last point, Council identified a need for further exploration of how they could work more effectively with other government and community stakeholders to plan and prepare for heat events. See Section 4.5 for more information on how this has been progressed during the preparation of this strategy.

Staff consultation also identified opportunities for Council to consider:

- Planning for hot days and heatwave conditions in the operation of services such as community transport – particularly to consider the needs of vulnerable community members.
- Council’s role during more severe and extreme heatwaves, which require a coordinated emergency response.
- Reflecting on experiences and applying lessons learnt from Covid-19 and the importance of working jointly and in coordination with all levels of government, local businesses, and local community service providers to reduce and manage health and economic impacts across the community.

4.2 Goal 2: Minimise the impacts of heat on the local environment

Wollongong City Council cares for the local environment in partnership with other government agencies and land managers. Council manages:

- Natural areas including Greenhouse Park, sections of the Illawarra Escarpment, Korrongulla Wetland, Mount Keira Summit Park, Puckeys Estate and Wollongong Botanic Garden.
- Waterways on Council land, including about 40 per cent of our area’s creeks. Council shares responsibilities for some other waterways, for example Lake Illawarra is managed in partnership with Shellharbour City Council and the NSW Government.
- Urban green infrastructure in Council streets, parks, and open space.

The Climate Change Adaptation Plan included the following short-term and priority actions relevant to minimising the impacts of heat on the local environment:

- In partnership with Land Management Agencies and other Botanic Gardens, develop translocation programs for threatened Illawarra flora susceptible to mean temperature increase.
- Establish trial plantings of native tree species suited to predicted future climate for suitability and use in streets and parks.
- Review maintenance requirements for urban greening plantings - increased watering may be required to support recently planted vegetation.

Staff consultation also identified an opportunity for Council to look more closely at heat risks as an important consideration in planning for biodiversity corridors, waterways, foreshores, coastal dunes and other natural areas.

4.3 Goal 3: Plan and prepare Council’s workforce for more frequent hot days and heatwave conditions

Staff consultation identified work health and safety as a key area for action. Council’s workforce includes employees, contractors and volunteers. Under section 19 of the Work Health and Safety Act 2011, an employer has a legal duty to ensure the health, safety and welfare at work of all employees. Council should consider strategies to ensure the safety and protection of staff on hot days and during heatwave conditions. Note that this duty of care extends to people using council facilities including customers and volunteers.

Council should also consider business continuity in the context of increasing heat risks. Council provides a range of essential services which could be impacted by disruptions such as heat-related power outages and staff absences. Council also faces increased demand for some services during hot days and heatwave conditions. Business continuity planning should consider how essential services can be maintained, which may require contingency plans to be enacted during heat events.

The Climate Change Adaptation Plan included one action relevant to organisational preparedness: “Plan for the potential cost impacts of overlapping or more frequent heat events”.

This strategy expands on this to cover work health and safety and business continuity in more detail, given the importance of these issues for Council.

4.4 Goal 4: Plan, design and manage urban infrastructure to reduce the UHI effect, create cooler microclimates and support indoor thermal comfort

Urban infrastructure includes buildings, parks, streets and other open spaces, civil infrastructure and green infrastructure. Council has important roles in:

- Planning, design and management of public land and assets – including Council-owned buildings, recreational facilities, streets, parks and open spaces.
- Land use planning and approvals for private development.

There is good evidence for the benefits of heat mitigation technologies, in terms of reducing both UHI intensity and building cooling demand. Research findings suggest that solutions involving the increase of the global albedo of the city (e.g. cool roofs, cool roads, green cover and tree canopy cover) demonstrate the highest benefits, achieving a reduction of peak ambient temperature of up to 3°C and of peak cooling demand of residential buildings of up to 20% (Santamouris, et al., 2018).

There are also growing community expectations for both public and private development to account for heat-related risks and to be designed to cope with increased heat, reduce the UHI effect, create cooler microclimates and support indoor thermal comfort.

The Climate Change Adaptation Plan included the following short-term and priority actions relevant to planning, design and management of urban infrastructure:

- Strategic land use planning must ensure adequate new greenspace is provided as part of land releases and protect riparian corridors from urban development.
- Further investigation of heat in the Wollongong area to understand this issue further and develop appropriate heat management strategies including city design, shade, construction materials and cooling infrastructure.
- Develop and implement a transitional landscape program aimed at increasing shade cover in passive open space precincts across all Parks and Reserves in the LGA
- Undertake a review of existing hardstand surfaces in urban areas and identify opportunities to de-pave unnecessary hardstands (car parks / paved surfaces) and / or prioritise the use of permeable treatments.
- Consider future heat scenarios in the design of new building assets to be able to support employees and community, e.g. passive design approaches (orientation, materials, fenestration, build-in shading etc.), air conditioning, environmental controls and suitable power supply.
- Investigate road surface treatment options to increase performance in hot weather.

4.5 Collaboration

Council’s 2022 Climate Change Adaptation Plan clearly identified that climate change impacts such as heatwaves cannot be addressed in silos or by any one organisation. A collaborative coordinated and multi-layered response will be required to adapt to changes in climate. A network of organisations, each working to their strengths but acting in coordination, will have a more significant impact on addressing heatwaves and hotter temperatures.

Local community service providers are a key network of organisations that play a critical and direct service delivery role with communities. This has been highlighted during a recent NSW inquiry into improving crisis communications to CALD communities (NSW Legislative Assembly, 2023), following the COVID-19 pandemic. The inquiry found that “CALD community organisations gave vital support to their communities during COVID-19” and that “Collaboration between different levels of government, and CALD community organisations and networks is vital to effective communication with CALD communities during crises”. CALD and other community service providers are uniquely placed to contribute to heatwave preparedness, response and resilience. Local knowledge, community connections and trust allow local service providers to have meaningful conversations about heat safety and, where possible, offer practical advice and support.

These service providers are:

- Key links for identifying and understanding vulnerable group needs and knowledge around risks.
- Channels to communities for sharing information and supporting action.
- Paths for direct action pre, during and after heatwaves.

During the development of this strategy, there was some initial engagement with community organisations, to begin developing a greater understanding of heatwave experiences, response capacity, and insights into the needs of community service providers and their community groups.

Engagement methods

A review of local community organisations sought to identify and prioritise community service providers that connect with community groups who have a higher-than-average risk of heat-related impacts (see Figure 2). Relevant service providers are:

- Health services, including mental health
- Services for older adults
- Multicultural and cultural associations
- Women’s services
- Aboriginal and Torres Strait Islander services
- Community transport services
- Community centres
- Churches and religious groups
- Sporting groups
- Homelessness & low-income support groups
- Disability services
- Community-based advocacy groups
- Food services who interact with vulnerable groups
- Social housing providers

Engagement focused on the following three areas:

- **Understanding local community service organisations** – their key service group/s, their service locations, and if they have any existing working relationship with Council.
- **Understanding the communities that are being serviced by local organisations** – community types, how they are impacted, the barriers they face during heatwaves, their perception of danger to health, and resources that may be helpful.

- **Understanding community organisations’ roles, experience, and response during heatwaves** – do they undertake any existing initiatives during heatwaves, awareness of other support initiatives, their experience in witnessing impacts and their ability or capacity to assist, activities that could help them or their organisation to assist, suggestions on activities that Council and government can undertake, and their interest in receiving further information or holding a heat workshop in future.

Engagement methods included phone discussions, meetings and a survey. The following community interagency meetings were attended in May 2023:

- Illawarra Refugee Issues Forum
- Community Centre Network
- Multicultural Communities Workshop

The survey was promoted at each meeting as well as via the Community Industry Group’s (CIG) (formerly the Illawarra Forum) e-newsletter on 28 April 2023.

Results of engagement

Local community organisations indicated that heat is a concern for the communities they work with, including older residents, low income groups, culturally and linguistically diverse groups, people living with chronic illness and disability and people experiencing homelessness. Likely impacts of heat include stress regarding energy bills, difficulty getting from one place to another and negative health impacts.

Barriers preventing vulnerable community members from seeking relief during heatwaves include the cost of cooling, social isolation, language barriers, housing conditions, lack of transport and lack of access to air conditioned places. Some comments pointed out that while it is easy for many people in the Wollongong area to get to the beach to cool off, this option is not accessible or appropriate for everyone.

Community organisations indicated that practical assistance to vulnerable community members would be welcome, for example free access to local pools, free items such as door snakes, cool packs or hand held fans. They also pointed out the need for cool drinking water to be more readily available in the public domain, and more trees to be planted to reduce urban heat.

They also indicated that more information would be useful, for example:

- Information on accessing and understanding heatwave warnings
- Guidance on what to do when a heatwave is forecast, and during a heatwave
- Information on staying safe and keeping cool during hot weather
- Information on how to assist a person experiencing signs of heat stress
- A contact list of services who can help during a heatwave

Local community organisations were interested in further engagement, but also face many competing demands for their time – this should be considered in the design of future engagement.

5 Adaptation actions

The following sections outline opportunities for Council to work towards ten objectives, aligned with the four goals.

Table 7: List of objectives

| Goals | Objectives |
|--|--|
| 1. Minimise the impacts of heat on the Wollongong community. | <p>1.1. Use Council’s communication channels to help get relevant information out to the whole community before heatwaves occur and during heatwave conditions.</p> <p>1.2. Facilitate community access to cool places (including indoor and outdoor venues appropriate to a range of different needs) on hot days and during heatwave conditions.</p> <p>1.3. Engage with local community service providers to collaborate on meeting community needs on hot days and during heatwaves.</p> <p>1.4. Work in partnership with others on the Local Emergency Management Committee to improve the planning for severe and extreme heatwaves requiring a coordinated multi-agency response.</p> |
| 2. Minimise the impacts of heat on the local environment. | <p>2.1. Consider heat-related risks in planning and management of threatened species and ecosystems, biodiversity corridors, waterways, foreshores, coastal dunes, other natural areas and urban green infrastructure in the Wollongong LGA.</p> |
| 3. Plan and prepare Council’s workforce for more frequent hot days and heatwave conditions. | <p>3.1. Put appropriate measures in place to manage the health and safety of staff, contractors, volunteers and visitors using Council facilities and services and attending Council events on hot days and during heatwave conditions.</p> <p>3.2. Put plans in place to continue operating essential services when heat-related disruptions occur.</p> |
| 4. Plan and design urban infrastructure to cope with increased heat, reduce the UHI effect, create cooler microclimates and support indoor thermal comfort. | <p>4.1. Include consideration of urban heat in updates to Council’s LSPS, LEP and DCP to strengthen provisions which reduce paved surfaces, enhance shade and canopy cover, retain more water in the landscape and provide cooling amenities.</p> <p>4.2. Review and improve the UHI and microclimate outcomes in Council’s parks, open spaces and streetscapes and seek opportunities to reduce paved surfaces, enhance shade and canopy cover, retain more water in the landscape and provide cooling amenities.</p> <p>4.3. Review and improve the thermal performance of Council’s buildings to raise standards in existing buildings, new buildings and upgrades.</p> |

5.1 Communication and engagement

Objective:

Use Council's communication channels to help get relevant information out to the whole community before heatwaves occur and during heatwave conditions.

What Council already does:

- Council uses its website, social media channels, email, post, customer service staff and community noticeboards to share information on a range of issues relevant to the community, including some related to weather – see example in Figure 13.
- Council has a [Disaster Dashboard](#) with sections on Covid-19, fires, floods, road and bridge conditions, and service outages. The Disaster Dashboard also includes information on environmental conditions (e.g. weather forecast and warnings).
- Council has experience engaging with local CALD communities and making sure information is accessible to those who need it. During Covid-19, Council played an important role getting information out to the local community.

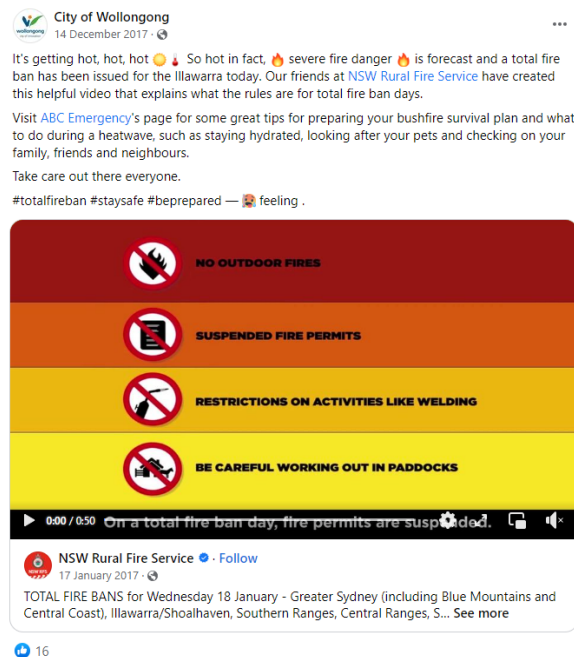


Figure 13: City of Wollongong Facebook post, 14 December 2017

Actions to build on this:

- Develop a communications plan including messages to go out before and during heatwave conditions. Many Victorian local councils have heatwave plans including detailed communication plans (Warrnambool City Council's Heatwave Plan is a good example) and some have produced their own collateral – see example in Figure 14.
- Increase the impact of communications by coordinating planning in collaboration with other local social infrastructure providers including Surf Lifesaving Illawarra.
- Refer to existing information available from other reliable sources including BOM weather forecasts, [BOM heatwave warning service](#) (see example in Figure 15) and NSW Government '[Beat the Heat](#)' resources.
- Provide links to other useful resources/services that may help people (especially vulnerable community members) cope during heatwaves – e.g. [Telecross](#) (by Red Cross) assists eligible vulnerable and isolated people by calling them daily.

- Develop tailored local information on topics of importance to the local community. Examples of tailored local information could include:
 - Information about what kind of measures work best to stay cool in Wollongong’s local climate and weather conditions – to help people prepare.
 - Messages about cool places people can access in the local area – including an invitation to come in when heatwave conditions are current.
 - Information sessions for local community groups.

Note WSROC’s recommendation that “The NSW Heatwave Sub Plan identifies NSW Health as responsible for educating the public regarding actions to prevent, reduce or respond to extreme heat. The Beat the Heat campaign provides key messages, however these must be expanded in scope. Further tailored messaging and channels to suit local audiences is required.” (WSROC, 2021b, p. 36).



Figure 14: One of many heat health communications materials from City of Yarra

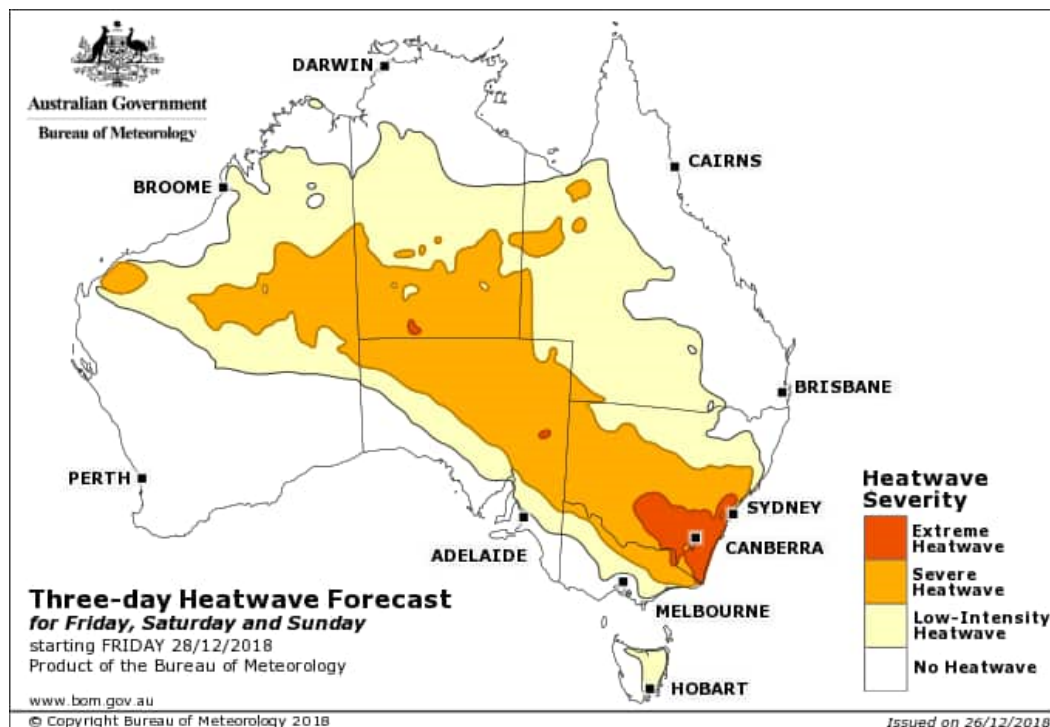


Figure 15: Example heatwave warning from BOM

5.2 Access to cool places

Objective:

Facilitate community access to cool places (including indoor and outdoor venues appropriate to a range of different needs) on hot days and during heatwave conditions.

What Council already does:

- People are already using a range of Council facilities and places managed by Council as cool places during hot conditions – including beaches, pools and libraries.
- Council provides community transport, which may help some people (particularly vulnerable community members) to access cool places.
- Council plans for future social infrastructure needs with a social infrastructure planning framework (Wollongong City Council, 2023) and Council is planning upgrades including new Community Centre and Library buildings at Warrawong and Helensburgh.
- Council prepared a 'Future of our Pools' strategy in 2014 (Wollongong City Council, 2014), which recognised that aquatic recreational activities are changing, and pools need to meet evolving needs. Heatwaves were not a prominent concern in 2014 but the changing climate is another reason why recreational needs are evolving.
- In hot weather, particularly when this occurs on the weekend, Council extends the patrolled hours for beaches patrolled by Council.



Figure 16: Corrimal Library (image: Wollongong City Council)

Actions to build on this:

- Consider how access to beaches and pools could be improved on hot days for those less able to get there. While beaches and pools may not be appropriate places for the most vulnerable community members to cool off during a heatwave, they can be a good option for many, including young people and families.
- Assess the suitability of Council facilities such as libraries and community centres to be utilised as cool centres on hot days. These places can provide a more appropriate offering for older adults and people with health conditions. A cool centre should include air conditioning, seating, cold drinking water, relevant information, and staff. It should be easy to get to and may include extended hours.
- Develop a cool centre plan and then get the message out to the community about the facilities and services on offer. Cool centres may only be 'activated' during hot weather – e.g. Blacktown Council activates theirs when a severe or extreme heatwave warning is issued.
- Assess whether vulnerable communities have the access they need to cool places, and identify priorities to improve existing or provide new facilities (for example, air conditioning upgrades at existing community centres). A recent community survey (Sweltering Cities, 2023) heard from 262 people about where they go when it gets hot, and what kind of facilities they would like to have in a cool place away from home.

5.3 Community service sector engagement

Objective:

Engage with local community service providers to collaborate on meeting community needs on hot days and during heatwaves.

What Council already does:

- Council works with other community service providers on a range of issues of importance to the local community.
- As part of preparing this strategy, there has been initial consultation with community service providers on the topic of urban heat.
- Undertakes social infrastructure planning to address current and future community needs.
- Coordinates several local groups and committees to provide a forum for specific issues, e.g. Aboriginal Reference Group, Neighbourhood Forums, Sports and Facilities Reference Group, Walking, Cycling and Mobility Reference Group.

Actions to build on this:

- Engage with interested community organisations to apply the recently developed Western Sydney Region of Councils 'Guide for Building Heatwaves Preparedness in Community Organisations', (WSROC, 2021c) especially focusing on supporting heatwave planning and community welfare initiatives.
- Develop a summer heatwave preparedness briefing for local community service providers that can be shared at the start of the summer season to inform providers of key initiatives and services that Council is undertaking to address increasing temperatures and heatwaves. This may include cool centres and places, changes to hours of operation, programs to cool streets and parks etc.
- Work with and support local community service providers to identify opportunities for direct community consultation and engagement on heatwave preparedness and response.
- Engage with the Illawarra Shoalhaven Local Health District, Health Promotion Unit, to identify opportunities to partner for local heatwave resilience, starting with the development of local messaging that could be distributed through Council services and networks.
- Engage with COORDINARE, the Primary Health Network for South Eastern NSW, to learn from recent climate disasters in the region (Black Summer bushfires 2019/20, in which 1353 homes were lost, floods, drought, and the COVID-19 pandemic), and how lessons from these events and experiences can be used to reduce community heatwave impacts in future.
- Engage with Surf Lifesaving Illawarra to identify improvements to beach infrastructure and possible training initiatives to respond to heat events, particularly during times when volunteers are the primary lifeguard response of Council.

5.4 Emergency management

Objective:

Work in partnership with others on the Local Emergency Management Committee to improve the planning for severe and extreme heatwaves requiring a coordinated multi-agency response.

What Council already does:

The Illawarra Emergency Management Plan (EMPLAN) (Illawarra Local Emergency Management Committee, 2020) includes a risk assessment framework, which is used to assess a wide range of risks. Heatwaves are included in the EMPLAN as a relevant local hazard, based on a previous Local Emergency Risk Management Study. In the current (2020) plan, heatwaves are rated as a Medium risk, based on:

- Unlikely occurrence (“Is not expected to occur; and/or no recorded incidents or anecdotal evidence; and/or no recent incidents in associated organisations, facilities or communities; and/or little opportunity, reason or means to occur.” Indicative frequency = once every 100 years).
- Moderate consequences (“Medical treatment required but no fatalities. Some hospitalisation. Localised displacement of people who return within 24 hours. Personal support satisfied through local arrangements. Localised damage that is rectified by routine arrangements. Normal community functioning with some inconvenience. Some impact on the environment with no long-term effect. Significant financial loss.”

Actions to build on this:

In partnership with other organisations who share emergency management responsibilities:

- In the next revision of the local EMPLAN, review the risk rating for heatwaves and the arrangements in place under this plan. Across the range of heatwave events defined by the BOM (low-intensity, severe and extreme), a high risk rating is likely to be more appropriate in some cases it may even be considered extreme. This urban heat strategy provides additional information on heatwave risks, which should be considered when the EMPLAN is next updated.
- Also consider the risks of heatwaves occurring at the same time as bushfires, power failures and transport emergencies.
- If the heatwave risk rating is revised, consider the need for more specific planning for heatwaves, e.g. preparation of a consequence management guide. This should consider needs such as:
 - Emergency evacuation centres that can function during extreme heat, even when there are power outages. E.g. consider the need for backup generators (or at least a point where they can be plugged in).
 - Planning for events where heatwaves and bushfires, power and telecommunication outages occur together.
- Advocate for NSW Government to improve state-level heatwave planning and build local government capacity for heatwave management, noting WSROC’s observation that “The 2020 Royal Commission into National Natural Disaster Arrangements found that local governments require further resourcing to fulfill their emergency management obligations (across all hazards). In the case of heatwave, lower level of maturity in emergency arrangements at all levels, means available resourcing is less likely to be allocated to heatwave.” (WSROC, 2021b, p. 37).

5.5 Environmental management

Objective:

Consider heat-related risks in planning and management of threatened species and ecosystems, biodiversity corridors, waterways, foreshores, coastal dunes, other natural areas and urban green infrastructure in the Wollongong LGA.

What Council already does:

- Council manages urban green infrastructure and has prepared and implemented an Urban Greening Strategy since 2017 (Wollongong City Council, 2017), which includes a goal to increase average tree canopy cover from the current 17%, up to 35%. The strategy includes actions in four areas: increasing canopy cover, protecting and maintaining existing vegetation, diversifying planting to improve urban ecology and engaging with the community to raise awareness and increase participation in caring for urban landscapes.
- Council works in collaboration with others to preserve and enhance biodiversity – see Illawarra Biodiversity Strategy (Wollongong City Council, Shellharbour City Council and Kiama Municipal Council, 2011). This includes working to protect threatened ecosystems, control weeds and plant relevant species to keep the threatened ecosystem as healthy and diverse as possible so it can better cope with heat stress.
- Council has prepared plans for important natural areas in collaboration with others, including the Puckeys Estate Biobanking Site, Illawarra Escarpment Strategic Management Plan, and the Lake Illawarra Coastal Management Program.
- Council manages natural areas, waterways, foreshores, and coastal dunes.
- Council supports residents and community groups to care for and enhance green infrastructure, with resources including information, education, native plant sales and donations.



Figure 17: Tarrawanna Tiny Forest (image: Wollongong City Council)

Actions to build on this:

- Consider heat-related risks in future planning for biodiversity, natural areas, waterways and urban green infrastructure. This is likely to reinforce existing strategies rather than requiring any major change in direction.
- In partnership with other land managers, develop interventions for threatened species and ecosystems vulnerable to the impacts of heat. This could include translocation programs for threatened Illawarra flora.
- Identify vegetation suitable for urban green infrastructure in Wollongong's changing climate – [Which Plant Where](#) is a useful resource for this purpose.

5.6 Work health and safety

Objective:

Put appropriate measures in place to manage the health and safety of staff, contractors, volunteers and visitors using Council facilities and services and attending Council events on hot days and during heatwave conditions.

What Council already does:

- Council manages work health and safety including planning, management measures and monitoring effectiveness.
- Council has access to guidance available from SafeWork NSW e.g. SeasonalSAFE guide and template plan, which cover heat-related risks and management measures.

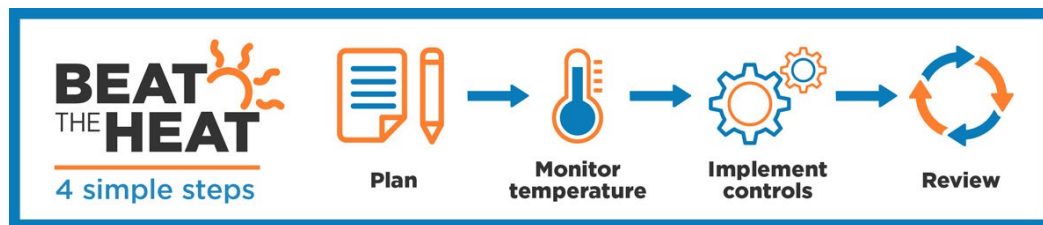


Figure 18: SafeWork NSW framework

Actions to build on this:

- Include consideration of heat stress impacts in the development of Council's Fatigue Procedure.
- Ensure the safety and protection of outdoor staff on hot days and during heatwave conditions, with measures such as appropriate clothing and PPE, shaded work areas, more frequent rest breaks, access to air conditioned spaces where possible, cold water, and flexible work arrangements such as early starts or late finishes (NSW Office of Environment and Heritage, 2016).
- Review contractors' WH&S plans to check if they have measures in place to manage heat-related risks.
- Consider heat as part of outdoor event planning in the heatwave season. Apply this to Council events as well as events run by others using Council venues. Consider contingencies such as shading, water stations, alternative date provisions and communication strategies. Consider thresholds at which



Figure 19: Australian Open Heat Stress Scale

different measures should apply. A heat stress scale developed by Sydney University, was used at the Australian Open (see Figure 19) and is currently being adapted for public use and trialled in Western Sydney.

- Assist volunteers (e.g. Bushcare, community transport volunteers) to plan for heat-related risks and put management measures in place.
- Provide information and training sessions to Council staff (potentially also to contractors and volunteers) to raise awareness of heat-related risks in the workplace, learn to recognise signs of heat stress and know what to do to minimise the risks and take appropriate action if heat stress occurs.
- In heatwave season, put heat-related risks on the agenda for WH&S toolbox talks.
- Addressing heat risks in public spaces and Council's buildings (refer to Sections 5.9 and 5.10 below) will also help reduce the risks for Council's contractors, volunteers and visitors.

5.7 Operational preparedness

Objective:

Put plans in place to continue operating essential services when heat-related disruptions occur.

What Council already does:

- Council provides essential services and sometimes has to manage these through disruptions beyond their control (e.g. recently, through Covid-19).
- Council has a range of approaches to maintaining services through challenging times. These include preventative measures such as increased staffing during times of high demand, through to reactive measures in response to disruptions such as loss of power or water access.
- Council has existing Business Continuity Plans for several of its major buildings. These plans provide a framework for responding to disruptions to normal business at these sites. This allows for consideration of workplace safety under a range of scenarios including heat impacts.
- The NSW Audit Office says that “In New South Wales, business continuity plans are widely used by local councils to help ensure continuity of service delivery, safety and availability of staff, availability of information technology systems and other systems, financial management and governance.” (Audit Office of NSW, 2022)

Actions to build on this:

- Plan for more frequent heat events, which may cause both increased demand for certain services (e.g. at beaches and swimming pools, due to higher visitor numbers) and disruptions to Council’s workforce (to protect workers from adverse effects of heat). Consider:
 - Actions which could be undertaken ahead of a heatwave to minimise issues during the event.
 - Tasks which need to be completed during heatwave conditions (potentially with an adjusted schedule or other measures in place to reduce risks to workers).
 - Tasks which could be delayed until heatwave conditions subside.
- Develop a business case to plan for the potential cost impacts of overlapping or more frequent heat events.

Recently, the NSW Audit Office reviewed planning for business and service continuity in two councils – Bega Valley and Snowy Valleys – and made specific recommendations for improvement (Audit Office of NSW, 2022). Wollongong City Council could cast the same lens over their planning to identify areas for improvement.

5.8 Addressing heat risks in development

Objective:

Include consideration of urban heat in updates to Council's LSPS, LEP and DCP to strengthen provisions which reduce paved surfaces, enhance shade and canopy cover, retain more water in the landscape and provide cooling amenities.

What Council already does:

- Climate action and resilience is already a key theme in the Wollongong 2020 Local Strategic Planning Statement (LSPS).
- This is supported by the Sustainable Wollongong 2030: A Climate Healthy City Strategy (Wollongong City Council, 2020a).
- Council's Local Environment Plan (LEP) and Development Control Plan (DCP) already include planning provisions which are relevant to reducing heat-related risks (e.g., provisions to protect waterways, trees and other vegetation, provisions requiring open space, street trees and other vegetation to be included in new development).
- Thermal performance of buildings is mostly covered by instruments beyond the DCP, including BASIX and the National Construction Code. However, Council does provide some guidance to home builders on sustainable design – currently Council has applied for an education grant for home builders, in collaboration with Shellharbour Council.
- Council is currently developing a Climate Friendly Planning Framework that includes consideration of LEP and DCP provisions related to reducing urban heat including building materials, green roofs and green facades.

Actions to build on this:

- Integrate consideration of heat-related risks into development planning. There are co-benefits between WSUD, biodiversity, recreation and reducing heat-related risks.
- Continue to update Council's LEP and DCP to address urban heat more clearly and comprehensively. The WSROC Urban Heat Planning Toolkit (WSROC, 2021a) provides a good starting point. Urban heat LEP and DCP provisions have been adopted by Penrith Council and Cumberland Council, and are also starting to appear in some recent site-specific DCPs (e.g. for the Aerotropolis, Growth Centres and other development precincts).
- Advocate for State Government to improve thermal performance standards in BASIX and amend Codes SEPP to improve heat-related outcomes in new development.
- When new development includes new streets, ensure that planning provisions facilitate increased street tree canopy. This is already a focus of Council's Urban Greening Strategy.
- Make locally relevant advice available to home builders and renovators on measures they can include to improve the thermal performance of their homes, including cool materials, insulation, shading, cross-ventilation.
- Consider incentives for home owners to plant trees in the private domain.

5.9 Addressing heat risks in public spaces

Objective:

Review and improve the UHI and microclimate outcomes in Council's parks, open spaces and streetscapes and seek opportunities to reduce paved surfaces, enhance shade and canopy cover, retain more water in the landscape and provide cooling amenities.

What Council already does:

- Wollongong Council manages trees in the public domain and the Urban Greening Strategy establishes a range of actions to "grow and nurture a healthy, diverse and well-managed urban forest to deliver a renewed and resilient place for people, enterprise, and the ecosystems that support us." (Wollongong City Council, 2017, p. 5).
- When Council upgrades streetscapes, these projects sometimes include new trees and other green infrastructure.
- Council has previously benchmarked shade in playgrounds (as of 2018) and planted trees at 55 playgrounds that were identified as having no, or limited shade. When Council upgrades play equipment and furniture in parks, these projects sometimes include new shade structures and/or are designed to take advantage of existing tree shade on site.
- Some of Council's parks include water play features, for example the Botanic Gardens, Cringilla Park, Kanhooka Park, Nicholson Park.
- Council has recently installed 15 new water bubblers in popular beach or foreshore coastal locations and community sporting facilities (see Figure 20).



Figure 20: Water bubbler at Thirroul (image: Wollongong City Council)

Actions to build on this:

- Identify parks and playgrounds to target with additional shade using Council's adopted hierarchy, preferably combining tree shade and structural shade for the best results in the long-term and in a wide range of weather conditions. Consider needs for shade over play equipment, seating areas and picnic tables.
- Identify high priority streets for cooling, targeting streets with high pedestrian movement and places like bus stops where people are more exposed to heat. Consider reducing paving, increasing tree canopy and providing structural shade. Locations to target with tree canopy should inform Council's priority tree planting program.
- Identify and prioritise locations along the Grand Pacific Walk, popular foreshore locations, key parks and sportsfields to provide more water bubblers/refill stations.
- As part of public domain projects, incorporate passive irrigation of trees and other vegetation. This is particularly worthwhile in high density environments where trees and other vegetation has limited access to water. Passive irrigation can improve vegetation health, tree growth and canopy cover, as well as reducing heat via evapotranspiration.

- Consider water features (e.g. ponds, fountains, water play) for targeted locations – water features are high cost but have a significant cooling effect in their immediate vicinity.
- Consider the use of cool materials in the public domain and parks. Options include lighter coloured and permeable paving materials. Some surfaces can be coated with a lighter coloured layer. However, there are some downsides to light-coloured pavements – they are more prone to staining, and can be glary. Materials and coatings which reflect heat (but not all wavelengths of light) are starting to become commercially available.
- Include an objective to reduce heat in public domain planning and design briefs. These could refer to existing available guidance such as WSROC's Urban Heat Planning Toolkit (WSROC, 2021a).



Figure 21: Crown Street Mall includes shaded seating

5.10 Addressing heat risks in Council's buildings

Objective:

Review and improve the thermal performance of Council's buildings to raise standards in existing buildings, new buildings and upgrades.

What Council already does:

- Council has demonstrated leadership in sustainable buildings, with the Administration Building becoming the first building in Australia to achieve a 6 Star Green Star – Performance rating, signifying 'Australian Excellence'. This was achieved after a project in 2014 to improve the building's operational performance from a sustainability perspective (Architecture and Design, 2015).
- Council has developed a draft Towards Net Zero Building Strategy that has guided internal decision making on major projects for many years, and is due for endorsement in 2023.



Figure 22: Council's 6 Star Green Star Administration Building (image: Wikimedia Commons)

Actions to build on this:

- Finalise and endorse the draft Towards Net Zero Building Strategy including guidance on thermal performance.
- Ensure that high thermal performance standards are defined in design briefs for new buildings and major upgrades. For buildings with outdoor spaces, alternative water supplies are also useful for cooling, as they enable sustainable water use for irrigation and cooling purposes.
- Identify priority buildings to improve thermal performance. Council has 30 community centres and halls, which provide spaces for a range of community activities, many catering to vulnerable community members. However, most of these are not air conditioned and would not be able to function as cool centres. The function of community centres and halls needs to be considered in the broader context of Council services and resources.
- Explore opportunities to collaborate with the University of Wollongong's [Sustainable Buildings Research Centre](#) to explore new technologies and approaches to managing heat in the built environment.

