wollongong
city of innovation

BUSINESS PAPER

ORDINARY MEETING OF COUNCIL

To be held at 6:00pm on

Monday 31 August 2020

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

(Note: Councillors will be able to attend and participate in this meeting via electronic means in accordance with legislation relating to the COVID-19 pandemic)

Order of Business

1 Opening Meeting
2 Acknowledgement of Traditional Owners
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 Janice Kershaw
Councillor Jenelle Rimmer
Councillor John Dorahy
Councillor Leigh Colacino
Councillor Mithra Cox

QUORUM – 7 MEMBERS TO BE PRESENT

INDEX

PAGE NO.

Minutes of Ordinary Meeting of Council 10/08/2020 1

ITEM A Lord Mayoral Minute - Noise from Heavy Vehicle Engine Compression Brake 6

ITEM B Lord Mayoral Minute - Challenges for Retail in City Centre .....

ITEM 1 7 Lady Carrington Estate South, Helensburgh - Draft Planning Proposal to Permit Urban Development 8

ITEM 2 Electric Vehicle Charging Infrastructure on Public Land 65

ITEM 3 Assistance for Licensees of Council's Community Facilities and Sporting Grounds..... 76

ITEM 4 Appointment of Councillor Delegates to Committees and Reference Groups 80

ITEM 5 Proposed Organisational Structure 92

ITEM 6 Post Exhibition - Wollongong Art Gallery Strategic Plan 2020-2025..... 100

ITEM 7 Post Exhibition - Disability Inclusion Action Plan 2020-2025 167

ITEM 8 Post Exhibition - Draft Diversity, Inclusion and Belonging Policy..... 226

ITEM 9 Post Exhibition - Risk Management Framework 241

ITEM 10 Draft Quarterly Review Statement June 2020..... 252

ITEM 11 July 2020 Financials..... 345

ITEM 12 Statement of Investment - July 2020..... 355

ITEM 13 Notice of Motion - Councillor Mithra Cox - Safety Around Schools Pilot Project..... 360

ITEM 14 Notice of Motion - Councillor Cath Blakey - Brandy and Water Creek Clean Up..... 361

MINUTES

ORDINARY MEETING OF COUNCIL

at 6.00 pm

Monday 10 August 2020

Present

Acting Lord Mayor – Councillor Tania Brown (in the Chair)

Councillor Ann Martin
Councillor Cameron Walters
Councillor Cath Blakey
Councillor David Brown
Councillor Dom Figliomeni
Councillor Janice Kershaw
Councillor Jenelle Rimmer
Councillor John Dorahy
Councillor Leigh Colacino
Councillor Mithra Cox

In Attendance

General Manager	Greg Doyle
Director Infrastructure + Works, Connectivity Assets + Liveable City	Andrew Carfield
Director Planning + Environment, Future City + Neighbourhoods	Linda Davis
Director Corporate Services, Connected + Engaged City	Renee Campbell
Director Community Services, Creative + Innovative City	Kerry Hunt
Manager Governance + Customer Service	Todd Hopwood
Chief Financial Officer	Brian Jenkins
Manager Property + Recreation	Lucielle Power
Manager City Strategy (Acting)	Renee Winsor
Manager Development Assessment and Certification	Mark Riordan
Manager City Works (Acting)	Corey Stoneham
Manager Project Delivery	Glenn Whittaker
Manager Infrastructure Strategy + Planning (Acting)	Andrew Heaven
Manager Open Space + Environmental Services	Joanne Page
Manager Community Cultural + Economic Development	Sue Savage

Note: Due to current government requirements around social distancing obligations due to the COVID-19 pandemic, all Councillors and staff attended the Meeting of Council via Skype. The Acting Lord Mayor and General Manager were present in the Council Chambers for this meeting.

Apologies

Min No.

411 COUNCIL'S RESOLUTION – RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Walters that the leave of absence tendered on behalf of the Lord Mayor, Councillor Bradbery, be accepted.

INDEX

PAGE NO.

ITEM A Lord Mayoral Minute - Acknowledging the Grief caused by Explosion in Beirut 2

ITEM 1 Wollongong Heritage Grant Fund Allocation 2020/2021 2

ITEM 2 Policy Review - Planning Agreements 2

ITEM 3 Determination of Number of Councillors for 2021-2024 Term of Office 2

ITEM 4 Council Accelerated Assessment Program - Development Applications 3

ITEM 5 Quarterly Variations For Development Applications - April to June 2020 3

ITEM 6 Proposed Grant of Easement to Drain Water 3.0m wide over Lot 207 Pioneer Drive, Woonona (Lot 207 DP 776457) and Lot 545 Thomas Collaery Place, Woonona (Lot 545 DP 831486) 3

ITEM 7 Quotation E5520 - Woonona Surf Life Saving Club Refurbishment Works of Male Amenity and Roof Works 4

ITEM 8 Quotation E5521 - Coledale Surf Life Saving Club Roof Replacement Works 4

ITEM 9 Quotation E5522 - Bellambi Surf Life Saving Club Refurbishment of Amenities and Roof Works 4

ITEM 10 Statement of Investment - June 2020 4

ITEM 11 Notice of Motion - Councillor Leigh Colacino - Extension of Memorial Drive from the Hospital Road and Princes Highway Intersection, Bulli to Bulli Pass 5

ITEM 12 Notice of Motion - Councillor Tania Brown - Wollongong Harbour Masterplan 5

At this point in the meeting, Acting Lord Mayor, Councillor T Brown, sent her best wishes for a speedy recovery to the Lord Mayor, Councillor Bradbery, after his recent hospitalisation.

CONFLICTS OF INTERESTS

Councillor Kershaw declared a non-pecuniary, significant, perceived conflict of interest in Item 9, Quotation E5522 Bellambi Surf Life Saving Club Refurbishment of Amenities and Roof Works, as she is on the Executive Committee of the Bellambi Surf Life Saving Club. Councillor Kershaw advised she would not participate in debate nor voting on the item.

Councillor Martin declared a non-pecuniary, non-significant conflict of interest in Item 4, Council Accelerated Assessment Program – Development Applications, as the Minister for Planning and Public Spaces, initiated this project, however she works for the Department of Planning, Industry and Environment in an unrelated area. Councillor Martin advised she will remain in the meeting and participate in the debate and voting on the item.

Councillor Rimmer declared a non-pecuniary, non-significant, perceived conflict of interest in Item 11, Notice of Motion – Councillor Leigh Colacino – Extension of Memorial Drive from the Hospital Road and Princes Highway Intersection, Bulli to Bulli Pass, as her employer, Ryan Park MP, has made public comment on the matter. Councillor Rimmer advised she will remain in the meeting and participate in the debate and voting on the item.

CONFIRMATION OF MINUTES OF ORDINARY MEETING OF COUNCIL HELD ON MONDAY, 20 JULY 2020

412 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Colacino that the Minutes of the Ordinary Meeting of Council held on Monday, 20 July 2020 (a copy having been circulated to Councillors) be taken as read and confirmed.

PETITION – GILMORE PARK TOILET

Councillor T Brown tabled a petition containing 31 signatures requesting Council review the location of the proposed automated accessible toilet at Gilmore Park to a location that will better service the community and to also reinstate the priority for the construction of a footpath on the southern side of Reserve Street, West Wollongong.

PUBLIC ACCESS FORUM

ITEM	TITLE	NAME OF SPEAKER
4	Council Accelerated Assessment Program – Development Applications	Stephen Le Bas Against Recommendation

413 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Rimmer that the speaker be thanked for their presentation and invited to table their notes.

CALL OF THE AGENDA

414 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Cox that the staff recommendations for Items 3, then 5 to 8 inclusive, and Item 10 be adopted as a block.

ITEM A - LORD MAYORAL MINUTE – ACKNOWLEDGING THE GRIEF CAUSED BY

EXPLOSION IN BEIRUT

415 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor T Brown that Wollongong City Council -

1 Express our deep sympathy to the Lebanese community of Wollongong and acknowledge the grief that the explosion in Beirut has caused.

2 Arrange for the national flag of Lebanon to be flown on the community flagpole on Burelli Street to show our solidarity with the Lebanese community during this difficult time.

3 Write to the Lebanese Ambassador to Australia, his Excellency Mr Milad Raad, asking that he pass on Wollongong's thoughts to the community of Beirut.

Variation *The variation moved by Councillor Colacino (the addition of point 3) was accepted by the mover.*

ITEM 1 - WOLLONGONG HERITAGE GRANT FUND ALLOCATION 2020/2021

416 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor Martin seconded Councillor D Brown that the Wollongong Heritage Grant Fund allocation for 2020/2021, which has been finalised in accordance with Council's Financial Assistance Policy, be noted.

ITEM 2 - POLICY REVIEW - PLANNING AGREEMENTS

417 COUNCIL'S RESOLUTION - RESOLVED on the motion of Councillor D Brown seconded Councillor Cox that the draft Planning Agreements Policy be endorsed for exhibition, for a minimum period of 28 days.

In favour Councillors Blakey, D Brown, T Brown, Colacino, Cox, Figliomeni, Kershaw, Martin, Rimmer and Walters

Against Councillor Dorahy

ITEM 3 - DETERMINATION OF NUMBER OF COUNCILLORS FOR 2021-2024 TERM OF OFFICE

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 414)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Cox that in accordance with section 224(2) of the *Local Government Act 1993*, Council determine the number of Councillors for the 2021-2024 term of office to be 13 (one of whom is the Lord Mayor).

ITEM 4 - COUNCIL ACCELERATED ASSESSMENT PROGRAM - DEVELOPMENT

APPLICATIONS

418 COUNCIL'S RESOLUTION - RESOLVED on the motion of Councillor D Brown seconded Councillor Dorahy that -

1 Endorsement be given to Council's participation in the Council Accelerated Assessment Program for significant local employment generating development applications.

2 Council investigate the development of two streams involving:

a Working with the Southern Regional Planning Panel and Wollongong Local Planning Panel to finalise the assessment and determination of long-standing development applications

b Establishing end-to-end procedures that will streamline the assessment and determination process for eligible development applications.

3 A report come to Council or a Councillor Briefing be held after 12 months operation of the proposed above new procedures to review their impact and effectiveness.

In favour Councillors D Brown, Dorahy, Figliomeni, Martin, Walters and T Brown

Against Councillors Blakey, Colacino, Cox, Kershaw and Rimmer

ITEM 5 - QUARTERLY VARIATIONS FOR DEVELOPMENT APPLICATIONS - APRIL TO JUNE 2020

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 414)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Cox that Council note the development standards variation report for the period 1 April to 30 June 2020.