6 Implementation and accountability

High priority actions and indicators have been identified in the following sections.

6.1 High priority actions

The following actions are recommended as high priorities due to their importance and impact.

Table 8: High priority actions

| Proposed high priority actions | Why this is a priority |
|--|--|
| <p>1. Communications: Develop a communications plan including messages to go out before and during heatwave conditions.</p> | <p>A logical first step; start simple and build additional elements into the plan over time.</p> |
| <p>2. Cool places: Assess the suitability of Council facilities such as libraries and community centres to be utilised as cool centres on hot days.</p> | <p>A crucial first step to enable other actions to follow.</p> |
| <p>3. Community service sector engagement: Engage with interested community organisations to apply the recently developed Western Sydney Region of Councils 'Guide for Building Heatwaves Preparedness in Community Organisations', (WSROC, 2021c) especially focusing on supporting heatwave planning and community welfare initiatives.</p> | <p>This will help build understanding of community service provider needs.</p> |
| <p>4. Emergency management: In the next revision of the local Emergency Management Plan, review the risk rating for heatwaves and the arrangements in place under this plan.</p> | <p>Planning for major emergencies needs to follow this process.</p> |
| <p>5. Environmental management: In partnership with other land managers, develop interventions for threatened species and ecosystems vulnerable to the impacts of heat.</p> | <p>This action is targeted at ecosystems vulnerable to heat impacts and will build on existing conservation efforts.</p> |
| <p>6. Work health and safety: Include consideration of heat stress impacts in the development of Council's Fatigue Procedure.</p> | <p>Heat is an important contributor to fatigue.</p> |
| <p>7. Operational preparedness: Plan for more frequent heat events, which may cause both increased demand for certain services (e.g. at beaches and swimming pools, due to higher visitor numbers) and disruptions to Council's workforce.</p> | <p>Important to ensure Council is prepared to maintain essential services during disruptions caused by heat events.</p> |

| Proposed high priority actions | Why this is a priority |
|---|---|
| <p>8. Development: Consider urban heat more clearly and comprehensively in updates to DCP and other urban planning documents.</p> | <p>Council can demonstrate leadership and improve outcomes in local development.</p> |
| <p>9. Public spaces: Identify priority parks to target with additional shade, preferably combining tree shade and structural shade for the best results in the long-term and in a wide range of weather conditions. Consider needs for shade over play equipment, seating areas and picnic tables.</p> | <p>An action with important implications for liveability in a warmer climate.</p> |
| <p>10. Council buildings: Finalise and endorse the draft Towards Net Zero Building Strategy including guidance on thermal performance.</p> | <p>An opportunity for Council to demonstrate leadership in design and ensure high performance of future buildings in heat conditions.</p> |

6.2 Indicators

The following measurable indicators are suggested:

- Proportion of communications plan implemented annually.
- Number of Council’s libraries and community centres functioning as ‘cool places’.
- Number of community organisations undertaking heatwave preparedness planning.
- Number of heat-related WH&S incidents.
- Community satisfaction with essential services.
- Number of Council playgrounds with adequate shade or better.
- Number of water bubblers/refill stations operational across the LGA.
- Number of new buildings/major upgrades meeting high thermal performance standards.

7 Glossary

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| Adaptation | In human systems, the process of adjustment to actual or expected climate and its effects, in order to moderate harm or exploit beneficial opportunities. In natural systems, the process of adjustment to actual climate and its effects; human intervention may facilitate adjustment to expected climate and its effects (IPCC, 2022). |
| Adaptive capacity | The ability of systems, institutions, humans, and other organisms to adjust to potential damage, to take advantage of opportunities, or to respond to consequences (IPCC, 2022). |
| Adaptive comfort | Perceived thermal comfort that adjusts with varying outside conditions (WSROC, 2021a). |
| Albedo | A measure of the diffuse reflection of solar radiation from a surface, measured on a scale from 0 to 1, where a value of 0 would mean that all incident radiation is absorbed, and a value of 1 would mean that all incident radiation is reflected. In simple terms, high albedo surfaces reflect more solar radiation than they absorb. |
| Ambient temperature | Average air temperature in the environment. This term is used to refer to the average air temperature at the city-scale or precinct-scale (as distinct from a microclimate scale). |
| Climate change scenario | A coherent, plausible but often simplified description of a possible future state of the climate as influenced by climate change. It is not a prediction about the future, but rather it provides a means of understanding the potential impacts of climate change (Wollongong City Council, 2022a). |
| Emissions scenario | Emission Scenarios are a tool with which to analyse how driving forces may influence future greenhouse gas emission outcomes and to assess the associated uncertainties. They are used in climate change analysis, including climate modelling and the assessment of impacts, adaptation and mitigations (Wollongong City Council, 2022a). |
| Evapotranspiration | The process by which water is transferred from the land to the atmosphere, both via evaporation from the soil and other surfaces, and via transpiration by plants. |
| Exposure | The presence of people; livelihoods; species or ecosystems; environmental functions, services, and resources; infrastructure; or economic, social, or cultural assets in places and settings that could be adversely affected (IPCC, 2022). |

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| Extreme heat | Defined by the Climate Council as temperatures 40°C and over (Climate Council, 2014). |
| Feels like (temperature) | An expression of the equivalent temperature defined by human experience. “Feels like” temperature generally takes into account wind speeds and humidity, and may include other factors, to assess how the human body actually feels temperature (WSROC, 2021a). |
| Green infrastructure | Any vegetation in the urban environment. |
| Heatwaves | Defined by the Australian Bureau of Meteorology as a period of three or more consecutive days of high maximum and minimum temperatures which are unusual for that location (Bureau of Meteorology, 2023). |
| Heat Vulnerability Index (HVI) | A combined measure of exposure, sensitivity and adaptive capacity to urban heat on a scale of 1 to 5 based on quintiles, with 1 representing low exposure, low sensitivity or high adaptive capacity and 5 representing high exposure, high sensitivity or low adaptive capacity (NSW Government, 2019). |
| Hot days | The former NSW Office of Environment and Heritage (2014) and the Greater Sydney Commission (2018) have both defined “hot days” as those where the temperature reaches above 35°C, and the Greater Sydney Commission (2018) has recommended the number of hot days as a performance measure for addressing urban heat. |
| LGA | Local Government Area |
| LHD | Local Health District |
| Local Emergency Management Committee (LEMC) | Local Emergency Management Committees or LEMCs are responsible for emergency planning and management at the LGA level. LEMCs are chaired by the CEO of the Council in which the LEMC functions, and is supported by secretariat services (Local Emergency Management Officer). The remainder of the LEMC is comprised of representatives from local combat agencies, state agencies and service providers (e.g. local police, RFS, local health districts). It should be noted that the LEMC is not a committee of council, but a separate body under the SERM Act (WSROC, 2021b). |
| Local Emergency Management Officer (LEMO) | A staff member at council who represents council at, and manages secretariat services for the LEMC (WSROC, 2021b). |
| Microclimate | The climatic conditions of a very small or restricted area, especially when this differs from the climate of the surrounding area. In the case of urban heat, microclimate typically refers to conditions experienced at a human scale in different places within the urban environment – for example the microclimate in a well-irrigated landscape under a shady tree will be different to the microclimate in a paved area with no shade and surrounding heat-reflective surfaces (WSROC, 2021a). |

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| Mitigation (of climate change) | A human intervention to reduce emissions or enhance the sinks of greenhouse gases (IPCC, 2022). |
| NARClIM | The NSW and ACT Regional Climate Modelling (NARClIM) initiative provides an ensemble of robust regional climate projections for south-eastern Australia that can be used by the NSW and ACT community to plan for the range of likely future changes in climate. It can be accessed via the AdaptNSW website. |
| NCOSS | NSW Council of Social Services. The peak body for social service providers in NSW. |
| Passive survivability | A building's ability to maintain critical life-support conditions in the event of extended loss of power, heating fuel, or water (WSROC, 2021a). |
| Passive thermal performance | A building's ability to maintain a comfortable and relatively stable internal temperature, without powered heating or cooling, in fluctuating external conditions (WSROC, 2021a). |
| Physical risk | The impact of climate hazards, both shocks such as flooding, extreme heat and bushfires, and stresses such as drought and habitat loss (Wollongong City Council, 2022a). |
| Radiant temperature | A measure of thermal radiation emitted from adjacent surfaces. |
| Resilience | Resilience is defined by Resilient Sydney as the capacity of individuals, communities, businesses and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience (Resilient Sydney, 2018). |
| Risk management process | The systemic application of policies, procedures and practices to the tasks of communication, consultation, establishing the context and assessing, treating, monitoring, reviewing, recording and reporting risk. |
| Sensitivity | The degree to which a system or species is affected, either adversely or beneficially, by climate variability or change. The effect may be direct (e.g., a change in crop yield in response to a change in the mean, range, or variability of temperature) or indirect (e.g., damages caused by an increase in the frequency of coastal flooding due to sea level rise) (IPCC, 2022). |
| Shocks | Acute events with direct impacts, such as extreme heat, bushfires and floods (Wollongong City Council, 2022a). |
| Solar Reflectance Index (SRI) | A measure of a constructed surface's ability to reflect solar heat, as shown by a small temperature rise. It is defined so that a standard black surface (reflectance 0.05, emittance 0.90) is 0 and a standard white surface (reflectance 0.80, emittance 0.90) is 100. |
| Stresses | Chronic phenomenon with longer-term and drawn out impact, such as drought and changes in habitat (Wollongong City Council, 2022a). |

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| Surface temperature | Temperature measured at a surface. |
| Thermal autonomy | A measure of the percentage of time a building can maintain a specific set of comfort conditions passively (without air conditioning or heating), despite outdoor temperature fluctuations (WSROC, 2021a). |
| Thermal comfort | The condition of mind that expresses satisfaction with the thermal environment; i.e. the conditions in which a person feels neither too cold nor too warm (WSROC, 2021a). |
| Thermal emittance | The rate at which heat is radiated from a surface |
| Thermal safety | The condition of body that maintains balanced heat gains and losses with the environment to avoid inducing a dangerously low or high body temperature. A thermally safe environment remains within a range of temperatures that protect people from injury or death resulting from over-heating or over-cooling (WSROC, 2021a). |
| Universal Thermal Climate Index (UTCI) | A standard measure of “feels like” temperature. |
| Urban heat | A general term that refers to high temperatures in urban areas that pose a risk to our communities and infrastructure (WSROC, 2021a). |
| Urban heat island (UHI) effect | The tendency of cities to be much warmer than their rural counterparts. Urban surfaces such as roads and roofs absorb, hold, and re-radiate heat; raising the temperature in our urban areas. Human activities such as traffic, industry, and electricity usage also generate heat that adds to the urban heat island effect (WSROC, 2021a). |
| Vulnerability | The propensity or predisposition to be adversely affected. Vulnerability encompasses a variety of concepts and elements, including sensitivity or susceptibility to harm and lack of capacity to cope and adapt (IPCC, 2022). |
| Vulnerable communities | Any person or group of people at greater risk of heat-related impacts due to greater exposure (hotter temperatures), physical characteristics that make them prone to heat-related illness (chronic disease, mental health, old-age), or socio-economic circumstances that limit their capacity to respond (low-income, lack of transport, tenancy, social networks) (WSROC, 2021b). |

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From the mountains to the sea, we value and protect our natural environment and will be leaders in building an educated, creative, sustainable and connected community.

We value and protect our environment

We have an innovative and sustainable economy

Wollongong is a creative, vibrant city

We are a connected and engaged community

We have a healthy community in a liveable city

We have affordable and accessible transport

OUR WOLLONGONG

JOIN THE CONVERSATION

Urban Heat Strategy

Submissions in Reply
Engagement Report

August 2023

Urban Heat Strategy Engagement Report

Table of Contents

| | |
|---|----|
| Executive Summary..... | 4 |
| Background..... | 4 |
| Stakeholders..... | 6 |
| Method..... | 6 |
| Results..... | 7 |
| Engagement Participation Results..... | 7 |
| Detailed feedback..... | 7 |
| Submissions Received Directly via Email | 7 |
| Survey Responses | 13 |
| Urban Heat Survey..... | 24 |

Urban Heat Strategy Engagement Report

The information in this report is based on data collected from community members who chose to be involved in engagement activities and therefore should not be considered representative.

This report is intended to provide a high-level analysis of the most prominent themes and issues. While it's not possible to include all the details of feedback we received, feedback that was relevant to the project has been provided to technical experts for review and consideration.

Urban Heat Strategy Engagement Report

Executive Summary

Council has prepared a draft Urban Heat Strategy as part of its adaptation to the impacts of climate change. The Strategy identifies the risks associated with heat in relation to our community, our environment, and Council's operations. The Strategy has four high level goals to reduce those risks and suggests actions that Council can take.

- o Goal 1: Minimise the impacts of heat on the Wollongong community;
- o Goal 2: Minimise the impacts of heat on the local environment;
- o Goal 3: Plan and prepare Council's workforce for more frequent hot days and heatwave conditions;
- o Goal 4: Plan, design and manage urban infrastructure to reduce the Urban Heat Island effect, create cooler microclimates and support indoor thermal comfort.

The engagement period for the project ran from 3 July to 8 August 2023. Council emailed stakeholders and Council's media team promoted the project via social media, a media release, newsletter, and Mayor's desk article in the Illawarra Mercury.

The project webpage had 343 visits and we received 28 online responses, with 16 being feedback on the Strategy and 12 responses to the heat survey. We also received 6 submissions on the Strategy via email.

Based on feedback from the exhibition and in response to updated information related to heat management, the draft strategy has been modified and is presented to Council for final endorsement.

Background

Managing the impact of a changing climate upon our lives is the focus of Council's Climate Change Adaptation Plan (CCAP) 2022. Many of these changes, including an increase in the frequency of extreme heat events, appear to be locked into the climate system from past and ongoing greenhouse gas emissions. The focus of the adaptation plan and the draft Urban Heat Strategy is to prepare Wollongong for our climate future based on the best available scientific predictions.

In Australia, heatwaves are more deadly than other natural hazards that are often more prominent in our minds, such as bushfires, leading to it being referred to as a 'silent killer'. The CCAP identified urban heat as a key issue needing further investigation, to better understand the risks and develop appropriate management strategies. The draft Urban Heat Strategy has been developed to address this requirement. It identifies -

- The risks associated with heat in relation to our community, our environment and Council's operations.
- Four strategic goals to reduce those risks -
 - o Goal 1: Minimise the impacts of heat on the Wollongong community;
 - o Goal 2: Minimise the impacts of heat on the local environment;

Urban Heat Strategy Engagement Report

- Goal 3: Plan and prepare Council's workforce for more frequent hot days and heatwave conditions;
- Goal 4: Plan, design and manage urban infrastructure to reduce the Urban Heat Island effect, create cooler microclimates and support indoor thermal comfort.
- Existing actions that are already being implemented and reduce the risks associated with heat and additional key priority actions to be considered for implementation by various directorates within Council including:

| Proposed High Priority Actions | Why this is a Priority |
|--|--|
| 1 Communications: Develop a communications plan including messages to go out before and during heatwave conditions. | A logical first step; start simple and build additional elements into the plan over time. |
| 2 Cool places: Assess the suitability of Council facilities such as libraries and community centres to be utilised as cool centres on hot days. | A crucial first step to enable other actions to follow. |
| 3 Community service sector engagement: Engage with interested community organisations to apply the recently developed Western Sydney Region of Councils 'Guide for Building Heatwaves Preparedness in Community Organisations' (WSROC, 2021c) especially focusing on supporting heatwave planning and community welfare initiatives. | This will help build understanding of community service provider needs. |
| 4 Emergency management: In the next revision of the local Emergency Management Plan (EMPLAN), review the risk rating for heatwaves and the arrangements in place under this plan. | Planning for major emergencies needs to follow this process. |
| 5 Environmental management: In partnership with other land managers, develop interventions for threatened species and ecosystems vulnerable to the impacts of heat. | This action is targeted at ecosystems vulnerable to heat impacts and will build on existing conservation efforts. |
| 6 Work health and safety: Include consideration of heat stress impacts in the development of a Fatigue Procedure. | Heat is an important contributor to fatigue. |
| 7 Operational preparedness: Plan for more frequent heat events, which may cause both increased demand for certain services (e.g. at beaches and swimming pools, due to higher visitor numbers) and disruptions to Council's workforce. | Important to ensure Council is prepared to maintain essential services during disruptions caused by heat events. |
| 8 Development: Consider urban heat more clearly and comprehensively in updates to Council's Development Control Plan (DCP) and other urban planning documents. | Council can demonstrate leadership and improve outcomes in local development. |
| 9 Public spaces: Identify priority parks to target with additional shade, preferably combining tree shade and structural shade for the best results in the long-term and in a wide range of weather conditions. Consider needs for shade over play equipment, seating areas and picnic tables. | An action with important implications for liveability in a warmer climate. |
| 10 Council buildings: Finalise and endorse the Towards Net Zero Building Strategy, including guidance on thermal performance. | An opportunity for Council to demonstrate leadership in design and ensure high performance of future buildings in heat conditions. |

Urban Heat Strategy Engagement Report

We invited community input to refine the draft Strategy prior to it being reported to Council for final endorsement. As part of the engagement a short survey was created to better understand current approaches to managing heat.

Stakeholders

Stakeholders identified prior to the start of the engagement period included:

- NSW Health
- Neighbourhood Forums
- Register of Interest – Environment
- Residents of Wollongong
- Visitors to Wollongong

Method

We used a wide variety of methods to communicate the engagement to stakeholders and invite their participation.

| Methods | Details |
|------------------------------|--|
| Communication Methods | |
| Email to key stakeholders | An email was sent to key stakeholders including Neighbourhood Forums. |
| Newsletters | An item was included in the Sustainability newsletter about the draft Strategy, as well as the corporate newsletter. |
| Email | An email with a link to the project page was sent to registered participants of the Our Wollongong engagement platform with an interest in the environment. |
| Our Wollongong website | The project webpage hosted background information and supporting documents: <ul style="list-style-type: none"> • Draft strategy • Council report. |
| Media releases/social media | A media release about the engagement was distributed on 20 July. An article was published in the Illawarra Mercury's <i>From the Mayors</i> desk column. A Facebook post was published on 7 July. |
| Engagement Methods | |
| Online information sessions | Two online meetings were scheduled for 25 July. Two people registered for these, but the meetings were cancelled due to low numbers and an email was sent offering a phone call to discuss the strategy. |
| Our Wollongong website | The webpage included an: <ul style="list-style-type: none"> • Online feedback form • A survey on urban heat |

Urban Heat Strategy Engagement Report

Results

This section of the report provides a participation summary.

Engagement Participation Results

A total of 26 online submissions/surveys and 5 email submissions were received. The urban heat survey was completed by 12 people.

Summary of online participation

| Measure and Explanation | Usage |
|---|-------|
| Aware – Total number of users who viewed the project page | 343 |
| Informed – Total number of users who opened a hyperlink or read a document | 192 |
| Engaged – Total number of users who have actively contributed to the project via the project page | 28 |

Detailed feedback

| Tool Status | Published |
|--------------------|-----------|
| Visitors | 31 |
| Contributors | 14 |
| Registered | 7 |
| Unverified | 7 |
| Anonymous | 0 |
| Admin | 0 |
| SUBMISSIONS | 16 |

Submissions Received Directly via Email

| Submission | Key Comments | Response |
|----------------------------------|--|---|
| Surf Lifesaving Illawarra (SLSI) | SLSI are an important stakeholder and should have been consulted as part of the development of the strategy. SLSI is also an emergency response organisation. Goal 1 – review whether beaches have appropriate infrastructure to support | SLSI are an important stakeholder and as the plan is implemented Council will work with the organisation to achieve the goals of the strategy. The suggestions of SLSI are consistent with the current |

Urban Heat Strategy Engagement Report

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| | <p>visitation in heat waves including drinking water fountains, showers, shade etc. Involve SLSI in heatwave planning. Goal 2 – Increase shade. Goal 3 – Joint planning and training should be held between SLSI and WCC for heatwave conditions. Goal 4 – Improve the built form to support heat management.</p> | <p>strategy, however, the document has been updated to specifically mention SLSI in terms of working with Council to respond to heat events. See pages 35 and 38 of the revised draft Strategy.</p> <ul style="list-style-type: none"> • Page 35 Added specific mention of Surf Lifesaving Illawarra to dot point 2 of “Actions to build on this”: Increase the impact of communications by coordinating planning in collaboration with other local social infrastructure providers including Surf Lifesaving Illawarra • Page 38 Added the following dot point: Engage with Surf Lifesaving Illawarra to identify improvements to beach infrastructure and possible training initiatives to respond to heat events, particularly during times when volunteers are the primary lifeguard response of Council. |
| <p>UH2</p> | <p>1) it looks and reads like a standard document with some local tweaks. 2) there is no discussion of wollongong's climatic conditions, and localized variations eg albion park has a very different profile to bellambi. There are recognised international tools for analysing the combined effect of temperature, humidity and wind effects which would show which combination of local conditions are a problem ie not just temperature. this makes your report look unscientific. 3) there is no commitment to better, greener subdivision design, which will take place in hotter (and colder) western suburbs. 4) there is not DCP response, eg preference for solar design, lighter coloured roofs, more screened outdoor areas etc .</p> | <p>The draft Urban Heat Strategy is based on similar strategies developed by local governments in NSW as a response to the increasing risk of heat events. It adopts a methodology that is appropriate for the strategic level of the document. More detailed consideration of local conditions related to heat are expected to occur as part of the implementation of actions. The actions provide for DCP or subdivision level restrictions on development, but given the often changing planning landscape it is preferred to locate detailed provisions as part of our updating of the DCP and negotiations on subdivisions. Part of the implementation of the Strategy will be reviewing planning</p> |

Urban Heat Strategy Engagement Report

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| | <p>5) there is a feeble landscaping response both for council and property owners, including incentives for tree planting.</p> <p>6) the use of airconditioning, while cooling the affected building, heats up the surrounding area, this is not discussed.</p> | <p>provisions and implementation of the Urban Greening Strategy. The negative effects of air conditioning on surrounding environments have now been included specifically in the Strategy on Page 20 “At a smaller scale, the local microclimate is influenced by conditions in the immediate surroundings including building materials, vegetation and water in the landscape. Heat sources such as air conditioning systems can also have an impact on local microclimate, particularly where they exhaust heat near ground level.” Also, the local climatic variations are now addressed on pages 22-23 “Note that the exposure index in the HVI, based on land surface temperature, gives a picture of the physical conditions on the ground but does not take into account all the local weather conditions which also affect people’s exposure to heat (for example, humidity and wind). During hot weather and heatwaves, weather conditions can also be more severe in some areas than others. For example, local residents will be aware that sea breezes are more likely to have a cooling effect in the suburbs immediately adjacent to the coast (e.g. Areas 1-5) and less likely to reach Areas 6 and 7 west of Lake Illawarra. However, weather conditions can vary from one event to another. The HVI is useful to understand the underlying conditions before other factors are imposed by the weather.”</p> |
| UH3 | <p>- Use planning initiatives to ensure that any sqm/ground lost underneath a building is replaced by a garden/urban greening on top of the building and/or vertical green</p> | <p>The suggestions are relevant to the implementation of the draft Urban Heat Strategy actions, however, they are at a level of detail that is</p> |

Urban Heat Strategy Engagement Report

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| | <p>walls as they have done in parts of Sydney.</p> <ul style="list-style-type: none"> - Use planning initiatives to ensure that land is not lost to car parks, instead car parks should be put underground with green space on top (use Lane Coves precinct as a great example of how to achieve this). This will also serve on keeping cars cool in summer and reducing the need for people to run the air con (which in turn increases emissions and urban heating). - Use real turf/grass in as much open space as possible instead of plastic or concrete alternatives. - Better yet plant native gardens in green spaces and increase tree cover in the Illawarra. This includes: <ul style="list-style-type: none"> - Replacing vandalised trees with like for like i.e. the trees in the park off Mianga crescent. There has been a huge loss there that has never been replaced. The trees there also need protected with tree cages. - Replacing trees lost by private developers. There has been at least 10 large mature trees in Jenkins street alone that have disappeared since the start of Covid. - Stop concreting over green spaces as you have done in Lindsay Mayne Park. Offset any bike tracks or concrete areas using pergolas covered with native vines such as hardenbergia, pandorea etc. <p>Re-green areas you have concreted over such as the centre of town - add stormwater harvesting garden beds instead of the plastic turf.</p> | <p>best left to the implementation phase of the Strategy.</p> <p>It is noted that other NSW Councils are leading the way with prioritising underground carparking. Council is limited in its ability to control the management of vegetation on private land. Our Urban Greening Strategy is focussed on increasing canopy over time including reducing hard surface areas where possible.</p> |
| <p>Neighbourhood Forum 5</p> | <p>1) Discussion of Wollongong's climatic conditions, and localised variations e.g. Dapto has a very different profile to Bellambi</p> | <p>These comments closely resemble submission UH2. See above for response.</p> |

Urban Heat Strategy Engagement Report

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| | <ol style="list-style-type: none"> 2) A commitment to better, greener subdivision design, which will take place in hotter (and colder) western suburbs 3) A DCP response e.g. preference for solar design, lighter coloured roofs, more screened outdoor areas etc. 4) A much stronger landscaping response both for Council and property owners, including incentives for tree plantings. 5) Recognition that air-conditioning, while cooling the affected building, heats up the surrounding area. | |
| <p>Illawarra Shoalhaven Local Health District</p> | <p>The physical health effects of exposure to extreme heat include dehydration, heat stress, exacerbation of chronic conditions, as well as increased rates of chronic sunburn and skin cancer caused by increased UV exposure. The systemic impacts include increased heat-related ambulance call outs, emergency department visits, hospital admissions and heat-related deaths, especially amongst the elderly, young children, and people with chronic health conditions. It is a known that 'heatwaves kill more Australians than any other natural disaster'</p> <p>Continue to update Council's LEP and DCP to address urban heat more clearly and comprehensively. See Penrith Council and Cumberland Council and site specific DCPs.</p> <ul style="list-style-type: none"> • Continued implementation and strengthening of WCC's Urban Greening Strategy, also the restoration of biodiversity including waterways. • Targeted strategies for population groups most at risk, e.g., outdoor workers, elderly, and those with chronic illnesses. • Develop innovative place making and retrofitting strategies targeting local 'hotspots' identified through the heat mapping process. Increase shade provision and incorporate use of recycled or harvested water as a cooling and greening tool e.g., water features and green walls inside/outside council | <p>One of the key drivers for Council action on heat is the health of our community. Where possible, the recommendations of the ISLHD will be integrated into the implementation of the heat strategy.</p> <p>The recommendations of ISLHD are consistent with the current goals and actions of the draft Strategy. They will be used to inform the development of implementation actions arising from the strategy.</p> |

Urban Heat Strategy Engagement Report

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| | <p>community facilities and recreation spaces.</p> <ul style="list-style-type: none"> • Shade infrastructure audits of all council outdoor recreational and sporting facilities and planning for the increased provision of both natural and artificial shade in parks, playgrounds, reserves, public pools, community centres, leisure centres, and sporting fields across the LGA. This should be guided by best practice benchmarks identified in current literature and in NSW Cancer Institute shade provision guidelines. • Plan for and promote access to air-conditioned Council facilities as places of respite for community members during extreme heat events, especially in vulnerable communities e.g., libraries and community centres. • Monitor temperatures in non-air-conditioned Council facilities where indoor sports and leisure activities are conducted. Develop safety plans for extreme weather events with cancellation of games/activities when temperatures exceed certain limits. Apply 'tools down' temperature limits to high risk WCC outdoor work force settings. • Increase access to hydration infrastructure in all community facilities and places of outdoor recreation across the LGA, (e.g., multi-purpose water refill stations). • Reviewing what happened after heat waves to allow for learning. • Consider micro-environments in Council's policies. Specifically, factors that make open public space and developments (including private residential) less hot. While council are committed to planting trees on council land, trying to encourage residents to grow trees and adopt other cooling effects should also have a high priority. • Partner with ISLHD and other key government and non- government community agencies to raise community | |
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Urban Heat Strategy Engagement Report

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| | <p>awareness of the risks and communicate preventive strategies for dealing with extreme heat events, giving priority to the aged care sector and other vulnerable groups in the community.</p> <ul style="list-style-type: none"> • Advocate and partner with key stakeholders, particularly in the public housing sector, to address heat-effective housing design and retrofitting for cooling, particularly in 'hot spot' suburbs and other vulnerable communities. • Through consultation, particularly in vulnerable community settings, develop a solid understanding of how community members' lives are affected by climate change impacts and identify the enablers and barriers to their ability to effectively adapt. • Consider heat in the development and management of large new offices and residential blocks. • Finalise heat guidelines for large events. Consider recommending every entity / business / school to have a heat strategy and consider providing / developing a framework for them to use as a starting point. It could start with the largest organisations, or those with the largest number of employees. • Support and encourage other Councils to develop similar strategies. | |
| UH6 | <ul style="list-style-type: none"> • identify SW Sydney weather forecasts likely to induce Wollongong beach visitation () • p26 promptly apply 2021 Census data • Table 6 Access to Council buildings and pools will be sought all days of the week during heat waves, whether normally open or not • Table 6 lifesaving coverage may need to be extended into the evening • Table 6 additional traffic management will need to be deployed at busy beaches • Table 6 heatwave related beach closures need to be communicated to SW | <p>Better planning for responding to heatwaves is included in priority action 3. This will include identifying weather forecasts that trigger action across various council and community functions. The map of heat vulnerability on p26 is the most recent relevant data and mapping will be updated as the NSW Government releases new digital products.</p> <p>It is noted that the operational hours of Council facilities may be modified as an adaptation to heat, but this decision will be made as</p> |

Urban Heat Strategy Engagement Report

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| | <p>Sydney, so large numbers of visitors aren't threatened or trapped when bush fires restrict or close roads or railways</p> <ul style="list-style-type: none"> • Table 6 Emergency management will be much more active as high temperatures increases both bush fire likelihoods and consequences in urban and rural locales • Table 7 WCC should exercise responses to heatwave incidents at least annually. • Table 7 Update DCP should specify required albedo performance and apply more stringent BASIX and NABERS benchmarks • Page 41 shade from trees and shelters will increase relief of coastal areas on hot days • Table 8 Action 7 identify battery equipped places of refuge for continued utility when power interrupted | <p>part of implementation of the Strategy.</p> <p>Currently lifesaving hours are extended when Council considers it necessary for public safety. The need for additional traffic management is noted and currently there are additional measures put in place during busy periods. The need to communicate with SW Sydney residents is noted and will be included as part of detailed action planning. The current strategy acknowledges the increased stress of heat on emergency services including increased risk of bushfire. Updates to the Wollongong DCP are included in the implementation of the Strategy. The role of Urban Greening and shade is acknowledged in the Strategy. The provision of power during power outages is part of the operational planning that will arise from implementing the Strategy.</p> |
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Survey Responses

| What are your thoughts on the draft Strategy? | WCC Comment |
|---|-------------|
| Should be fast tracked & implemented asap. | Noted |
| Needs to be robust, fast tracked & implemented. | Noted |

Urban Heat Strategy Engagement Report

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| <p>A crucial part of the equation is missing from the strategy. How will the council combat climate change? Climate change is what's driving up the heat, which will absolutely only get worse, significantly so over time. Of course, mitigation and adaptation is important and I commend the council for this. However it is a symptom of the root cause which is the climate crisis.</p> <p>How can the council cut it's emissions from it's workforce, buildings and processes? How can the council encourage and support businesses which are working on the transition to a green economy? How can the council support households to instal solar powers or energy saving devices in their homes? How can the council help improve civic engagement by holding more town halls with local councillors plus state and federal MP's to improve community consultation on the climate crisis and disseminate scientific facts? Information such as how much power people hold with not just their vote but their dollar as well. Reducing consumption, especially fast fashion and food waste are easy things people can do to help reduce emissions.</p> <p>Please updated the strategy to include this element. Thanks.</p> | <p>A separate Climate Change Mitigation Plan addresses reducing emissions to combat climate change.</p> |
| <p>Absolute stupidity, you have no idea how much harder , more frustrating & difficult yiu will make life for people that live in these areas - what a waste of money , put in metered parking & raise revenue, instead of wasting it !</p> | <p>Noted</p> |
| <p>It does not go far enough and does not seem to understand how bad it could get. There should be actions to have disaster-resilient cool centres, with generators to keep the coolness when extreme heatwaves create blackouts. In heat-friendly development: stop developers from building apartments that are technically green houses: aka large wall of glass with only a tiny opening possible (see 15 Railway parade). People who live in apartment deserve better designs and better thermal performance. Also, people who wish to cut down trees on their property, especially near/along the street line, should have to apply for a permit and present strong arguments. For shade, on top of parks and playgrounds, please do exercise equipment and outdoor gyms as well, current ones are shadeless. Every time a road is resurfaced, some on-street car parking spots should be changed into spots for trees (would work well since Council spends so much of their budget on resurfacing roads)</p> | <p>The approach taken is consistent with NSW Government guidelines from AdaptNSW. A range of planning controls will be considered as part of implementation of the strategy.</p> |

Urban Heat Strategy Engagement Report

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| <p>I'm a bit fed up with the global warming scaremongering that has been going on for far too long. Living in Woonona I would love to see our average temperature five degrees warmer and my plants would love it too.</p> | <p>Noted</p> |
| <p>The strategy seems to be at odds with some of the development occurring currently in Wollongong. I refer to the proliferation of new high rise developments clustered together and without any green planting other than on the buildings themselves. I refer specifically to Atchison, Kenny, Ellen and Kiera streets. Could "Tiny Forests" which Council is developing not be placed on corners or strategically placed blocks that could be resumed.</p> | <p>Council will consider planning changes to reduce heat impacts including vegetation requirements for high density developments as part of the implementation of this strategy.</p> |
| <p>I realize smaller blocks equate to more developer contributions and more rates but surely you don't need a planning degree to realize smaller lots with no grass trees pools etc result in houses built on top of each other in areas like west Dapto increases temperature and the need for cooling systems and also result in kids spending all of their time indoors. Maybe base rates on lot sizes to still get the same size pie. Just a thought.</p> | <p>Noted</p> |
| <p>I was expecting some actual strategies; instead it's a document full of goals, priorities, identified needs, potential this and that, what Council is already doing, what's likely to happen, assessments etc. I look forward to hearing what Council is actually going to do.</p> | <p>This heat strategy is the beginning of Council's consideration of actions to reduce the impact of heat. Further detailed actions will be developed as part of implementing the strategy.</p> |
| <p>There are many quick actions we can take immediately, such as plant more trees.</p> | <p>Our Urban Greening Strategy is focussed on achieving this outcome.</p> |
| <p>We need to ensure new dwellings have space for trees -- this should be a requirement in the DA.</p> | <p>Noted</p> |
| <p>It's a great idea to be forward thinking about the topic. One of the best ways to embrace the positives of our beautiful beaches would be to provide an umbrella/beach shelter shade service at local beaches. This would provide much needed shelter for people attending the beach and encourage a sun safe approach. Providing this service would ensure that people are protected from the elements, in a coordinated way as the beach shelters/umbrellas could be set up in a sensible way by people with knowledge of the</p> | <p>Noted</p> |