ITEM 6 - PROPOSED GRANT OF EASEMENT TO DRAIN WATER 3.0M WIDE OVER LOT 207 PIONEER DRIVE, WOONONA (LOT 207 DP 776457) AND LOT 545 THOMAS COLLAERY PLACE, WOONONA (LOT 545 DP 831486)

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 414)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Cox that -

1 Pursuant to section 46(a1) of the *Local Government Act 1993*, Council resolves to grant an easement to drain water 3.0m wide over Council Community land known as Lot 207 DP 776457 and Lot 545 DP 831486, in favour of Lot 43 DP 818249 and Lot 44 DP 818249, No 9 Pioneer Drive, Woonona, as shown crosshatched on the attachments to this report.

2 Council accept payment in the amount of $1,000.00 (GST free) from the owner of Lot 43 DP 818249 and Lot 44 DP 818249, No 9 Pioneer Drive, Woonona as compensation for the grant of the easement.

3 Approval be granted to affix the Common Seal of Council to the survey plan, Section 88B Instrument and any other documentation required to give effect to this resolution.

4 The applicant be responsible for all costs relating to the easement including valuation, survey, plan registration and legal costs, and any other costs incurred in this matter.

ITEM 7 - QUOTATION E5520 - WOONONA SURF LIFE SAVING CLUB REFURBISHMENT

WORKS OF MALE AMENITY AND ROOF WORKS

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 414)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Cox that Council note the engagement of Batmac Constructions Pty Ltd to complete the proposed roof replacement and refurbishment works at Woonona SLSC in the sum of $415,085.08 (Ex GST).

ITEM 8 - QUOTATION E5521 - COLEDALE SURF LIFE SAVING CLUB ROOF REPLACEMENT WORKS

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 414)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Cox that Council note the engagement of Peloton Constructions Pty Ltd to complete the proposed roof replacement of Coledale Surf Life Saving Club in the sum of $180,687.50 (Ex GST)

DEPARTURE OF COUNCILLOR

Due to a disclosed conflict of interest, Councillor Kershaw advised at 7:15pm that she would not participate in the debate nor voting on Item 9. Councillor Kershaw re-joined the meeting at 7:17pm following the conclusion of Item 9.

ITEM 9 - QUOTATION E5522 - BELLAMBI SURF LIFE SAVING CLUB REFURBISHMENT OF AMENITIES AND ROOF WORKS

419 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor Rimmer seconded Councillor Colacino that Council note the engagement of Project Coordination (Australia) Pty Ltd to complete the proposed amenities upgrades and roof replacement of Bellambi SLSC in the sum of $497,060.00 (Ex GST).

ITEM 10 - STATEMENT OF INVESTMENT - JUNE 2020

The following staff recommendation was adopted as part of the Block Adoption of Items (refer Minute Number 414)

COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor D Brown seconded Councillor Cox that Council receive the Statement of Investment for June 2020.

ITEM 11 - NOTICE OF MOTION - COUNCILLOR LEIGH COLACINO - EXTENSION OF

MEMORIAL DRIVE FROM THE HOSPITAL ROAD AND PRINCES HIGHWAY INTERSECTION, BULLI TO BULLI PASS

420 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor Colacino seconded Councillor Walters that Wollongong City Council -

1 Request Transport for NSW (TforNSW) enter into a dialogue with Wollongong City Council with the intent of creating a working group that will ascertain what needs to be done to assess the merits for, and need for, an extension of Memorial Drive from the intersection of Memorial Drive, Hospital Road and the Princes Highway at Bulli to the top of Bulli Pass. Copies of this correspondence be sent to the State Minister for Transport, Andrew Constance, the Minister for Regional Transport and Roads, Paul Toole and all local Federal and State Members. As part of this communication, Council should -

   a Ask TforNSW if any encroachments have occurred on the reserved area of land set aside for the extension of Memorial Drive from the intersection of Memorial Drive, Princes Highway and Hospital Road at Bulli to the top of Bulli Pass;

   b Seek clarity from TforNSW on the status of the Thirroul to Unanderra Network Strategy and the Bulli Corridor Strategy projects which have been underway for a number of years but have not been finalised or publicly released by TforNSW;

   c Request that time and directional specific traffic counts be undertaken at the intersection at the end of Memorial Drive at Bulli, the hill section of Bulli Pass that leads to the top of Bulli Pass and along Lawrence Hargrave Drive after the intersection at the bottom of Bulli Pass as Lawrence Hargrave Drive enters into Thirroul.

2 The request for a shared dialogue and the establishment of a Working Group should be sent no later than the first week of September 2020 and the response from TforNSW be shared with Councillors and all others on the mailing list, as soon as it is received.

ITEM 12 - NOTICE OF MOTION - COUNCILLOR TANIA BROWN - WOLLONGONG HARBOUR MASTERPLAN

421 COUNCIL'S RESOLUTION - RESOLVED UNANIMOUSLY on the motion of Councillor T Brown seconded Councillor D Brown that the General Manager write to the NSW Government seeking advice on when the NSW Wollongong Harbour Masterplan will be released.

The draft Masterplan was exhibited in August 2018, having commenced in 2017, with a revised draft released and adopted by Wollongong City Council in June 2019. Over a year later we are still waiting for a final report.

We seek an update on when we will see progress on delivering recreational and tourism upgrades to this important harbour precinct which will be a key location for the UCI World Road Cycling in 2022. It is therefore crucial that progress begins now to meet this deadline.

THE MEETING CONCLUDED AT 7:58 PM

Confirmed as a correct record of proceedings at the Ordinary Meeting of the Council of the City of Wollongong held on Monday 31 August 2020.

Chairperson

File: LM-914.002 Doc: IC20/386

ITEM A LORD MAYORAL MINUTE - NOISE FROM HEAVY VEHICLE ENGINE COMPRESSION BRAKES

Noise from heavy vehicle engine compression brakes is a significant and on-going cause of complaint for many NSW residents, including many in Wollongong.

The Transport for NSW (Roads and Maritime) website notes that:

> *Engine brakes are devices fitted to the engine of heavy vehicles to slow the vehicle down. They are often referred to as 'auxiliary braking devices' or 'secondary retarders.'*
>
> *A driver switches on the engine brake and it engages on release of the acceleration pedal. Engine brakes operate by causing the engine to act as a compressor when braking. The compressed air is released in short bursts which cause the characteristic engine brake 'bark'. It is mostly the nature of this noise, rather than its volume that causes annoyance.*
>
> *Engine brakes improve vehicle safety by reducing the load on service brakes on a steep descent, but their use elsewhere provides little safety benefit. They can also extend the life of the vehicles service brakes and reduce maintenance costs.*
>
> *Trucking is an important business. But the constant use of noisy engine brakes is hurting the industry's image.*
>
> *The worst problems occur when drivers use their engine brakes unnecessarily near built up areas, especially at night when residents are trying to sleep.*

https://www.rms.nsw.gov.au/about/environment/reducing-noise/#Regulationofheavyvehiclenoise

Truck operators should reduce engine brake noise around residential areas by installing a muffler that is specially designed to reduce engine brake noise, ensuring a trucks exhaust system is in good condition and turning off engine brakes in built up areas to reduce disturbance, especially at night. This disturbance is very evident on the M1 between Gwynneville and Haywards Bay and on Northcliffe Drive

RECOMMENDATION

I recommend that Wollongong City Council write to the Minister for Transport and Roads to request:

1 A review of the controls, limits and enforcement of Heavy Vehicle Engine Brake Noise Reduction in built up residential areas.

2 The clear identification of roads in residential areas or precincts where noisy “auxiliary braking devises” or “'secondary retarders” are not permitted unless there is a situation of extreme danger or an emergency exists.

3 That Transport for NSW act on and enforce its own advice, outlined on the Transport for NSW (RMS) website, for reducing engine brake noise around residential areas.

4 Copies of this correspondence be sent to State Members of Parliament for their reference, follow up and support.

ATTACHMENTS

There are no attachments for this report.

File: LM-914.002 Doc: IC20/387

ITEM B LORD MAYORAL MINUTE - CHALLENGES FOR RETAIL IN CITY CENTRE

RECOMMENDATION

I recommend that Wollongong City Council:

1 Expedite the review of city centre levies in light of the downturn in retail trade and the present economic circumstances to inform a rating structure review.

2 Note that the Delivery Program 2018 – 2022 includes a commitment to complete an LGA-wide retail centres study and request that the study prioritise the city centre to identify all factors influencing retail opportunities and challenges.

3 Investigate if there is any targeted business support that Council can provide retailers operating in the city centre.

4 Create an opportunity for all retailers to access information from the NSW Small Business Commissioner to assist with current and future challenges in the city centre.

ATTACHMENTS

There are no attachments for this report.

File: PP-2013/3 Doc: IC20/340

ITEM 1 LADY CARRINGTON ESTATE SOUTH, HELENSBURGH - DRAFT PLANNING PROPOSAL TO PERMIT URBAN DEVELOPMENT

In 2013 a draft Planning Proposal request was lodged seeking rezoning to permit urban development of the Lady Carrington Estate South precinct, located at Otford Road and Lilyvale Road, Helensburgh. On 29 July 2013, as part of the review of former 7(d) lands at Helensburgh, Otford and Stanwell Tops, Council resolved that the Lady Carrington Estate South precinct be zoned E2 Environmental Conservation. Council also resolved not to support the draft Planning Proposal request. The applicant subsequently lodged a pre-Gateway appeal to the NSW Department of Planning, Industry and Environment (Department).

The Department referred the Council Planning Proposal for the former 7(d) lands and the pre-Gateway Appeal to the Southern Joint Regional Planning Panel (JRPP) for review. In July 2014, the JRPP recommended that further studies be undertaken for the Lady Carrington Estate South precinct to guide the preparation of a Planning Proposal to permit residential development. The Department accepted the recommendations of the JRPP and determined that an amended proposal for the Lady Carrington Estate South precinct should proceed to Gateway determination. The land has remained zoned E3 Environmental Management.

In 2016 and 2018 consultants for the land owners (Ensile Pty Ltd and Bob's Bushland Pty Ltd) lodged the additional studies and proposed the residential rezoning and development of the land into an estimated 310 lots. In 2019 the Wollongong Local Planning Panel (Panel) reviewed the proposal and advised that a modified proposal had some merit and could be progressed to Gateway determination and exhibition.

Based on the Panel advice, in October 2019 the draft Planning Proposal request was amended to include the majority of the Ensile Pty Ltd / Bob's Bushland holdings (142 lots, 205 hectares). Although the focus of the rezoning remained on the Lady Carrington Estate South precinct and adjoining land, with the extent of the proposed residential zone being reduced.