Urban Heat Strategy Engagement Report

| | |
|---|--------------|
| <p>area, and also provide some revenue which could be put back in to the community. This service could also be potentially extended to an umbrella/shelter, cold drink, day bed service. It would provide families with the ease of knowing they have access to key facilities making the beach day experience more enjoyable for all.</p> | |
| <p>Great initiative as our world is getting hotter and we need to work out how to protect ourselves</p> | <p>Noted</p> |
| <p>I have conducted an examination of the Development Approval (DA) and the greening strategy proposed by the council, specifically in relation to the spacing of trees. According to the plan, the distance between trees is set at 11 meters, while for the coke works area, this distance is reduced to 7 meters. Notably, it is the dimensions of the roadways that appear to contradict the principles outlined in the urban heat strategy. Surprisingly, these roads surpass the width of Railway Street, a significant thoroughfare. This divergence from recommended dimensions is concerning as it compromises the efficacy of the urban heat strategy. A narrower road width is crucial to enhance the effectiveness of the tree canopy, curbing the re-emission of heat from rigid surfaces like bike tracks and roadways. This discrepancy holds significance due to several critical factors. Firstly, the expansiveness of the two roads, Railway Street and the entrance leading to the coke works, bears the potential to adversely impact water temperature. This situation could pose a threat to the native flora thriving in this vicinity and impede the water flow necessary for the survival of the endangered flying fox population. Secondly, the matter of safety assumes paramount importance. A representative from the Walk to School initiative has recently expressed concerns about the hazardous nature of the road width near the coke works, citing potential risks to children. In light of these observations, it becomes evident that an alignment with the principles of the urban heat strategy necessitates a reconsideration of road dimensions. Adhering to narrower roadways would foster a more conducive environment for the thriving of the urban canopy and ameliorate the heat absorption from solid surfaces. Furthermore, it would mitigate potential harm to local ecosystems and enhance safety, particularly for vulnerable individuals like children. The imperative for Council is to undertake a comprehensive</p> | <p>Noted</p> |

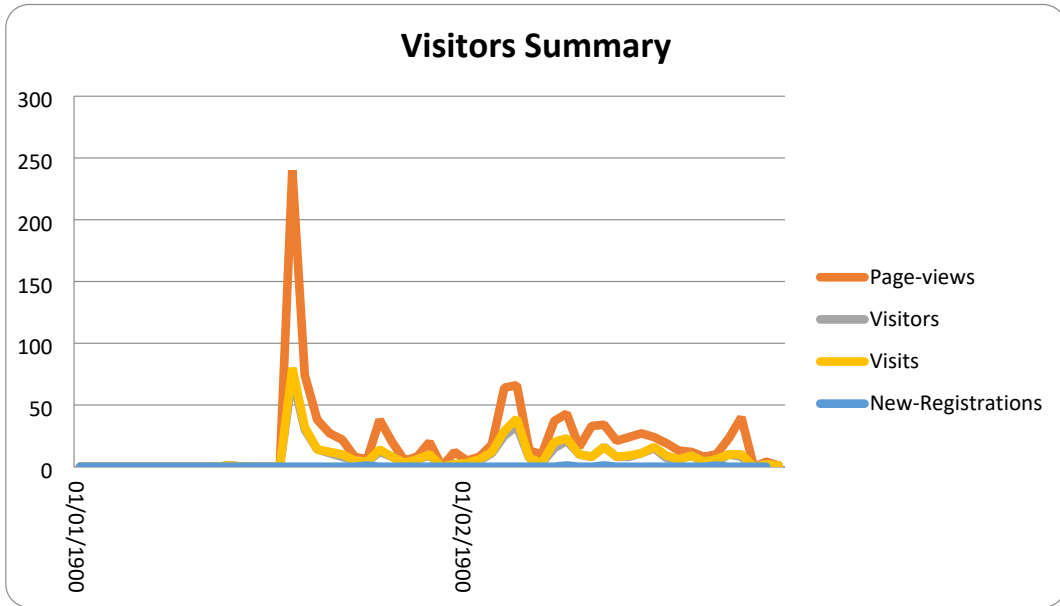
Urban Heat Strategy Engagement Report

| | |
|---|--|
| <p>reevaluation of the Wollongong Greening Strategy. This strategy is underscored by the necessity to curtail the interspacing between trees. This deliberative course of action is advocated with the intent of augmenting the efficacy of the urban canopy within the city. Moreover, it is incumbent upon the council to judiciously reconsider the existing practice of verge tree planting, concomitantly entailing the removal of exotic tree species. This strategic intervention is poised to engender a notable augmentation in the availability of indigenous sustenance resources for the local wildlife populace.</p> | |
| <p>In my opinion, a plan to monitor and assess heat mitigation and adaptation interventions, with quantitative performance descriptors, should be part of the plan.</p> | <p>At this early stage of considering heat mitigation approaches it is very difficult to develop quantitative performance measures. Further detailed actions arising from the strategy will incorporate quantitative monitoring.</p> |

Urban Heat Strategy Engagement Report

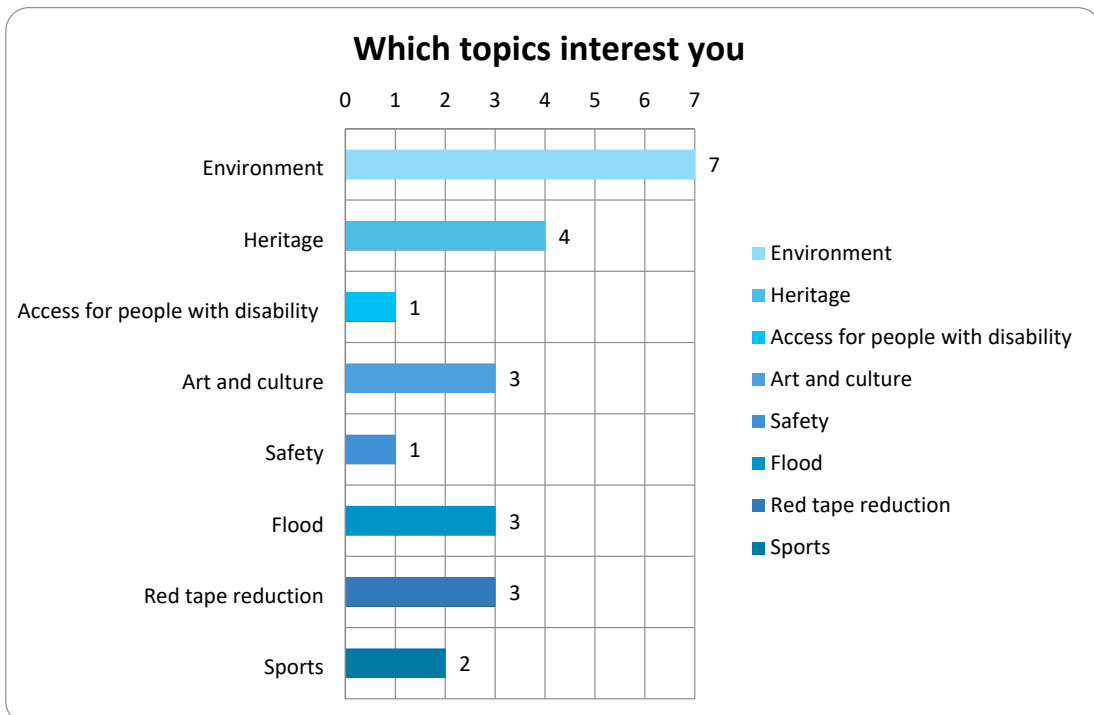
| | |
|---|--------------|
| <p>It's a lot to get through, but it seems to be well thought out and prepared on nearly all levels!</p> <p>There are some areas where I think are great ideas such as providing the community libraries and halls and making them cool areas in times of extreme heatwaves.</p> <p>Obviously planting more trees especially those that form canopy's for social gathering areas, playgrounds and sport grounds, also more drinking fountains and bubblers, water stations.</p> <p>Council May also be able to look into the Sydney Zoo Public Cooling System that consists of walk through misting water sprays which help to keep the public cool as they touring the zoo as being an extremely open area it is amazingly hot through the warmer months and these are a fabulous assets. Which I think would benefit places like the Blue Mile.</p> <p>Also think encouraging home owners to also plant trees in the private domains are great but Home Owners need to be Educated as to Which Trees Are Suitable otherwise they can cause major problems in the future.</p> <p>I would also strongly suggest that all of the public / community pools keep their Toddlers Pool as these are not only a great asset but also a necessity in these times as it gives under twos a safe environment to learn to swim which should be A No 1 Priority of all Councils.</p> <p>It also Provides a Safe Area for Elderly Grandparents and Carers, Visitors to our Country and those Adults Who Don't Know How to Swim to still be able to take their Babies and Toddlers to the pool on hot days and be able to walk or sit with them and to be able to Confidently and Safely Supervise Them.</p> <p>Water Parks I don't feel have anywhere near the benefits to the overall public as the Toddlers pools even if it is a cheaper option.</p> | <p>Noted</p> |
|---|--------------|

Urban Heat Strategy Engagement Report



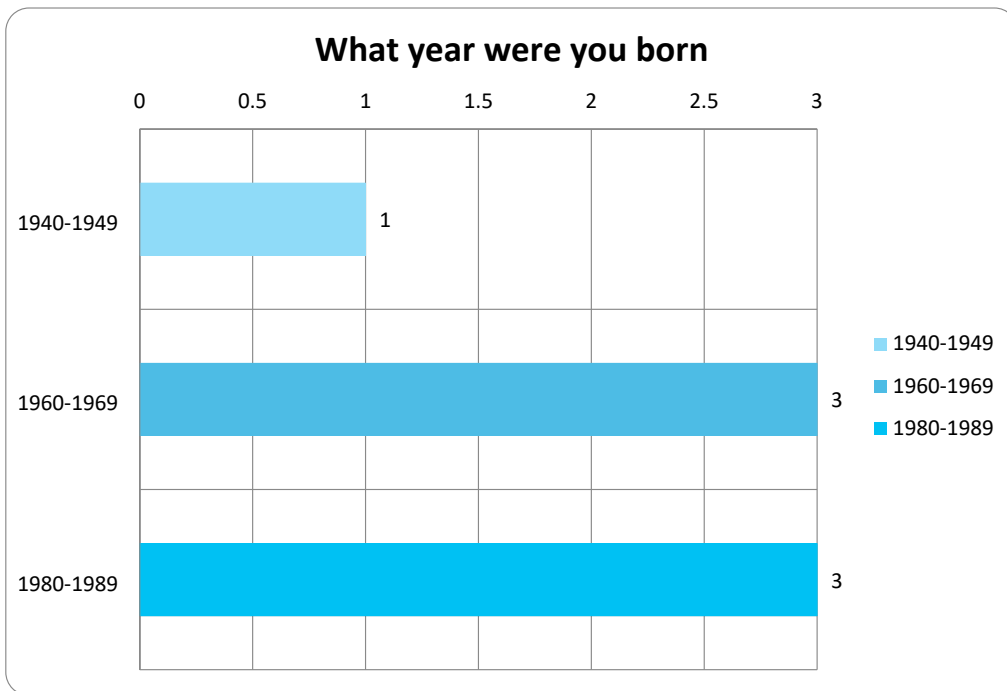
Urban Heat Strategy Engagement Report

| Which topics interest you? | |
|-----------------------------------|---|
| Environment | 7 |
| Heritage | 4 |
| Access for people with disability | 1 |
| Art and culture | 3 |
| Safety | 1 |
| Flood | 3 |
| Red tape reduction | 3 |
| Sports | 2 |



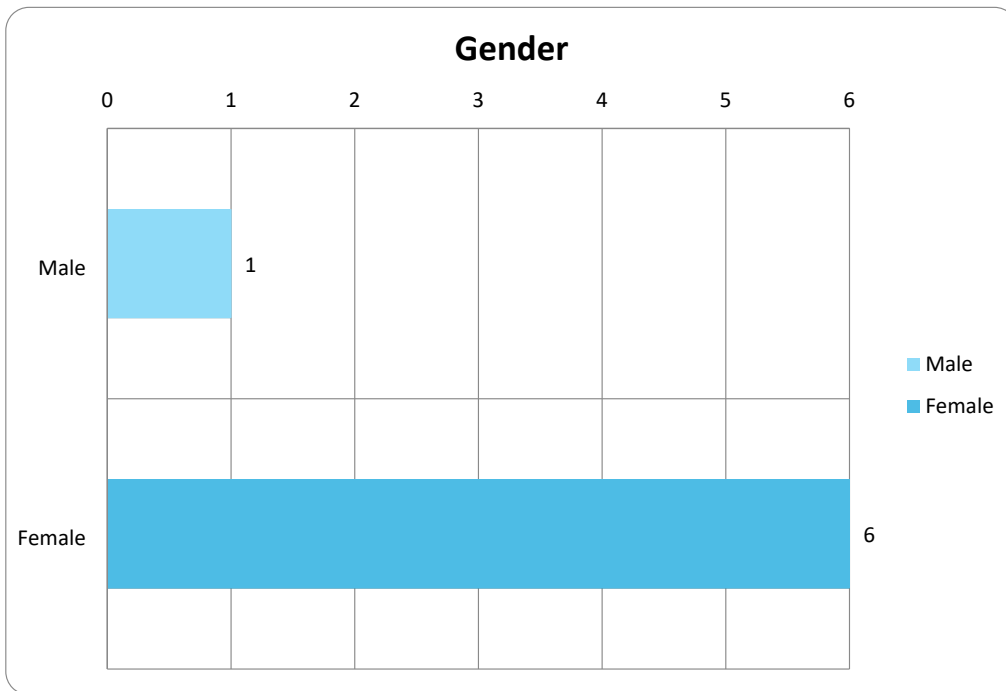
Urban Heat Strategy Engagement Report

| What year were you born? | |
|--------------------------|---|
| 1940-1949 | 1 |
| 1960-1969 | 3 |
| 1980-1989 | 3 |



Urban Heat Strategy Engagement Report

| Gender | |
|--------|---|
| Male | 1 |
| Female | 6 |

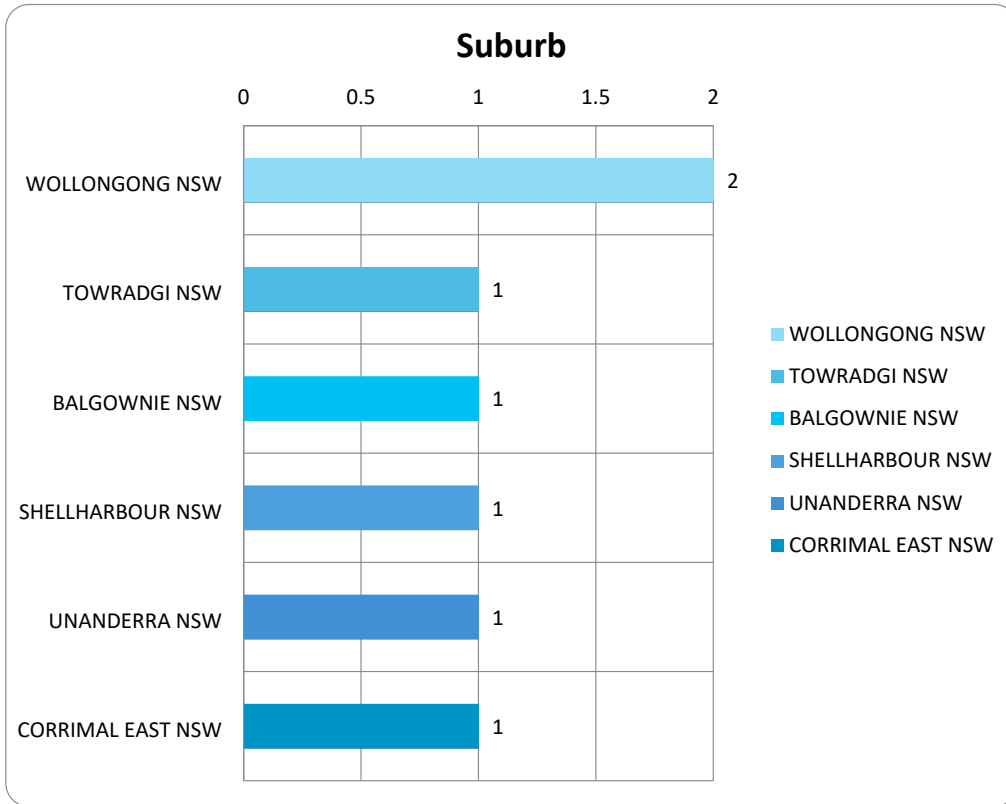


Urban Heat Strategy Engagement Report

| | |
|--|---|
| <p>Join the Register of Interest and we will let you know via an email when there is an opportunity to have your say on topics that interest you.</p> <p>If you later want to change your topics of interest Sign in and then click on your name under the search box in the top right corner. The drop down menu will show 'profile'. Click on 'profile' and update your details.</p> | |
| Yes | 7 |

| Suburb | |
|-------------------|---|
| WOLLONGONG NSW | 2 |
| TOWRADGI NSW | 1 |
| BALGOWNIE NSW | 1 |
| SHELLHARBOUR NSW | 1 |
| UNANDERRA NSW | 1 |
| CORRIMAL EAST NSW | 1 |

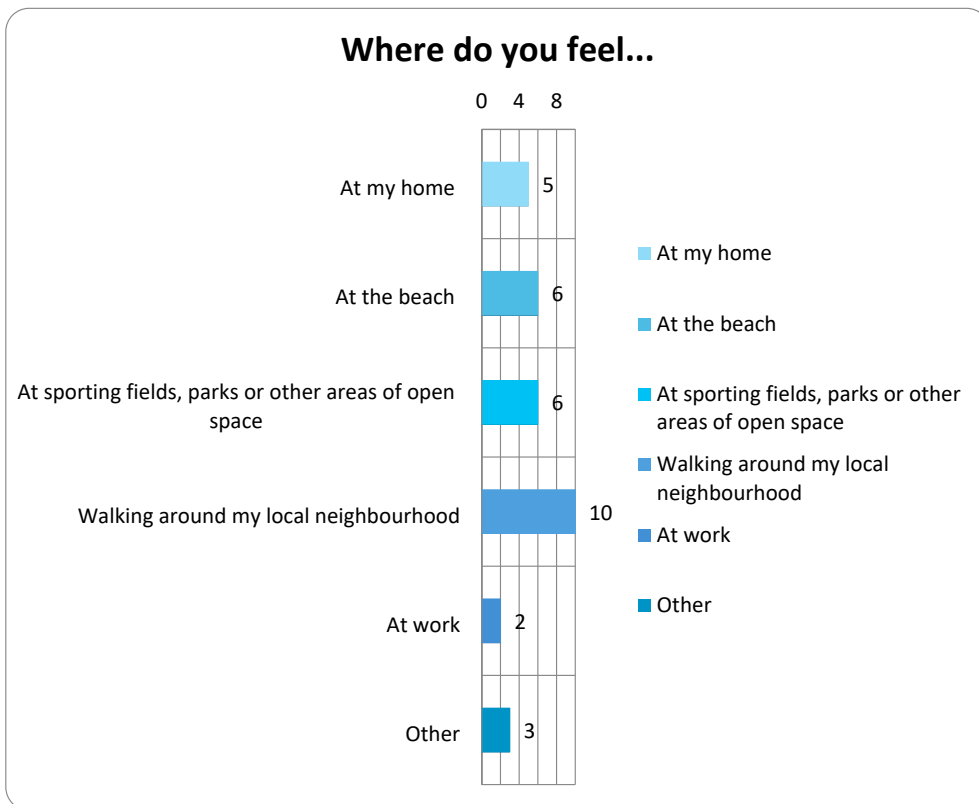
Urban Heat Strategy Engagement Report



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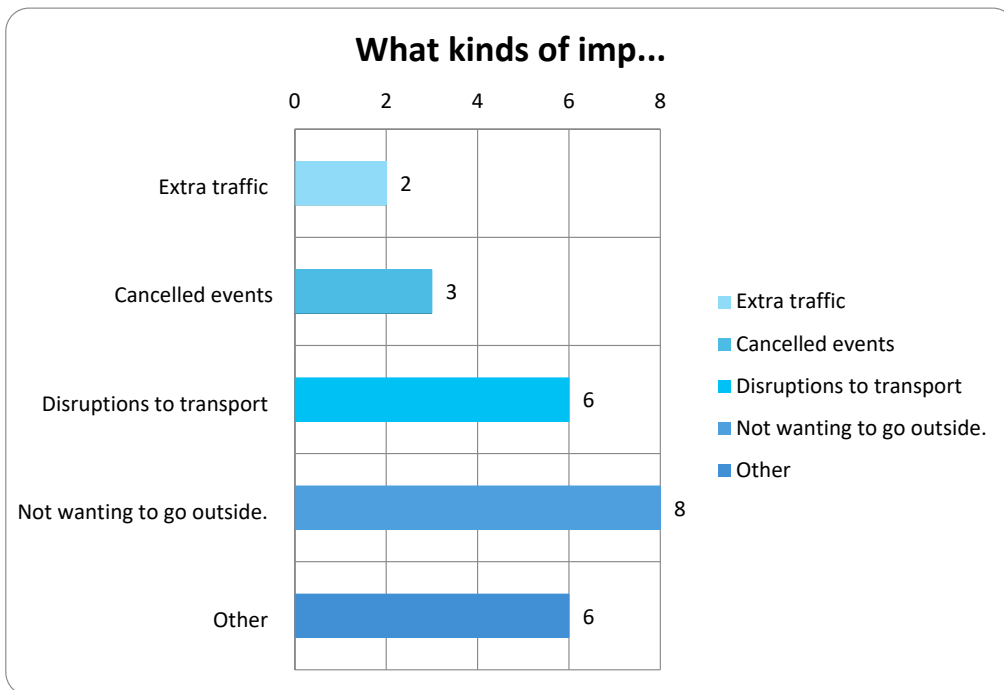
Urban Heat Survey

| Where do you feel the effects of hot weather? | |
|--|----|
| At my home | 5 |
| At the beach | 6 |
| At sporting fields, parks or other areas of open space | 6 |
| Walking around my local neighbourhood | 10 |
| At work | 2 |
| Other | 3 |



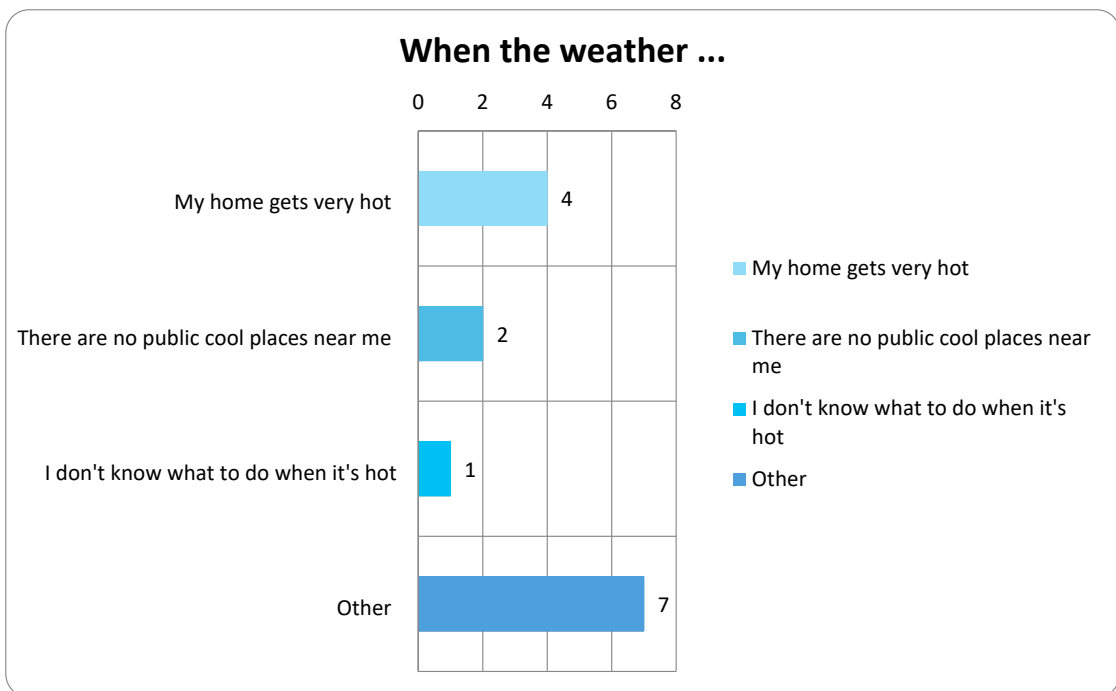
Urban Heat Strategy Engagement Report

| What kinds of impacts have you observed during heatwaves? | |
|---|---|
| Extra traffic | 2 |
| Cancelled events | 3 |
| Disruptions to transport | 6 |
| Not wanting to go outside. | 8 |
| Other | 6 |



Urban Heat Strategy Engagement Report

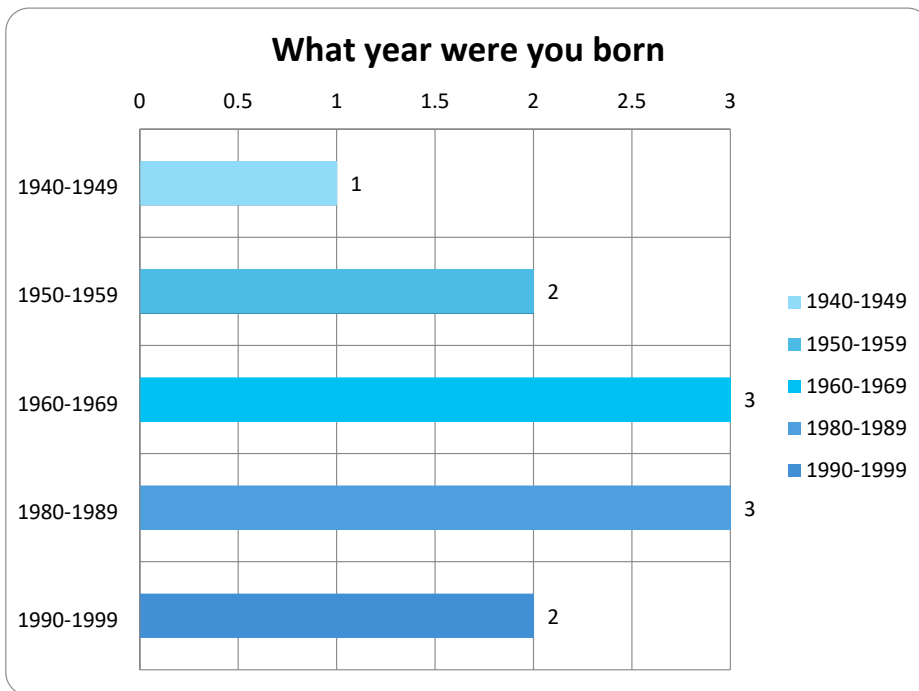
| When the weather is hot, what are your barriers to keeping cool? | |
|--|---|
| My home gets very hot | 4 |
| There are no public cool places near me | 2 |
| I don't know what to do when it's hot | 1 |
| Other | 7 |



| Would you like more information on heat? | |
|--|---|
| Yes | 5 |
| No | 6 |

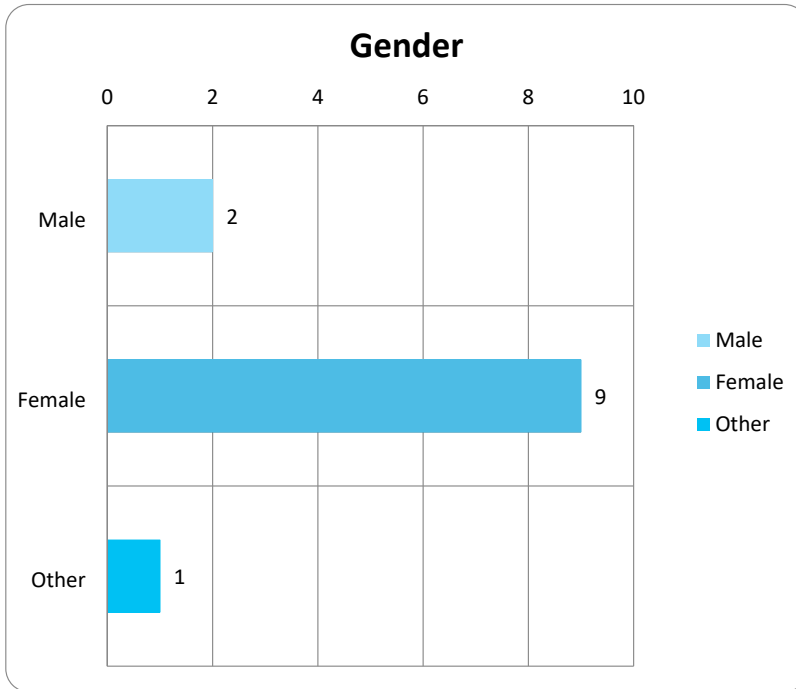
Urban Heat Strategy Engagement Report

| What year were you born? | |
|--------------------------|---|
| 1940-1949 | 1 |
| 1950-1959 | 2 |
| 1960-1969 | 3 |
| 1980-1989 | 3 |
| 1990-1999 | 2 |



| Gender | |
|--------|---|
| Male | 2 |
| Female | 9 |
| Other | 1 |

Urban Heat Strategy Engagement Report



Join the Register of Interest and we will let you know via an email when there is an opportunity to have your say on topics that interest you.

If you later want to change your topics of interest Sign in and then click on your name under the search box in the top right corner. The drop down menu will show 'profile'. Click on 'profile' and update your details.

| | |
|-----|---|
| Yes | 8 |
| No | 3 |

| Suburb | |
|----------------------|---|
| WOLLONGONG NSW | 3 |
| CORDEAUX HEIGHTS NSW | 1 |
| CORRIMAL NSW | 1 |
| LAKE HEIGHTS NSW | 1 |

Urban Heat Strategy Engagement Report

| | |
|------------------|---|
| MOUNT OUSLEY NSW | 1 |
| BALGOWNIE NSW | 1 |
| KANAHOOKA NSW | 1 |
| UNANDERRA NSW | 1 |
| WINDANG NSW | 1 |
| FIGTREE NSW | 1 |

ITEM 6 POST EXHIBITION - FRAUD AND CORRUPTION PREVENTION POLICY

Council's rolling Policy Review Program requires policies to be reviewed every 3 years. The Governance Unit has reviewed and revised the Fraud and Corruption Prevention Policy. The draft revised Policy was presented to Council for endorsement for public exhibition on 31 July 2023 and following exhibition is now recommended to Council for adoption.

RECOMMENDATION

Council adopt the revised Fraud and Corruption Prevention Policy.

REPORT AUTHORISATIONS

Report of: Todd Hopwood, Manager Governance and Customer Service
Authorised by: Renee Campbell, Director Corporate Services - Connected + Engaged City

ATTACHMENTS

1 Fraud and Corruption Prevention Policy

BACKGROUND

The Fraud and Corruption Prevention Policy demonstrates Council's zero-tolerance approach to fraud and corruption as they are incompatible with our values and present a risk to the achievement of our objectives and the provision of our services to the public, in a cost-efficient, effective and ethical manner.

The public, our employees and other parties we deal with are entitled to expect all Council officials to act with integrity and to protect resources, information, reputation and the public interest. Therefore, Council is committed to an honest and ethical environment that minimises fraud and corruption.

PROPOSAL

The draft revised policy was presented to Council for endorsement for public exhibition on 31 July 2023. The draft policy did not include any significant policy position changes that changed the intent of the policy. However, the updated policy features several enhancements to aid in the reading and application of the policy, these include -

- Provide updated and contemporary definitions of fraud and corruption,
- Requiring any Council Official who suspects fraudulent or corrupt behaviour to report it in accordance with Council's Code of Conduct,
- Requiring a regular fraud and corruption training and awareness program to be implemented to ensure that Council creates a culture of zero tolerance amongst staff,
- Expanded detail and clarity on the roles and responsibilities of all council officials in relation to identification, management, and reporting of potential fraudulent or corrupt incidents or behaviour.

CONSULTATION AND COMMUNICATION

Council at its meeting on 31 July 2023 resolved to place a draft amended Fraud and Corruption Prevention Policy on public exhibition, inviting submissions from the public. Public submissions were invited between 3 August 2023 and 31 August 2023 with no submissions being received during the exhibition period.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2032 Goal 4. It specifically delivers on the following:

| Community Strategic Plan 2032 | Delivery Program 2022-2026 |
|---|-------------------------------|
| Strategy | Service |
| 4.7 Demonstrate responsible decision-making based on our values, collaboration, and transport and accountable leadership. | Governance and Administration |

RISK MANAGEMENT

Council has a zero-tolerance approach to fraud and corruption. The risk of fraudulent and corrupt conduct occurring is greatly reduced by a well-defined fraud and corruption policy and reporting process that will give confidence to Council staff and officials to make reports of suspected fraudulent or corrupt conduct.

CONCLUSION

The updated Policy demonstrates to staff, councillors and the community our commitment to fraud and corruption prevention and Council's zero-tolerance approach to fraud and corruption.



FRAUD AND CORRUPTION PREVENTION COUNCIL POLICY

ADOPTED BY COUNCIL: [TO BE COMPLETED BY GOVERNANCE]

PURPOSE

This policy has been developed to demonstrate Council's zero-tolerance approach to fraud and corruption. Fraud and corruption are incompatible with our values and present a risk to the achievement of our objectives and the provision of our services to the public, in a cost-efficient, effective and ethical manner.

The public, our employees and other people we deal with are entitled to expect all Council officials to act with integrity and to protect resources, information, reputation and the public interest. Therefore, Council is committed to an honest and ethical environment that minimises fraud and corruption.

POLICY INTENT

The intent of this policy is to set out Council's objectives in relation to the prevention, detection and investigation of fraud and corruption in all Council activities. This policy applies to:

- Councillors;
- All Council staff;
- Individuals who are engaged as contractors working for Council; and
- Other people who perform public official functions on behalf of the Council, such as volunteers.

What is Fraud?

Fraud refers to dishonestly obtaining a benefit, or causing a loss, by deception or other means. Fraud against Council may include (but is not limited to):

- theft
- accounting fraud (e.g. false invoices, misappropriation).
- misuse of Council credit cards.
- unlawful use of, or unlawful obtaining of, property, equipment, material or services.
- causing a loss or avoiding and/or creating a liability.
- providing false or misleading information to Council or failing to provide information when there is an obligation to do so.
- misuse of Council assets, equipment or facilities.
- making, or using, false, forged or falsified documents, and/or
- wrongfully using Council information or intellectual property.

What is Corruption?

Corrupt conduct by a Council official is deliberate, serious wrongdoing that involves the dishonest or preferential use of power or position, a breach of public trust or the misuse of information or material acquired in the course of official functions.

While it can take many forms, corrupt conduct occurs when:

- a Council official improperly uses, or tries to improperly use, the knowledge, power or resources of their position for personal gain or the advantage of others

FRAUD AND CORRUPTION PREVENTION

COUNCIL POLICY

- a member of the public influences, or tries to influence, a public official to use their position in a way that affects the probity of the public official's exercise of functions.
- a member of the public engages in conduct that could involve one of the matters set out in section 8(2A) of the ICAC Act where such conduct impairs, or could impair, public confidence in public administration.
- The community expects Council officials to perform their duties with honesty and in the best interests of the public. Corrupt conduct by a Council official involves a breach of public trust that can lead to inequity, wasted resources or public money and reputational damage.