In December 2019 - January 2020 preliminary community consultation occurred, resulting in 224 'Have your say' comments and 236 submissions, with 86% objecting to the proposed rezoning and development of the area.

Following additional assessment, it is considered that the site is not suitable for a residential zone, and it is recommended that the submitted proposal not be supported.

The site may be appropriate for a lower density form of development which may be considered as an alternative Planning Proposal.

RECOMMENDATION

1 The submitted draft Planning Proposal request for the Lady Carrington Estate South precinct and surround land located between Otford Road and Lilyvale Road, Helensburgh proposing a rezoning to R2 Low Density Residential not be supported for the following reasons:

a Helensburgh and the site are not strategically identified in the Illawarra Shoalhaven Regional Plan (2016), previous Council Planning Strategies or Council's recently adopted Wollongong Local Strategic Planning Statement (20202) as an urban release area, or for increased low density housing.

b Council has consistently considered the site unsuitable for low density residential development since the 1980s.

c The R2 Low Density Residential zone would support a medium density housing product on the edge of Helensburgh, on the bushland interface, remote from town services and public transport.

d The R2 Low Density Residential zone would support a medium density housing outcome that would increase hard surfaces runoff into the Hacking River Catchment.

e The R2 Low Density Residential zone would enable the clearing of vegetation, including some 9.5 ha of native bushland communities.

f The R2 Low Density Residential zone would enable an increased housing development and population on the bushland interface in a high bush fire prone area. The future ownership and maintenance of the Asset Protection Zone has not been resolved.

g There is significant community opposition to the Proposal.

REPORT AUTHORISATIONS

Report of: Chris Stewart, Manager City Strategy
Authorised by: Linda Davis, Director Planning + Environment - Future City + Neighbourhoods

ATTACHMENTS

1 Study Area Map and Air Photo
2 Current Zoning
3 Planning and Zoning Site History
4 Revised (2019) Concept Plan
5 Original Study Area Boundaries Comparison Map
6 Topography and Slope Map
7 Drainage Catchment Map
8 Vegetation Communities Map
9 Southern Sydney Sheltered Forest Comparison Map
10 Southern Precinct - Land Clearning
11 Submitted Proposed Amendments to Wollongong LEP 2009 Maps
12 Alternate E4 Zoning Option
13 Summary of State Agencies Comments - 2016

BACKGROUND

Study area

The study area and boundary of the draft Planning Proposal has changed over the seven years since lodgment.

Original study area (2013):

The original study area (2013-2019) covered some 39 hectares and included the Lady Carrington Estate South precinct and part of the Central Bushland precinct. These were two of the precincts considered

under the Review of former 7(d) lands in Helensburgh, Otford and Stanwell Tops, between 2006 and 2016.

The Lady Carrington Estate South precinct is located on the eastern side of Helensburgh and is located to the north of Otford Road, east of Werrong Road and includes part of Lilyvale Road (Attachment 1). The precinct is located approximately 1km from the Helensburgh shops and 3.5km from the Helensburgh Rail Station

The Lady Carrington Estate South precinct covers an area of 13.58 hectares and contains 101 lots, of which 100 are paper subdivision residential sized lots (1,000m²) (lots 1-26 Section 6 DP 2644, lots 1-75 Section 7 DP 2644) and a paper road lot (lot 102 DP 787218, formerly known as Wattamolla Road and Solander Road. The land was subdivided in 1891 as part of the "Lilyvale Township Extension". A large part of the precinct has been cleared (approximately 9.8 hectares), and the remainder (3.8 hectares) is covered in bushland or scattered trees. Historic aerial photos show that the land has been used for grazing, timber storage, and part of the precinct was used as a Sydney Water compound. The photos also indicate that parts of the precinct have been filled.

The Lady Carrington Estate South precinct is currently zoned E3 Environmental Management under the Wollongong LEP 2009 (Attachment 2).

The Lady Carrington Estate South precinct is surrounded by the "central bushland" precinct (Attachment 1) to the north and east by Lot 1 DP 616228 (41.98 hectares) which is divided by a paper road (the extension of Koornong Road – part of Lot 7 DP1153054). This lot was created in 2015, through DA-2014/935. A 3.3 hectare triangular part of the Lot 1 DP 616228 is located south of Koornong Road extension. Lilyvale Road does not formerly cross the lot (as a Council road), although the track to Lilyvale does cross the lot. This part of Lilyvale Road was "closed" 1982, as part of a previous subdivision. The lot includes an easement for access to Lilyvale along the track. The lot is zoned E2 Environmental Conservation.

To the east of Lot 1 DP 616228 is Lot 3003 DP 120418 which has an area of 106.6 hectares. This lot was created in 2015, through DA-2014/935. The lot is zoned E2 Environmental Conservation.

Final study area (2019):

On 11 October 2019, following the consideration of the draft Planning Proposal request by the Wollongong Local Planning Panel, the applicant amended the study area and draft Planning Proposal to cover the majority of the Ensile Pty Ltd / Bob's Bushland holdings (142 lots, 204 hectares) (Attachment 1). This includes land in the Lilyvale, Camp Creek and Central Bushland precincts.

The focus of the rezoning proposal remains on the Lady Carrington Estate South precinct and adjoining land. The expanded rezoning area responded to questions from the Panel about the future of the remainder of the holdings. The amended draft Planning Proposal proposes the retention of an E2 Environmental Conservation zone on the holding, beyond the Lady Carrington Estate South area. The expansion of the boundary by the applicant was to demonstrate that the majority of the holding would retain an E2 Environmental Conservation zone, and not be subject to future residential rezoning proposals.

Planning history

The planning and zoning issues of the site have a long history, including a number of rezoning proposals. Key events relating to the site prior to lodgement of the current planning proposal are detailed in Attachment 3.

The most recent history relating to the assessment of current planning proposal request is provided as follows:

- 21 June 2013 – Smyth Planning Pty Ltd on behalf of the land owner lodged a rezoning proposal for Lady Carrington Estate South precinct seeking an urban zoning to permit low density residential development. The request included a draft Planning Agreement to facilitate the transfer of the E2 Environmental Conservation zoned holdings to the National Parks and Wildlife Service.

- 29 July 2013 - Council considered 13 reports addressing the issues raised in the submissions. Council resolved to make a number of amendments to the exhibited Planning Proposal and submit the revised Planning Proposal to the (then) Department of Planning and Infrastructure for finalisation. In terms of the Lady Carrington Estate South precinct, Council resolved (in part) that:

  2 The part of the Planning Proposal for the Lady Carrington Estate South precinct which seeks to amend the Wollongong Local Environmental Plan 2009 by rezoning the precinct to the E2 Environmental Conservation zone be progressed to finalisation.

  3 The preparation of a new draft Planning Proposal to rezone the Land Pooling and Lady Carrington Estate South precincts to permit residential development, in exchange for the transfer of the Ensile Pty Ltd holdings within Lady Carrington Estate, Lilyvale, Central Bushland and Otford Valley Farm precincts to Council or the State, via a draft Planning agreement, as requested by Smyth Planning on 21 June 2013, not be supported.

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

- In July 2014 - the JRPP recommended that further studies be undertaken for the Lady Carrington Estate South precinct to guide the preparation of a Planning Proposal to permit residential development. The JRPP recommended that:

  3 Further investigations be carried out by or on behalf of the owners of the Lady Carrington Estate South precinct to validate the presence, location and characteristics of threatened species, endangered ecological communities and fauna habitat linkages, and to determine the current water quality of natural watercourses within and in the vicinity of the precinct. These investigations are to evaluate potential impacts of urban development on ecological attributes in this precinct and the water quality of the Hacking River catchment. Reports of these investigations are to take into account submissions from state agencies and, once finalised, are to be peer reviewed by relevant state agencies.

  4 A concept plan of subdivision be prepared by Smyth Planning and submitted to Wollongong City Council for the cleared land at the Lady Carrington Estate South precinct, including the vegetated land located between the existing urban settlement of Helensburgh and the cleared land. The plan of subdivision should be based on the application of the sustainability criteria contained in Appendix 1 to the Illawarra Regional Strategy to ascertain areas suitable for development, appropriate environmental safeguards having regard to the findings of investigations carried out in response to Recommendation 3, and proposed housing types and densities. The vegetation offsets tool developed by the Office of Environment and Heritage is to be applied to ensure that an adequate area of vegetated land can be set aside to offset clearing of the area of land located at the north west of the precinct between the existing urban area and cleared land.

  5 Subject to recommendations 2, 3 and 4, a planning proposal be submitted to the Department of Planning and Environment for determination under section 56 of the Environmental Planning and Assessment Act 1979. The proposal is to amend Wollongong Local Environmental Plan 2009 by prescribing appropriate land zones and lot sizes for the Central Otford, Otford North and Lady Carrington Estate South precincts, and include the developable land at the Lady Carrington Estate South precinct as an Urban Release Area.

- 25 August 2014 - Council considered a report on the JRPP recommendations and resolved (in

part) to advise the Department that Council:

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

- 20 November 2014 - Council approved DA-2014/935 for the reconfiguration of three existing lots into three new lots. The application created 2 40 hectare lots at Otford Valley Farm (lots 3001 and 3002 DP1204148) which contain existing dwelling houses, and which have been subsequently sold by Ensile Pty Ltd. The application also created lot 3003 DP120418 (106.6 hectares), Zone E2 Environment Conservation which is subject to the revised draft Planning Proposal request.
- 22 December 2014 – the Land and Environment Court approved DA-2012/1480 for the consolidation of 91 lots (including 26 small lots in Lady Carrington Estate South) and re-subdivision into 7 lots of 40 hectares. The development application was lodged in 2012 and initially proposed the consolidation of 123 lots (including 26 of the small lots within the Lady Carrington Estate precinct) and the resubdivision into eight (8) lots of 40 hectares, two of which containing existing dwellings. The application proposed a cluster of six (6) new dwelling house locations on the eastern side of the Lady Carrington Estate South precinct. On 7 November 2013 the application was refused by Council.

  During the Court proceedings the application was amended to reduce the number of lots being consolidated by 19, the number of proposed lots to seven (7) and only four (4) new dwelling sites. The Court approved the amended proposal. No development applications have been lodged for new dwelling houses. In 2019 a modification was approved to stage the subdivision. Stage 1 being the creation of the two lots at Otford Valley (lots 3001 and 3002) created by DA-2014/935. Stage 2 being the remaining five (5) 40 hectare lots, which are on-hold pending the outcome of the rezoning proposal
- 18 December 2014 - The Department advised that it has accepted the recommendations of the JRPP and determined that an amended proposal should proceed to Gateway determination. The boundary of the rezoning being determined by additional studies. It is noted that this position was contrary to Council's proposed rezoning to E2 Environmental Conservation and objection to the JRPP recommendation.