Some examples of corrupt conduct are:

- a Council official participating in a decision-making process in which they have a financial or other type of conflict of interest
- a member of the public bribing a Council official to influence a decision of that official
- a Council official (including a former Council official) selling or distributing confidential information gained while working in an official capacity.

WOLLONGONG 2032 OBJECTIVES

This policy contributes to the Wollongong 2032 Objective 'our local Council has the trust of the community' under the Community Goal 'we are a connected and engaged community'.

COUNCILS' COMMITMENT TO THE PREVENTION OF FRAUD AND CORRUPTION

Council has a zero-tolerance stance towards fraud and corruption. This means it is committed to taking all reasonable steps to control fraud and corruption risks and to properly manage public resources in a way that assures the integrity of the activities of Council while maximising benefits for our community.

Council's and the Executive Management Team recognise that fraud and corruption occur in an environment where opportunities exist for serious and substantial waste, government information contravention, and maladministration. Therefore, creating a strong ethical culture and environment based on integrity with a strong internal control environment is a top priority. Council also recognises the significant value and importance of the contributions of all our people in enhancing administrative and management practices, including identifying risks, such as fraud and corruption risks.

POLICY

Council is committed to protecting its revenue, expenditure, information and assets from any attempt either by the public, contractors, or its own employees and officials to gain financial or other benefits by deceit.

Council's approach to fraud and corruption control will be underpinned by the following:

General Principles

- 1 Council will not tolerate corrupt or fraudulent conduct by employees or by any Councillor, stakeholder, client, consultant or volunteer.
- 2 Council is committed to:
 - Minimising the opportunities for corrupt or fraudulent conduct by employees, Councillors, members of the public, contractors and clients by maintaining an effective system of internal controls for the prevention and detection of fraudulent or corrupt conduct.

FRAUD AND CORRUPTION PREVENTION

COUNCIL POLICY

- Ensuring staff are aware of their obligations to report suspected fraud or corrupt conduct through regular training.
 - Conducting periodic fraud risk assessments to identify emerging opportunities for fraud.
 - Detecting, investigating and disciplining/prosecuting corrupt or fraudulent conduct.
- 3 Managers are accountable for fraud and corruption control in their areas of responsibility.
 - 4 Managers will adopt a risk management approach to fraud and corruption control, including proactive assessment of corruption or fraud risk, active implementation of mitigating controls and regular reporting to senior management.
 - 5 Any Council Official who suspects fraudulent or corrupt behaviour must report it in accordance with Council's Code of Conduct.

Investigation

- All cases of alleged fraud and/or corruption will be investigated and where appropriate, reported to ICAC and may be referred to the NSW Police for prosecution.
- Where the ICAC or NSW Police declines a referral, or returns a matter to Council, Council shall review the matter in accordance with relevant internal investigation procedure .
- Fraud investigations must be carried out by appropriately qualified personnel or duly engaged external investigators.
- The objectives of investigations are to:
 - identify fraud and corruption vulnerabilities in Council business processes and instigate remedial action;
 - determine, and if appropriate, instigate any applicable insurance coverage aspects; and
 - identify offenders and refer them for prosecution
- Council shall take all reasonable measures to recover financial losses caused by illegal activity through civil recovery processes or administrative remedies.
- Where an investigation discloses potential criminal activity involving another organisation's activities or programs, Council shall report the matter to that organisation to the extent possible subject to relevant requirements of any applicable laws.

Fraud and Corruption Control Plan

The General Manager will ensure that an appropriate council-wide Fraud and Corruption Control Plan is developed, implemented and subject to regular review.

The Fraud and Corruption Control Plan will outline Council's approach to the control and detection of fraud and corruption at a strategic, tactical and operational level. The Plan will outline an integrated approach around the themes of prevention, detection and response, and will include Council's intended actions in relation to:

- Leadership Principles
- Accountability and ownership of fraud and corruption prevention activities
- Risk based internal control environment

FRAUD AND CORRUPTION PREVENTION

COUNCIL POLICY

- Internal and external reporting of fraud and corruption
- Public Interest Disclosure (PID) awareness, management and compliance
- How investigations will occur
- Ethical Conduct Framework
- Education, awareness and understanding for staff
- External party awareness and management (Customers, Clients and the Community).

Prevention and Training

To ensure that Council creates a culture of zero tolerance amongst staff in relation to fraud and corruption a regular fraud and corruption training and awareness program will be implemented.

General awareness training

Council will ensure that all Council officials and the public are made aware of the following:

- a) What constitutes fraud and corrupt conduct, and
- b) the details of, and how to access, Council's Fraud and Corruption Prevention policy, and
- c) how to report suspected fraud or corruption.

Responsible officers training

Council will ensure that officials primarily engaged in fraud control activities possess or attain relevant training to effectively carry out their duties.

REPORTING

Staff have an obligation to report suspected fraud or corrupt conduct. Guidelines for reporting fraud and corruption are set out in Council's Internal Reporting Policy. All actual or suspected instances of fraud or corruption should be reported to Council's Professional Conduct Coordinator (PCC) or directly to ICAC as soon as possible.

ROLES AND RESPONSIBILITIES

General Manager The General Manager has ultimate responsibility for managing fraud and corruption risks within Council. The General Manager is obliged, under section 11 of the Independent Commission Against Corruption Act 1988 (ICAC Act) to report any matter that they reasonably suspects involves or may involve corrupt or fraudulent conduct to the ICAC.

In cases of complaints against the General Manager, the Mayor or Administrator assumes the aforementioned responsibilities.

Directors and Senior Managers

The Executive and Senior Management are responsible for ensuring that the Council's Fraud and Corruption Control Plan is fully and effectively implemented. The responsibilities of senior management include creating an environment where fraud and corruption is not tolerated, identifying risks of fraud and

FRAUD AND CORRUPTION PREVENTION

COUNCIL POLICY

corruption, supporting organise wide initiatives and taking appropriate action to ensure that controls are in place to prevent and detect fraud.

Middle Managers

Middle Managers are responsible for:

- understanding and implementing the Code of Conduct and relevant Council policies
- undertaking risk assessment of corruption or fraud risk, active implementation of mitigating controls and regular reporting to senior management.

Council Staff/Officials

Staff are responsible for reporting corrupt and fraudulent conduct through the Council's internal reporting framework or directly to ICAC. Staff are responsible for behaving according to the Code of Conduct and relevant Council policies.

Internal Audit

Whilst the primary responsibility for the identification of fraud and corruption rests within the organisation, the internal audit function examines the adequacy of internal controls over high-risk processes and evaluates the potential for fraud to occur.

Manager Governance & Customer Service

The Manager Governance and Customer Service is responsible for the provision of fraud and corruption control initiatives and the overall implementation of the Fraud and Corruption Prevention Policy and the Fraud and Corruption Control Plan.

Chief Information Officer (CIO)

Council recognises the CIO as the information security management system officer. The CIO is responsible for maintaining a sound understanding of how an information security management system can effectively mitigate the risks of fraud and corruption and maintaining a sound understanding of cybercrime and methods for managing the risk of cybercrime in accordance with relevant standards and contemporary and emerging practice in the field. They are also responsible for informing the Governance and Risk Manager of any suspected weakness in controls and/or security breaches that occur relating to fraud and corruption events.

Lord Mayor and Councillors

The Lord Mayor and Councillors are responsible for ensuring that management is carrying out the tasks assigned to them in relation to fraud risk and corruption prevention, as well as understanding the environment to determine if management can override or influence the controls in place.

In cases of complaints against the General Manager, the Lord Mayor is obliged, under section 11 of the Independent Commission Against Corruption Act 1988 (ICAC Act) to report any matter that they reasonably suspects involves or may involve corrupt or fraudulent conduct to the ICAC.

Professional Conduct Coordinator (PCC)

FRAUD AND CORRUPTION PREVENTION

COUNCIL POLICY

The PCC is Council's nominated Public Interest Disclosures Coordinator. The General Manager may refer serious complaints to the PCC for appropriate investigation and action in accordance with the PCC Investigation Policy.

Audit, Risk and Improvement Committee (ARIC)

The ARIC meets regularly throughout the year and plays a pivotal role in the oversight of Council's Governance, Risk and Audit functions. The Committee is responsible for the regular review and oversight of Council's operations to ensure robust and effective risk management practices within Council.

Contractors/Consultants/Volunteers

Contractors, consultants, volunteers and any other persons who perform public official functions on behalf of Council, are encouraged to support Council's commitment to preventing fraud and corruption through reporting suspicious behaviour in accordance with the Code of Conduct. All external parties who engage in business with Council are expected to observe Council's Code of Business Ethics, comply with Council policies and refrain from engaging in fraudulent and corrupt conduct.

RELATED STRATEGIES, POLICIES AND PROCEDURES

- Code of Conduct
- Code of Business Ethics
- Public Interest Disclosures Policy
- Fraud and Corruption Control Plan

LEGISLATIVE REQUIREMENTS

- Independent Commission Against Corruption Act 1988
- Local Government Act 1993 and General Regulation 2021
- Public Interest Disclosures Act 2022

REVIEW

This Policy will be reviewed every three years from the date of each adoption of the policy, or more frequently as required. This policy will be reviewed within one year of any significant restructure or change to Council's operating environment.

BREACHES

Failure to comply with the provisions set out in the policy will constitute a breach of Council's Code of Conduct and may be considered misconduct and result in disciplinary action including termination of employment or legal actions.

APPROVAL AND REVIEW

FRAUD AND CORRUPTION PREVENTION

COUNCIL POLICY

| | |
|------------------------------|--|
| Responsible Division | Governance and Customer Service |
| Date adopted by Council | XX July 2023 |
| Date/s of previous adoptions | 02/09/2019; 19/11/2015; 11/06/2013; 24/11/2009; 24/11/1995 |
| Date of next review | XX July 2026 |
| Responsible Manager | Governance and Risk Manager |

ITEM 7 POST EXHIBITION - PUBLIC INTEREST DISCLOSURES POLICY

The Public Interest Disclosures Bill 2022 (NSW) passed parliament on 29 March 2022 and will come into effect on 13 October 2023. This Bill repeals and replaces the Public Interest Disclosures Act 1994 (NSW) to address identified shortcomings in the 1994 Act. An updated Public Interest Disclosures Policy reflecting the requirements of the updated Act was reported to Council in July for public exhibition. This report provides the post exhibition Policy to Council for adoption.

RECOMMENDATION

Council adopt the revised Public Interest Disclosure Policy

REPORT AUTHORISATIONS

Report of: Todd Hopwood, Manager Governance and Customer Service
Authorised by: Renee Campbell, Director Corporate Services - Connected + Engaged City

ATTACHMENTS

1 Public Interest Disclosure Policy

BACKGROUND

The Public Interest Disclosures (PID) Act 2022 introduces reforms to the way that public interest disclosures are made, received and dealt with and is intended to provide greater protection of persons who make public interest disclosures than currently afforded under the PID Act 1994.

Council must continue to comply with the PID Act 1994 until the new PID Act 2022 commences. For example, Council must continue to:

- Receive, assess and handle reports of wrongdoing that meet the definition of a public interest disclosure (PID) under the PID Act 1994,
- Report data to the NSW Ombudsman every six months,
- Make sure Council officials – including staff, contractors and volunteers – are aware of Council's internal reporting system,
- Make sure that nominated disclosure officers are aware of their role in dealing with reports from staff, including PIDs.

On 31 July 2023, Council resolved to place the updated draft Public Interest Disclosures Policy on exhibition.

PROPOSAL

The draft Public Interest Disclosures Policy was placed on public exhibition from 3 August to 31 August 2023. Council's existing Public Interest Disclosures policy had been reviewed and a draft update prepared to ensure compliance with the various changes that will come into effect when the new Act commences in October 2023. The significant elements of the new Act, which are reflected in the updated policy, are outlined below.

The Act attempts to provide a clearer definition of matters covered by the PID Act. The term serious wrongdoing replaces the previous lengthy descriptions of conduct that may be the subject of a public interest disclosure. Serious wrongdoing is defined under section 13 of the Act as follows:

In this Act, serious wrongdoing means 1 or more of the following —

- (a) corrupt conduct,*
- (b) a government information contravention,*
- (c) a local government pecuniary interest contravention,*
- (d) serious maladministration,*
- (e) a privacy contravention,*
- (f) a serious and substantial waste of public money.*

Categories of public interest disclosure

In accordance with the Act, public interest disclosures will now fall under categories determined by the circumstances under which the disclosure was made. Under section 21 of the Act, the categories of disclosure are:

- A witness public interest disclosure, or
- A mandatory public interest disclosure, or
- A voluntary public interest disclosure.

A **witness public interest disclosure** means a disclosure of information, in an investigation of serious wrongdoing, at the request of or in response to a requirement of a person or agency investigating the serious wrongdoing.

A **mandatory public interest disclosure** means a disclosure that occurs while the maker is meeting the ordinary requirements of their role or function or under some legal or statutory obligation imposed.

A **voluntary public interest disclosure** is made when a disclosure complies with sections 25, 26 and 27 of the Act. To meet these requirements, the disclosure must be made by a public official, where the maker of the disclosure believes, on honest and on reasonable grounds, that the disclosure shows or tends to show serious wrongdoing, and is made to one of the following:

- The head of an agency,
- Another disclosure officer for an agency,
- A manager of the person making the disclosure,
- Subject to section 24(3)(c)—a Minister or a member of a Minister's staff, or
- Subject to section 28—a member of Parliament or a journalist.

Protections under the Act

Part 3 of the Act (s30-41) enhances the protections afforded to makers of public interest disclosures and increases some of the penalties for taking detrimental action against those individuals. Where a person commits detrimental action against a maker, or potential maker, of a public interest disclosure in reprisal, this is considered a detrimental action offence. Under section 33, a detrimental action offence will be punishable by an increased fine of up to \$22,000, or 5 years imprisonment, or both.

Where a person or Council believes that a detrimental offence has been committed, they must, by providing a brief of evidence relating to the alleged offence, refer the alleged offence to the Director of Public Prosecutions or the Attorney-General, as the case requires. Importantly, these protections are afforded to all persons, not only public officials, and relate to all three categories of public interest disclosure.

Agencies have an additional obligation under section 34 of the Act to refer evidence of a detrimental action offence to the Commissioner of Police and the Independent Commission Against Corruption. An agency must also notify the Ombudsman as soon as reasonably practicable after:

- Becoming aware of an allegation a detrimental action offence has been committed by a public official associated with the agency, or
- Referring evidence under section 34(1), or
- Becoming aware of the outcome of a prosecution against a public official associated with the agency for the commission of a detrimental action offence, or
- Otherwise becoming aware of a detrimental action offence that has been committed or alleged and arises from a public interest disclosure relating to the agency.

Section 36 of the Act also makes it clear that, where a person who took the detrimental action did so in connection with the person's position or role as an employee, a court may order that the person's employer is liable to pay damages and may order that the employer is jointly or severally liable.

Disclosure officers

Under the Act, disclosure officers are responsible for receiving voluntary public interest disclosures on behalf of Council. Persons considered to be disclosure officers include:

- The head of the Council (General Manager),
- For each work site that is permanently maintained by Council the most senior ongoing employee who ordinarily works at the site,
- A person specified in Council's public interest disclosure policy as a person with responsibility for receiving voluntary public interest disclosures on behalf of the agency.

Public interest disclosure policies

The new Act explicitly outlines the requirements for contents of Council's public interest disclosure policy. Part 4 of the Act requires that the relevant policy must specify Council's procedures to deal with the following:

- Dealing with disclosures that are or may be voluntary public interest disclosures,
- Acknowledging receipt of voluntary public interest disclosures and providing information to the makers of voluntary public interest disclosures,
- Taking steps to assess and minimise the risk of detrimental action, other than reasonable management action, being taken against a person as a result of voluntary public interest disclosures being made,
- Dealing with allegations a detrimental action offence has been committed by or against a public official associated with Council,
- Maintaining confidentiality in relation to voluntary public interest disclosures and protecting the identity of the makers of voluntary public interest disclosures,
- Taking appropriate corrective action in response to findings of serious wrongdoing or other misconduct that arise from voluntary public interest disclosures relating to Council,
- Record-keeping and reporting in relation to voluntary public interest disclosures, including the preparation of annual returns, which must contain the information prescribed by Regulation 5 of the Public Interest Disclosures Regulation 2022 (NSW) (the Regulations),
- Establishing internal oversight of Council's compliance with the Act,
- Responsibilities imposed on the General Manager, managers, and disclosure officers by the Act,
- Protections available to makers of disclosures,
- A list identifying the disclosure officers for Council (by class, position, role, or name) and contact information for those officers.

The draft Policy before Council for consideration is compliant with the above legislated requirements and is recommended to Council for adoption.

CONSULTATION AND COMMUNICATION

Council at its meeting on 31 July 2023 resolved to place a draft amended Public Interest Disclosure Policy on public exhibition, inviting submissions from the public. Public submissions were invited between 3 August 2023 and 31 August 2023 with no submissions being received during the exhibition period.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2032 Goal 4. It specifically delivers on the following:

| Community Strategic Plan 2032 | Delivery Program 2022-2026 |
|---|-------------------------------|
| Strategy | Service |
| 4.7 Demonstrate responsible decision-making based on our values, collaboration, and transport and accountable leadership. | Governance and Administration |

RISK MANAGEMENT

A robust public interest disclosure process contributes greatly to Council's zero tolerance approach to fraud and corruption. The risk of fraudulent and corrupt conduct not being reported is greatly reduced by a well-defined reporting process that will give confidence to Council staff and officials to make reports of suspected fraudulent or corrupt conduct.

CONCLUSION

The updated Policy demonstrates to staff, councillors and the community our commitment to openness and transparency and a willingness to receive and act upon reports of serious wrongdoing to support Council's zero-tolerance approach to fraud and corruption.



PUBLIC INTEREST DISCLOSURES COUNCIL POLICY

ADOPTED BY COUNCIL: [TO BE COMPLETED BY GOVERNANCE]

PURPOSE

The purpose of this policy is to establish an internal reporting system for staff, Councillors and contractors to report wrongdoing without fear of reprisal. The policy sets who can receive reports of wrongdoing in Wollongong City Council, what can be reported and how reports of wrongdoing will be dealt with.

Complaints cannot be made by the general public under this policy.

This policy is designed to complement normal communication channels between supervisors and staff. Staff are encouraged to raise matters of concern at any time with their supervisors, but also have the option of making a report about a public interest issue in accordance with this policy and the *Public Interest Disclosures Act 2022* (PID Act).

The internal reporting system established under this policy is not to be used for staff grievances, which should be raised through the *Prevention and Resolution of Workplace Bullying Harassment and Discrimination* policy. If a staff member makes a report under this policy which is substantially a grievance, the matter will be referred to the People and Culture Division to be dealt with in accordance with the Enterprise Agreement for grievance procedure.

POLICY INTENT

The objectives of this policy are as follows:

- facilitate the disclosure by council officials of serious wrongdoing in or affecting council,
- promote a culture in which public interest disclosures are encouraged,
- protect council officials, witnesses and other persons from detriment or liability that might arise as a result of making public interest disclosures,
- provide a defined process for receiving and dealing with public interest disclosures,
- ensure the interests of all persons affected by public interest disclosures are taken into account in dealing with the disclosures

WOLLONGONG 2032 Objectives

This policy contributes towards goal 4.7 “*Demonstrate responsible decision-making based on our values, collaboration, and transparent and accountable leadership.*”

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

CONTENTS

CONTENTS 2

Policy 3

1 Organisational Commitment 3

2 Who Does This Policy Apply To? 3

3 What Should be Reported? 3

4 Assessment of Reports 5

5 When Will a Report be Treated as a Public Interest Disclosure?..... 5

6 Categories of Public Interest Disclosure? 6

7 Who Can Receive a Report Within Wollongong City Council?..... 6

8 Who Can Receive a Report Outside of Wollongong City Council? 7

9 How to Make a Report 8

10 Feedback to Individuals Who Voluntarily Report Wrongdoing 8

11 Maintaining Confidentiality 9

12 Managing the Risk of Reprisal and Workplace Conflict 10

13 Protection Against Reprisals 11

14 Support for Those Reporting Wrongdoing 12

15 Sanctions for Making False or Misleading Statements 13

16 The Rights of Persons the Subject of a Report..... 13

17 Reporting and oversight of Council’s compliance with the PID Act 13

18 Roles and Responsibilities 14

19 Training and Awareness..... 17

20 More Information..... 17

21 Resources..... 18

22 Legislative Requirements 18

23 Review..... 18

APPENDIX A – Full listing of Council staff positions identified as Disclosure Officers..... 20

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

POLICY

1 Organisational Commitment

Wollongong City Council is committed to:

- Creating a climate of trust and integrity, where staff, Councillors and other stakeholders are comfortable and confident about reporting wrongdoing;
- Encouraging individuals to come forward if they have witnessed what they consider to be wrongdoing within the Council;
- Keeping the identity of the person disclosing wrongdoing confidential, wherever possible and appropriate;
- Protecting individuals who make disclosures from any adverse action motivated by their report;
- Dealing with reports thoroughly and impartially and if some form of wrongdoing has been found, taking appropriate action to rectify it;
- Keeping disclosants up to date of the progress of their report and the outcome;
- Ensuring managers and supervisors at all levels in Council understand the benefits of reporting wrongdoing, are familiar with this policy and their requirements and responsibilities under the policy, and aware of the needs of those who report wrongdoing;

2 Who Does This Policy Apply To?

This policy will apply to:

- both Council staff and Councillors;
- permanent employees, whether full-time or part-time;
- temporary or casual employees;
- consultants;
- individual contractors working for Council;
- employees of contractors providing services to Council;
- other people who perform Council official functions whose conduct and activities could be investigated by an investigating authority, including volunteers;
- the policy also applies to public officials of another Council or public authority who report wrongdoing relating to Wollongong City Council.

3 What Should be Reported?

You should report any suspected wrongdoing within Council, or any activities or incidents you see within Council that you believe are wrong.

Reports in relation to “*serious wrongdoing*” will be deemed as public interest disclosures and managed in accordance with the PID Act. For the purposes of the PID Act and this policy serious wrongdoing constitutes the following:

- a) corrupt conduct,
- b) a government information contravention,
- c) a local government pecuniary interest contravention,
- d) serious maladministration,
- e) a privacy contravention,

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- f) a serious and substantial waste of public money.

All other wrongdoing or suspected wrongdoing should be reported to a supervisor, to be dealt with in line with the *Code of Conduct or Council's Policy for Prevention and Resolution of Workplace Bullying Harassment and Discrimination*

Even if these reports are not dealt with as public interest disclosures, Council recognises that such reports may raise important issues. Council will respond to all reports and make every attempt to protect the individual member making the report from reprisal.

Provided below is more detail on the six categories of serious wrongdoing.

a Corrupt conduct

Corrupt conduct has the same meaning as in the *Independent Commission Against Corruption Act 1988* and the full definition should be taken from the ICAC Act. However, in general corrupt conduct is:

- any conduct of any person that adversely affects, either directly or indirectly, the honest or impartial exercise of official functions by any council official/s, or by council, or
- any conduct of a council official that constitutes or involves the dishonest or partial exercise of any of their official functions, or
- any conduct of a council official or former council official that constitutes or involves a breach of public trust, or
- any conduct of a council official or former council official that involves the misuse of information or material that they have acquired in the course of their official functions, whether or not for their benefit or for the benefit of any other person.

b Government information contravention

Government information contravention means a failure, other than a trivial failure, by council or a council official to exercise functions in accordance with—

- (a) the Government Information (Public Access) Act 2009, or
- (c) the State Records Act 1998.

For example, this could include:

- destroying, concealing or altering records to prevent them from being released;
- knowingly making decisions that are contrary to the legislation;
- directing another person to make a decision that is contrary to the legislation.

c Local government pecuniary interest contravention

A local government pecuniary interest contravention is a failure to comply with requirements under the *Local Government Act 1993* and the Council Code of Conduct relating to the management of pecuniary interests. These include obligations to lodge disclosure of interests returns, disclose pecuniary interests at Council and Council committee meetings and leave the meeting while the matter is being discussed. A pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person.

For example, this could include:

- a senior Council staff member recommending a family member for a Council contract and not declaring the relationship;

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- a Councillor participating in consideration of awarding a tender when they or their family have an interest in a supplier bidding for that work.

d *Serious maladministration*

Serious maladministration is conduct, other than conduct of a trivial nature, of council or a council official relating to a matter of administration that is—

- (a) unlawful, or
- (b) unreasonable, unjust, oppressive or improperly discriminatory, or
- (c) based wholly or partly on improper motives. For example, this could include:
 - making a decision and/or taking action that is unlawful;
 - refusing to grant an approval for reasons that are not related to the merits of their application.

e *Privacy contravention*

A privacy contravention means a failure, other than a trivial failure, by an agency or public official to exercise functions in accordance with—

- (a) the Privacy and Personal Information Protection Act 1998, or
- (b) the Health Records and Information Privacy Act 2002.

f *Serious and substantial waste of public money*

Serious and substantial waste is the uneconomical, inefficient or ineffective use of resources that could result in losing or wasting a substantial amount of public money.

For example, this could include:

- not following a competitive tendering process for a large-scale contract;
- having bad or no processes in place for a system involving large amounts of public funds.

4 Assessment of Reports

All reports will be promptly and thoroughly assessed to determine what action will be taken to deal with the report and whether or not the report will be treated as a public interest disclosure.

The Public Interest Disclosures Coordinator (or their appointed alternate) is responsible for assessing reports, in consultation with the General Manager where appropriate. All reports will be assessed on the information available to the Disclosures Coordinator at the time. It is up to the Disclosures Coordinator to decide whether an investigation should be carried out and how that investigation should be carried out. In assessing a report the Disclosures Coordinator may decide that the report should be referred elsewhere or that no action should be taken on the report.

5 When Will a Report be Treated as a Public Interest Disclosure?

Wollongong City Council will treat a report as a public interest disclosure if it meets the criteria of a public interest disclosure under the PID Act. These requirements are:

- the disclosure must be about one of the following six categories of serious wrongdoing – corrupt conduct, a government information contravention, a local government pecuniary interest contravention, serious maladministration, a privacy contravention or serious and substantial waste of public money.
- the person making the disclosure must honestly believe, and on reasonable grounds, that the disclosure shows or tends to show wrongdoing;

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- the disclosure has to be made to either the General Manager or, for reports about the General Manager the Lord Mayor, a position nominated in this policy (see section 8), a manager of the person making the disclosure, an investigating authority or in limited circumstances to an MP or journalist (see section 9).
- a disclosure that is made in written correspondence that is sent to Council's registered address, email address or other usual address for the receipt of electronic communications, but is not addressed to a specific individual, will be deemed to have been sent to the General Manager and be treated as a public interest disclosure if the other criteria are met.

Disclosures are not public interest disclosures if they:

- mostly question the merits of Council policy;
- concern only a grievance about a matter relating to the employment or former employment of an individual

A person making a report does not need to identify that the disclosure is a public interest disclosure, or that it is made under the PID Act, for it to be treated as a public interest disclosure.

6 Categories of Public Interest Disclosure?

Under the PID Act and this policy, there are three categories of public interest disclosure:

- a voluntary public interest disclosure, or
- a witness public interest disclosure, or
- a mandatory public interest disclosure.

A **witness public interest disclosure** means a disclosure of information, in an investigation of serious wrongdoing, at the request of or in response to a requirement of a person investigating the serious wrongdoing on behalf of Council.

A **mandatory public interest disclosure** means a disclosure that occurs while the maker is meeting the ordinary requirements of their role or function or under some legal or statutory obligation imposed.

A **voluntary public interest disclosure** is made when a disclosure complies with the requirements of the PID Act and this policy and the disclosure is made by a council official, where the maker of the disclosure believes, on honest and on reasonable grounds, that the disclosure shows or tends to show serious wrongdoing, and is made to one of the following:

- The General Manager, or Lord Mayor (only for reports relating to the General Manager),
- Another disclosure officer for Council identified by this policy,
- A manager of the person making the disclosure,
- Subject to section 28 of the PID Act and as outlined in this policy – to a member of Parliament or a journalist.

7 Who Can Receive a Report Within Wollongong City Council?

The PID Act requires that, for a report to be a public interest disclosure, it must be made to certain public officials identified in this policy or any supporting procedures.

The following positions are the only people within Council who are authorised to receive a public interest disclosure. Any non-identified council official who receives a report that they believe may be a public interest disclosure is obliged to assist the staff member to make the report to one of the positions listed below. The broader responsibilities of these positions are outlined under Roles and Responsibilities (section 22).

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

If your report involves a Councillor, you should make it to the General Manager. If your report relates to the General Manager, you should make it to the Lord Mayor.

General Manager
Lord Mayor (for reports about the General Manager only)
Director Planning and Environment
Director Corporate Services
Director Community Services
Director Infrastructure and Works

Manager Governance and Customer Service
Manager People and Culture
Professional Conduct Coordinator
Governance and Risk Manager
A manager of the person making the disclosure (Middle Manager or Divisional Manager,
Specific Disclosure Officers for identified satellite sites.

The full list of disclosures officers are listed on the Council internal Hub website for staff and Councillors to refer to and are also appended to internally published versions of this Policy.

Disclosure Officer procedure upon receipt of a Report

- If a verbal complaint is made document in writing the details of the complaint, and have the document signed and dated by the reporter, if possible
- Discuss with the reporter any concerns they may have about reprisal or workplace conflict
- Carry out a preliminary assessment and forward their reports to the Disclosures Coordinator for full assessment. The Disclosure Officer may seek the assistance of the Disclosure Coordinator to undertake the preliminary assessment if required. Where appropriate the Disclosures Coordinator may take responsibility for the preliminary assessment to ensure appropriate process and due diligence are applied.

Disclosure Coordinator procedure upon receipt of a Referral

- assess reports to determine whether or not a report should be treated as a public interest disclosure
- coordinate Council's response to a report;
- acknowledge reports and provide updates and feedback to the reporter;
- assess whether it is possible and appropriate to keep the reporter's identity confidential;
- assess and document the risk of reprisal and workplace conflict related to, or likely to arise out of a report, and develop strategies to manage any risk identified;
- where required, provide or coordinate support to individuals involved in the reporting or investigation process, including protecting the interests of any officer the subject of a report;

8 Who Can Receive a Report Outside of Wollongong City Council?

Staff and Councillors are encouraged to report wrongdoing within Council, but internal reporting is not your only option. In very limited circumstances you can also make a public interest disclosure to a Member of Parliament or a journalist, but only as outlined below:

a Members of Parliament or Journalists

To have the protection of the PID Act, individuals reporting wrongdoing to a Member of Parliament (**MP**), or a journalist must have already made substantially the same report to a person nominated under this policy to receive such reports.

In addition Council must have either:

- decided not to investigate the matter;

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- decided to investigate the matter, but not completed the investigation within six months of the original report;
- not advised you, within six months of the report being made, the results of the investigation.

Most importantly – to be protected under the PID Act – if you report wrongdoing to an MP or a journalist you will need to be able to prove that you have reasonable grounds for believing that the disclosure is substantially true and that it is in fact substantially true.

b Other external reporting

If you report wrongdoing to a person or authority that is not listed above or make a report to an MP or journalist without following the steps outlined above, you will not be protected under the PID Act. This may mean you will be in breach of legal obligations or Council's Code of Conduct – by, for example, disclosing confidential information.

For more information about externally reporting wrongdoing, contact the Disclosures Coordinator or the NSW Ombudsman's Public Interest Disclosures Unit. Their contact details are provided at the end of this policy.

9 How to Make a Report

You can report wrongdoing in writing or verbally. You are encouraged to make a report in writing as this can help to avoid any confusion or misinterpretation.

If a report is made verbally, the person receiving the report will make a comprehensive record of the report and will ask the person making the report to sign this record. If the reporter agrees to sign the record, they will be provided with a copy of this record.

Can a Report be Anonymous?

A disclosure, if made anonymously, may still be a voluntary public interest disclosure if it meets the other criteria outlined in this policy.

There will be some situations where you may not want to identify yourself when you make a report. These reports will still be dealt with by Council. However reporters should note that Council cannot provide a reporter with any necessary protection and support, as well as feedback about what action is to be taken or has been taken to deal with the issues raised in the report, or the outcome of any investigation, if a report is made anonymously.

10 Feedback to Individuals Who Voluntarily Report Wrongdoing

Staff, Councillors and other identified stakeholders who voluntarily report wrongdoing will be told what is happening in response to their report.

a Acknowledgement

When you make a report, *Council* will contact you in writing as soon as is practicable, however no later than within 21 days of receipt of your report, to provide you with a copy of this Policy and to confirm that your report has been received, and to advise:

- the timeframe within which you will receive further updates;
- the name and contact details of the people who can tell you what is happening or handle any concerns you may have.

After a decision is made about how your report will be dealt with, Council will send you an acknowledgment letter, providing:

- information about the action that will be taken in response to your report;
- the likely timeframes for any investigation or other action;

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- information about the internal and external resources or services available that you can access for support.

Please note, if you make a report which meets the requirements of the PID Act but the report was made as a witness public interest disclosure, or a mandatory public interest disclosure you may not receive an acknowledgement letter or a copy of this policy.

b Progress Updates

While your report is being dealt with, such as by investigation or making other enquiries, you will be given:

- information about the progress of the investigation or other enquiries and reasons for any delay;
- advice of any decision by Council not to proceed with the matter;
- advice if your identity needs to be disclosed for the purposes of investigating the matter or making enquiries, and an opportunity to talk about this beforehand.

c Feedback

Once the matter has been finalised you will be given:

- enough information to show that adequate and appropriate action was taken and/or is proposed to be taken in response to your disclosure and any problem that was identified;
- advice about whether you are likely to be called as a witness in any further matters, such as disciplinary or criminal proceedings.
- Council will notify you in writing of the action taken in relation to your disclosure as soon as a decision has been made, but no later than six months after your disclosure.

11 Maintaining Confidentiality

Council is committed to preserving the confidentiality of disclosures. Information tending to identify a person as the maker of a voluntary public interest disclosure (identifying information) may not be disclosed by Council or a council official.

The preservation of confidentiality of the facts of a disclosure will be subject to:

- a) the need to conduct an assessment of fact;
- b) the provisions of the PID Act for confidentiality;
- c) taking any consequential necessary actions; and
- d) putting in place any necessary care plans for relevant staff

All information received in relation to a disclosure must not be released without the consent of the Disclosure Coordinator, General Manager or Public Officer. This includes:

- a) the identity of the discloser;
- b) the identity of any person or persons who may be the subject of the disclosure; and
- c) the facts of the disclosure.

For all matters managed under this policy, wherever possible, only the following council officers will be made aware of a disclosure:

- Officer receiving disclosure
- Disclosures Coordinator
- Manager People and Culture

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- Public Officer
- General Manager

Where confidentiality cannot be maintained or officers other than those listed above need to be involved, the Disclosures Coordinator will seek the discloser’s consent to release any details required to undertake an assessment or investigation; and develop a plan, in consultation with the Manager People and Culture/Public Officer and the discloser, to support and protect a discloser from reprisal.

Notwithstanding the above, the identifying information of a person making a voluntary public interest disclosure, may be disclosed if:

- (a) the person consents in writing to the disclosure of the identifying information, or
- (b) it is generally known the person is the maker of the voluntary public interest disclosure as a result of the person’s voluntary self-identification as the maker, or
- (c) after consulting the person, Council reasonably considers it necessary to disclose the identifying information to protect a person from detriment, or
- (d) it is necessary the identifying information be disclosed to a person whose interests are affected by the disclosure, or
- (e) the identifying information has previously been lawfully published, or
- (f) the identifying information is disclosed to a medical practitioner or psychologist for the purposes of the practitioner or psychologist providing medical or psychiatric care, treatment or counselling to the individual disclosing the information, or
- (g) the identifying information is disclosed for the purposes of proceedings before a court or tribunal, or
- (h) the disclosure of the identifying information is necessary to deal with the disclosure effectively, or
- (i) it is otherwise in the public interest to disclose the identifying information.

If you report wrongdoing, it is important that you only discuss your report with those responsible for dealing with it. This will include the Disclosures Coordinator and the General Manager, or in the case of a report about the General Manager, the Disclosures Coordinator and the Lord Mayor. The fewer people who know about your report, before and after you make it, the more likely it will be that Council can protect you from any reprisal. If you breach the confidential nature of the process, Council may not be able to keep your identity confidential.

Any persons involved in the investigation or handling of a report, including witnesses, are also required to maintain confidentiality and not disclose information about the process or allegations to any person except for those people responsible for managing the report.

12 Managing the Risk of Reprisal and Workplace Conflict

When an individual reports wrongdoing, Council will undertake a thorough risk assessment to identify the risk to the reporter of detrimental action in reprisal for reporting, as well as indirect but related risks of workplace conflict or difficulties. The risk assessment will also identify strategies to deal with those risks and determine the level of protection and support that is appropriate.

Depending on the circumstances, Council may:

- relocate the reporter or the staff member who is the subject of the allegation within the current workplace;
- transfer the reporter or the staff member who is the subject of the allegation to another position for which they are qualified;

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- grant the reporter or the staff member who is the subject of the allegation leave of absence during the investigation of the disclosure.

These courses of action are not punishment and will only be taken in consultation with the reporter.

13 Protection Against Reprisals

Council will not tolerate any reprisal against any individual who reports wrongdoing or are believed to have reported wrongdoing.

The PID Act provides protection for staff, Councillors and other stakeholders who have made a public interest disclosure by imposing penalties on anyone who takes detrimental action against another person substantially in reprisal for that person making a public interest disclosure. These penalties also apply to cases where a person takes detrimental action against another because they believe or suspect the other person has made or may have made a public interest disclosure, even if they did not.

Detrimental action means action causing, comprising or involving any of the following:

- injury, damage or loss;
- intimidation or harassment;
- discrimination, disadvantage or adverse treatment in relation to employment;
- dismissal from, or prejudice in, employment;
- disciplinary proceedings.

A person who is found to have committed a reprisal offence may face criminal penalties such as imprisonment and/or fines and may be required to pay the victim damages for any loss suffered as a result of the detrimental action. Taking detrimental action in reprisal is also a breach of Council's Code of Conduct which may result in disciplinary action. In the case of Councillors, such disciplinary action may be taken under the misconduct provisions of the *Local Government Act 1993* and may include suspension or disqualification from civic office.

It is important for staff and Councillors to understand the nature and limitations of the protection provided by the PID Act. The PID Act protects reporters from detrimental action being taken against them because they have made, or are believed to have made, a public interest disclosure. It does not protect reporters from disciplinary or other management action where *Council* has reasonable grounds to take such action.

a Responding to Allegations of Reprisal

If you believe that detrimental action has been or is being taken against you or someone else in reprisal for reporting wrongdoing, you should tell your supervisor, the Disclosures Coordinator or the General Manager immediately. In the case of an allegation of reprisal by the General Manager, you can alternatively report this to the Lord Mayor.

All supervisors must notify the Disclosures Coordinator or the General Manager if they suspect that reprisal against a staff member is occurring or has occurred, or if any such allegations are made to them. In the case of an allegation of reprisal by the General Manager, the Lord Mayor can alternatively be notified.

If Council becomes aware of or suspects that reprisal is being or has been taken against a person who has made a disclosure, Council will:

- assess the allegation of reprisal to decide whether the report should be treated as a public interest disclosure and whether the matter warrants investigation or if other action should be taken to resolve the issue;
- if the reprisal allegation warrants investigation, ensure this is conducted by a senior and experienced member of staff;

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- if it is established that reprisal is occurring against someone who has made a report, take all steps possible to stop that activity and protect the reporter;
- take appropriate disciplinary action against anyone proven to have taken or threatened any action in reprisal for making a disclosure;
- refer any breach of Part 8 of Council’s Code of Conduct (reprisal action) by a Councillor or the General Manager to the Office of Local Government;
- refer any evidence of an offence under Section 34 of the PID Act to the ICAC or NSW Police Force.

If you allege reprisal, you will be kept informed of the progress and outcome of any investigation or other action taken in response to your allegation.

If you have reported wrongdoing and are experiencing reprisal which you believe is not being dealt with effectively, contact the Office of Local Government, the Ombudsman or the ICAC (depending on the type of wrongdoing you reported). Contact details for these investigating authorities are included at the end of this policy.

b Protection Against Civil and Criminal Liability

The person making a public interest disclosure, in relation to the making of the disclosure—

- (a) does not incur civil liability, including liability for breaching a duty of secrecy or confidentiality or another restriction on disclosure applicable to the person, whether or not imposed by an Act, and
- (b) does not incur criminal liability, including liability for breaching a law or code of conduct imposing a duty of confidentiality or other restriction in relation to the disclosure of information, and
- (c) is not liable to disciplinary action.

However this protection does not extend to protect the reporter against liability for past conduct they themselves have undertaken.

14 Support for Those Reporting Wrongdoing

It takes courage to report wrongdoing, however support is available. Council offers a number of services that can help and support you if you have report wrongdoing.

Care Plans

The Disclosures Coordinator, in consultation with the Manager People and Culture, should put in place a care plan to manage any potential ongoing risk to the complainant. For example, if the complainant is currently required to interact directly with the respondent in the workplace, alternative arrangements may be put in place so that contact is avoided.

Employee Assistance Program

Staff and their immediate family members can access free confidential counselling or support at any time by contacting Lifeworks. Council has engaged lifeworks to provide the services of an Employee Assistance Program which includes independent and confidential professional support to employees and their immediate family members and offers individual face-to-face or telephone counselling. To make an appointment with Lifeworks, call 1300 361 008.

Access to support may also be available for other staff involved in the internal reporting process where appropriate. Reporters and other staff involved in the process can discuss their support options with the Disclosures Coordinator.

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

15 Sanctions for Making False or Misleading Statements

It is important all staff and Councillors are aware that it is a criminal offence under the PID Act to wilfully make a false or misleading statement when reporting wrongdoing. Such conduct may also be a breach of the code of Conduct resulting in disciplinary action. In the case of Councillors, disciplinary action may be taken under the misconduct provisions of the *Local Government Act 1993* and may include suspension or disqualification from civic office.

16 The Rights of Persons the Subject of a Report

Council is committed to ensuring staff or Councillors who are the subject of a report of wrongdoing are treated fairly and reasonably. This includes keeping the identity of any person the subject of a report confidential, where this is practical and appropriate.

If you are the subject of the report, you will be advised of the allegations made against you at an appropriate time and before any adverse findings. At this time you will be:

- advised of the details of the allegation;
- advised of your rights and obligations under the relevant related policies and procedures;
- kept informed about the progress of any investigation;
- given a reasonable opportunity to respond to any allegation made against you;
- told the outcome of any investigation, including any decision made about whether or not further action will be taken against you.

The fact of the allegations and any investigation will be kept confidential unless otherwise agreed to by the subject officer.

Being the subject of an allegation of wrongdoing can be particularly damaging to the wellbeing to the person subject to the report. Council offers a number of services that can help and support you if you subject to a report wrongdoing.

Care Plans

The Disclosures Coordinator should put in place a care plan to manage any potential ongoing welfare risks to the subject person.

Employee Assistance Program

Staff and their immediate family members can access free confidential counselling or support at any time by contacting Lifeworks. Council has engaged lifeworks to provide the services of an Employee Assistance Program which includes independent and confidential professional support to employees and their immediate family members and offers individual face-to-face or telephone counselling. To make an appointment with Lifeworks, call 1300 361 008.

17 Reporting and oversight of Council's compliance with the PID Act

External Reporting

Council must report on its obligations under the PID Act and provide statistical information about public interest disclosures in its annual report, and to the NSW Ombudsman every six months. The Professional Conduct Coordinator has the responsibility for reporting relevant information to the NSW Ombudsman.

Council shall include the following information in an annual return to the NSW Ombudsman in relation to each voluntary public interest disclosure received or dealt with by Council during the return period—

- a) how Council received the disclosure, including the date on which it was received,
- b) whether the disclosure was a purported public interest disclosure,

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- c) the nature of the serious wrongdoing the disclosure was about,
- d) if applicable—the relationship between the maker of the disclosure and the Council official whose serious wrongdoing the disclosure was about,
- e) whether the serious wrongdoing involved one Council official or more than one Council official,
- f) action taken by Council to deal with the disclosure, including the date on which Council ceased to deal with the disclosure,
- g) if Council investigated the serious wrongdoing—a description of the results of the investigation,
- h) if applicable—the corrective action taken, proposed to be taken or recommended to be taken by Council.

Internal oversight

The Professional Conduct Coordinator, as Council's Public Interest Disclosures Coordinator, has the opportunity to meet with Council's Audit Risk and Improvement Committee in a confidential session, in the absence of other staff. The Professional Conduct Coordinator, without specifying details of any individual matter, may discuss any and all matters relating to Council's compliance with the Public Interest Disclosures Act.

18 Roles and Responsibilities

a The Role of Council Staff and Councillors

Staff and Councillors play a key role in contributing to a workplace where known or suspected wrongdoing is reported and dealt with appropriately. All Council staff and Councillors are obliged to:

- report all known or suspected wrongdoing and support those who have made reports of wrongdoing;
- if requested, assist those dealing with the report, including supplying information on request, cooperating with any investigation and maintaining confidentiality;
- treat any staff member or person dealing with a report of wrongdoing with courtesy and respect;
- respect the rights of any person the subject of reports.

Staff and Councillors must not:

- make false or misleading reports of wrongdoing;
- victimise or harass anyone who has made a report.

Additionally, the behaviour of all Council staff and Councillors involved in the public interest disclosures must adhere to Wollongong City Council's Code of Conduct. A breach of the code could result in disciplinary action.

b The Role of Wollongong City Council

Wollongong City Council has a responsibility to establish and maintain a working environment that encourages staff and Councillors to report wrongdoing and supports them when they do. This includes keeping the identity of reporters confidential where practical and appropriate, and taking steps to protect reporters from reprisal and manage workplace conflict.

Council will assess all reports of wrongdoing it receives and deal with them appropriately. Once wrongdoing has been reported, Council takes 'ownership' of the matter. This means it is up to Council to decide whether a report should be investigated, and if so, how it should be investigated

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

and by whom. Council will deal with all reports of wrongdoing fairly and reasonably and respect the rights of any person the subject of a report.

To ensure Council complies with the PID Act and deals with all reports of wrongdoing properly, all staff and Councillors with roles outlined below and elsewhere in this policy will receive training on their responsibilities.

c Responsibilities of Key Positions

General Manager

The General Manager has ultimate responsibility for maintaining the internal reporting system and workplace reporting culture, and ensuring Council complies with the PID Act. The General Manager can receive reports from staff, Councillors and other identified persons, and has a responsibility to:

- assess reports received by or referred to them, to determine whether or not the report should be treated as a public interest disclosure, and to decide how the report will be dealt with;
- deal with reports made under Council’s Code of Conduct in accordance with Council’s adopted Code of Conduct procedures;
- ensure there are strategies in place to support reporters, protect them from reprisal and manage workplace conflict that may arise in relation to a report;
- make decisions following any investigation or appoint an appropriate decision-maker;
- take appropriate remedial action where wrongdoing is substantiated, or systemic problems are identified;
- refer actual or suspected corrupt conduct to the New South Wales Independent Commission Against Corruption (**ICAC**);
- refer any evidence of a reprisal offence under section 34 of the PID Act to NSW Police or the ICAC.

Professional Conduct Coordinator

This policy nominates the Professional Conduct Coordinator (**PCC**) as Council’s Disclosures Coordinator. The Disclosures Coordinator has a vital role in Council’s internal reporting system. The Disclosures Coordinator can receive and assess reports and is the primary point of contact in Council for the reporter. The Disclosures Coordinator has a responsibility to:

- assess reports to determine whether or not a report should be treated as a public interest disclosure, and to decide how each report will be dealt with (either under delegation or in consultation with the General Manager);
- deal with reports made under Council’s Code of Conduct in accordance with Council’s adopted Code of Conduct procedures;
- coordinate Council’s response to a report;
- acknowledge reports and provide updates and feedback to the reporter;
- assess whether it is possible and appropriate to keep the reporter’s identity confidential;
- assess and document the risk of reprisal and workplace conflict related to, or likely to arise out of a report, and develop strategies to manage any risk identified;
- where required, provide or coordinate support to individuals involved in the reporting or investigation process, including protecting the interests of any officer the subject of a report;
- ensure Council complies with the PID Act;

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- provide six-monthly reports to the NSW Ombudsman in accordance with section 6CA of the PID Act.

Manager Governance and Customer Service

The Manager Governance and Customer Service (GCS) has been appointed as Council's (Alternate) Disclosures Coordinator. The Manager GCS will assume the responsibilities of the Disclosures Coordinator outlined above during periods of absence of the Professional Conduct Coordinator or as directed by the General Manager.

Disclosures Officers

Disclosures Officers are additional points of contact within the internal reporting system. They can provide advice about the system and the internal reporting policy, receive reports of wrongdoing, and assist individuals to make reports.

Disclosures Officers have a responsibility to:

- document in writing any reports received verbally, and have the document signed and dated by the reporter;
- make arrangements to ensure reporters can make reports privately and discreetly when requested, if necessary, away from the workplace;
- discuss with the reporter any concerns they may have about reprisal or workplace conflict;
- conduct preliminary assessment and forward reports to the Disclosures Coordinator or General Manager for full assessment.

Lord Mayor

The Lord Mayor can receive reports about the General Manager. Where the Lord Mayor receives such reports, the Lord Mayor has a responsibility to:

- assess the reports to determine whether or not they should be treated as a public interest disclosure, and to decide how they will be dealt with;
- deal with reports made under Council's Code of Conduct in accordance with Council's adopted Code of Conduct procedures;
- refer reports to an investigating authority, where appropriate;
- liaise with the Disclosures Coordinator to ensure there are strategies in place to support reporters, protect reporters from reprisal and manage workplace conflict that may arise in relation to a report;
- refer actual or suspected corrupt conduct to the ICAC;
- refer any evidence of a reprisal offence under section 34 of the PID Act to NSW Police or the ICAC.

Supervisors

Supervisors who are not identified as Disclosure Officers still play a key role in managing the immediate workplace of those involved in or affected by the internal reporting process. Supervisors should be aware of the Public Interest Disclosures Policy and are responsible for creating a local work environment where staff are comfortable and confident about reporting wrongdoing. They have a responsibility to:

- encourage staff to report known or suspected wrongdoing within the organisation and support them when they do;
- identify reports made to them in the course of their work which could be public interest disclosures, and assist the staff member to make the report to an officer authorised to receive public interest disclosures under this policy;

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

- ensure that individuals who report suspected wrongdoing are assisted in making that report directly to a Disclosures Officer or the Disclosures Coordinator, to ensure protection from reprisal pursuant to the PID Act.
- implement local management strategies, in consultation with the Disclosures Coordinator, to minimise the risk of reprisal or workplace conflict in relation to a report;
- notify the Disclosures Coordinator or General Manager immediately if they believe a staff member is being subjected to reprisal as a result of reporting wrongdoing, or in the case of suspected reprisal by the General Manager, notify the Lord Mayor.

19 Training and Awareness

To ensure that Council creates a culture that facilitates the disclosure by council officials of serious wrongdoing within Council, a comprehensive and ongoing public interest disclosure training and awareness program will be implemented.

Refresher training will be provided at least every 3 years.

General awareness training

Council will ensure that all Council officials are made aware of the following:

- a) how to make a voluntary public interest disclosure, and
- b) the details of, and how to access, Council's Public Interest Disclosure policy, and
- c) the fact a person who is dissatisfied with the way in which a voluntary public interest disclosure has been dealt with by Council may be entitled to take further action under the PID Act.

Council will do the following as soon as reasonably practicable after a new Council official is appointed to their role/functions:

- a) give the Council official a copy of Council's Public Interest Disclosure policy,
- b) direct the Council official to the page of Council's public website or intranet, on which Council's Public Interest Disclosure policy is published,

Responsible officers training

Council will ensure that the following Council officials are made aware of the official's responsibilities under the PID Act and Council's Public Interest Disclosure policy:

- a) General Manager
- b) Lord Mayor
- c) Disclosure officers identified by Council as Disclosure Officers in accordance with this policy
- d) Public Interest Disclosures Coordinator (and their alternate)

Council will ensure that any Council official appointed to an above-mentioned role will be given the relevant training within a reasonable time after the person is appointed to the role, however no later than 3 months after the person commences in the role.

20 More Information

More information around public interest disclosures is available on Council's intranet site. In addition staff can also seek advice and guidance from the Disclosures Coordinator and the NSW Ombudsman's website at www.ombo.nsw.gov.au.

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

21 Resources

The contact details for external oversight authorities that staff receive external and independent advice from are listed below.

For information about corrupt conduct:

Independent Commission Against Corruption (ICAC)

Phone: 02 8281 5999
Toll free: 1800 463 909

Email: icac@icac.nsw.gov.au
Web: www.icac.nsw.gov.au
Address: Level 7
255 Elizabeth Street
Sydney NSW 2000

For information about maladministration:

NSW Ombudsman

Phone: 02 9286 1000
Toll free: 1800 451 524
Email: nswombo@ombo.nsw.gov.au
Web: www.ombo.nsw.gov.au
Address: Level 24
580 George Street
Sydney NSW 2000

For information about breaches of the GIPA Act:

Information and Privacy Commissioner

Toll free: 1800 472 679
Email: ipcinfo@ipc.nsw.gov.au
Web: www.ipc.nsw.gov.au
Address: Level 17
201 Elizabeth Street
Sydney NSW 2000

For information about local councils:

Office of Local Government

Phone: 02 4428 4100
Email: olg@olg.nsw.gov.au
Web: www.olg.nsw.gov.au
Address: 5 O'Keefe Avenue
Nowra NSW 2541

22 Legislative Requirements

The *Public Interest Disclosures (PID) Act 2022* (the PID Act) prescribes a framework for the disclosure and investigation of wrongdoing and maladministration in the public sector. Under section 42 of the PID Act, Wollongong City Council is required to have in place a policy and procedures for receiving, assessing and dealing with public interest disclosures (PIDs).

23 Review

This Management policy will be reviewed every two years from the date of each adoption of the policy, or more frequently as required.

| APPROVAL AND REVIEW | |
|------------------------------|--|
| Responsible Division | Governance and Customer Service |
| Date adopted by Council | [To be inserted by Corporate Governance] |
| Date/s of previous adoptions | 18/11/2019, 08/05/2017, 30/03/2015, 22/07/2013, 12/03/2012, 10/10/2011, 25/08/2008 |
| Date of next review | [Not more than two years from last adoption] |

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

PUBLIC INTEREST DISCLOSURES

COUNCIL POLICY

APPENDIX A – FULL LISTING OF COUNCIL STAFF POSITIONS IDENTIFIED AS DISCLOSURE OFFICERS

NOTE: This list is only published in the internal version of the policy and is not published externally.

ITEM 8 POST EXHIBITION - UNSOLICITED PROPOSALS POLICY

The Unsolicited Proposals policy applies to all approaches made to Council from a Proponent with a proposal to deal directly with Council, in circumstances where Council has not requested the approach. This may include proposals to build and/or finance infrastructure, provide goods or services, or undertake a major commercial transaction. The Policy has been reviewed as part of a regular timetable of reviews under the policy framework. The Policy was placed on exhibition in August 2023 and is now recommended to Council for adoption.

RECOMMENDATION

Council adopt the revised Unsolicited Proposals Policy.

REPORT AUTHORISATIONS

Report of: Todd Hopwood, Manager Governance and Customer Service

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

ATTACHMENTS

- 1 Unsolicited Proposals Council Policy

BACKGROUND

The Unsolicited Proposals Policy has been in place since 2018. As this was a new policy area for Council, the Policy was subject to regular review in the first few years following adoption to ensure that the Policy provides sufficient guidance for such approaches to Council. The Policy was last updated in 2021 when a number of additional clauses were added to implement a process to ensure that issues surrounding Public Private Partnerships (PPPs) were appropriately considered as early as possible in the unsolicited proposal process.

The main objectives of this policy, and associated procedures, are to -

- 1 Provide a clear and identifiable process for parties seeking to put forward investment and innovation proposals to Council.
- 2 Provide Council and the community with assurance around transparency, consistency and reporting for unsolicited proposals, ensuring that outcomes are always in the best interest of the City of Wollongong.
- 3 Provide a framework for assessing such proposals with a view to delivering uniqueness, value for money and strategic fit for Council, consistent with Council's strategic direction and existing suite of policies.
- 4 Ensure that commercial dealings arising from the unsolicited proposal process are conducted with integrity and impartiality following a defined process.
- 5 Establish a robust level of probity to be applied to all unsolicited proposals, by maintaining accountability and transparency, managing conflicts of interests and confidentiality and implementing appropriate governance structures for each proposal.
- 6 Define processes and information sharing processes that aim to balance resource input at each stage of the unsolicited proposal process to reduce the potential for unnecessary expenditure by both the proponent and Council.

PROPOSAL

The revised policy does not include any significant policy position changes. Following the review, a small number of administrative and procedural clarification changes were proposed to ensure consistency with current council process and governance arrangements. The revised draft policy was reported to Council for public exhibition, and following exhibition, the revised policy is now recommended to Council for adoption.

CONSULTATION AND COMMUNICATION

Council at its meeting on 31 July 2023 resolved to place a draft amended Unsolicited Proposals Policy on public exhibition, inviting submissions from the public. Public submissions were invited between 3 August 2023 and 31 August 2023 with no submissions being received during the exhibition period.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2032 Goal 4. It specifically delivers on the following:

| Community Strategic Plan 2032 | | Delivery Program 2022-2026 | |
|-------------------------------|---|-------------------------------|--|
| Strategy | | Service | |
| 4.7 | Demonstrate responsible decision-making based on our values, collaboration, and transparent and accountable leadership. | Governance and Administration | |

RISK MANAGEMENT

Council has robust procurement frameworks and policies that ensure that any procurement activity undertaken by Council provides value to the community and is undertaken in a transparent and appropriate manner. This policy supplements the procurement framework by defining a robust process for receiving and considering unsolicited proposals, which reduces the risks that may arise from this type of procurement.

CONCLUSION

The Unsolicited Proposals Policy provides clarity for both Council and proponents of the requirements and considerations in reviewing approaches made to Council from a proponent with a proposal to deal directly with Council, in circumstances where Council has not requested the approach.



UNSOLICITED PROPOSALS COUNCIL POLICY

ADOPTED BY COUNCIL: [TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

From time to time, Council is presented with unsolicited proposals from the community, businesses or other government agencies. The purpose of this policy is twofold. Firstly, to stimulate and encourage business investment and innovation in the City of Wollongong and further, to better assist in appropriately managing governance and probity issues that arise in such circumstances, as well as seeking to ensure that unsolicited proposals that are of benefit to the City of Wollongong and provide value are pursued and realised.

The Policy is supported by a publicly available *Unsolicited Proposals Procedures Guideline* that outlines a transparent and streamlined process to facilitate the Council and proponents working together to efficiently consider the merits of opportunities to develop and deliver innovative ideas, services and new infrastructure.

2. POLICY INTENT

The main objectives of this policy, and associated procedures, are to:

1. Provide a clear and identifiable process for parties seeking to put forward investment and innovation proposals to Council.
2. Provide Council and the community with assurance around transparency, consistency and reporting for unsolicited proposals, ensuring that outcomes are always in the best interest of the City of Wollongong; and
3. Provide a framework for assessing such proposals with a view to delivering uniqueness, value for money and strategic fit for Council, consistent with Council's strategic direction and existing suite of policies.
4. Ensure that commercial dealings arising from the unsolicited proposal process are conducted with integrity and impartiality following a defined process.
5. Establish a robust level of probity to be applied to all unsolicited proposals, by maintaining accountability and transparency, managing conflicts of interests and confidentiality and implementing appropriate governance structures for each proposal.
6. Define processes and information sharing processes that aim to balance resource input at each stage of the unsolicited proposal process in order to reduce the potential for unnecessary expenditure by both the proponent and Council.

3. WOLLONGONG 2032 OBJECTIVES

Unsolicited proposals if progressed through the process defined in this policy and supporting procedures have the ability to contribute to any Council activities and as such it supports all six of our interconnected Community Goals outlined in Wollongong 2032 which are shown below:

1. We value and protect our environment
2. We have an innovative and sustainable economy
3. Wollongong is a creative, vibrant city
4. We are a connected and engaged community

UNSOLICITED PROPOSALS**COUNCIL POLICY**

5. We have a healthy community in a liveable city
6. We have affordable and accessible transport

4. POLICY**4.1 Application of Policy**

This policy applies to all approaches made to Council from a Proponent with a proposal to deal directly with Council, in circumstances where Council has not requested the approach. This may include proposals to build and/or finance infrastructure, provide goods or services, or undertake a major commercial transaction.

This policy is mandatory for any unsolicited proposal that exceeds the legislated tender threshold (\$250,000 or above). Relevant components of this policy will be followed as a guide for any unsolicited proposal under the tender threshold limit.

4.2 Commitment to Procurement Principles

Council operates consistent with its charter set out within the *Local Government Act 1993* (the LG Act). Under the LG Act, it generally procures projects, goods and services via an adopted procurement framework, which includes a statutory tendering process for goods or services above a specified value. Council's approach to procurement (whether via quotation or tendering) is based on competition in order to achieve value for money in a fair and transparent manner.

Unsolicited Proposals are not directly covered by Council's procurement framework; however, the statutory requirements under the LG Act are still applicable to procurement decisions above a certain value that are captured by this Policy as Unsolicited Proposals. Those statutory requirements under the LG Act also extend to public-private partnerships (PPP), as further defined in that Act.

The unsolicited proposals process is not a substitute for routine competitive procurement by Council. The focus of unsolicited proposals is on unique and innovative projects or services with clear and tangible benefits for the City of Wollongong. Similarly, the unsolicited proposals process is not designed to replace applicable environmental and planning assessment processes. If Council decides to progress an unsolicited proposal, it should not be interpreted as any form of explicit or tacit support for planning consents or approvals.

While direct negotiation with a proponent in response to an Unsolicited Proposal may be pursued in justifying circumstances, Council's usual procurement approach is to test the market. This generally results in the demonstrable achievement of value-for-money outcomes and provides fair and equal opportunities.

Accordingly, Council will generally only consider proposals where both the proposal and its proponent have unique attributes such that others could not deliver a similar proposal with the same value-for-money outcome. Council will consider directly negotiating with an individual or organisation that presents an Unsolicited Proposal where circumstances justify this approach and at its absolute discretion, consistent with its statutory responsibilities under the LG Act.

4.3 Contact between Council and the Proponent

Once an unsolicited proposal has been submitted, Proponents must not contact Councillors or Council officers, in regard to the submitted proposal, outside of the formal assessment process. This includes organisations authorised to act on the Proponent's behalf. Councillors will be notified by a confidential note that an unsolicited proposal (with some detail) has been received and now formal processes are in place, Councillors are obligated to no longer engage with any party involved in the process.

UNSOLICITED PROPOSALS

COUNCIL POLICY

4.4 Public Private Partnerships

If an unsolicited proposal relates to the provision of public infrastructure or facilities, there is potential that such a proposal may be considered a public-private partnership (PPP). Section 400B(1) defines a PPP as an arrangement:

(a) between a council and a private person to provide public infrastructure or facilities (being infrastructure or facilities in respect of which the council has an interest, liability or responsibility under the arrangement), and

(b) in which the public infrastructure or facilities are provided in part or in whole through private sector financing, ownership or control

All Local Government PPP proposals, regardless of whether they originate from within council or from an external source, are required to be subjected to a market test via a formal Expression of Interest process to identify preferred partners for the project. If circumstances prevent a market test process in accordance with the Office of Local Government PPP Guidelines, council cannot enter into a PPP arrangement.

If an unsolicited proposal relates to the provision of public infrastructure or facilities, Council will, as soon as practicable, determine if the proposed arrangement is required to be treated as a PPP. Council will consult with the Office of Local Government in this regard if required.

If an unsolicited proposal is determined to be a PPP, the proposal may not be able to continue to be progressed for consideration under this policy.

4.5 Staged Assessment

A three-stage assessment process will be followed to guide the preparation of and assessment of proposals:

- Pre-Submission Concept Review
- Stage 1: Initial Submission and Preliminary Assessment
- Stage 2: Detailed Proposal & Negotiation

Council recognises the right of Proponents to derive benefit from unique ideas. The approach to the identification, recognition and protection of intellectual property rights will be addressed and agreed with the Proponent during Stage 1 of the process.

4.5.1 Pre-submission concept review stage

Proponents will have an opportunity to meet with a Council appointed Proposal Manager in order to formally explore whether the proposal is likely to meet the Stage 1 assessment criteria and to guide Proponents in their decision regarding whether to lodge their proposal. Council may provide feedback at this stage as to whether it considers that the proposal, as presented, is consistent with this Policy. Notwithstanding this feedback, it is the Proponent's decision as to whether it proceeds with making a formal Stage 1 submission.

4.5.2 Stage 1: Initial Submission and Preliminary Assessment

Upon submission of a formal proposal under this policy, Council is to undertake a preliminary assessment of the proposal to determine if the submission constitutes an Unsolicited Proposal and if sufficient justification exists to undertake a Stage 2 assessment. Council reserves the right to further consider, or not consider, Unsolicited Proposals beyond this stage at its absolute discretion. Council's Executive Management Committee (EMC) shall have the authority to approve progress of a proposal to Stage 2 of the process.

4.5.3 Stage 2: Detailed Proposal & Negotiation

Following progression of a proposal to Stage 2 of the process the Proponent and Council will work cooperatively in the development and assessment of a Detailed Proposal, which may require a degree of preliminary negotiation on key issues, subject to the nature of the proposal.

UNSOLICITED PROPOSALS

COUNCIL POLICY

For all Stage 2 proposals council will:

- Establish a Proposal Specific Steering Committee
- Appoint a Probity Advisor (either External to Council or from the Governance Unit dependant on level of risk and complexity of technical issues involved in the proposal)
- Prepare an internal Governance Plan
- Enter into a Memorandum of Understanding with the Proponent

If the detailed proposal is considered acceptable a Council resolution will be required to progress to agreement or a Final Binding Offer.

Full details of the assessment process are outlined in the accompanying *Unsolicited Proposals Procedures Guideline*.

4.6 Probity

Council seeks to conduct its commercial dealings with integrity. The assessment of Unsolicited Proposals must be fair, open and demonstrate the highest levels of probity consistent with the public interest. The assessment of Unsolicited Proposals will be conducted through the application of established probity principles that aim to assure all parties of the integrity of the decision-making processes. In summary Council will:

- **Maintaining accountability and transparency**

Accountability requires that all participants be held accountable for their actions. The assessment process will identify responsibilities, provide feedback mechanisms and require that all activities and decision making be appropriately documented.

Transparency refers to the preparedness to open a project and its processes to scrutiny, debate and possible criticism. This also involves providing reasons for all decisions taken and the provision of appropriate information to relevant stakeholders. Relevant summary information regarding proposals under consideration at Stage 2 will be made publicly available. Further information may be published as appropriate.

- **Managing conflicts of interest**

In support of the public interest, transparency and accountability, Council will require the identification, management and monitoring of conflicts of interest.

Participants will be required to disclose any current or past relationships or connections that may unfairly influence or be seen to unfairly influence the integrity of the assessment process.

- **Maintaining confidentiality**

In the assessment of Unsolicited Proposals there is need for high levels of accountability and transparency. However, there is also a need for some information to be kept confidential, at least for a specified period of time. This is important to provide participants with confidence in the integrity of the process. All proposals submitted will be kept confidential at Stage 1 of the assessment process.

- **Obtaining value for money**

At Stage 2 of the assessment process, the approach to assessing Value for Money will be confirmed. At this stage a Probity Advisor will be appointed, and their role is to monitor the evaluation process, ensure that Value for Money has been optimally considered and that the probity principles have been adhered to. It is not the role of the Probity Advisor to determine whether the proposal meets the required Value for Money criterion.

UNSOLICITED PROPOSALS

COUNCIL POLICY

4.7 Governance Arrangements

In the spirit of collaboration and efficiency, governance arrangements will include an appointed Proposal Manager, a Proposal Specific Steering Committee where required, a staged approach to assessment, negotiation and contracting, and regular reporting to Council’s Executive Management Committee (EMC) and Audit, Risk and Improvement Committee.

Those arrangements seek to encourage a Council approach that allows input from a range of relevant parts of Council in understanding and assessing an Unsolicited Proposal.

Once a proposal reaches Stage 2 of the assessment process, Council will establish appropriate governance arrangements that will detail the make-up and responsibilities of the Steering Committee and assessment/technical panels, management of confidentiality and conflict of interest, and provide details of any appointed Probity Advisor.

Unsolicited Proposals must consider relevant processes and approval requirements in the LG Act in relation to procurement and Public Private Partnerships (PPP’s) (where relevant).

The Stage 2 Participation Agreement will outline whether the proposal will be subject to an approval process outlined in another procurement policy document and/or a project assurance mechanism.

4.8 Assessment Criteria

Where Council determines a proposal as not meeting the criteria set out below, it reserves its usual right to go to market. The Proponent will be provided with the opportunity to participate in that procurement process should the concept be offered to the market but will have no additional rights beyond those afforded to other market participants. If Council elects to go to market in such circumstances, it will respect any Intellectual Property (IP) owned by the Proponent.

The unsolicited proposals assessment process is separate to other Council statutory approvals processes. However, where appropriate, the assessment of unsolicited proposals will consider the potential consistency of the proposal with relevant planning and environmental controls, and approvals processes.