  The Department asked Council to prepare a Planning Proposal for Gateway determination, following the completion of the required additional studies, to be prepared by the applicant. The Department has indicated that if Council does not wish to progress the matter an alternate Relevant Planning Authority (RPA) may be appointed.
- 23 February 2015 - Council considered the Department's response and resolved (in part) that:

  1 The decision of the NSW Department of Planning and Environment to support the preparation of a draft Planning Proposal for the Lady Carrington Estate South precinct be noted.

  2 The NSW Department of Planning and Environment be advised that Council is willing to be the Relevant Planning Authority.

  3 Council officers be authorised to be involved in the preparation of the additional studies by the applicant, review the submitted reports and work on the Planning Proposal and reports to Council.
- 5 June 2015 – Wollongong LEP 2009 (Amendment 19) notified. The LEP implemented the recommendations of the Review of the former 7(d) lands. Based on the direction of the Department, the site retained an E3 Environmental Management zone. This remains the current

zoning.

- May 2016 - Burrell Planning and Legal, on behalf of the owner (Ensile Pty Ltd & Bob's Bushland Pty Ltd), lodged studies to support a rezoning to permit urban development. The reports were distributed to State agencies for comment.
- 20 June 2016 - a Flora and Fauna site inspection occurred, with Council officers, OEH representatives and the applicant's ecological consultants in attendance.
- January 2017 the applicant was advised that State agencies and Council had concerns on some aspects of the proposal and the information submitted, including contamination, flora, fauna, water quality, traffic. The applicant requested that the matter not be reported to Council and they be allowed to submit additional information to address the concerns.
- July 2018 - Additional studies submitted.
- 31 July 2019 – Draft Planning Proposal request was reported to Wollongong Local Planning Panel for advice. The Panel advised that:

  1. *The Wollongong Local Planning Panel recommends to Council the draft Planning Proposal for land known as Lady Carrington Estate South / Bob's Bushland, Helensburgh be submitted to the Department of Planning and Environment (DPE) for a Gateway Determination.*
  2. *The Wollongong Local Planning Panel recommends to Council that the Department of Environment and Planning be requested to include conditions in any Gateway Determination that prior to public exhibition the following amendments should be made to the planning proposal:*
     - i. *The triangular shaped bushland area in the north-west corner of the site be zoned as E2 Environmental Management, and retain its current zoning;*
     - ii. *A public park with a minimum area of 2,000m2, shall be located centrally to the residential development and zoned RE1 Public Recreation and should include a playground; and*
     - iii. *Consideration be given to relocating the boundary between the R2 and E3 zones (as shown in Attachment 2) west to by up to 20 metres to provide a larger buffer to the bushland EEC. This zone is to be extended to create a larger and more distinct buffer between the R2 and E2 land so there is a transition in zoning. This may also relocate services such as the proposed stormwater management system to a less sensitive location.*
     - iv. *The proposal and mapping should be amended to capture the whole site/s even without the E2 zone changing to the north, east and south-east.*
  3. *The Wollongong Local Planning Panel recommends to Council that should a Gateway Determination be issued, a further report be presented to Council following the public exhibition period to demonstrate compliance with the Gateway Determination, and to provide details of any submissions received throughout that process.*

- 11 October 2019 - revised Planning Proposal information lodged, including expanding the proposal to cover most of the of the Ensile Pty Ltd / Bob's Bushland holdings (142 lots, 204 hectares) (Attachment 1).
- December 2019 – 31 January 2020 preliminary community consultation. 460 submissions were received, the majority objecting to the rezoning and development of the area.

PROPOSAL

SUBMITTED PROPOSAL

The final study area is currently zoned E3 Environmental Management and E2 Environmental Conservation. The applicants are seeking to amend the planning controls in the Wollongong LEP 2009 to enable the land to be subdivided into residential lots. The submitted amended draft concept plan (2019) (Attachment 4) indicates:

- Estimated 300 small (450-600m²) residential lots, covering 17.8 hectares;
- Estimated 13 larger (1000m²) lots along Lilyvale Road, covering 1.4 hectares;
- A public reserve of 1.34 hectares on the eastern knoll;
- A central park of 0.2 hectares;
- The closure of part of Lilyvale Road and a new road connection provided through the subdivision;
- A 6m wide landscape buffer along Otford Road;
- An Asset Protection Zone (APZ) surrounding the lots;
- 3 detention basins / water quality ponds, located in the Asset Protection Zone (APZ), and
- Bush regeneration areas, surrounding the site
- 180 hectares - the balance of the final study area is to remain bushland, and retain the existing E2 Environmental Conservation zone.

The concept plan is indicative to provide Council, State agencies and the community an indication of the possible future development and to enable an assessment of the possible impacts and benefits. The subdivision layout may change through the rezoning process, and if rezoned, through the preparation of a development application for subdivision.

To enable the concept plan, the applicant has proposed that:

- 17.8 hectares be zoned R2 Low Density Residential, with a minimum lot size of 449m2 and floor space ratio of 0.5:1;
- 1.4 hectares be zoned E4 Environmental Living, with a with a minimum lot size of 1000m2 and floor space ratio of 0.3:1;
- 1.54 hectares be zoned RE1 Public Recreation - the 2 parks;
- 0.23 hectares be zoned E3 Environmental Management – the 6m wide landscape buffer along Otford Road;
- 4.44 hectares be zoned E3 Environmental Management – the Asset Protection zone and detention basins; and
- 180 hectares - the balance of the final study area is to retain the existing E2 Environmental Conservation zone.

If the site is rezoned and residential development permitted, the draft concept plan could be abandoned and the existing subdivision pattern and road layout could be relied on to enable residential development to occur on part of the site. The existing 100 small lots (1000m2) could be developed for a dwelling house, development applications lodged for subdivision or complying development certificates assessed for dual occupancy, manor homes of terrace houses. Each existing lot could theoretically be developed for up to four (4) dwellings. A development application for subdivision would be required for the large lot to the east of the small lots.

A full description of the proposed amendments to the Wollongong Local Environmental Plan 2009 is provided later in this report.

To support the proposal the following studies were submitted in 2016:

- Outline of Proposal (R Smyth & Associates, April 2016)
- Constraints & Structure Plan Analysis (Burrell Planning & Legal, April 2016)
- Structure Plan and Subdivision concept (RPS, December 2015)
- Flora Survey Report (K Mills, December 2015)
- Tree Hollows survey report (K Mills, March 2016)
- Fauna Assessment Report (J Manners, April 2016)
- A Biodiversity Offsets Report (J Manners, April 2016)
- Hacking Water Quality Assessment (Advisian Pty Ltd, December 2015)
- Water Quality Management Report (G Herman, April 2016)
- Stormwater Management Plan (G Herman, March 2016)
- Aboriginal Archaeological Assessment (Streat Archaeological Services, March 2016)
- Aboriginal Cultural Heritage Assessment (Streat Archaeological Services, March 2016)
- Anthropological Assessment (S Donaldson, March 2016)
- Bushfire Assessment Report (Conacher consulting, June 2016)
- Detailed Site Investigation (Soil contamination) of the proposed 40ha Minimum Area Subdivision 7 lots from 91 (Benviron Pty Ltd, October 2014)
- Road connections to the proposed subdivision at Otford Road, Helensburgh (Traffic Impact Services Pty Ltd, June 2016)

The submitted reports were referred to internally to various Council Divisions and externally to a number of State agencies for advice and input into the preparation of this report.

In January 2017 the applicant was advised that State agencies and Council had concerns about some aspects of the proposal and the information submitted, including contamination, flora, fauna, water quality, indigenous heritage and traffic. The applicant requested that the matter not be reported to Council and they be allowed to submit additional information to address the concerns.

In July 2018 the following additional reports and information were submitted:

- Water Quality Assessment (Advisian Pty Ltd, May 2018)
- Water quality responses to EPA comments (Advisian Pty Ltd, May 2018)
- Wildlife Corridor Values of Ensile Rezoning site (Cumberland Ecological, May 2018)
- Road Network Assessment (Traffic Impact Services August 2018)
- Contamination Supplementary Investigation (EI Australia, July 2018)
- Site Audit Report (Arcadis, July 2018)
- Site Audit Statement (Arcadis, July 2018)
- Aboriginal Archaeological Assessment (Streat Archaeological Services, July 2018)

In October 2019 following the advice by the Wollongong Local Planning Panel revised plans were submitted that expanded the study area to 205 hectares.

ASSESSMENT

Process

The Council report of 23 February 2015 included the following assessment process, which has been updated to indicate the current status:

Action	Responsibility	Status
1 Additional investigations a. Threatened species and fauna habitat investigations b. Water quality investigation; c. Aboriginal cultural heritage; d. Contaminated lands assessment; e. Bushfire impact assessment; and f. Traffic impact assessment.	Applicant	Completed, reports submitted
2 Evaluation of potential impacts of urban development on ecological attributes and water quality, including input from State agencies.	Applicant	Flora & Fauna - OEH and Council officers attended a site visit. Based on the referral comments received in 2016, it appears that RMS, OEH, EPA, RFS did not have any input into the studies during their preparation and prior to submission to Council.
3 Preparation of concept subdivision plan.	Applicant	Completed & submitted, May 2016, revised October 2019
4 Submission of reports and plans from Actions 1-3 to Council.	Applicant	Completed – May 2016
5 Review of reports, plans and Planning Proposal.	Council officers, including referrals to State agencies	Completed. Reports referred to State agencies.
6 Submission of additional information	Applicant	Completed. July – August 2018
7 Refer to Wollongong Local Planning Panel for advice (new requirement included in 2018 due to Ministerial Direction)	Council	Completed. 31/7/19
8 Preliminary notification	Council	Completed. Dec 2019 - Jan 2020
9 Report to Council, to determine whether to progress the proposal to the Department for a Gateway determination.	Council (Relevant Planning Authority)	This report
10 Advise the Department of Planning, Industry and Environment of Council's determination (support or not support). [Note: if Council does not support the	Council officers	Following this meeting

	Action	Responsibility	Status
	Planning Proposal, the applicant may appeal to the Department, who may become the Relevant Planning Authority or they may request the Southern Region Planning Panel (SRPP) to review and make recommendations].		
11	The Department reviews the documentation and Council's report/resolution and determines whether the proposal proceeds to a Gateway Determination to enable exhibition.	Department of Planning, Industry and Environment	
12	a If supported the Department will issue Gateway determination, with or without conditions b If not supported no further action.	Department of Planning, Industry and Environment	
13	If supported, the draft Planning Proposal will be exhibited. A minimum 60 day exhibition is proposed.	Council officers	
14	Following the exhibition period, Council officers will review submissions, and prepare a report to Council.	Council officers	
15	Report to Council to determine whether the Planning Proposal should be finalised and a draft LEP amendment prepared.	Council (Relevant Planning Authority)	
16	Advise the Department of Planning, Industry and Environment of Council's determination (support or not support). [Note: if Council does not support the Planning Proposal the Department may accept Council's decision or review the proposal].	Council officers	
17	If supported, a draft amending LEP will be prepared and finalisation / notification.	Department of Planning, Industry and Environment	

Boundary of planning proposal

In its 2016 submission, the (then) Office and Environment and Heritage (OEH) objected to the proposal partially on the grounds that there was confusion around the boundary of the proposed rezoning / study area.