Proposals will be initially assessed against the Assessment Criteria in the table below. Assessment will be based on the proposal satisfactorily meeting each of the criteria. Additional Criteria relevant to a particular proposal may also be applied at later stages. If so, the Proponent will be informed of the criteria in order for these to be addressed in its Detailed Proposal during Stage 2.

| | |
|-------------------|---|
| <p>Uniqueness</p> | <p>Demonstration of unique benefits of the proposal and the unique ability of the proponent to deliver the proposal. In particular, the following are to be demonstrated:</p> <ul style="list-style-type: none"> • Can this proposal be readily delivered by competitors? If the answer is yes, then what, if any justification would Council have to the public for not seeking best value through a competitive tender process? What benefit(s) would Council gain? Are the benefits and outcomes of the proposal unlikely to be obtained via a standard competitive procurement process? • Does the proponent own something that would limit Council from contracting with other parties if Council went to quotation or tender? This would include intellectual property, real property and other unique assets. • Are there other attributes which may not necessarily stand alone as unique but, when combined, create a “unique” proposal? This may include genuinely innovative ideas, including financial arrangements or a unique ability to deliver a strategic outcome. It is possible that Council might agree to initiate market testing of a new proposal that has merit but is not unique. • Note that while a proposal may contain unique characteristics such as design or technology, this may represent one option among a range of technologies or solutions available to Council. |
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UNSOLICITED PROPOSALS

COUNCIL POLICY

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| | <p>Types of proposals that are NOT considered unique and/or proposals that are unlikely to be progressed</p> <ul style="list-style-type: none"> • Proponents seeking to directly purchase or acquire a Council-owned entity or property. Unless the proposal presents a unique opportunity to it, Council is unlikely to enter such an arrangement without an open tender process. Standard land transaction proposals will be referred to Council’s Property & Recreation Division for consideration. • Proponents with an existing Council license or agreement to provide goods or services seeking to bypass a future tender process. • Proposals for significant extensions/variations to existing contracts/leases, or the next stage of a staged project on the basis that the contractor is already “on-site“, or has some other claimed advantages, absent of other “uniqueness” criteria. • Proposals seeking to develop land that is not owned by Council or the proponent. • Proposals that do not contain a commercial proposition for Council. • Proposals that identify the proponent’s skills or workforce capability as the only unique characteristic are unlikely to progress to Stage 2. • Proposals to provide widely available goods or services to Council. • Proposals seeking only to change Council policy that have no associated project. • Proposals for consultancy services. • Proposals for projects where the tender process has formally commenced, whether published or not. • Proposals that are early concepts or lack detail. • Proposals seeking grants (e.g., scientific research), loans or bank guarantees etc. • Proposals whose claim to uniqueness is trivial e.g., a ‘unique’ view from a particular site. • Proposals seeking Council support for a ‘pilot’ program. • Proposals seeking to stop or suspend another Council process (e.g., compulsory acquisition). • Proposals seeking an exclusive mandate, or exclusive rights over a Council asset, for a period of time so the Proponent can develop a feasibility study. |
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UNSOLICITED PROPOSALS

COUNCIL POLICY

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| <p>Value for Money</p> | <p>Does the proposal deliver value for money to Council? What are the <i>net</i> economic benefits of the proposal (the status quo should be defined)? Is the proposal seeking to purchase a Council asset at less than its value in exchange for other services? Does the proposal provide time and/or financial benefits/savings that would not otherwise be achieved? A proposal is Value for Money if it achieves the required project outcomes and objectives in an efficient, high quality, innovative and cost- effective way with appropriate regard to the allocation, management and mitigation of risks. While Value for Money will be evaluated appropriately in the context of each specific proposal, factors that will be given consideration are likely to include:</p> <ul style="list-style-type: none"> • Quality of all aspects of the proposal, including: achievable timetable, clearly stated proposal objectives and outcomes, design, community impacts, detailed proposal documentation and appropriate commercial and/or contractual agreements (including any key performance targets), and a clearly set-out process for obtaining any planning or other required approvals. • Innovation in service delivery, infrastructure design, construction methodologies, and maintenance. • Competitively tendering aspects of the proposal where feasible or likely to yield value for money. • Cost efficient delivery of Council policy targets. • Optimal risk allocation (refer to criterion below). <p>Evaluation of Value for Money may also include, but not be limited to the following quantitative analysis:</p> <ul style="list-style-type: none"> • Interrogation of the Proponent’s financial models to determine the reasonableness of any capital, land acquisition, service and maintenance cost estimates and, if relevant, revenue estimates (including the appropriateness of any user fees or prices and estimates of quantity levels). • This evaluation may include the use of independent experts or valuers, benchmarking analysis or sensitivity testing. • Return on Investment (refer to criterion below). <p>Note: A high level indicative Value for Money assessment will occur at Stage 1. A more detailed assessment of Value for Money will occur at Stage 2.</p> |
| <p>Whole of Council Impact</p> | <p>Does the proposal meet a project or service need? What is the overall strategic merit of the proposal? What is the opportunity cost for Council if it were to proceed with the proposal? Is the proposal consistent with the Council’s plans and priorities? Does the proposal have the potential to achieve planning approval, considering relevant planning and environmental controls? Consideration will be given to whether the proposal would require Council to re-prioritise and re-allocate funding.</p> |

UNSOLICITED PROPOSALS

COUNCIL POLICY

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| Return on Investment | Is the proposed Return on Investment to the proponent proportionate to the proponent's risks, and industry standards? Where feasible, the proposed rate of return may be subject to independent review or benchmarking. |
| Capability and Capacity | Does the proponent have the experience, capability and capacity to carry out the proposal? What reliance is there on third parties? Where appropriate, the Proponent should provide referees in relation to working with government (e.g., local, state or Commonwealth governments). |
| Affordability | Does the proposal require other Government or Council funding, or for Council to purchase proposed services? Does Council have these funds available or budgeted and if not, what source would be proposed? Where Council funding is required, Council may undertake or require the Proponent to undertake a (Preliminary) Business Case and/or an economic appraisal at Stage 2 (where appropriate). Regardless of the outcome of the Business Case/economic appraisal, the proposal still needs to be affordable in the context of Council's other priorities, and to be considered as part of its budget process. |
| Risk Allocation | What risks are to be borne by the proponent and by Council? Does the proposal require Environmental and Planning consents or approvals? If so, has the process been appropriately considered, including whether Council or Proponent bears the risks associated in obtaining the approvals. |

5. LEGISLATIVE REQUIREMENTS

All unsolicited proposals must meet the legislative requirements in relation to procurement, tendering and public private partnerships, as applicable, as defined in the *Local Government Act 1993*.

6. REVIEW

This Policy will be reviewed every three years from the date of each adoption of the policy, or more frequently as required.

7. REPORTING

Information on all Unsolicited Proposals that progress to Stage 2 will be reported in the subsequent Council Annual Report as Unsolicited Proposals, even where they do not ultimately result in a report to Council. This may include details of the proponent and proposal, the governance structure for Stage 2, the Probity Advisor appointed and reasons why the proposal has progressed to Stage 2. Further information may be published as appropriate. Council will consult with the Proponent before any information is disclosed to ensure that commercially sensitive information remains confidential.

Generally, Council would seek to disclose all proposals in this stage. In some cases, Proponents may request that proposals are not listed, if this would pose significant risks to commercial negotiations or Intellectual Property. Council will consider each request and may agree not to disclose a proposal. The ability to undertake an assessment in confidence is considered essential to creating a receptive environment to elicit innovative private sector proposals.

UNSOLICITED PROPOSALS

COUNCIL POLICY

8. ROLES AND RESPONSIBILITIES

8.1 Council

The elected Council has final responsibility for the approval of any unsolicited proposal. If the detailed proposal is considered acceptable a Council resolution will be required to progress to agreement or a Final Binding Offer. If appropriate the elected Council will have the responsibility to pass a resolution, due to extenuating circumstances, that Council does not proceed to tender for the project, goods or services under contemplation as per Section 55A of the *Local Government Act 1993*.

8.2 Proposal Manager

The Proposal Manager, who will be appointed by the General Manager, will act as the contact-point for Unsolicited Proposals and is charged with evaluating the information supplied by the Proponent in conjunction with the meeting of Council representatives. The Proposal Manager also reports to EMC and the Audit, Risk and Improvement Committee, as required.

8.3 Proposal Specific Steering Committees

A Proposal Specific Steering Committee will be established to oversee assessment of each proposal. The Committee will have at least 3 members from different Divisions of Council and additionally will include the Proposal Manager and the Manager Governance and Customer Service, or their delegate.

8.4 Advisers

The following key advisers may be appointed, as required, to provide specialist expertise to assist in project scoping and assessment:

- Legal
- Financial
- Technical
- Environmental.

Advisers are to follow all project governance and probity requirements.

8.5 Probity Adviser

All proposals that progress to Stage 2 will have a probity advisor appointed who reports to the chair of the Proposal Specific Steering Committee and will be available to Proponents to discuss probity related matters. The role of the probity adviser is to monitor and report on the application of the probity fundamentals during the assessment process. The Probity Advisor will:

- Assist in the development of a Governance Plan (where applicable).
- Provide a probity report at the end of each step to be considered by a Proposal Specific Steering Committee before the decision to proceed to the next step (or otherwise).
- Escalate probity concerns to the Manager Governance and Customer Service as Public Officer or to the 'escalation contact point', where one has been provided. An escalation contact point can be determined by a Proposal Specific Steering Committee, as needed.

9. RELATED PROCEDURES

Code of Business Ethics
Code of Conduct
Unsolicited Proposals Procedures Guideline

UNSOLICITED PROPOSALS

COUNCIL POLICY

10. GLOSSARY OF TERMS

| Term | Meaning |
|--------------------------------------|---|
| Assessment Criteria | The criteria upon which Unsolicited Proposals will be assessed |
| Detailed Proposal | A submission by a Proponent to Council at Stage 2 |
| Final Binding Offer | A formal proposal submitted by the Proponent at the conclusion of Stage 2 which is capable of acceptance by Council |
| Council | Council - this includes the elected Council and Council Divisions. Where possible, specific reference to relevant Council Divisions is made throughout the Policy. |
| Intellectual Property | Inventions, original designs and practical applications of good ideas protected by statute law through copyright, patents, registered designs, circuit layout rights and trademarks; also trade secrets, proprietary know-how and other confidential information protected against unlawful disclosure by common law and additional contractual obligations such as Confidentiality Agreements. |
| Probity Advisor | An advisor with specialist governance experience, including, where appointed, an external contractor. |
| Proponent | The person or organisation that submits an Unsolicited Proposal |
| Proposal Manager | The person, appointed by the General Manager, with responsibility for coordinating Council input for the receipt and assessment of an Unsolicited Proposal |
| Proposal Specific Steering Committee | A committee of senior Council representatives with responsibility for oversight of any specific Unsolicited Proposal |
| Public-Private Partnership | An arrangement between a council and a private person where public infrastructure or facilities are provided in part or in whole through private sector financing, ownership or control |
| Value for Money | The overall value of a proposal to Government (refer to section 2.2 for further details). |
| Unsolicited Proposal | An approach to Council from a Proponent with a proposal to deal directly with Council over a commercial proposition, where Council has not requested the proposal. This may include proposals to build and/or finance infrastructure, provide goods or services, or undertake a major commercial transaction. |
| Value for Money | The overall value of a proposal to Government (refer to section 2.2 for further details). |

UNSOLICITED PROPOSALS

COUNCIL POLICY

| APPROVAL AND REVIEW | |
|------------------------------|---------------------------------|
| Responsible Division | Governance and Customer Service |
| Date adopted by Council | XX September 2023 |
| Date/s of previous adoptions | 19 April, 2021, 13 August 2018 |
| Date of next review | XX September 2026 |
| Responsible Manager | Governance and Risk Manager |

ITEM 9 DRAFT COMMERCIAL PROPERTY FRAMEWORK 2023

The Commercial Property Strategy was adopted by Council on 30 November 2015 and was developed to provide a governance framework for the management of Council's property assets and related transactions. This report follows a mini review of this Strategy and recommends minor changes for adoption including renaming the document, Commercial Property Framework .

RECOMMENDATION

Council notes the information contained within this report and endorses the revised Commercial Property Framework.

REPORT AUTHORISATIONS

Authorised by: Kerry Hunt, General Manager (Acting)

ATTACHMENTS

- 1 Council Report and Commercial Property Strategy endorsed 30 November 2015
- 2 Revised Draft Commercial Property Strategy 2023

BACKGROUND

The Commercial Property Strategy (the Strategy) was initially endorsed by Council on 30 November 2015.

The initial purpose for the Strategies development was to provide a framework to support Council in utilising its Commercial Property to provide a financial return to Council.

The 30 November 2015 Council report noted the key elements of the strategy to be (as extracted from the report):

- 1 **Objective** – the key objective of the strategy is “to buy, sell, lease or partner with other parties to realise one-off or perpetual financial benefit to complement Council's other revenue sources;
- 2 **Transactional Arrangements** – includes:
 - a Due diligence to be undertaken on all transactions;
 - b Competitive process is used to ensure appropriate probity;
 - c An appropriate reporting framework is in place; and
 - d Performance measures are established.
- 3 **Risk Management** – an appropriate risk management framework is in place based on Council's Risk Management Framework.
- 4 **Governance Framework** – the framework covers the following:
 - a Purpose;
 - b Prudent Person Standard;
 - c Governance Arrangements; and
 - d Reporting
- 5 **Policy** – policy proposed covers:
 - a) Use of the fund; and
 - b) Dividend Policy.
- 6 **Legal Framework** – the legal framework the strategy will operate under includes:
 - a Legislation;
 - b Council Policy and Procedure; and
 - c Recommendations [Department of Local Government and Independent Commission Against Corruption].

As noted in the 30 November 2015 report, “the strategy generally seeks to establish a framework that guides staff not only in the purchase, sale and management of investment property, but in all property transactions to ensure that the appropriate due diligence, probity and reporting is applied. “

As further noted in the 30 November 2015 report, the strategy also proposed the establishment of a Property Investment Fund that would initially comprise:

- 1 *Net Proceeds from the recent sales of Council's properties at:*
 - a *Watts Lane, Bellambi;*
 - b *Underwood Street, Corrimal; and*
 - c *Flinders Street, Wollongong.*
- 2 *Existing "operational" properties that have generally been acquired as investment properties being:*
 - a *Kembla Terraces;*
 - b *West Dapto Road, West Dapto;*
 - c *Sheaffes Road, West Dapto;*
 - d *Cleveland Road, West Dapto; and the*
 - e *Development potential of the airspace above Council's CBD carparks.*

In the delivery of the Strategy objectives to date, the Property Investment Fund (the Fund) has supported the funding of technical studies and planning for the West Dapto lands and provided a minor contribution to resourcing and supported Council during COVID, having since been reimbursed.

Current actions underway include the proposed sale of 231 Sheaffes Road Stream Hill and the ongoing investigation and development of proposals for the site at 340 West Dapto Road. It is anticipated that the Sheaffes Road site will be live to market 15 September with Expressions of Interest closing 1 November 2023.

Review of the Commercial Property Strategy

As part of the review, representatives from Property & Recreation, Finance, Infrastructure Strategy and Planning and Corporate Services were consulted, and feedback requested.

During the review of the Strategy as adopted by Council on 30 November 2015, the following points were raised and considered as part of the review:

- 1 Ensuring there is a clear definition of Commercial Property to provide further clarity around the scope of application of the strategy and the types of land within Council's portfolio that the Strategy was to apply to. It was also noted that the Strategy needed to ensure that the acquisition purposes fall within the statutory parameters for property acquisition by local governments.
- 2 That the Strategy should reference the Unsolicited Proposals Policy which had been adopted since the Strategy was endorsed in 2015.
- 3 That the Strategy should support decision making in respect of land parcels, specifically in relation to acquisition, disposal, hold or develop.
- 4 That the Strategy needs to clearly refer to related Council Policies and any legislation that has changed since adoption of the Strategy by Council in 2015.
- 5 That the Strategy should better reflect the need for adequate resourcing and appropriate administration to be expensed against the Fund to draw down on the reserve; and
- 6 The format of the Strategy needs to be re-visited generally.

Proposed amendments to the Commercial Property Strategy

The revised Commercial Property Framework is attached at Attachment 2 and seeks to address the comments raised during the review.

The proposed amendments to the Strategy are summarised below:

- 1 That the Commercial Property Strategy be renamed to more accurately reflect its intention and application as a Framework;
- 2 A summary in relation to Council's property portfolio including definitions relating to different land classifications and 'categories' of land has been included at the beginning of the Framework. This includes a distinction between land that is considered to be Community Property, Operational Services Property and Commercial Property (being the subject of the Framework). The intention of these additions is to provide clarity around the parameters of the Framework and the types of land that it is intended to apply to.

- 3 That the Governance framework reinforce and articulate Executive oversight and reporting and regular updates to Council's Audit, Risk and Improvement Committee (ARIC).
- 4 Further commentary has been added to the Framework relating to "Purpose" and "Objectives". The additional commentary in this section of the Framework seeks to provide further clarity around what the Strategy is intended to achieve and how it seeks to achieve these objectives.
- 5 An additional section has been added which relates to the Portfolio Decision Making Process. It is clear in this section that as a minimum any statutory/legislative requirements need to be met. Assuming these requirements are met, the following items must be addressed:
 - a Criteria for Portfolio Decision Making Process;
 - b Due Diligence;
 - c Competitive Process;
 - d Reporting; and
 - e Performance.

Whilst items b-e above were pre-existing in the 2015 Strategy, item a has been added which includes criteria to be considered when determining whether to proceed with a Commercial Property transaction. This includes criteria for each of the following scenarios:

- a Purchasing or acquiring Commercial Property;
- b Holding Commercial Property;
- c Realising/Selling Commercial Property; or
- d Developing Commercial Property.

The intent behind the addition of this criteria is to support decision making in relation to Council's Commercial Property with a view to ensure decisions made reflect the best achievable outcomes. The remainder of the Portfolio Decision Making Process items, whilst pre-existing in the Strategy support the Criteria for Portfolio Decision Making Process.

- 6 A section has been added to recognise ongoing cost of administration and management.
- 7 Lastly, general formatting changes have been implemented to the Framework, including most notably merging the Governance Framework around decision making and the Fund into one section of the Strategy to avoid repetition and promote further clarity.

It is intended that the Commercial Property Framework will be reviewed again within a 2-year period or reviewed within this period should significant changes arise that impact the ability to implement the Framework.

PROPOSAL

It is proposed that the revised Commercial Property Framework be endorsed by Council.

CONSULTATION AND COMMUNICATION

As part of the review, representatives from Property & Recreation, Finance, Infrastructure Strategy and Planning and Corporate Services were consulted, and feedback received.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2032 Goal 5 - "We have a healthy community in a liveable city". It specifically delivers on core business activities as detailed in the Property Services Service Plan 2023-24.

SUSTAINABILITY IMPLICATIONS

The revised Framework contributes to Council's financial sustainability and supports future growth and expansion. It provides a mechanism to promote more efficient and improved service delivery through collaboration and innovation.

RISK MANAGEMENT

The recommended changes support a risk management approach by providing oversight of the commercial property portfolio. Clearly articulating the scope to which this framework applies, along with improved governance requirements reduces risk and enhances the controls in place to manage risk.

FINANCIAL IMPLICATIONS

As at 30 June 2023, the Fund had a balance of \$9.5M. There are no additional financial impacts from the proposed changes to the Strategy.

CONCLUSION

The review of the Strategy will ensure that it remains a relevant and accurate document incorporating a framework to support Council with decisions impacting Commercial Property or the Fund.

ITEM 5 COMMERCIAL PROPERTY STRATEGY

The Commercial Property Strategy has been developed to provide a governance framework for the management of Council's property assets and for the future purchase and sale of property assets.

RECOMMENDATION

The Commercial Property Strategy be adopted.

ATTACHMENT

Commercial Property Strategy (Governance Arrangements)

REPORT AUTHORISATIONS

Report of: Peter Coyte, Manager Property and Recreation

Authorised by: Greg Doyle, Director Corporate and Community Services – Creative, Engaged and Innovative City

BACKGROUND

Council holds property to support the delivery of services and to meet the outcomes of the Wollongong 2022 Strategy. It can also hold property in order to diversify its income source through sound investment in commercial property that will provide a return to Council. With this in mind, the Commercial Property Strategy has been developed.

The key elements of the strategy are:

- 1 **Objective** – the key objective of the strategy is “to buy, sell, lease or partner with other parties to realise one-off or perpetual financial benefit to complement Council's other revenue sources”.
- 2 **Transactional Arrangements** – includes:
 - a Due diligence to be undertaken on all transactions;
 - b Competitive process is used to ensure appropriate probity;
 - c An appropriate reporting framework is in place; and
 - d Performance measures are established.
- 3 **Risk Management** – an appropriate risk management framework is in place based on Council's Risk Management Framework.
- 4 **Governance Framework** – the framework covers the following:
 - a Purpose;
 - b Prudent Person Standard;
 - c Governance arrangements; and
 - d Reporting.

5 **Policy** – policy proposed covers:

- a Use of the fund; and
- b Dividend Policy.

6 **Legal Framework** – the legal framework the strategy will operate under includes:

- a Legislation;
- b Council Policy and Procedure; and
- c Recommendations [Department of Local Government and Independent Commission Against Corruption].

The strategy seeks to establish a framework that guides staff not only in the purchase, sale and management of investment property, but in all property transactions to ensure that the appropriate due diligence, probity and reporting is applied.

PROPERTY INVESTMENT FUND

The strategy also proposes the establishment of a Property Investment Fund that will initially comprise:

- 1 Net Proceeds from the recent sales of Council's properties at:
 - a Watts Lane, Bellambi;
 - b Underwood Street, Corrimal; and
 - c Flinders Street, Wollongong.
- 2 Existing "operational" properties that have generally been acquired as investment properties being:
 - a Kembla Terraces;
 - b West Dapto Road, West Dapto;
 - c Sheaffes Road, West Dapto;
 - d Cleveland Road, West Dapto; and the
 - e Development potential of the airspace above Council's CBD car parks.

PROPOSAL

The strategy be adopted.

CONSULTATION AND COMMUNICATION

The Commercial Property Strategy has been provided to the Corporate Governance Committee and the Audit Committee for information.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2022 goal "We are a connected and engaged community".

It specifically delivers on the following core business activities as detailed in the Property Services Service Plan 2015-16.

FINANCIAL IMPLICATIONS

It is proposed that the fund would initially be established with the proceeds (\$7.6m) from the sale of Underwood Street, Corrimal and Watts Lane, Bellambi.

An amount of \$200,000 per annum is proposed to be set aside for the first 3 years from the reserve to provide for initial investigation costs such as valuations, enquiries and other due diligence.

CONCLUSION

Council has the opportunity to diversify its income sources through appropriate investment in property assets that have the capacity to provide a commercial return on the investment. The Commercial Property Strategy sets out a framework that guides Council officers in consideration of investment opportunities and in the reporting of the performance of those assets.



Commercial Property Strategy 2023

Wollongong City Council

Wollongong City Council - Commercial Property Strategy 2023

Council's Property Portfolio

Wollongong City Council is responsible for a significant range of properties throughout the Wollongong local government area. Some properties within this portfolio are vital to the delivery of services and facilities to the community, whilst others provide for an important income stream for Council.

Whilst this Strategy relates to Council's Commercial Property, it is important to demonstrate the contact of Council's Commercial Property within the wider Property Portfolio.

Council's property portfolio consists of land owned or managed by Council which falls within one of the following categories:

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|---|---|
| <p>Council Owned Land</p> <p><i>All Council owned land must be classified as either Community Land or Operational Land</i></p> | <p>Community Land</p> <p>Community Land includes land intended for public access and use including public reserves and is managed under the <i>Local Government Act 1993</i>.</p> <p>Community Land cannot be sold, can only be leased or licenced pursuant to certain conditions and must have a Plan of Management prepared for it. Community Land may be reclassified to Operational Land to meet future service requirements/needs by way of an amendment to the Local Environmental Plan (reclassification).</p> |
| <p>Council owned Public Roads</p> | <p>Operational Land</p> <p>Operational Land does not have any particular legislative restrictions other than those that may apply to any piece of land (for example planning restrictions).</p> <p>Land classified as Operational includes commercial and residential property (either held for capital gain or providing rental yields).</p> <p>Pursuant to the <i>Roads Act 1993</i>, Council is the Roads Authority in relation to public roads within the Wollongong local government area. Public roads are roads that are opened or dedicated as public road and any road that is declared to be public road within the meaning of the <i>Roads Act 1993</i>.</p> <p>As Roads Authority, Council has the powers to name, road, dedicate and other actions pursuant to procedural and legislative requirements.</p> |
| <p>Crown Reserves (Council as Crown Land Manager)</p> | <p>The management of Crown Land is governed by the <i>Crown Land Management Act 2016</i>, which authorises Council to manage Crown Land as if it were Community Land under the <i>Local Government Act 1993</i>.</p> |

Wollongong City Council - Commercial Property Strategy 2023

The uses of the land within Council's Property Portfolio can be summarised into the following categories:

Community Property

Community Property includes property that provides services to the community, either directly or indirectly as part of a particular Council service, as well as those properties where Council engages with the community as part of a Council service. These can include libraries, community halls, community centres, recreational facilities such as parks or open spaces, pools or related facilities.

Indirectly, these may include properties that are offered to community service providers such as sporting clubs, surf clubs, not-for-profit organisations, charities or community organisations. Council may elect to make these properties available on preferential lease or licence terms such as subsidised rent (or rent pursuant to Council's Community Sporting and Community Group Rentals Policy) in order to attract the most appropriate service provider.

Operational Services Property

These properties are utilised to accommodate Council staff who oversee, manage and deliver Council's administrative and support service functions relating to direct service delivery. Examples of these include Council's Administration Building, Town Hall and Council Depots.

Commercial Property

Commercial Property relates to the use and management of land or assets where the primary purpose is for the generation of revenue. These properties have financial objectives such as achieving self-sufficient operation, achieving their highest and best financial use and to supplement the funding of the operation, management, maintenance and capital requirements for Council's other services.

Whilst properties of a commercial nature may also include a provision for community benefit, this is generally a secondary function that may not always apply however opportunities to achieve community benefit will be maximised wherever practical to maximise the overall value being realised.

The properties that fall within the Commercial Property category will be determined from time to time to meet service requirements as required.

Generally these properties are Operational Land and do not fall into the Community Property or Operational Services Property categories. The acquisition history of these properties and reason for ownership will be considered when determining which properties fall within the Commercial Property category and a list of these properties is maintained and reviewed on a regular basis.

Wollongong City Council - Commercial Property Strategy 2023

Purpose

This Strategy has been developed to provide an appropriate framework for the resourcing, management of and decisions relating to Council's Commercial Property, specifically relating to the following:

- Purchasing or acquiring Commercial Property;
- Holding Commercial Property;
- Realising/Selling Commercial Property; or
- Develop Commercial Property.

The scale of Council's decisions relating to Commercial Property can result in high risk exposure. This strategic framework aims to manage these risks and facilitate Council obtaining the best value from its Commercial Property.

This Strategy also provides a mechanism to measure the performance and outcomes from Council's Commercial Property and provide guidance for Council and Council officers in relation to property transactions. It seeks to guide the way in which Council can participate and be involved in the commercial investment and property development sector and promotes where possible Council providing leadership in terms of commercial outcomes, planning outcomes, along with environmental and social results.

Council's Commercial Property is supported by Council's Property Investment Fund and as such this Strategy also seeks to support and influence decision making in relation to the Property Investment Fund.

Objectives

In achieving the purpose of this Strategy, the Strategy seeks to meet the following Objectives:

- Ensure appropriate governance is in place for decision making relating to Council's Commercial Property and Property Investment Fund;
- Seek to maintain and grow the value of Council's Commercial Property and Property Investment Fund;
- Work to achieve best value from Council's Commercial Property;
- Consider the highest and best use of properties within the Commercial Property portfolio and make appropriate decisions to maximise financial return;
- Manage and maintain and expand Council's income producing asset base and facilitate the unique opportunity to supplement Council's revenue into the future.

Wollongong City Council - Commercial Property Strategy 2023

This is proposed to be achieved by:

- Undertaking a program of selective property decisions with the specific purpose of utilising growth in value;
- Increasing over time the value of Council's Commercial Property portfolio of income producing properties to supplement other income;
- Investing income from the Property Investment Fund towards new commercial opportunities or investment in existing Commercial Property;
- Ensuring that any decisions made meet the relevant legislative and statutory requirements and consider the statutory environment that local government operates within; and
- Investing sufficient resources to realise the benefit of Council's Commercial Property Portfolio.

Portfolio Decision Making Process

All decisions in relation to Council's Commercial Property portfolio will as a minimum meet all legislative and statutory requirements. In addition, pursuant to the *Local Government Act 1993* any acquisition or disposal of land along with any other property related decisions that exceed delegation must be determined by way of a Council resolution.

Generally, the decisions relate to purchasing or acquiring Commercial Property, holding Commercial Property, realising/selling Commercial Property or developing Commercial Property. Some decisions may fall outside of these decision points, for example the refurbishment of a Commercial Property building/asset, leasing of Commercial Property or amending planning controls on a Commercial Property. These additional decisions will need to consider the same Portfolio Decision Making process as appropriate.

When making decisions in relation to Council's Commercial Property Portfolio, the following items must be addressed:

- Criteria for Portfolio Decision Making Process;
- Due Diligence;
- Competitive Process;
- Reporting;
- Performance; and
- Administration and Management.

Wollongong City Council - Commercial Property Strategy 2023

Criteria for Portfolio Decision Making Process

As a minimum, the following criteria must be addressed when considering decisions relating to Commercial Property.

| Decision to be assessed | Criteria to be considered |
|--|--|
| Purchasing or acquiring Commercial Property | <ul style="list-style-type: none"> • To provide uplift of existing holdings through acquisition of adjoining lands to increase development potential. • There is a stated future strategic use – Short-medium term commercial outcomes: <ul style="list-style-type: none"> – Lease of licence of property and/or; – Operational use and/or; – Hold for capital gain to be realised upon release for strategic purpose at market value. • It is a response to market conditions – Favourable buyers’ market. • An opportunity arose that provided exceptional ROI and/or capital gains. |
| Holding Commercial Property | <ul style="list-style-type: none"> • There is a stated/endorsed future strategic need; • It is fulfilling a current strategic need; • It is fulfilling a current commercial need; • The site is meeting its highest and best use; • It is a response to market conditions – Wait to realise optimal return; • There is a lack of political will; • There is a lack of clear direction or further investigation is required to make an informed decision. |
| Realising/Selling Commercial Property | <ul style="list-style-type: none"> • The site no longer meets the need it was originally acquired for or an alternative opportunity available; • Council is unable to achieve the sites highest and best use; • The sale unlocks otherwise unachievable potential; • Release equity - Revenue from sale could be used to fund a development or acquisition of higher public benefit. |

Wollongong City Council - Commercial Property Strategy 2023

- It is a response to Market conditions – Favourable market, significant uplift;
- Cost to hold exceeds both commercial and strategic benefit;
- To enable an alternative service with community benefit achieved along with commercial return;
- Significant development surrounding the site will impact value or future development opportunities.

A develop scenario would apply if a development meets all the following criteria:

- It is a response to favourable market conditions; and
- There is an opportunity to achieve a commercial gain; and
- Allows Council to achieve the sites highest commercial yield and return on investment above that of a divest scenario; and
- Level of risk is shared and decreases Councils exposure to an acceptable level.

Develop Commercial Property

Additional or desirable criteria:

- If a proposal has an ability to provide a supplementary public benefit without compromising commercial outcomes this opportunity should be explored;
- Provides Council with control over the outcome in regard to use and quality of the design + construction; or
- Demonstrates catalyst potential for the city and/or exceptional city benefit.

Due Diligence

Appropriate due diligence will be undertaken on all proposed decisions in relation to Council's Commercial Property Portfolio. This will include the following (as appropriate):

- Market Valuations are to be undertaken by registered and independent valuers;
- Feasibility of the proposal is to be assessed considering whole of life costings, cost of any works to be undertaken and are to consider appropriate financial reports for example discounted cash flow analysis, internal rates of return, net present value assessments;
- Where a building is involved, building condition reports are to be undertaken to determine condition of building and estimate future costs associated with maintenance and replacement;
- Contamination/hazardous material reports are to be commissioned where there is a risk of contamination or hazardous materials on the property;

Wollongong City Council - Commercial Property Strategy 2023

- Geotechnical reports are to be undertaken where deemed appropriate;
- When a lease may be involved, consider financial analysis of the proposed lease;
- Appropriate legal advice is to be obtained in relation to the proposed transactions; and
- If transactions are anticipated to trigger either the Unsolicited Proposal's process pursuant to Council's Unsolicited Proposals Policy or if they could be considered to be a Public Private Partnership (PPP) pursuant to the *Local Government Act 1993* any additional procedural or legislative requirements must be complied with in line with any additional approval pathways.

Competitive Process

Council's default position is to undertake a competitive process for the sale, lease or licence of its Commercial Property. As a minimum, a competitive process relating to transactions must be undertaken if required under legislation or Council policy. A competitive process will generally be conducted through either tender, quotation or a call for proposals.

Despite a competitive process being undertaken, Council will determine whether proposals meet commercial requirement by way of obtaining independent valuations as part of the above Due Diligence requirements.

Council's Land and Easement Acquisition and Disposal Policy (as amended from time to time) will act as a baseline for land transactions. In particular it will act as a baseline for land transactions proposing direct negotiations with any exceptions or variations from this baseline to be determined in line with that Policy.

Reporting

The performance of Council's Commercial Property Portfolio and Property Investment Fund will be reported to Executive Management Committee on a quarterly basis and to Council by way of regular updates.

The report to Executive Management Committee will include:

- Progress in respect of any current Commercial Property transactions;
- Performance of the properties held; and
- Transactions relating to the Property Investment Fund.

Any transactions relating to Commercial Property or the Property Investment Fund in excess of \$1,000,000 will be reported to the Audit Risk & Improvement Committee.

Wollongong City Council - Commercial Property Strategy 2023

Commercial Performance

Any proposals relating to Commercial Property require a business case to be reported to Executive Management Committee and must consider any relevant commercial benchmarks. As a minimum, the following benchmarks should be utilised where appropriate:

- Positive Internal Rate of Return;
- Appropriate Development Margin Target which correlates with level of risk;
- Positive Net Present Value calculation;
- Discounted Cash Flow analysis adopting an appropriate percentage (for example 10%);
- Acceptable return on Asset/Investment relating to the transaction; and
- Generally, calculations that confirm that the potential return is proportionate to the level of risk.

Where appropriate, expert advice should be sought in respect of proposals relating to Commercial Property to support the business case. Executive Management Committee reserve the right to set additional benchmarks relating to the proposed transaction in their discretion.

Administration and Management

- For the Fund to be maximised, a recurrent allocation will be made resource administration and management of the Fund and related Strategy.
- Approval of resources must be via the Executive Management Committee.

Risk

A generic Risk Assessment Framework has been developed to be utilised in relation to each investment-based transaction of Commercial Property. This risk assessment will be reviewed and tailored to each specific transaction and reviewed accordingly for accuracy.

Generally, Council will seek professional advice when required to assist with conducting appropriate due diligence and managing risk. This professional advice can also assist with on-going property management in addition to transactional advice.