The definition of Lady Carrington Estate, the extent of the original rezoning proposal, the advice from the JRPP all refer to different boundaries and has created the confusion. To provide clarification, Attachment 5 depicts a number of boundaries:

- The 101 small lots and the northern triangular part of Lot 1 DP 616228, was referred to as Lady Carrington Estate South as part of the Review of former 7(d) lands (outlined in Red). The large lots to the east were known as the Central Bushland precinct.
- The JRPP (2014) supported further investigations to support urban development in both the Lady Carrington South and Central Bushland precincts. The JRPP report did not contain a map, so there was some conjecture as to whether the JRPP supported development in the bushland areas.

Subsequent correspondence with the JRPP clarified that they supported the inclusion of the triangular part of Lot 1 DP 616228 but not the small lots covered in bushland to the south near Otford Road (outlined in Green). Note – the assumed boundary was based on the 2014 air photo which shows greater tree cover near Otford Rd, than the current 2018 air photo. This issue is discussed later in the report, and an air photo comparison is provided by Attachment 10.

- The Department of Planning, Industry and Environment advised that all land is to be included in the study area, and that the technical assessment would determine the future rezoning and subdivision boundaries. The study area is outlined in Black.
- The proposed rezoning area nominated by the applicant in 2016 is outlined in Blue (Attachment 5). This boundary includes all land proposed to be zoned either RE1 Private Recreation, RE2 Private Recreation, E3 Environmental Management, R2 Low Density Residential and E4 Environmental Living.

In accordance with the Department of Planning, Industry and Environment's advice all land within the Lady Carrington South precinct and part of the Central Bushland precinct was including in the original study area. The land constraints, technical assessment reports and their review have been used to determine the boundaries of the proposed rezoning for Council's consideration

Topography & land capability

The Lady Carrington Estate South precinct is located on the Helensburgh plateau at the top of three sub-catchments of the Hacking River. The elevation ranges from 244-288m above sea level. The highest point of the site is near Otford Road, from where the site slopes down to the north, east and south. The site has gentle slopes (generally less than 14% or 8 degrees). The steepest part of the precinct is the triangular part of Lot 1 DP 616228 which has slopes of 7-32.5% (4-18 degrees). To the east and north of the area proposed to be rezoned, the land slopes steeply (greater than 32% or 18 degrees) (Attachment 6).

Land with slopes of less than 15% (8.5 degrees) is generally regarded as being suitable for some form of urban development, land with slopes of between 15-25% (8.5-14 degrees) is regarded as marginal, and land with slopes of more than 25% (14 degrees) is generally regarded as not suitable for urban development. As noted, the part of the site proposed to be rezoned to permit urban development has generally gentle slopes and is not constrained by topography.

The study area has an underlying geology of Hawkesbury Sandstone and has a "Bundeena" Soil Landscape, (Soil landscapes of the Wollongong – Port Hacking 1:100,000 sheet, Soil Conservation Service 1990). The Bundenna soil landscape is characterised by very low rolling rises on exposed Hawkesbury Sandstone plateaus and ridges, with gentle slopes (5-20%), broad ridges and crests, shallow soil with low fertility, moderate erodibility and a high erosion hazard. The soil landscape is regarded as being not suitable for urban development.

The majority of Helensburgh is located on the Bundeena soil landscape, and has been developed for residential use. If development occurs on the site, appropriate soil and erosion control measures will be important to prevent erosion and off-site sedimentation (discussed later in this report).

The site drains north, east and south, to four watercourses which form three tributaries of the Hacking River (Attachment 7).

- The north-west corner of the site drains to an unnamed tributary of Camp Gully Creek;
- The north-east part of the site drains to Gardiners Creek;
- The eastern part of the site drains to an unnamed tributary of Gardiners Creek;
- The south-east part of the site drains to Herbert Creek that runs parallel with Otford Road.

The watercourses start at the edges of the proposed development area. They are mapped as watercourses and category one riparian corridors, generally downstream of the site.

Development on the site has the potential to impact on four tributaries of the Hacking River. The first three tributaries join the Hacking River to the north of Otford, whilst Herbert Creek tributary intersects with the Hacking River upstream (south) of Otford. Water quality is discussed later in this report.

Biodiversity, Flora and Fauna

Vegetation communities

Approximately 10 hectares of the site has been cleared and approximately 8 hectares is covered in bushland. Consultants for the applicant have completed a Flora Survey Report (Mills 2015) which mapped the bushland into seven (7) vegetation communities, of which the Southern Sydney Sheltered Forest is an Endangered Ecological Communities (EECs) and three (3) are unnatural / introduced (Table 1 and Attachment 8)

The Southern Sydney Sheltered Forest was listed in 2007 as an Endangered Ecological Community. The community occurs on transitional sandstone soils and is a transitional vegetation community between the Peppermint–Apple Open Forest (Coastal Sandstone Gully Forest) which occurs on higher slopes, and the Tall Blackbutt Forest (Illawarra Escarpment Blackbutt Forest) which occurs on lower slopes. The consultants report found that the OEH had overmapped the extent of the Southern Sydney Sheltered Forest by 47.7 hectares in some parts of the study area, and undermapped the extent by 13.8 hectares in other parts of the site (Attachment 9). A total over-estimate of 33.9 hectares, which means that the extent of Southern Sydney Sheltered Forest is less than that shown on OEH maps, and is less common and therefore more significant. Correspondingly, the extent of the areas of Tall Blackbutt Forest and Peppermint – Apple Forest are greater. It is noted that OEH were mapping vegetation communities on a broader scale, and used air photo interpretation, rather than site specific inspections and on-site transects.

The report indicated that some 13.85 hectares of native vegetation is proposed to be removed (as indicated in the following table), including 2.51 hectares of Southern Sydney Sheltered Forest. The report notes that the loss of the Southern Sydney Sheltered Forest will be offset by the conservation of 39.4 hectares of Southern Sydney Sheltered Forest outside the study area, in the same ownership and will be preserved through a BioBanking Scheme. It is noted that the surrounding Southern Sydney Sheltered Forest offset land is already zoned E2 Environmental Conservation, and the bushland is largely undisturbed and is in good condition.

The 2019 amendments to the proposal reduced the impact on the Southern Sydney Sheltered Forest within the triangular part of Lot 1 DP 616228.

Table 1 - Type and extent of Vegetation proposed to be removed

Plant Community	**Area proposed to be removed (2016)**	**Revised proposal (2019)**
C1. Tall Blackbutt Forest (Illawarra Escarpment Blackbutt Forest)	Nil	Nil
C2. Southern Sydney Sheltered Forest (EEC)	2.33 ha	0 ha
C2a. Southern Sydney Sheltered Forest, understorey disturbed	0.18 ha	0.18 ha
C3. Peppermint–Apple Open Forest (Coastal Sandstone Gully Forest)	0.48 ha	0 ha
C3a. Peppermint–Apple Open Forest, understorey removed	3.47 ha	3.47 ha
C4. Bloodwood–Scribbly Gum Woodland (Sydney South Exposed Sandstone Woodland)	2.92 ha	1.39 ha
C4a. Bloodwood–Scribbly Gum Woodland, understorey removed	4.47 ha	4.47 ha
Subtotal	**13.85 ha**	**9.51ha**
Non-native communities		
C5. Wattle Stand	0.45 ha	0.45 ha

C6. Coral Tree Stand	0.06 ha	0.06 ha
Subtotal	**0.51ha**	**0.51 ha**
Total	**14.36 ha**	**10.02 ha**
C7. Treeless grassland / bare ground	10.94 ha	10.94 ha

In their 2016 submission, OEH questioned the methodology used to determine the boundary of the Southern Sydney Sheltered Forest, however noted that the boundaries aligned with their on-site observations.

OEH raised concern that potential clearing and disturbance of bushland in the southern part of the site had occurred, which had been identified through the comparison of January and December 2015 air photos (Attachment 10). The applicant denies that clearing occurred. If the clearing occurred, it was not reported or observed at the time, and no retrospective regulatory action can be taken. A comparison of Council's air photos over the period 2012-2018 confirms that there is more open land visible in the southern part near Otford Road in the 2018 air photos than shown in the 2016, 2014 or 2012 air photos, which suggests that further tree removal has occurred since 2015, although the owners consultant denies this has occurred (Attachment 10).

As noted previously, the OEH objected to the inclusion of the "intervening land" which is covered in bushland being included in the rezoning proposal (C4. Bloodwood–Scribbly Gum Woodland and Southern Sydney Sheltered Forest). As noted previously, the JRPP supported the inclusion of the triangular part of Lot 1 DP 616228 in the rezoning. The Wollongong Local Planning Panel did not support the clearing of this area and in response the applicant amended the concept and rezoning plans to reduce the extent of the proposed clearing.

The JRPP did not support the clearing of the small lots covered in bushland to the south near Otford Road (as outlined in Attachment 5). The concept plan and draft Planning Proposal request partially show this area as a buffer (proposed to be zoned RE2 Private Recreation) and partially to be cleared for urban development, which is inconsistent with the JRPPs advice.

Tree hollows

The Tree Hollow report (Mills 2016) found there were 85 trees within the area proposed to be rezoned, containing 144 hollows which could be used for fauna habitat. Of those trees some 67 trees are proposed to be removed by the future development, and 18 trees retained in open space areas.

Fauna survey

The Fauna Survey and Assessment report (Conacher Consulting 2016) notes that the consultants observes three (3) amphibian species (frogs), seven (7) reptiles (lizards and skinks), 77 birds species and 22 mammals (marsupials, gliders, wallaby and bats). An additional eight (8) introduced mammals were also observed, including the grazing cattle and horses, plus rats, dogs, deer, goat and foxes.