Wollongong City Council - Commercial Property Strategy 2023

As a minimum, the following risks will need to be addressed:

| Risks | Proposed Mitigation Measures |
|-----------------------|---|
| Asset Condition Risks | <p>Appropriate professional assessments will be obtained including:</p> <ul style="list-style-type: none"> • Site environmental condition assessments; • Building condition assessments; and • Estimate of ongoing maintenance costs or replacement costs for the life of the asset. |
| Investment Risks | <ul style="list-style-type: none"> • Due Diligence, Reporting and Commercial Performance and their requirements therein will be considered prior to making decisions. |
| Probity | <p>Probity will be managed through a Probity Plan and Negotiation Protocol for transactions.</p> <p>A Probity Plan will cover as a minimum:</p> <ul style="list-style-type: none"> • Decision making process; • Value for money; • Conflicts of interest; • Confidentiality; • Security of Information. <p>A Negotiation Protocol will cover as a minimum:</p> <ul style="list-style-type: none"> • Decision making process, delegations and approvals required; • Communication with parties; and • Agreement on process for disputes. <p>Certain circumstances will require the engagement of an independent probity advisor, especially if the transaction is proceeding via an Unsolicited Proposals process or a Public Private Partnership approvals pathway.</p> |
| Risk Profile | <p>The risk profile will be in line with Council’s organisational risk profile.</p> <p>A risk profile will be maintained in relation to each of Council’s Commercial Properties which will include:</p> <ul style="list-style-type: none"> • Asset Risk; • Market Risk; • Liquidity; |

Wollongong City Council - Commercial Property Strategy 2023

- Diversification;
- Investment Time Horizon; and
- Economic Risk.

It will also include general organisational risk (reputational, financial, legal).

Governance Framework

An appropriate Governance Framework will be implemented on a project basis to ensure that the appropriate Council officers are involved in the proposal process and to ensure that governance considerations are met. It intends to:

- Provide guidance to Council officers in their dealings with Council's Commercial Property or with Commercial Property related transactions; and
- Provide a basis for accountability and transparency in relation to the Property Investment Fund.

Officers will seek professional advice in conducting due diligence and managing risk. Council has a panel of independent licensed valuers and has engaged a real estate firm to assist with the management of its properties and provide real estate services. Officers will also seek professional advice when undertaking Due Diligence (as required) and on-going property management.

To ensure due consideration of projects and transactions relating to Commercial Property, the Property Services Manager will prepare proposals with assistance from internal and external advisors. The proposals will be reviewed by the Property Investment Review Team prior to submission for consideration by Executive Management Committee.

Any legislative or statutory requirements need to be considered when making decisions relating to Commercial Property. These requirements will impact and influence any decisions regardless of their ability to meet other aspects of this strategy. Likewise, Council needs to consider any relevant Council policies relating to land transactions as may exist at the time of the decision along with any guidelines or recommendations published by governing bodies such as the Office of Local Government or the Independent Commission Against Corruption. Legal advice should be sought prior to proceeding with any Commercial Property transaction that may be at risk of breaching any legislative, statutory or policy requirements.

Property Investment Review Team

The purpose of the Property Investment Review Team is to review business proposals or significant transactions relating to Commercial Property or the Property Investment Fund prior to submission to and consideration by Executive Management Committee. This is to provide internal review and expert opinion; it is not necessarily intended to be an 'approval gate'.

The Property Investment Review Team will be chaired by the Director of Community Services or their nominee and as a minimum will include representatives from:

Wollongong City Council - Commercial Property Strategy 2023

- Property Services;
- Finance;
- Governance and Risk;
- Corporate Strategy; and
- Infrastructure Strategy and Planning.

Additional representatives can be included based on the nature of the project which can be determined on a case-by-case basis by the chair.

Property Investment Fund Governance Framework

A Property Investment Fund will be established to facilitate investment in property transactions that have the capacity to provide positive financial return to Council.

The fund will comprise sale proceeds of identified operational lands to be held for future investment. Through a resolution of Council, funds may be added or withdrawn from the fund.

The future investment in Commercial Property is aligned to Council's Financial Strategy adopted by Council in April 2017. This strategy identified three key objectives:

- Provide direction and context for decision making in the allocation, management and use of Wollongong City Council's financial resources;
- Guide Council in the development of a ten year financial plan and determine financial boundaries for delivery of operational and capital plans; and
- Council will use ratepayer's money, together with other funding available wisely, to provide prioritised services and improve financial sustainability and asset management.

The Governance Framework surrounding property investment generally and proceeds from the Property Investment Fund will need to comply with Council's overall investment strategy.

The Property Investment Fund will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public funds, officers are to manage the Property Investment Fund to safeguard the portfolio in accordance with the intent of this Commercial Property Strategy. Commercial Property transactions that meet the intent of the Commercial Property Strategy will be considered to be compliant with the prudent person standard.

The Property Investment Fund will be used for the following purposes:

- To investigate Commercial Property transactions and undertake the necessary enquiries and due diligence for proposed property transactions;
- To purchase Commercial Property or participate in Commercial Property transactions.
- To adequately resource the administration and management of the Strategy and Fund.

The Property Investment Fund should retain a capital base sufficient to allow it to respond to market opportunities as or when they may arise. This does not necessarily require there to be substantial cash reserves held until opportunities arise as this would not necessarily be the best use of funds. It is not

Wollongong City Council - Commercial Property Strategy 2023

intended that funds from the Property Investment Fund be used for community or operational development proposals. Should Council decide to use funds for community or operational development it would be:

- Through a loan where the principal and interest is repaid to the fund from the budget of the project/appropriate division; and
- The interest rate set on the loan would be at the mid-point of Council's investment and borrowing rates.

The intention of the fund is to create a resource that increases to ensure it remains at a contemporary level. The fund will deliver a pre-determined dividend to Council each year as determined by Council's planning processes. In addition:

- Financial statements will be prepared to reflect the income received from either property sales or rental income from Commercial Property or property acquired through the Property Investment Fund;
- All costs will include full life cycle and operational costs as well as depreciation;
- A percentage of net profit earned from Commercial Property projects will be returned to general funds as income. The balance will be returned to the Property Investment Fund to assist with its growth. These percentages will be determined at the commencement of any Commercial Property Transaction;
- Capital appreciation will on realisation be split between the Property Investment Fund and general revenue.

The following requirements will apply to any transactions relating to the Property Investment Fund:

- The fund will be held in a restricted asset;
- Prior to submission of proposals to Executive Management Committee and Council for determination, transactions relating to Commercial Property or the Property Investment Fund will be reviewed by the Property Investment Review Team;
- The performance of the fund will be reported to Council against predetermined Key Performance Indicators as part of the Quarterly Review process;
- The Property Services Manager will include in their Annual Plan a list of known acquisitions and disposals to be undertaken as well as a list of properties that will be reviewed and assessed each year as part of the Annual Planning process. This will clearly identify the linkages to the Strategic Plan and how the activities of the fund will contribute to the objectives of this Commercial Property Strategy;
- Any transaction relating to Commercial Property, whether sale, purchase or lease will not be progressed without an appropriate Probity Plan, Negotiation Protocol and Governance Framework in place;
- Any sale or purchase of land will be by Council resolution as required under the Local Government Act 1993 and meet any other legislative requirements;

Wollongong City Council - Commercial Property Strategy 2023

- Leasing or licensing will be completed within adopted delegations and in accordance with any legislative requirements.

The performance of the Property Investment Fund will be measured against:

- Margin above the current bond rate;
- Property Council of Australia Property Fund Index; and
- Consolidated Land Fund Index.

Strategic Alignment

It is intended that this Commercial Property Strategy will contribute to the objectives of Council's strategic plans including Our Wollongong 2028 Community Strategic Plan, in particular Objective 4.3, Resources (finance, technology, assets) are managed effectively to ensure long term financial sustainability.

This strategy aligns with the Core Business of Property Services, in particular:

- Achieve market return on commercial leases; and
- Identify property-based investment opportunities.

Review

The policy will be reviewed bi-annually (or earlier if required) and reported to Council.

+

ITEM 10 ORGANISATIONAL STRUCTURE

Council reviewed the organisation structure of the council at its meeting 28 November 2022. This report proposes a further adjustment to the existing senior staff structure to optimise the efficient and effective delivery of service and organisational performance.

RECOMMENDATION

In accordance with Section 332 of the Local Government Act 1993, Council endorse updates to the senior staff structure as outlined in Attachment 1.

REPORT AUTHORISATIONS

Authorised by: Kerry Hunt, General Manager (Acting)

ATTACHMENTS

- 1 Senior Staff Structure
- 2 Community Services Structure

BACKGROUND

Part 332 of the Local Government Act 1993 [the Act] requires the Council to determine the following:

'1 A council must, after consulting the general manager, determine the following:

- a The senior staff positions within the organisation structure of the council,*
- b The roles and reporting lines (for other senior staff) of holders of senior staff positions,*
- c The resources to be allocated towards the employment of staff.*

1A The general manager must, after consulting the council, determine the positions (other than the senior staff positions) within the organisation structure of the council.

1B The positions within the organisation structure of the council are to be determined so as to give effect to the priorities set out in the strategic plans (including the community strategic plan) and delivery program of the council.'

Council last determined the senior staff structure on 28 November 2022. This structure has 20 senior staff, including the General Manager, four Directors and 15 Senior Managers.

Since then, a new Delivery Program and Operational Plan has been endorsed by Council. A further review of the organisational structure has been undertaken at a senior staff level, to optimise organisational performance and to ensure the structure is effective in delivering on the priorities identified in the strategic plans of the Council.

The primary focus of this review has been on the Community Services Department. The current Community Services senior staff roles (senior manager level) were established in 2013 and the Department has been in place since 2017.

Over the past decade significant change and growth has occurred resulting in a senior staff structure that is no longer fit for purpose. Looking forward, Council is planning for an increased level of service across the Libraries and Community Facilities portfolio with the opening of the Southern Suburbs Community Centre and Library in 2025/26. The Helensburgh Community Centre and Library will follow.

Community expectations regarding sport, recreation and leisure have also grown, in part due to the Covid 19 pandemic, extended periods of drought and more recently three years of rain. A significant increase in external funding opportunities through State and Federal infrastructure grants has also occurred. An enhanced focus on customer service, relationship management and planning is required.

Council has a clear agenda to be a financially sustainable organisation and to remain fit for the future. Our commercial operations and property portfolio have continued to deliver a return for Council. Streamlining commercial business provides an opportunity to sharpen the focus on revenue generation and further improve the return to Council. Within this new structure will be Economic Development to better create better alignment with the business area of Council.

Similarly, there are a range of entrepreneurial opportunities before Council that require strategy and planning to influence and inform investment. A focused senior staff role, not embedded in day-to-day operations, provides a pathway to maximise these opportunities.

These factors have resulted in a proposed change to the senior staff structure in Community Services, with further adjustments proposed for alignment of services and functions. These are detailed in Attachment 2.

Further adjustments are proposed to senior staff roles within Corporate Services. Notably:

- rename the role Chief Information Officer to Chief Digital and Information Officer. The reason for this change is to better define the scope of the role and align with the digital transformation the organisation is undertaking in accordance with the IMT resourcing strategy adopted by Council.
- rename the role Manager Governance and Customer Service to Manager Customer and Business Integrity. This is an updated role title to better reflect the scope of the role. While it is everyone's responsibility to have our customers front of mind, this position has responsibility for developing our customer charter, and working with all areas of the business to improve the customer experience. It reflects the importance of the customer, and the title of business integrity promotes a proactive, systematic approach to governance. The division name would also be amended to Customer and Business Integrity.

PROPOSAL

The proposed senior staff structure is outlined in Attachment 1. The proposal includes significant change to the Community Services Department. To create and improve synergies, a realignment of the existing functions and a strengthening of resourcing in key growth areas, is proposed.

This proposal recommends increasing the senior staff roles from three to five resulting in the functional grouping of Sport & Recreation; Commercial Operations & Property; Commercial Development Strategy and Projects; Libraries & Community Facilities; Community, Culture & Engagement, and renaming the Chief Information Officer to Chief Information and Digital Officer and the role Manager Governance and Customer Service to Manager Customer and Business Integrity.

The proposal also includes the establishment of an Aboriginal Engagement Unit reporting to the Director Community Services with an enhanced level of resourcing, and:

- Improving focus on enhancing/improving our customer service in supporting our licensees and lessees through a realignment of leases and licenses to subject matter experts,
- development of proposals for Council's commercial assets
- better support for the planning and delivery of Council's sport and recreation program plus establishing a Lifeguard / Aquatic Services business unit
- transferring Economic Development into a division with a 'common business focus', whilst maintaining regular engagement and direction from the Office of the General Manager
- transferring our community funded services (community transport and social support) from Libraries & Community Services into a division with a clearer alignment, that being Community, Culture & Engagement.

CONSULTATION AND COMMUNICATION

A Councillor Briefing Session was held on Monday 21 August 2023. Discussions have also occurred with Union Officials and delegates, and staff where change in reporting lines is recommended to align with the proposed functions. Detailed consultation on operational realignment is underway.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2032 Goal 4, “We are a connected and engaged community.” It specifically delivers on the following:

| Community Strategic Plan 2032 | Delivery Program 2022-2026 |
|---|----------------------------|
| Strategy | Service |
| 4.7 Demonstrate responsible decision-making based on our values, collaboration, and transparent and accountable leadership. | Employee Services. |

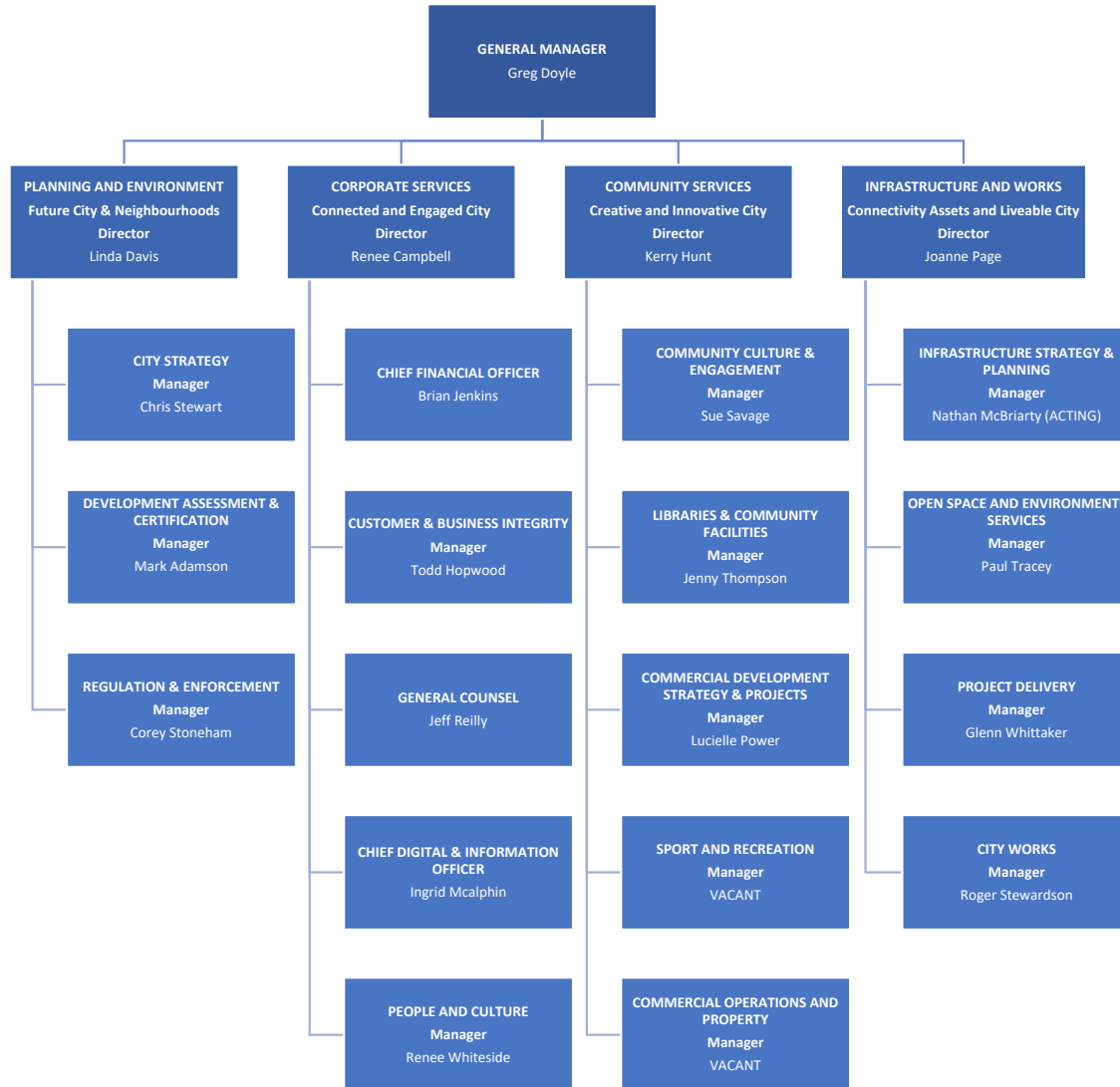
FINANCIAL IMPLICATIONS

The senior structure as proposed in this report will be primarily managed within the organisational budget, with the remainder to be offset by the Property Investment Fund subject to the adoption of the revised Commercial Property Framework.

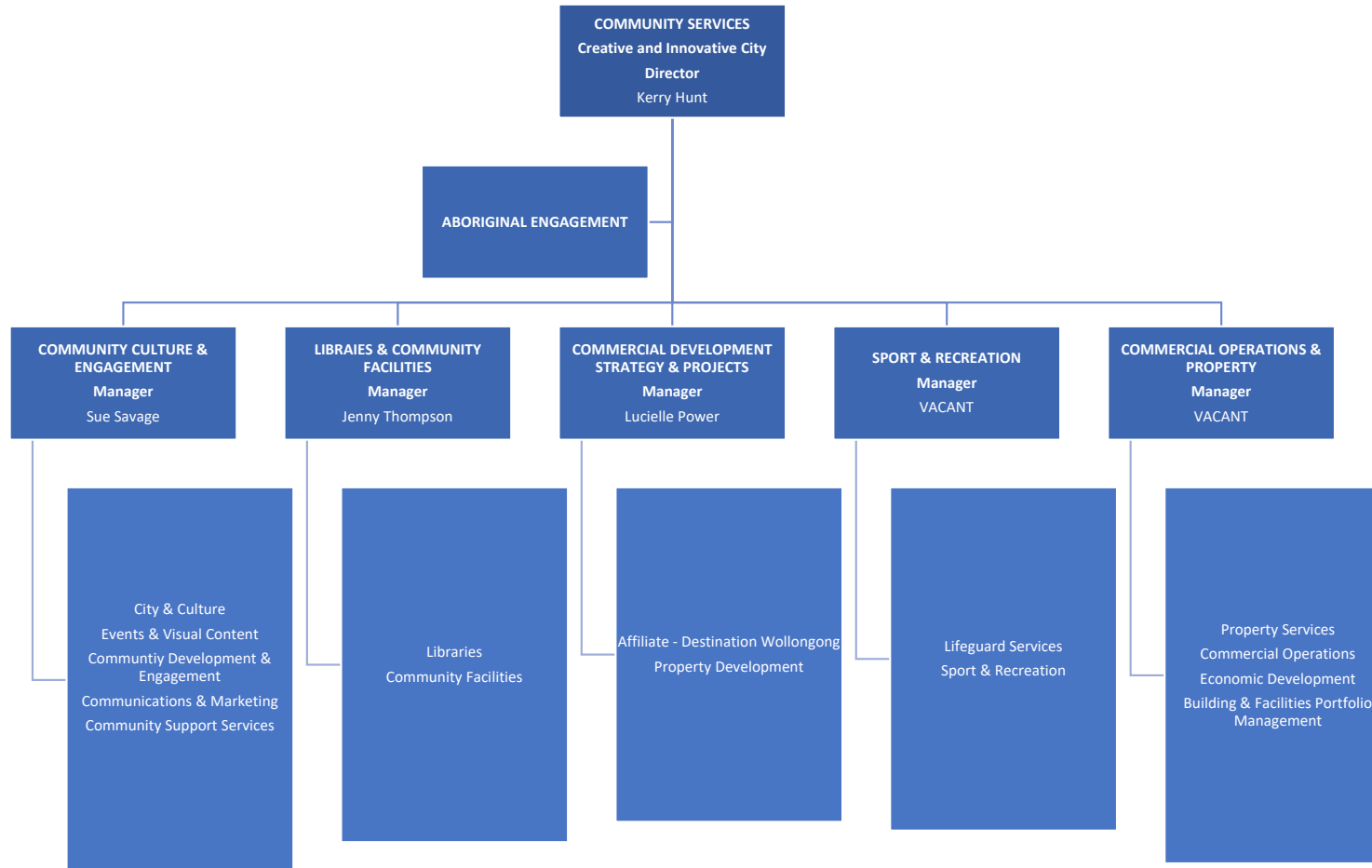
CONCLUSION

The senior staff structure proposed in this report will assist in the delivery of Council’s strategic plans.

SENIOR STAFF STRUCTURE



COMMUNITY SERVICES STRUCTURE



ITEM 11

2022- 2023 ANNUAL REPORT ON THE ACTIVITIES OF THE AUDIT RISK AND IMPROVEMENT COMMITTEE

In accordance with its Charter, the Audit, Risk and Improvement Committee (ARIC) is required to report at least annually to Council on its activities, with a copy of the report included in Council's annual report. Attached is the report for the 2022-23 financial year prepared by the ARIC Chairperson, for noting.

RECOMMENDATION

Council note the 2022-23 Annual Report on the Activities of the Audit, Risk and Improvement Committee to be published in the 2022-2023 Annual Report.

REPORT AUTHORISATIONS

Report of: Todd Hopwood, Manager Governance and Customer Service
Authorised by: Renee Campbell, Director Corporate Services - Connected + Engaged City

ATTACHMENTS

1 2022-23 Annual Report of the Activities of the Audit, Risk and Improvement Committee

BACKGROUND

The Annual Report on activities provides an update to the Council and the community on the activities of the ARIC during the year. This report discusses activities during the year related to:

- Compliance and Governance Processes
- Risk Management and Fraud Control
- Financial Management
- Internal Audit, and
- External Audit

Management and the ARIC members are committed to remaining up to date with developments in the local government sector as well as ensuring current processes in audit, risk, finance and governance are challenged to ensure Council continues to develop best practice in its business models whilst maintaining robust internal controls.

PLANNING AND POLICY IMPACT

The ARIC Terms of Reference requires the Committee to provide an annual assessment to the Council each year on the Committee's work. This report contributes to the delivery of Our Wollongong 2032 goal "We are a connected and engaged community". It specifically delivers on core business activities as detailed in the Governance and Customer Service, Service Plan 2023-24.

CONCLUSION

The ARIC Chairperson has prepared the Annual Report on activities in accordance with the ARIC Charter. The report highlights that Wollongong City Council has a sound and transparent governance and reporting framework in place.



AUDIT, RISK AND IMPROVEMENT COMMITTEE ANNUAL REPORT 2022-2023

BACKGROUND

This report covers the activities of the Audit, Risk and Improvement Committee (ARIC) for the period from 1 July 2022 to 30 June 2023.

The ARIC is a key component of Council's governance framework. The objective of the ARIC is to provide independent assistance and advice to the General Manager and Council by overseeing and monitoring Council's governance, risk and control frameworks, and its fulfilment of external accountability requirements.

MEMBERSHIP AND CONDUCT

There was a quorum for each of the meetings held in 2022/23.

Meetings were held on 6 September 2022, 18 November 2022, 6 December 2022, 7 March 2023 and 6 June 2023.

One of these meetings (November) was an extraordinary meeting to consider the financial statements.

Wollongong Council's ARIC comprises a total of five members – three independent members and two Councillor delegates.

All external independent members have completed written conflict of interest declarations and confidentiality agreements.

The ARIC membership and meeting attendance for the 2022/23 financial year was:

| Member | Role | Term Ends | Meetings Attended/ Eligible to Attend |
|-------------------|---------------------|--------------|---------------------------------------|
| Donna Rygate | Ind. Chair | 31 Oct 2023 | 5/5 |
| Stephen Horne | Ind. member | 30 Sept 2022 | 1/1 |
| Catherine Hudson | Ind. member | 30 Sept 2022 | 1/1 |
| Carl Murphy | Ind. member | 31 Oct 2025 | 4/4 |
| Robert Lagaida | Ind. member | 31 Oct 2026 | 2/4 |
| Cr Dom Figliomeni | Councillor delegate | Sept 2024 | 5/5 |
| Cr T Brown | Councillor delegate | Sept 2024 | 5/5 |

All independent members have extensive experience in corporate governance and/or risk management in addition to recent and relevant financial experience. Councillor members have appropriate qualifications and experience to allow them to undertake their roles.

RECOGNITION OF COUNCIL ACHIEVEMENTS

While Council continued to respond to challenges in 2022/23, its key achievements from a governance, risk and financial perspective include the following:

- Implementation of the Governance and Fraud and Corruption Improvement Plans.
- Continued progress around mitigation of cyber risks.
- Development of a comprehensive approach to legislative compliance.

SUMMARY OF ARIC'S ROLE AND ACTIVITIES

The responsibilities and functions of the ARIC are to monitor and seek assurance on aspects of Council's operations such as its compliance and governance processes; risk management and fraud control frameworks; strategic plan implementation; delivery program and strategies; performance measurement systems; outcomes of service reviews and business improvement initiatives; financial management; and internal and external audit.

These arrangements have operated soundly during 2022/23. As a result of activities undertaken during 2022/23 (as outlined below), the ARIC is satisfied that management responses and actions in relation to the above Council operations have been effective.

Compliance and Governance processes

Key ARIC activities included:

- Bi-annual review of the Gifts and Benefits Register, conflicts of interest register and secondary employment register.
- Reviewing implementation of Council's Governance Improvement Plan and Fraud and Corruption Prevention Improvement Plan.
- Monthly review of Executive KPIs.
- Monitoring Councillor Expenses.



AUDIT, RISK AND IMPROVEMENT COMMITTEE ANNUAL REPORT 2022-2023

Risk management and fraud control

The Enterprise Risk Management Framework continued to evolve during the year.

The ARIC monitors Council's topmost corporate risks to ensure that a comprehensive risk management framework is in place and that management is implementing a program to manage all significant risks by identification, prioritisation, and implementation of mitigation strategies.

In 2022/23 key ARIC activities included:

- Receiving and reviewing quarterly reports on enterprise risks
- Considering Pandemic updates
- Receiving advice on the Crown Street Mall Hostile Vehicle Mitigation Strategy and Implementation Plan
- Receiving updates on the West Dapto Project.

The ARIC seeks to ensure that Council has adequate fraud prevention strategies in place. It receives and discusses reports on the findings of any matters investigated by Council's Professional Conduct Coordinator in relation to:

- fraud
- corrupt conduct
- maladministration
- serious and substantial waste of public money.
- Serious misconduct issues

Internal Audit

The Internal Auditors have reported at each quarterly ARIC meeting on the status of the internal audit plan. In 2022/23 the ARIC has reviewed the following Internal Audit Reports, as well as the practicality of recommendations and the adequacy of management responses.

- Tourist Parks
- Disaster Recovery
- Fraud Risk Assessment

- Planning Certificates
- Council Resolutions
- Customer Service and Complaints Management
- Management and Maintenance of Community Facilities
- Councillor Expenses and Facilities
- Follow up of CCTV Recommendations
- Cemetery Regulatory and Legislative Compliance
- Project Management

O'Connor Marsden (OCM) has been providing internal audit services to Council. OCM worked closely with Council's Governance and Risk Manager to deliver Internal Audits to Council.

Key ARIC activities in relation to Internal Audit included:

- Reviewing and endorsing the annual internal audit plan and monitoring its progress
- Monitoring the implementation by management of recommendations arising from audit reports
- Monitoring, through the results of internal and external audits, the adequacy and effectiveness of the Council's internal control structure
- Holding 'in camera' meetings with the internal audit service provider.

External Audit

The Audit Office of NSW is the mandated External Audit provider for Wollongong City Council under the *Local Government Act 1993*. Key ARIC activities included:

- Reviewing the annual Engagement Plan.
- Reviewing the management letter with a view to ensuring corrective action was planned and implemented as necessary.
- Holding 'in camera' meetings with the External Auditors.

Progress continues in implementing recommendations from both Internal and External Auditors and various other independent reviews. ARIC continues to monitor and review the progress in implementing recommendations, with particular focus on high priority issues. The ARIC reviews progress reports at each meeting.

Financial Management

Key activities for the ARIC this year included:

- Reviewing monthly and quarterly management, financial, investment and performance reports.
- Reviewing the annual financial statements for completeness and consistency with the Committee's knowledge of operations and application of accounting policies and principles.
- Reviewing Council's financial performance against the Budget as approved by Council (both operating and capital budgets).
- Reviewing strategies of management to achieve budget balance.
- Reviewing long-term financial strategies developed by management.
- Receiving briefings on significant matters with the potential to affect the financial position of Council.
- Considering briefings on investment strategy and asset revaluation.

OUTLOOK FOR 2023/24

Council's Internal Audit Plan takes into consideration Council's strategic risks as well as issues currently faced by Council. Council, in conjunction with the ARIC, will continue to review the internal audit plan.

Management and the ARIC members are committed to remaining up to date with developments in the local government sector as well as ensuring current processes in audit, risk, finance and governance are challenged to ensure Council continues to develop best practice in its business models whilst maintaining robust internal controls.

ACKNOWLEDGMENTS

I would like to thank the Committee members past and present, management and staff, the internal auditors and the external auditors for their valuable contributions.

Donna Rygate
Chairperson
Audit, Risk and Improvement Committee
30 June 2023

ITEM 12 TENDER T1000113 - KOONAWARRA COMMUNITY CENTRE - ROOF REPLACEMENT AND ASSOCIATED WORKS

Council plays a key role in fostering strong and resilient communities by providing well-maintained community facilities that are accessible, sustainable, and appropriate to the needs of the community. Services available at the Koonawarra Community Centre include a breakfast program, book exchange, playgroup and youth drop in.

This report recommends acceptance of a tender for roof replacement including associated works at the Koonawarra Community Centre (located off Koonawarra Place) in accordance with the requirements of the Local Government Act 1993 and the Local Government (General) Regulation 2021.

During an asset inspection, it was revealed that the Koonawarra Community Centre roof and skylights have been leaking for some time. Several repair attempts had been undertaken to address the leaks, but these repairs have proven to be unsuccessful. It has now reached the stage, where the roof has reached its end of life and needs to be replaced.

RECOMMENDATION

- 1 In accordance with Section 178(1)(a) of the Local Government (General) Regulation 2021, Council accept the tender of Batmac Constructions Pty Ltd for the roof replacement and associated works at Koonawarra Community Centre, in the sum of \$554,247.38, including GST.
- 2 Council delegate to the General Manager the authority to finalise and execute the contract and any other documentation required to give effect to this resolution.
- 3 Council grant authority for the use of the Common Seal of Council on the contract and any other documentation, should it be required, to give effect to this resolution.

REPORT AUTHORISATIONS

Report of: Glenn Whittaker, Manager Project Delivery
Authorised by: Joanne Page, Director Infrastructure + Works

ATTACHMENTS

- 1 Location Plan

BACKGROUND

The Koonawarra Community Centre was built in the mid-1980's. During a routine asset inspection, it was revealed that the Koonawarra Community Centre roof and skylights have been experiencing leaks over an extended period during severe storm events. This has subsequently led to water entering the building and causing damage in the stairwell and the surrounding areas of the skylights.

The scope of works includes replacing all roof sheeting, rainwater goods replacement, guttering, downpipes, and skylights. In addition to ensure that the building is secure, all new Crimsafe security screening will be installed to the full extent of the glazed windows facing southeast. The expected outcomes will increase the life of the asset and provide a leak proof community building, which will enhance the facility and support the provision of community activities and services.

Tenders were invited for this project by the open tender method with a close of tenders on Wednesday 16 August 2023 at 10am.

Five (5) tenders were received by the close of tenders. All tenders have been scrutinised and evaluated by a Tender Evaluation Panel constituted in accordance with Council's Procurement Policies and Procedures and comprising representatives of the Infrastructure Strategy & Planning, Project Delivery, Divisions in consultation with representative from the Procurement and Supply and Governance business units.

The Tender Evaluation Panel evaluated all tenders in accordance with the following Evaluation criteria and weightings as set out in the formal tender documents:

Mandatory Criteria

- 1 Satisfactory references from referees for previous projects of similar size and scope.
- 2 Financial evaluation acceptable to Council which demonstrates the tenderer’s financial capacity to undertake the works.
- 3 Evidence of a suitable WHS Management Plan or System
- 4 Attendance at a mandatory site inspection.

Evaluation Criteria

- 1 Cost to Council – 40%
- 2 Demonstrated Strengthening of Local Economic Capacity – 10%
- 3 Appreciation of scope of works and construction methodology – 15%
- 4 Demonstrated experience and satisfactory performance and staff qualifications and experience – 10%
- 5 Proposed Sub-Contractors – 5%
- 6 Project Schedule – 10%
- 7 Demonstrated WH&S Management System and Environmental Management Policies and Procedures – 10%

The mandatory evaluation criteria have been met by the recommended tenderer.

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

TABLE 1 – SUMMARY OF TENDER ASSESSMENT

| Name of Tenderer | Ranking |
|------------------------------|---------|
| Batmac Constructions Pty Ltd | 1 |
| Halbuild Pty Ltd | 2 |
| Rogers Constructions Pty Ltd | 3 |
| Murphy’s Remedial Builders | 4 |
| Momentum Built Pty Ltd | 5 |

PROPOSAL

Council should authorise the engagement of Batmac Constructions Pty Ltd to carry out the roof replacement and associated works in accordance with the scope of works and technical specifications developed for the project.

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

An acceptable financial capability evaluation has been received in relation to the recommended tenderer.

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

CONSULTATION AND COMMUNICATION

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

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2032 Goal 4. It specifically delivers on the following:

| Community Strategic Plan 2032 | Delivery Program 2022-2026 |
|---|----------------------------|
| Strategy | Service |
| 4.11 Quality services, libraries, and facilities are available to communities to access and gather. | Community Facilities |

RISK ASSESSMENT

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

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

SUSTAINABILITY IMPLICATIONS

Sustainability implications have been considered as follows:

- Sustainable procurement by providing open tender to give local companies the opportunity to tender for the work.
- Weighting in tender assessment provided for using local services, labour and materials.
- Use the energy efficient fixtures and fittings during the refurbishment.