The report notes that the study area contains suitable habitat for the following nationally listed threatened or migratory species which are known to occur within 10 km of the subject site:

- Littlejohn's Tree Frog (*Litoria littlejohni*)
- Giant Burrowing Frog (*Heleioporus australiacus*)
- Broad-headed Snake (*Hoplocephalus bungaroides)*
- Swift Parrot *(Lathamus discolor)*
- Regent Honeyeater *(Anthochaera phrygia)*
- Spotted-tailed Quoll *(Dasyurus maculatus)*
- Koala *(Phascolarctos cinereus)*
- New Holland Mouse *(Pseudomys novaehollandiae)*

- Grey-headed Flying-fox *(Pteropus poliocephalus)*
- Large-eared Pied Bat *(Chalinolobus dwyeri)*

No nationally listed threatened fauna species were observed within the subject site during surveys.

The study area also contains suitable habitat for the following nationally listed threatened or migratory species recorded which occur or which may occur within 10 km of the subject site:

- White-throated Needletail *(Hirundapus caudacutus)*
- Fork-tailed Swift *(Apus pacificus)*
- Rainbow Bee-eater *(Merops ornatus)*
- Cattle Egret *(Ardea ibis)*
- Oriental Cuckoo *(Culculus optatus)*
- Black-faced Monarch *(Monarcha melanopsis)*
- Spectacled Monarch *(Monarcha trivirgatus)*
- Satin Flycatcher *(Myiagra cyanoleuca)*
- Rufous Fantail *(Rhipidura rufifrons)*

These species were not observed, however the report notes that the Rufous Fantail and Black-faced Monarch were observed within the Lady Carrington Estate during previous surveys undertaken by Quality Environmental Management (1991). The report notes that these species inhabit predominantly wet sclerophyll and rainforest habitats which are located outside of the proposed development area to the east of the site.

The loss of habitat for the threatened fauna species will be required to be offset, under the Biodiversity Conservation Act 2016.

In terms of the likely presence of koalas, no koala food trees were identified on site, therefore the site does not contain potential koala habitat as defined by State Environmental Planning Policy No. 44 Koala Habitat Protection.

In their 2016 submission, OEH considered the fauna assessment undertaken to be adequate.

<u>Biodiversity corridor</u>

In their 2016 submission, OEH objected to the proposed impact of the development, through 12 hectares of clearing, on the Regional Biodiversity Corridor mapped in the Illawarra Shoalhaven Regional Plan (2015) and its inconsistency with the Wollongong LEP 2009 Natural Resources Sensitivity Map.

The applicant engaged Cumberland Ecology to review the objection. Cumberland Ecology concluded that:

- The Illawarra Shoalhaven Regional Plan (2015) contains an Environmental Values map with “High Environmental Values” and a “Biodiversity Corridor” (page 6). Due to the large scale of the map, however, it is impossible to ascertain if the subject site is included in any of these areas.
- The Wollongong LEP 2009 mapping of Natural Resource Sensitivity – Biodiversity Map – Sheet NRB_008 shows the eastern half of the subject site as “Natural resource sensitivity – biodiversity”. This Biodiversity mapping seems to include all extant woody vegetation within the LGA, i.e. a total of 46,183 ha, including hostile gaps such as railway lines and roads. It does not differentiate between different qualities of habitat and therefore does not provide guidance in what constitutes a biodiversity corridor or priority land with high ecological value. The proposed rezoning will excise a tiny fraction (i.e. 15.7 ha or 0.03 %) of this corridor, which will be offset by providing a Stewardship site under the NSW Biodiversity Offsets Scheme.

The report also notes that the draft Illawarra Biodiversity Strategy (2010) did not map the cleared part of the site as an Regional Biodiversity Corridor, the final adopted Illawarra Biodiversity Strategy (2011) did map the cleared part of the site as part of a regional biodiversity corridor.

Council officers have reviewed the Illawarra Shoalhaven Regional Plan (2015) and agree that although the large scale makes the map difficult to read, the site is mapped as part of a Biodiversity Corridor.

Biodiversity offsets

A Biodiversity Offsets Assessment Report (Conacher Consulting 2016) was prepared in 2016 based on the 2014 Biobanking Assessment Methodology published by OEH under the former Threatened Species Conservation Act 1995. The report was prepared at the request of Council and OEH to provide an indication of the likely impact of the future development. With the commencement of the Biodiversity Conservation Act 2016, in 2017, the submitted assessment has been superseded by the new legislation and new methodology, including different offset ratios. A new report based on the current Biodiversity Assessment Methodology (BAM) and development footprint would be required to accompany any future Development Application.

Bushfire

The site is surrounded by bushland and is identified as high risk bushfire prone lands. The site has been subject to bushfires, such as the 2001 bushfire.

The concept plan indicates that a perimeter Asset Protection zone, a perimeter road, a fire trail connection to Otford Road will be incorporated into the future development.

The Bushfire Assessment Report (Conacher Consulting 2016) confirms the bushfire risk and proposes that the development incorporate:

- A 39m wide Asset Protection Zone (APZ) is required to be maintained to the north east, east, south east and south of the future estate for dwellings constructed to BAL29 (Bushfire Attack Level);
- A 50m wide APZ is required to be maintained to the north of the future estate for dwellings constructed to BAL29 and the concept subdivision plan should be amended to reflect this.
- The proposed two access points from Otford Road / Werrong Road and Koornong Road and the perimeter road network is required to reduce the risk of bushfires impacting on the development.
- A Bushfire Attack Level (BAL) assessment for any future dwellings is required following the subdivision of the land;

The Rural Fire Service reviewed the proposal and raised no objection to the proposal. The RFS noted that the removal and maintenance of the vegetation in the “intervening bushland” was important in maintaining the APZ. The RFS also noted that the multiple access points to Otford Road / Werrong Road and Koornong Road are critical in providing alternative access and evacuation routes.

The 39m and 50m wide APZ surrounding the development will need to be maintained once the development has occurred. In correspondence dated 3 May and 22 June 2019, the applicant has proposed that the land be transferred to Council to maintain, with a funding mechanism. The letter proposes that the cost of maintaining the APZ and the stormwater drainage system will be paid by the lot owners in the estate by means of a levy – styled as a levy for Community Shared Costs – raised via a s.88B positive covenant.

Alternatively, the subdivision could be community titled, and the APZs, roads and other assets remain the responsibility of the collective land owners.

Water quality & drainage

The impact of urban development at Helensburgh on the water quality of the Hacking River and Royal National Park has been an issue of concern since the 1970s. The Helensburgh Commission of Inquiry (1994) was focused on the impact that proposed urban development areas (such as the subject site) would have on downstream water quality. The introduction of the 7(h) Hacking River Environment Management zone in 1988 (subsequently changed to the 7(d) zone), the prohibiting dual occupancies in

Helensburgh and the sewering of Helensburgh were three of the measures to prevent the further deterioration of water quality.

The Office of Environment and Heritage identifies the water quality and river flow objectives of the Hacking River as "*streams in the Royal National Park are highly valued for conservation and recreation. They have relatively natural flows and water quality, although upstream impacts on these need ongoing improvement*".

As noted previously, the site drains north, east and south east, to four watercourses which form three tributaries of the Hacking River (Attachment 7).

Advisian Pty Ltd on behalf of the applicant prepared the Water Quality Assessment report examining the water quality of the Hacking River, between Helensburgh and the Audley Weir. The consultants:

- Reviewed 14 previous water quality reports undertaken within the Hacking River catchment dating back to 1986
- Undertook water quality monitoring at 13 sites, upstream and downstream of the site, on six occasions over four months

The consultants found that their sampling produced similar results to the historic water quality monitoring. None of the monitoring sites had "good" water quality, with Ammonia, NOx and total Nitrogen levels exceeding the ANZECC default trigger values at most sites. Kellys Creek was found to have better water quality than Gills Creek, Herbert Creek and Gardiners Creek.

The report provides baseline data that can be used to assess the impacts of the proposed development, can be used as the basis for a 'neutral or beneficial effect' (NorBE) and on-going monitoring. It is noted that the site is not within the Sydney Drinking Water Catchment area, and a NorBE assessment is not a statutory requirement, although is a good objective to follow.

G Herman & Associates on behalf of the applicant prepared a Water Quality Management Report which identifies water quality impacts of the proposed development and proposed management strategies to address the impacts. The report uses the results of the Advisian study and models the impacts of the proposed development. As noted previously, the site drains into three tributaries of the Hacking River, Camp Gully, Gardiners Creek (plus an unnamed tributary of Gardiners Creek), and an unnamed tributary that parallels Otford Road.

The study notes that the proposed development will significantly increase the area of impermeable surfaces, which will increase run-off and peak discharges, unless controlled by on-site detention. The study notes that residential developments typically increase gross pollutants, suspended solids, Total Nitrogen (TH) and Total Phosphorus (TP), as well as potential hydrocarbons and other pollutant spills. To mitigate the impacts, three detention basins with gross pollutant traps are proposed (and incorporated into the concept plan).

The EPA reviewed the report and raised concern about whether the proposed stormwater management system will achieve nominated water quality targets. Additionally, the targets may not be suitable to restore or maintain the environmental values of the receiving waters, as the approach used to derive the trigger values adopted as targets does not align with the practices and principles of the ANZECC (2000) Guidelines

The OEH noted that the clearing of over 12 hectares of native vegetation on highly erosive soils, the expansion of residential development in this location has the potential to lead to downstream water quality impacts.

In 2018 the applicant submitted an updated Water Quality Assessment report and a response to the EPA concerns. The updated report was amended to address the EPAs concerns. The updated report has not been reviewed by the EPA, which will occur during the exhibition period, if the draft Planning Proposal progresses.

Based on the water quality data collated and assessed for this report and Council's requirements, the proposed stormwater quality performance targets for the creeks downstream of the development would be as set out in the following table:

Table 2 Proposed Stormwater Quality Performance Targets

Analyte	Load Reduction Target	80th Percentile Concentration
Gross Pollutants	90%	-
Total Suspended Solids	85%	10 mg/L
Total Phosphorus	60%	0.042 mg/L
Total Nitrogen	45%	0.52 mg/L

These performance targets should be incorporated into a future site specific Development Control Plan chapter and then used as part of the Development Application assessment (if the draft Planning Proposal is progressed to finalisation).

The report concludes that a Water Sensitive Urban Design (WSUD) strategy for the site is likely to include a suite of measures (e.g. rainwater tanks, bio-retention swales/basins, detention ponds, gross pollutant traps, etc). By inclusion of 80th percentile concentration targets for the downstream receiving waters as well as pollution load reduction targets, a WSUD strategy could be developed that would be capable of achieving no impact on water quality in the Hacking River.

The applicant has proposed that the ownership of the three detention basins with gross pollutant traps is proposed to be transferred to Council, with the cost of maintaining the stormwater drainage system will be paid by the lot owners in the estate by means of a levy – styled as a levy for Community Shared Costs – raised via a s.88B positive covenant.

Heritage

To address indigenous issues, the applicant has submitted an Aboriginal Archaeological Assessment (Streat Archaeological Services, March 2016), Aboriginal Cultural Heritage Assessment (Streat Archaeological Services, March 2016) and an Anthropological Assessment (S Donaldson, March 2016). These reports were referred to OEH for review.

The reports identified three aboriginal sites, all of which were previously recorded. Two of the sites are outside the study area.

In their 2016 submission, OEH raised concern about the recording and location of two of the three known sites. The OEH supported the recommendation to prepare an Aboriginal Heritage Management Plan. The OEH noted the detailed consultation with the Aboriginal community. The OEH also provided other minor comments to update / clarify the report.

An updated Aboriginal Archaeological Assessment report was submitted in 2018 (Streat Archaeological Services 2018) responding to the comments and suggestions made by Council and the OEH, noting that additional fieldwork had occurred, and the report was updated accordingly.

Both the 2016 and 2018 reports confirmed that the recorded sites were located outside the proposed development / rezoning area, and no Aboriginal Heritage Impact permit (AHIP) was being sought.

There are no non-indigenous heritage sites listed on the site or located nearby. A non-indigenous heritage study has not been submitted and is not required.

Contamination

A Soil Contamination Assessment was prepared for the applicant as part of DA-2012/1480 (the large lot subdivision) and submitted as part of the rezoning proposal. The assessment includes some 85 test pits located around the north-west part of the site, where the proposed dwelling houses were proposed to be located as part of the subdivision. This is also the area of historic filling.

The assessment did not include the balance of the area proposed to be rezoned, including the former Sydney Water depot.

The EPA also noted that the report appears to be missing key information including maps and information on the potential extent of waste emplacement and dumping activities across the entire site. This includes details on the amount and character of the waste material and any recommended remedial actions.

The EPA advised that State Environmental Planning Policy 55 (SEPP 55) states that as part of any land use change process, the following key considerations should be addressed when preparing an environmental planning instrument:

- Whether the land is contaminated
- If the land is contaminated whether it is suitable in its contaminated state (or will be suitable, after remediation) for all the purposes to which the land will be used; and
- If the land requires remediation, will be made suitable for any purpose for which the land will be used.

If a rezoning allows a change of use that may increase the risk to health or the environment from contamination, then Council must be satisfied that the land is suitable for the proposed use or can be remediated to make it suitable. If remediation is necessary, Council must be satisfied that suitable planning controls are in place to ensure that this occurs.

As the proposal involves rezoning the land for residential purposes the EPA recommended that Council involve an EPA-accredited Site Auditor during the contamination assessment and management process. This should include the audit of a Remediation Action Plan (RAP) and the provision of a Site Audit Statement certifying that the land can be made suitable for the proposed uses if this RAP is implemented.

In 2018 a Supplementary Contamination Assessment report (EI Australia), a Site Audit Report (Arcadis) and Site Audit Statement (Arcadis) were submitted.

The EI Australia report reviewed the previous Contamination Assessment and sampled an additional 44 test pits over the balance of the site. The report noted that no soil samples exceeded the adopted human and health criteria.

The Site Audit Report reviewed the previous investigations and advised that the site is suitable for residential subdivision without further assessment or remediation.

Traffic and Transport

If approved and developed, the proposed 310 lots has the potential to generate 2,800 vehicle movements per day. If lots are developed for dual occupancy or multi-dwelling housing the resulting dwelling numbers and traffic generation will be greater.

The concept design proposes two access points to the proposed subdivision. A 5-way roundabout at Otford Road / Werrong Road and an extension of Koornong Road.

The concept design proposes the closure of part of Lilyvale Road and a new road connection provided through the subdivision to connect with the remainder of Lilyvale Road.

In their 2016 submission, the RMS advised that the “Assessment of Traffic Implications of Proposed Road Connections” report does not consider the impact to the greater road network, including the intersection of Walker Street and Lawrence Hargrave Drive. The RMS confirmed that a traffic impact study is required to identify any infrastructure upgrades required and is to identify pedestrian, cyclist and public infrastructure. The RMS suggested that Council consider relevant contributions that may be required for infrastructure upgrades (Section 94 Contribution Plan or a Voluntary Planning Agreement).

In 2018, the applicant submitted a Road Network Assessment (Traffic Impact Services August 2018). This report assumed 450 dwellings, based on 150 dual occupancies, as an upper estimate. As a worst

case, the subdivision could generate up to 364 vehicle trips per hour during the AM peak and 380 vehicle trips per hour during the PM peak periods.

The report concludes that the proposed subdivision will have minimal impact on the greater network of the Helensburgh township. The traffic conditions on the roads through Helensburgh are satisfactory with volumes within acceptable levels for that representing its respective road classification.

The report was also prepared prior to Council installing a roundabout at the Princes Highway – Parkes Street intersection. The report did not identify the need for any major infrastructure upgrades, apart from the widen of the road shoulder on the western side of Parkes Street at Cemetery Road, to permit vehicles heading northbound to pass up the inside when vehicles are turning right into Cemetery Road. This existing issue should not be linked to the proposed subdivision.

The report did note existing bus routes, but did not consider the needs for pedestrian, cyclist and public infrastructure, as requested by the RMS. The RMS has not reviewed the latest report, but will consider it during the exhibition period should the proposal proceed.

The site is some 3.4km from the Helensburgh Rail Station by road.

Infrastructure services

Sydney Water advised that both the existing drinking water system and wastewater system have sufficient capacity to serve the proposed development. Sydney Water noted that the water and sewer mains will need to be extended to the site, at the developer's expense.

Endeavour Energy noted that electricity easements traverse the site, but had no objection to the rezoning or proposed development.

Social & local economic issues

Census data indicates that in 2016 there were 2,365 dwellings in Helensburgh and Otford (ABS 2016). Of the dwellings, 1,973 (83.4%) are separate dwelling houses, 307 medium density dwellings (13%) and 58 higher density units (2.5%). The area had a 2018 population of 7,072 persons (id Profile).

The concept plan indicates a draft subdivision design of 300 residential lots (450-600m²) and 10 larger residential lots (1000m²) along the extension of Koornong Road. This would represent a 12% increase in the number of dwellings. The likely future population would be in the order of 713 persons (assuming an occupancy rate of 2.3 persons per household). If lots are developed for dual occupancy or multi-dwelling housing the resulting population may be greater.

The increased population would provide an economic benefit for the shops in the Helensburgh Town Centre. There would also be a short term employment boost for tradespersons during the construction phase. The extent of the construction and long term economic benefit has not been quantified.

The additional population would not result in a public High School being constructed in Helensburgh. The Department of Education's guidelines indicates that High Schools typically serve 6,000 dwellings. The addition of another 310 dwellings is still significantly less than the threshold for a high school. Additionally, the previously proposed Helensburgh High School site was subdivided for residential development by Landcom between 2003-10.

Subdivision design

The submitted concept plan (Attachment 4) indicates a draft subdivision design of 300 residential lots (450-600m²) and 10 larger residential lots (1000m²) along the extension of Koornong Road. The design also proposes the closure of part of Lilyvale Road and a new road connection provided through the subdivision.

The concept design proposes two access points to Otford Road / Werrong Road and Koornong Road. This will spread the traffic and provide alternate access points in the event of an emergency blocking one of the accesses.

The revised concept plans shows two public reserves, one on the eastern knoll (1.34 hectares) and a central park was included (0.2 hectares) (following the request of the Wollongong Local Planning Panel). Neither proposed reserve will be suitable for active recreation.

The original concept plan included a bushland reserve near Koornong Road / Shannon Drive (0.34 hectares). This area contains sandstone boulders and rockfaces which would have provided an interesting play space for children. Site inspections show it is already being used by children for play. Following review by the Panel this reserve has been removed from the concept and is proposed to be zoned E2 Environmental Conservation.

A 6m wide landscape buffer is proposed along Otford Road. The revised concept plans shows this strip being zoned E3 Environmental Management. As the strip is to provide a buffer to the adjoining development, this land is proposed to be incorporated into the adjoining lots and will be maintained by the future lot owners. No access is proposed from Otford Road.

Housing types and densities

In 2014, the JRPP required an assessment of the proposed housing types and densities.

The site currently contains 101 small lots each with an areas of about 1000m².

The submitted Concept Plan shows a low density housing outcome of some 310 lots. Under the R2 Low Density Residential Zone, all of the lots would be capable of dual occupancy development, which would increase the housing density and traffic generation. The Low Rise Medium Density Housing Diversity Code would enable a Private Certifier to assess a Complying Development Application for a dual occupancy, manor home or terrace house.

As noted the site is some 1.2km from the Helensburgh Town Centre and 3.4km from the Helensburgh Rail Station, adjoins some existing residential development on the western side, and is surrounded by bushland on the other sides. The remote location of the site from the town centre and support services means it is unsuitable for higher forms of residential densities.

Located on the edge of Helensburgh adjacent to bushland, the site could provide a transition from the existing R2 Low Density Residential area of Helensburgh to the bushland. An E4 Environmental Living zone may be more appropriate in this regard and would remove the opportunity for dual occupancy and multi dwelling housing.

An appropriate lot size also needs to be considered. The following table provides a comparison of development potential and lot sizes within an R2 zone, based on the submitted proposal of 19.43 hectares. The table also includes an indication of development outcomes under an alternative E4 zone:

Table 3 – Development potential options

		Area:	19.43	ha		
Zone	**Lot size**	**Efficiency (excludes roads)**	**Estimated lots**	**Dual occupancy**	**Proportion**	**Estimated number of dwellings**
R2	300	80	518.1	yes	0.1	569.9
R2	449	80	346.2	yes	0.2	415.4
R2	500	80	310.9	yes	0.2	373.1
R2	600	80	259.1	yes	0.3	336.8
R2	700	80	222.1	yes	0.5	333.1
R2	800	80	194.3	yes	0.8	349.7
E4	1000	90	174.9	no	0	174.9
E4	1500	90	116.6	no	0	116.6
E4	2000	90	87.4	no	0	87.4
E4	3000	90	58.3	no	0	58.3

E4	4000	90	43.7	no	0	43.7
E4	5000	90	35.0	no	0	35.0

The proposal was lodged prior to Council encouraging an Affordable Housing component to be incorporated into any residential rezoning proposal. The location of the site on the edge of Helensburgh and approximately 1km from the Helensburgh shops and 3.5km from the Helensburgh Rail Station is not ideal for Affordable Housing. The proposed R2 Low Density Residential zone and 450m² Minimum Lot Size would enable dual occupancy development and Low Rise Medium Density, which would contribute to housing supply and affordability.