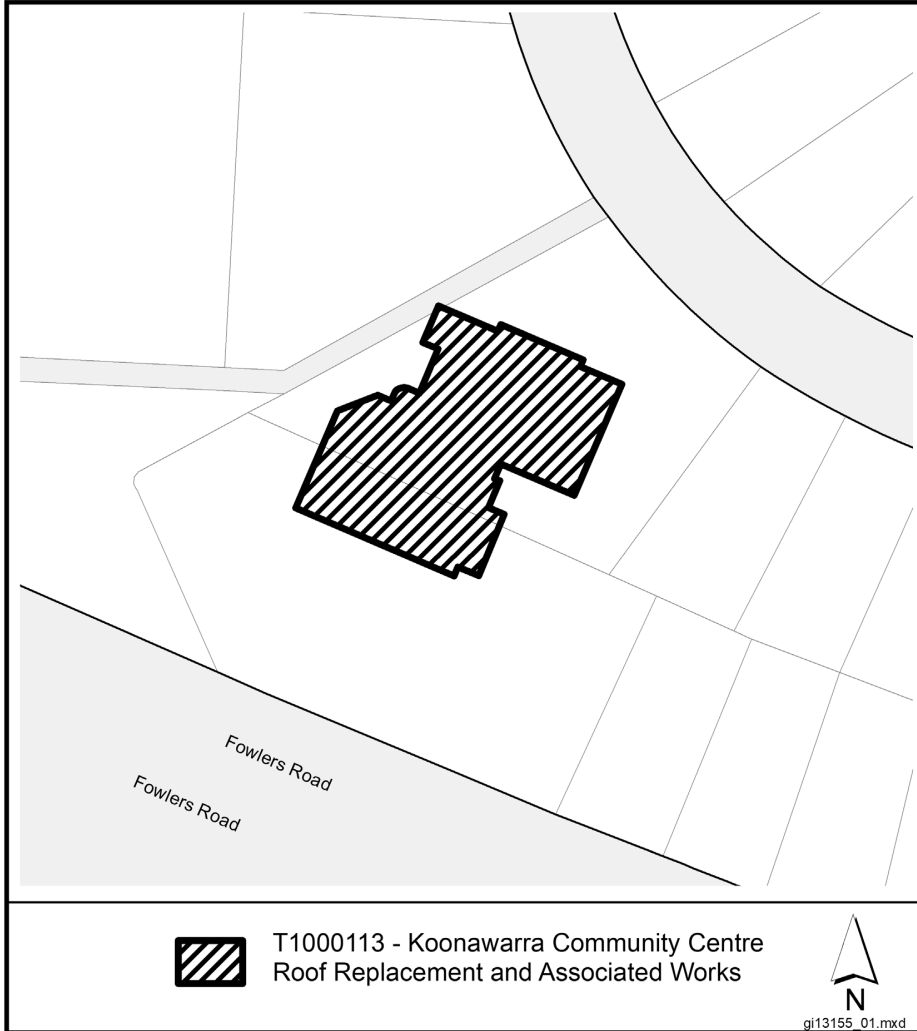
FINANCIAL IMPLICATIONS

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

Capital Budget 2023/2024

CONCLUSION

The Koonawarra Community Centre roof and skylights have reached the end of the serviceable life and the building is suffering from leaks caused by storm events and therefore, the roof needs to be replaced urgently. Council should endorse the recommendations of this report.





Imagery © aerometrex (2023)



T1000113 - Koonawarra Community Centre
Roof Replacement and Associated Works



gi13155_01.mxd

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.
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ITEM 13 JULY 2023 FINANCIALS

The financial result for July 2023 compared to budget is unfavourable for the Operating Result [pre-capital] \$1.3M. Funds Available from Operations were favourable compared to budget \$0.6M and the Total Funds Result was favourable \$0.7M compared to budget.

The Statement of Financial Position at the end of the period indicates that there is sufficient cash to support external restrictions.

Council has expended \$2.4M on its capital works program representing 2.4% of the annual budget. The budget for the same period was \$3.4M.

RECOMMENDATIONS

- 1 The financials be received and noted.
- 2 Council approve the proposed changes to the Capital Budget for July 2023.

REPORT AUTHORISATIONS

Report of: Brian Jenkins, Chief Financial Officer
 Authorised by: Renee Campbell, Director Corporate Services - Connected + Engaged City

ATTACHMENTS

- 1 Financial Statements - July 2023
- 2 Capital Project Report - July 2023

BACKGROUND

This report presents the Financial Performance of the organisation for July 2023. The below table provides a summary of the organisation’s overall financial results for the year.

| Wollongong City Council 28 July 2023 Forecast Position | Original Budget \$M 1-Jul | Revised Budget \$M 28-Jul | YTD Forecast \$M 28-Jul | YTD Actual \$M 28-Jul | Variation \$M |
|---|--|--|--|--|--------------------------|
| Operating Revenue | 319.0 | 319.0 | 24.1 | 24.3 | 0.2 |
| Operating Costs | (330.4) | (330.2) | (25.3) | (26.8) | (1.4) |
| Operating Result [Pre Capital] | (11.4) | (11.2) | (1.2) | (2.5) | (1.3) |
| Capital Grants & Contributions | 38.7 | 38.7 | 2.4 | 0.5 | (1.8) |
| Operating Result | 27.3 | 27.5 | 1.1 | (2.0) | (3.2) |
| Funds Available from Operations | 64.3 | 64.3 | 4.6 | 5.2 | 0.6 |
| Capital Works | 99.0 | 99.0 | 3.4 | 2.4 | 1.0 |
| Contributed Assets | 7.9 | 7.9 | 0.0 | - | 0.0 |
| Transfer to Restricted Cash | 11.0 | 11.0 | 0.8 | 0.8 | - |
| Borrowings Repaid | 2.6 | 2.6 | - | - | - |
| Funded from: | | | | | |
| - Operational Funds | 64.3 | 64.3 | 4.6 | 5.2 | 0.6 |
| - Other Funding | 56.1 | 56.1 | 1.5 | 0.6 | (0.9) |
| Total Funds Surplus/(Deficit) | (0.2) | (0.2) | 1.8 | 2.5 | 0.7 |

FINANCIAL PERFORMANCE

The July 2023 Operating Result [pre-capital] deficit of \$2.5M is an unfavourable variance compared to the budget deficit of \$1.2M.

The Operating Result deficit of \$2.0M is an unfavourable variance of \$3.2M compared to budget. Capital Grants and Contributions at \$0.5M were unfavourable to budget by \$1.8M.

The Funds Available from Operations result is favourable by \$0.6M compared to phased budget. This result excludes non-cash variations and transfers to and from Restricted Assets but includes the variation in cash payments for Employee Entitlements. This result best represents the operational budget variations that impact our funding position and current financial capacity.

The Total Funds result as at 28 July 2023 is a favourable variance of \$0.7M compared to phased budget.

At the end of July, the Capital Works Program had an expenditure of \$2.4M compared to a budget of \$3.4M.

FINANCIAL POSITION

Cash, Investments & Available Funds

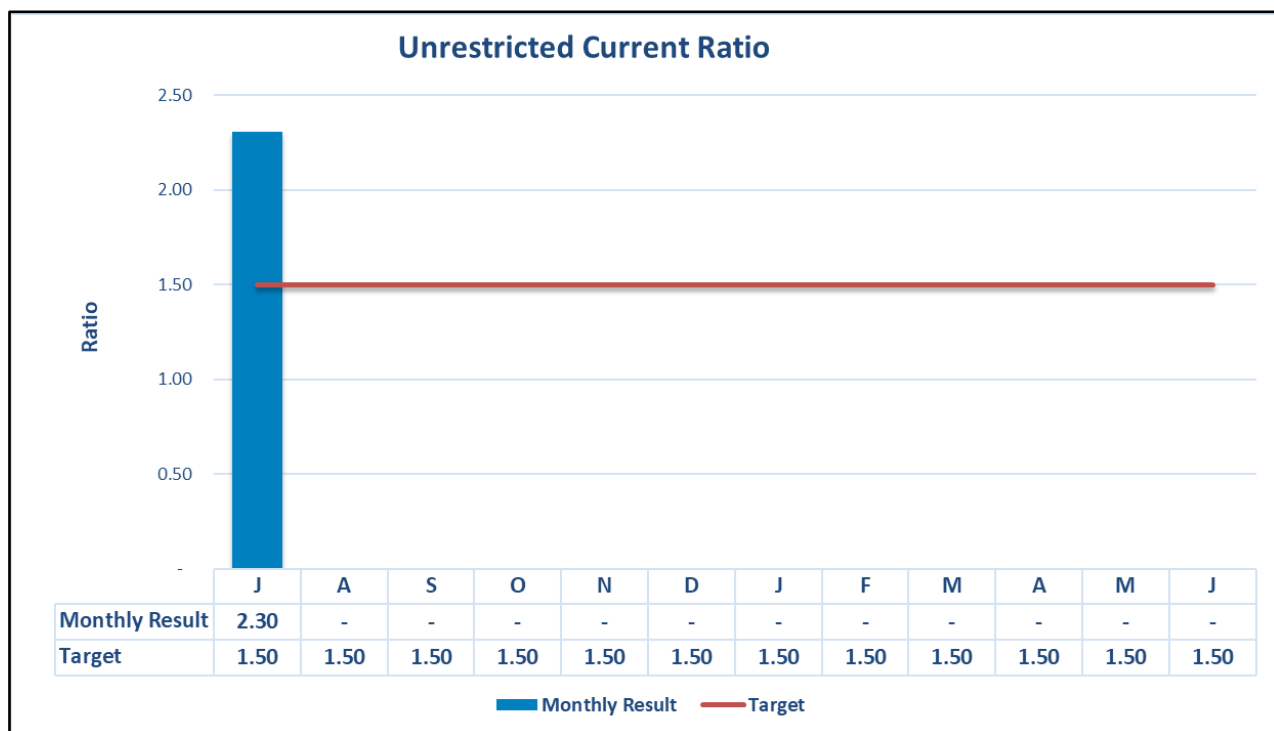
Council's cash and investments decreased during July 2023 to holdings of \$172.2M compared to \$176.8M at the end of June 2023. A significant portion of these funds are subject to restriction meaning they can only be utilised for specific purposes. As a result, Council's true available cash position is more accurately depicted by considering available funds that are uncommitted and not subject to restriction.

| Wollongong City Council | | | | |
|--|-----------------------|--------------------------------|-------------------------------|------------------------------|
| 28 July 2023 | | | | |
| Cash, Investments and Available Funds | | | | |
| | Actual 2022/23 | Original Budget 2023/24 | Current Budget 2023/24 | Actuals YTD July 2023 |
| | \$M | \$M | \$M | \$M |
| Total Cash and Investments | 176.8 | 133.3 | 133.3 | 172.2 |
| Less Restrictions: | | | | |
| External | 94.2 | 66.0 | 66.0 | 93.6 |
| Internal | 61.7 | 63.8 | 63.8 | 62.6 |
| CivicRisk Investment | 2.5 | | | 2.5 |
| Total Restrictions | 158.4 | 129.8 | 129.8 | 158.8 |
| Available Cash | 18.4 | 3.5 | 3.5 | 13.4 |
| Adjusted for : | | | | |
| Payables | (20.1) | (29.7) | (29.7) | (22.7) |
| Receivables | 35.2 | 27.9 | 27.9 | 42.6 |
| Other | 6.1 | 13.2 | 13.2 | 8.5 |
| Net Payables & Receivables | 21.2 | 11.4 | 11.4 | 28.4 |
| Available Funds | 39.6 | 14.9 | 14.9 | 41.8 |

External restrictions are funds that must be spent for a specific purpose and cannot be used by Council for general operations. Internal restrictions are funds that Council has determined will be used for a specific future purpose, although Council may vary that use by resolution of Council. Further details on the internal and external restrictions can be found in the Cash Flow Statement (Attachment 1).

The level of cash and investments in Council's available funds position is above the Financial Strategy target range of 3.5% to 5.5% of operational revenue (pre-capital). The increase in cash and investments is in line with anticipated cash flows.

The Unrestricted Current Ratio measures the Council’s liquidity position or ability to meet short term obligations as they fall due. The below graph reflects Council’s performance against the Local Government benchmark of greater than 1.5 times.



Borrowings

Council continues to have financial strength in its low level of borrowing. Council’s Financial Strategy includes provision for additional borrowing in the future and Council will consider borrowing opportunities from time to time to bring forward the completion of capital projects where immediate funding is not available.

Infrastructure, Property, Plant & Equipment

The Statement of Financial Position shows that \$3.68B of assets (written down value) are controlled and managed by Council for the community at 28 July 2023.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong Our Future 2032 Goal 4 “We are a connected and engaged community”. It specifically delivers on the following:

| Community Strategic Plan 2032 | | Delivery Program 2022-2026 |
|-------------------------------|---|----------------------------|
| Strategy | | Service |
| 4.8 | Council’s resources are managed effectively to ensure long term financial sustainability. | Financial Services |

CONCLUSION

The financial result at the end of July is positive across two of the three key performance indicators.

Wollongong City Council
1 July 2023 to 28 July 2023
Income Statement

| | 2023/24 Original Budget \$'000 | 2023/24 Current Budget \$'000 | 2023/24 YTD Budget \$'000 | 2023/24 Actual YTD \$'000 | Variance \$'000 |
|--|--------------------------------------|-------------------------------------|---------------------------------|---------------------------------|--------------------|
| | 23GLBUD Period 0 | 23GLBUD Period 3 | 23GLPHAS | 23GLACT | |
| Income From Continuing Operations | | | | | |
| Revenue: | | | | | |
| Rates and Annual Charges | 232,236 | 232,236 | 17,767 | 17,745 | (22) |
| User Charges and Fees | 39,001 | 39,001 | 2,835 | 2,888 | 53 |
| Interest and Investment Revenues | 5,693 | 5,693 | 469 | 754 | 285 |
| Other Revenues | 6,199 | 6,199 | 407 | 678 | 271 |
| Rental Income | 6,335 | 6,335 | 485 | 404 | (80) |
| Grants & Contributions provided for Operating Purposes | 29,533 | 29,533 | 2,172 | 1,831 | (341) |
| Grants & Contributions provided for Capital Purposes | 38,728 | 38,728 | 2,360 | 494 | (1,866) |
| Other Income: | | | | | |
| | 0 | 0 | 0 | 0 | 0 |
| Profit/Loss on Disposal of Assets | 0 | 0 | 0 | 0 | 0 |
| Total Income from Continuing Operations | 357,724 | 357,724 | 26,495 | 24,793 | (1,701) |
| Expenses From Continuing Operations | | | | | |
| Employee Costs | 154,642 | 154,393 | 11,585 | 11,333 | 252 |
| Borrowing Costs | 548 | 548 | 42 | 38 | 4 |
| Materials & Services | 94,923 | 94,975 | 7,552 | 7,056 | 496 |
| Other Expenses | 24,537 | 24,537 | 1,867 | 1,819 | 48 |
| Depreciation, Amortisation + Impairment | 79,116 | 79,116 | 6,053 | 7,744 | (1,691) |
| Labour Internal Charges | (21,106) | (21,106) | (1,613) | (1,093) | (520) |
| Non-Labour Internal Charges | (2,249) | (2,249) | (172) | (132) | (40) |
| Total Expenses From Continuing Operations | 330,411 | 330,214 | 25,314 | 26,764 | (1,451) |
| Operating Result | 27,314 | 27,510 | 1,181 | (1,971) | (3,152) |
| Operating Result [pre capital] | (11,414) | (11,217) | (1,179) | (2,465) | (1,286) |
| Funding Statement | | | | | |
| Net Operating Result for the Year | 27,314 | 27,510 | 1,181 | (1,971) | (3,152) |
| Add back : | | | | | |
| - Non-cash Operating Transactions | 97,176 | 97,176 | 7,391 | 9,068 | 1,676 |
| - Restricted cash used for operations | 14,690 | 14,522 | 1,127 | 2,077 | 950 |
| - Income transferred to Restricted Cash | (59,505) | (59,533) | (3,672) | (2,091) | 1,581 |
| Leases Repaid | (152) | (152) | (12) | (11) | 1 |
| Payment of Employee Entitlements | (15,251) | (15,251) | (1,432) | (1,892) | (461) |
| Funds Available from Operations | 64,272 | 64,272 | 4,584 | 5,180 | 596 |
| Loans Repaid | (2,564) | (2,564) | 0 | 0 | 0 |
| Advances (made by) / repaid to Council | 0 | 0 | 0 | 0 | 0 |
| Operational Funds Available for Capital Budget | 61,708 | 61,708 | 4,584 | 5,180 | 596 |
| Capital Budget Statement | | | | | |
| Assets Acquired | (99,037) | (99,037) | (3,413) | (2,406) | 1,006 |
| Contributed Assets | (7,876) | (7,876) | (0) | 0 | 0 |
| Transfers to Restricted Cash | (11,046) | (11,046) | (845) | (845) | 0 |
| Funded From :- | | | | | |
| - Operational Funds | 61,708 | 61,708 | 4,584 | 5,180 | 596 |
| - Sale of Assets | 1,728 | 1,728 | 75 | 0 | (75) |
| - Internally Restricted Cash | 13,473 | 13,473 | 328 | 417 | 89 |
| - Borrowings | 0 | 0 | 0 | 0 | 0 |
| - Capital Grants | 22,548 | 22,548 | 902 | 134 | (768) |
| - Developer Contributions (Section 94) | 9,021 | 9,021 | 202 | 42 | (160) |
| - Other Externally Restricted Cash | 0 | 0 | 0 | 3 | 3 |
| - Other Capital Contributions | 9,326 | 9,326 | 0 | 0 | (0) |
| TOTAL FUNDS SURPLUS / (DEFICIT) | (156) | (156) | 1,833 | 2,525 | 692 |

Statement of Financial Position
as at 28 July 2023

| | YTD Actual 2023/24 \$'000 | Actual 2022/23 \$'000 |
|--|---------------------------------|-----------------------------|
| Current Assets | | |
| Cash Assets | 39,498 | 44,370 |
| Investment Securities | 99,713 | 99,425 |
| Receivables | 42,609 | 35,208 |
| Inventories | 538 | 514 |
| Current Contract Assets | 5,307 | 5,554 |
| Other | 6,637 | 6,352 |
| Assets classified as held for sale | 65 | 65 |
| Total Current Assets | 194,367 | 191,488 |
| Non-Current Assets | | |
| Non Current Cash Assets | 30,450 | 30,450 |
| Non Current Investment Securities | 2,530 | 2,530 |
| Non-Current Inventories | 5,972 | 5,972 |
| Property, Plant and Equipment | 3,675,165 | 3,680,310 |
| Investment Properties | 5,050 | 5,050 |
| Intangible Assets | (7) | 0 |
| Right-Of-Use Assets | 682 | 718 |
| Total Non-Current Assets | 3,719,841 | 3,725,030 |
| TOTAL ASSETS | 3,914,209 | 3,916,518 |
| Current Liabilities | | |
| Current Payables | 22,718 | 20,142 |
| Current Contract Liabilities | 11,946 | 14,238 |
| Current Lease Liabilities | 96 | 129 |
| Current Provisions payable < 12 months | 16,110 | 16,748 |
| Current Provisions payable > 12 months | 44,689 | 44,689 |
| Current Interest Bearing Liabilities | 2,572 | 2,572 |
| Total Current Liabilities | 98,132 | 98,518 |
| Non-Current Liabilities | | |
| Non Current Interest Bearing Liabilities | 657 | 657 |
| N/C Lease Liabilities | 655 | 655 |
| Non Current Provisions | 28,423 | 28,371 |
| Total Non-Current Liabilities | 29,735 | 29,684 |
| TOTAL LIABILITIES | 127,867 | 128,202 |
| NET ASSETS | 3,786,341 | 3,788,316 |
| Equity | | |
| Accumulated Surplus | 1,489,437 | 1,491,539 |
| Asset Revaluation Reserve | 2,149,061 | 2,149,062 |
| Restricted Assets | 147,843 | 147,596 |
| TOTAL EQUITY | 3,786,341 | 3,788,196 |

| WOLLONGONG CITY COUNCIL | | | |
|---|----------------|------------------|--|
| Cash Flows and Investments | | | |
| as at 28 July 2023 | | | |
| | YTD Actual | Actual | |
| | 2022/23 | 2021/22 | |
| | \$ '000 | \$ '000 | |
| Cash Flows From Operating Activities | | | |
| Receipts | | | |
| Rates & Annual Charges | 13,438 | 215,632 | |
| User Charges & Fees | 1,289 | 31,914 | |
| Interest & Interest Received | 831 | 1,549 | |
| Grants & Contributions | 2,846 | 64,618 | |
| Bonds, deposits and retention amounts received | - | 1,201 | |
| Other | 2,275 | 21,387 | |
| Payments | | | |
| Employee Benefits & On-costs | (10,914) | (131,464) | |
| Materials & Contracts | (6,911) | (86,914) | |
| Borrowing Costs | 13 | (442) | |
| Bonds, deposits and retention amounts refunded | - | (755) | |
| Other | 388 | (28,808) | |
| Net Cash provided (or used in) Operating Activities | 3,255 | 87,918 | |
| Cash Flows From Investing Activities | | | |
| Receipts | | | |
| Sale of Investments | - | 54,491 | |
| Sale of Investment Property | | | |
| Sale of Real Estate Assets | | | |
| Sale of Infrastructure, Property, Plant & Equipment | - | 2,161 | |
| Payments: | | | |
| Purchase of Investments | (574) | (59,990) | |
| Purchase of Investment Property | - | - | |
| Purchase of Infrastructure, Property, Plant & Equipment | (7,522) | (96,906) | |
| Net Cash provided (or used in) Investing Activities | (8,095) | (100,244) | |
| Cash Flows From Financing Activities | | | |
| Payments: | | | |
| Repayment of Borrowings & Advances | (0) | (5,496) | |
| Repayment of Finance Lease Liabilities | (32) | (380) | |
| Net Cash Flow provided (used in) Financing Activities | (32) | (5,876) | |
| Net Increase/(Decrease) in Cash & Cash Equivalents | (4,873) | (18,202) | |
| plus: Cash & Cash Equivalents - beginning of year | 44,371 | 52,320 | |
| plus: Investments on hand - end of year | 132,693 | 127,915 | |
| Cash & Cash Equivalents and Investments - year to date | 172,192 | 162,033 | |

| WOLLONGONG CITY COUNCIL | | | |
|---|----------------|----------------|--|
| Cash Flows and Investments | | | |
| as at 28 July 2023 | | | |
| | YTD Actual | Actual | |
| | 2023/24 | 2022/23 | |
| | \$ '000 | \$ '000 | |
| Total Cash & Cash Equivalents and Investments - year to date | 172,192 | 162,033 | |
| Attributable to: | | | |
| External Restrictions (refer below) | 93,645 | 94,280 | |
| Internal Restrictions (refer below) | 62,625 | 61,684 | |
| Unrestricted | 15,922 | 16,228 | |
| | 172,192 | 162,033 | |
| External Restrictions | | | |
| Developer Contributions | 45,611 | 45,109 | |
| RMS Contributions | 2,158 | 2,158 | |
| Specific Purpose Unexpended Grants | 18,623 | 20,299 | |
| Special Rates Levy Wollongong Mall | 733 | 722 | |
| Special Rates Levy Wollongong City Centre | 122 | 94 | |
| Local Infrastructure Renewal Scheme | - | - | |
| Unexpended Loans | 886 | 883 | |
| Domestic Waste Management | 7,201 | 6,880 | |
| Private Subsidies | 6,865 | 6,848 | |
| Housing Affordability | 8,411 | 8,380 | |
| Stormwater Management Service Charge | 3,035 | 2,907 | |
| Total External Restrictions | 93,645 | 94,280 | |
| Internal Restrictions | | | |
| Property Investment Fund | 9,567 | 9,531 | |
| Strategic Projects | 27,426 | 27,181 | |
| Flood Mitigation Works | - | - | |
| Sports Priority Program | 918 | 893 | |
| Car Parking Strategy | 1,383 | 1,348 | |
| MacCabe Park Development | 1,902 | 1,890 | |
| Darcy Wentworth Park | 18 | 18 | |
| Garbage Disposal Facility | 10,526 | 10,083 | |
| West Dapto Development Additional Rates | 10,213 | 10,062 | |
| Natural Areas | 173 | 173 | |
| Lake Illawarra Estuary Management Fund | 499 | 505 | |
| Total Internal Restrictions | 62,625 | 61,684 | |

Notes to the Financial Statements:

While reviewing the information presented through this report, it should be noted that Council has elected to process additional transactions that vary from the accounting standards applied to year end reports to ensure the information at monthly intervals provides support to the decision-making and monitoring process. These transactions are summarised below:

- Timing of the recognition of Rates income – under AASB 1058, the Rates income is required to be recognised when it is raised. Through the monthly financial reports, the income has been spread across the financial year.
- Timing of the recognition of Financial Assistance Grant – under AASB 1058, the Financial Assistance Grant is required to be recognised on receipt. Through these financial reports, the income is spread across the financial year.

Commentary on July 2023 Capital Budget Report

On 26 June 2023, Council approved a capital budget for 2023-2024 of \$99.04M. In July 2023, the budget has been maintained at \$99.04M as the introduction of multiple different funding adjustments has been offset with a reduction to the capital contingency.

The significant funding adjustments in July 2023 were:

- Introduce expected Federal Government Disaster Recovery funding for the reconstruction of Otford Road (Hacking River) Causeway.
- Introduction of additional Strategic Projects Reserve funding and Section 7:12 Developer Contributions for multiple existing new footpath projects.
- Introduction of TfNSW 'Get Active' funding for new shareway on Throsby Drive, Gwynneville.
- Return Black Spot Funding to the restricted account for Mount Keira Road (Queen Elizabeth Drive to Mount Keira Road RFS) due to expected cost of the project coming in below budget.
- Introduction of University of Wollongong Voluntary Planning Agreement funds for new shareway on Gipps Road, Gwynneville.
- Introduction of Federal Government Roads to Recovery funding for an existing road reconstruction project.

Council achieved expenditure at the end of July 2023 of \$2.41M which is 79% of the adjusted phased budget for July 2023 of \$3.06M.

Listed below is a summary of the reasons for budget changes for July which resulted in changes to the 2022-2023 capital budget.

| Program | Commentary on significant variations |
|-------------------------------|--|
| Traffic Facilities | Return Section 7:12 developer contributions funding to the restricted account due to the expected cost of a project in Gipps Road, Gwynneville being less than the budget. Adjustments to TfNSW Safer Roads funding to match available funding for existing project in George Street, Berkeley. |
| Roadworks | Introduction of additional Federal Government Roads to Recovery funding to existing road reconstruction project in Rothery Street, Corrimal. Return Black Spot Funding to the restricted account for Mount Keira Road (Queen Elizabeth Drive to Mount Keira Road RFS) due to expected cost of the remaining works being less than the 2023-2024 budget. |
| Bridges, Boardwalks & Jetties | Introduce expected Federal Government Disaster Recovery funding for the reconstruction of Otford Road/Hacking River causeway. |
| Footpaths | Introduce additional Strategic Projects funding for existing projects - new footpaths in St John Avenue, Mangerton and The Ridge in Helensburgh. Introduce Section 7:12 Developer Contributions for the construction of new footpaths to enable all abilities access to the new All Ages, All Abilities Playground in Stuart Park. |
| Cycle/Shared Paths | Introduce University of Wollongong Voluntary Planning Agreement funding for the existing project to construct a new shareway on Gipps Road, Gwynneville. Introduce TfNSW Get Active funding for construction of existing project - new shareway along Throsby Drive from Flinders Street, North Wollongong, to Foley Street, Gwynneville. Introduce TfNSW Get Active funding for design of two new shareway projects in Austinmer and Coledale during 2023-2024. |
| Sporting Facilities | Introduce additional Sports Priority (funding) Program funds for existing project for Hollymount Park turf wicket replacement. |
| Whytes Gully New Cells | Rephase funding from the Garbage Disposal Facility restricted account funding for the Helensburgh Landfill rehabilitation project. |

| CAPITAL PROJECT REPORT | | | | | | | |
|--|----------------|-----------------|----------------|-----------------|-----------------|--------------|----------------|
| as at the period ended 28 July 2023 | | | | | | | |
| ASSET CLASS PROGRAMME | \$'000 | | \$'000 | | YTD EXPENDITURE | \$'000 | |
| | CURRENT BUDGET | | WORKING BUDGET | | | VARIATION | |
| | EXPENDITURE | OTHER FUNDING | EXPENDITURE | OTHER FUNDING | | EXPENDITURE | OTHER FUNDING |
| Roads And Related Assets | | | | | | | |
| Traffic Facilities | 3,435 | (2,408) | 3,340 | (2,313) | 48 | (95) | 95 |
| Public Transport Facilities | 563 | (273) | 563 | (273) | 110 | (0) | 0 |
| Roadworks | 11,600 | (2,473) | 11,525 | (2,398) | 152 | (75) | 75 |
| Bridges, Boardwalks and Jetties | 670 | 0 | 1,795 | (1,125) | 47 | 1,125 | (1,125) |
| TOTAL Roads And Related Assets | 16,268 | (5,153) | 17,223 | (6,108) | 358 | 955 | (955) |
| West Dapto | | | | | | | |
| West Dapto Infrastructure Expansion | 8,635 | (8,560) | 8,635 | (8,560) | 79 | (0) | 0 |
| TOTAL West Dapto | 8,635 | (8,560) | 8,635 | (8,560) | 79 | (0) | 0 |
| Footpaths And Cycleways | | | | | | | |
| Footpaths | 4,105 | (2,348) | 4,775 | (3,017) | 569 | 670 | (670) |
| Cycle/Shared Paths | 5,465 | (700) | 6,165 | (1,400) | 341 | 700 | (700) |
| Commercial Centre Upgrades - Footpaths and Cyclewa | 2,087 | (142) | 2,087 | (142) | 288 | 0 | 0 |
| TOTAL Footpaths And Cycleways | 11,657 | (3,190) | 13,027 | (4,560) | 1,197 | 1,370 | (1,370) |
| Carparks | | | | | | | |
| Carpark Construction/Formalising | 250 | 0 | 250 | 0 | 3 | (0) | 0 |
| Carpark Reconstruction or Upgrading | 655 | 0 | 655 | 0 | 61 | (0) | 0 |
| TOTAL Carparks | 905 | 0 | 905 | 0 | 63 | (0) | 0 |
| Stormwater And Floodplain Management | | | | | | | |
| Floodplain Management | 3,670 | (3,082) | 3,670 | (3,082) | 56 | 0 | 0 |
| Stormwater Management | 6,830 | (1,795) | 6,830 | (1,795) | 74 | (0) | 0 |
| Stormwater Treatment Devices | 60 | 0 | 60 | 0 | 0 | 0 | 0 |
| TOTAL Stormwater And Floodplain Mar | 10,560 | (4,877) | 10,560 | (4,877) | 130 | (0) | 0 |
| Buildings | | | | | | | |
| Cultural Centres (IPAC, Gallery, Townhall) | 80 | 0 | 80 | 0 | (133) | 0 | 0 |
| Administration Buildings | 530 | 0 | 530 | 0 | 7 | (0) | 0 |
| Community Buildings | 7,550 | (1,250) | 7,555 | (1,250) | 108 | 5 | (0) |
| TOTAL Buildings | 8,160 | (1,250) | 8,165 | (1,250) | (18) | 5 | (0) |
| Commercial Operations | | | | | | | |
| Tourist Park - Upgrades and Renewal | 565 | 0 | 565 | 0 | 10 | (0) | 0 |
| Crematorium/Cemetery - Upgrades and Renewal | 285 | 0 | 285 | 0 | 3 | (0) | 0 |
| Leisure Centres & RVGC | 50 | 0 | 50 | 0 | 47 | 0 | 0 |
| TOTAL Commercial Operations | 900 | 0 | 900 | 0 | 60 | (0) | 0 |
| Parks Gardens And Sportfields | | | | | | | |
| Play Facilities | 3,348 | (1,763) | 3,348 | (1,763) | 15 | 0 | (0) |
| Recreation Facilities | 1,815 | (1,520) | 1,815 | (1,520) | 22 | 0 | 0 |
| Sporting Facilities | 16,575 | (8,136) | 16,640 | (8,201) | 178 | 65 | (65) |
| TOTAL Parks Gardens And Sportfields | 21,738 | (11,419) | 21,803 | (11,484) | 214 | 65 | (65) |
| Beaches And Pools | | | | | | | |
| Beach Facilities | 0 | 0 | (0) | 0 | 4 | (0) | 0 |
| Treated Water Pools | 120 | (50) | 120 | (50) | 9 | 0 | 0 |
| TOTAL Beaches And Pools | 120 | (50) | 120 | (50) | 13 | (0) | 0 |
| Waste Facilities | | | | | | | |
| Whytes Gully New Cells | 9,180 | (9,180) | 9,105 | (9,105) | 7 | (75) | 75 |
| TOTAL Waste Facilities | 9,180 | (9,180) | 9,105 | (9,105) | 7 | (75) | 75 |

| CAPITAL PROJECT REPORT | | | | | | | |
|--------------------------------------|----------------|-----------------|----------------|-----------------|-----------------|----------------|----------------|
| as at the period ended 28 July 2023 | | | | | | | |
| ASSET CLASS PROGRAMME | \$'000 | | \$'000 | | YTD EXPENDITURE | \$'000 | |
| | CURRENT BUDGET | | WORKING BUDGET | | | VARIATION | |
| | EXPENDITURE | OTHER FUNDING | EXPENDITURE | OTHER FUNDING | | EXPENDITURE | OTHER FUNDING |
| Fleet | | | | | | | |
| Motor Vehicles | 1,800 | (949) | 1,800 | (949) | 0 | (0) | 0 |
| TOTAL Fleet | 1,800 | (949) | 1,800 | (949) | 0 | (0) | 0 |
| Plant And Equipment | | | | | | | |
| Mobile Plant (trucks, backhoes etc.) | 3,295 | (779) | 3,295 | (779) | 93 | 0 | 0 |
| TOTAL Plant And Equipment | 3,295 | (779) | 3,295 | (779) | 93 | 0 | 0 |
| Information Technology | | | | | | | |
| Information Technology | 1,605 | 0 | 1,600 | 0 | 22 | (5) | 0 |
| TOTAL Information Technology | 1,605 | 0 | 1,600 | 0 | 22 | (5) | 0 |
| Library Books | | | | | | | |
| Library Books | 1,340 | 0 | 1,340 | 0 | 174 | (0) | 0 |
| TOTAL Library Books | 1,340 | 0 | 1,340 | 0 | 174 | (0) | 0 |
| Public Art | | | | | | | |
| Art Gallery Acquisitions | 100 | 0 | 100 | 0 | 8 | 0 | 0 |
| TOTAL Public Art | 100 | 0 | 100 | 0 | 8 | 0 | 0 |
| Land Acquisitions | | | | | | | |
| Land Acquisitions | 250 | (250) | 250 | (250) | 4 | 0 | 0 |
| TOTAL Land Acquisitions | 250 | (250) | 250 | (250) | 4 | 0 | 0 |
| Non-Project Allocations | | | | | | | |
| Capital Project Contingency | 2,524 | 0 | 209 | 0 | 0 | (2,315) | 0 |
| TOTAL Non-Project Allocations | 2,524 | 0 | 209 | 0 | 0 | (2,315) | 0 |
| GRAND TOTAL | 99,037 | (45,655) | 99,037 | (47,971) | 2,407 | (0) | (2,315) |

ITEM 14

NOTICE OF MOTION - COUNCILLOR ANN MARTIN - INVESTIGATION INTO LOCATING DUMP SPOTS FOR PEOPLE LIVING IN MOBILE HOMES

Councillor Ann Martin has submitted the following Notice of Motion –

“I formally move that Council Investigate the provision of a number of dump spots for people living in mobile homes, visiting Grey Nomads and others in mobile homes and vans other than those located in Council owned caravan parks.”

Background provided by Councillor Ann Martin:

The rate of homelessness continues to increase, and more and more people are living in their cars and vans without toilet facilities, or access to dump spots for those who have bathroom facilities in their mobile homes.

This motion seeks the investigation into installation and costs of dump spots where practicable.

The growth in homeless people being forced to live in their cars and mobile homes could be made less stressful for those in this position.

This is the third motion seeking dump spots in our City in suitable public places. The first two motions have failed because of the prevailing view that Grey Nomads contribute little to the local economy. This motion specifically seeks to acknowledge the reality of people living in their vans and cars because of the chronic lack of social and affordable housing in the Wollongong Local Government Area. It also, again, seeks dump spots that can also be of benefit to the mobile home travellers.