Development Control Plan

The Wollongong Development Control Plan 2009 (DCP) applies to the site and would continue to apply if rezoned.

The proposed inclusion of the site on the Urban Release Area Map, would require the preparation of a site specific DCP chapter. This chapter would include the concept plan (or Neighbourhood Plan) and may adopt the generic residential standards in the DCP or nominate site specific variations. This report recommends that the water quality targets be included in a DCP chapter should the rezoning proceed.

The DCP chapter would be assessed as part of the future subdivision application. Once subdivided, it is likely that development applications for dwelling houses and Low Rise Medium Diversity (dual occupancy, manor houses, terrace houses) would be assessed by private certifiers under the Code SEPP.

Developer Contributions

The site is currently subject to the Wollongong City-wide Development Contributions Plan 2019, which requires a 1% levy on the cost of the development. Initially this would be 1% of the cost of the subdivision works (roads, drainage etc) and then each of the 310 applications for dwelling houses would contribute 1% of value of each dwelling house.

The applicant has not proposed entering into a planning agreement.

The revised concept plan shows two public reserve, one on the eastern knoll (1.34 hectares) and a central park (0.2 hectares). The proposed public reserves could be transferred to Council as part of the subdivision process, if a Development Application is approved. If transferred, these reserves would be required to be maintained by Council. A Vegetation Management Plan would be required to be prepared and implemented by the applicant, which would specify the condition of the reserves prior to handover. The applicant has proposed a funding mechanism to be paid by the lot owners in the estate by means of a levy – styled as a levy for Community Shared Costs – raised via a s.88B positive covenant.

Future Council assets

Based on the concept plan the following assets may be transferred to Council in the future if development were to proceed:

- local roads and footpaths
- A local drainage network and three detention basins
- Two (2) public reserves, one on the eastern knoll (1.34 hectares), and the central park (0.2 hectares)
- The Asset Protection Zones (APZs) surrounding the development.

The assets would be included in Council's Asset Register and be scheduled for on-going maintenance based on the required service level. The central park would require a higher level of maintenance (mowing, landscaping, rubbish removal) than the bushland reserves. Maintenance budgets would need to be adjusted to accommodate the additional assets.

The applicant has proposed a funding mechanism to be paid by the lot owners in the estate by means of a levy – styled as a levy for Community Shared Costs – raised via a s.88B positive covenant. Further detail on this scheme would be required if the proposal is supported by Council.

CONSULTATION AND COMMUNICATION

The views of the community are well known through the long history of rezoning proposals for the site, and the three exhibition periods associated with the Review of the former 7(d) lands at Helensburgh, Otford and Stanwell Tops. As part of the exhibition of the draft Planning Proposal between 6 August and 26 October 2012, Council received over 58,000 submissions. Some 403 submissions commented on the Lady Carrington South Precinct, apart from the submission on behalf of the land owner, all other submission supported the proposed E2 Environmental Conservation zone. The submission on behalf of the owner objected to all land being zoned E2 Environmental Conservation and requesting residential development.

The 2016 submitted consultants reports were referred to a number of State agencies for advice and input into the preparation of this report. Responses were received from the following agencies, and their advice has been incorporated into this report. Their responses are summarised in Attachment 13:

- Office of Environment and Heritage (OEH)
- Roads and Maritime Service (RMS)
- Rural Fire Service (RFS)
- Sydney Water
- Environment Protection Authority (EPA)
- Endeavour Energy

The 2018 Ecological and Aboriginal reports were referred to the OEH.

The draft Planning Proposal request was exhibited for preliminary consultation between 12 December 2019 and 31 January 2020. The Have your say Page on Council's website was visited 1,337 times with some 317 persons downloading at least one document and 224 persons leaving comments on the survey. Separately 236 written submissions were received. A summary of the submissions have been provided to Councillors under separate cover. The following table summarises the level of support and objection for the proposal:

	Support	Object	Comment	Total
Have your say page comments				
• Helensburgh	14	109	11	**134**
• Otford	3	20	0	**23**
• Stanwell Tops	1	3	0	**4**
• Stanwell Park	0	10	0	**10**
• Other Wollongong LGA suburbs	5	29	0	**34**
• Other LGAs	5	14	0	**19**
Sub-total	**28**	**185**	**11**	**224**
Written submissions				
• Helensburgh	6	91	3	**100**
• Otford	0	14	0	**14**
• Stanwell Park	0	2	0	**2**
• Other Wollongong LGA suburbs	0	6	0	**6**

• Other LGAs	0	14	1	**15**
• Community groups	0	9	0	**9**
• State agencies	0	0	1	**1**
• Email / location unknown	12	76	1	**89**
Sub-total	**18**	**212**	**6**	**236**
Total	**44**	**397**	**17**	**460**
Percentage	**10.0**	**86.3**	**3.7**	**100**

One State agency submission was received from the NSW Department of Planning, Industry and Environment – Biodiversity and Conservation Team commenting on the proposal.

Submissions from the following Community Groups were received objecting to the proposal:

- Neighbourhood Forum 1
- National Parks Association – Illawarra Branch
- National Parks Association – Sydney Branch
- NIRAG Inc
- Oatley Flora and Fauna Conservation Society Inc
- Saving Sydney's Trees
- Spring Gully Protection Group (Bundeena)
- Sutherland Shire Environment Centre
- The Colong Foundation for Wilderness Ltd

The key reasons for support were:

- More local housing is required to increase supply and reduce cost
- Been waiting long enough for rezoning
- Development will provide a boost for local economy
- There is plenty of parking in town centre

The key reasons for opposition were:

- Impact on Hacking River water quality
- Impact on Royal National Park
- Impact on flora, fauna, wildlife corridor
- Impact on traffic & parking
- Limited bushfire & emergency access to Helensburgh
- The land has been zoned for Environmental Protection for 25 years, why change
- No means No, why is it being revisited again

If Council and the NSW Department of Planning, Industry and Environment resolves to progress the rezoning, the draft Planning Proposal will formally be exhibited for community comment and referred to relevant State agencies.

Wollongong Local Planning Panel

On 31 July 2019 the Wollongong Local Planning Panel (WLPP) inspected the site, met with the applicant and discussed the proposal. The panel noted (in part):

> *In reviewing this planning proposal, it is apparent that there is no current strategy which identifies Helensburgh for future residential release. The Panel raised concern about the lack of strategic merit in respect to the proposal.*

In December 2014, the Department of Planning accepted the JRPP recommendations and directed that an amended proposal, prepared on the basis of the additional studies, should proceed to Gateway Determination.

The Panel therefore acknowledges that it is appropriate to consider this planning proposal in the context of the history associated with the site and given this history and intervention by the JRPP and Department of Planning. The Panel acknowledges that at these earlier stages it is considered that there is some strategic merit in pursuing the rezoning and subsequent subdivision was considered.

The Panel is of the view that the proposal has merit and the site is generally suitable for residential development. The Panel considers that potential future residential development should be concentrated around the generally cleared parts of the site and that the existing bushland area to the north-west should be retained, as it was observed to be in a relatively pristine bushland condition, and should be maintained as a buffer. Given that this area of bushland also contains EEC's (Southern Sydney Sheltered Forest) as depicted in the mapping in the Cumberland Ecology Report, dated May 2018 there is even more justification to retain this important vegetation and this would avoid the requirement for providing offsets. The Panel is not satisfied that the proposed offsets are appropriate and it is noted that this may not be satisfactory to OEH as proposed.

The panel considered alternative zoning scenarios, including Environmental Living with larger allotments. Given the immediately adjoining established R2 residential zone to the west, the Panel considers that a minimum lot size of 450m2 for land within the proposed R2 zone is appropriate in terms of promoting the orderly and economic use and development of the land.

In summary the Panel has concerns relating to the following aspects of the planning proposal:

- *The adjacent bushland regeneration areas are not part of the planning proposal. Therefore, concern is raised about the future mechanisms available to ensure that the regeneration occurs.*
- *The interface between proposed residential development and bushland may be insufficient to prevent adverse impacts.*
- *The proposal for 1,000m2 lots in the north-western triangular bushland area is likely to result in the removal of most if not all existing trees and potential EEC's which will require offsets. The proposed offsets created outside the rezoned area within existing bushland is not considered a suitable alternative.*
- *The amount of open space provided for the public is considered inadequate and is poorly located. In particular, there is no centrally located open space.*
- *The proposal does not provide any direct public benefit outcomes, as the areas of open space would only be able* to accommodate passive recreational activities. Alternatives should be explored so that any future subdivision will provide some greater, broader community benefits.

The Panel advised:

1. *The Wollongong Local Planning Panel recommends to Council the draft Planning Proposal for land known as Lady Carrington Estate South / Bob's Bushland, Helensburgh be submitted to the Department of Planning and Environment (DPE) for a Gateway Determination.*
2. *The Wollongong Local Planning Panel recommends to Council that the Department of Environment and Planning be requested to include conditions in any Gateway Determination that prior to public exhibition the following amendments should be made to the planning proposal:*
   i. *The triangular shaped bushland area in the north-west corner of the site be zoned as E2 Environmental Management, and retain its current zoning;*

ii. A public park with a minimum area of 2,000m2, shall be located centrally to the residential development and zoned RE1 Public Recreation and should include a playground; and

iii. Consideration be given to relocating the boundary between the R2 and E3 zones (as shown in Attachment 2) west to by up to 20 metres to provide a larger buffer to the bushland EEC. This zone is to be extended to create a larger and more distinct buffer between the R2 and E2 land so there is a transition in zoning. This may also relocate services such as the proposed stormwater management system to a less sensitive location.

iv. The proposal and mapping should be amended to capture the whole site/s even without the E2 zone changing to the north, east and south-east.

3. The Wollongong Local Planning Panel recommends to Council that should a Gateway Determination be issued, a further report be presented to Council following the public exhibition period to demonstrate compliance with the Gateway Determination, and to provide details of any submissions received throughout that process.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 goals "We value and protect our environment" and "We have a healthy community in a liveable city". It specifically delivers on the following:

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-21
Strategy	4 Year Action	Operational Plan Actions
5.1.1 We work in partnership to built on opportunities to strengthen vulnerable communities	5.1.12 Continue to undertake social, land use and environmental planning activities that assists in service planning	Assess rezoning submissions and progress supported Planning Proposals.

Illawarra Regional Plan 2006

The Illawarra Regional Plan was replaced by the Illawarra Shoalhaven Regional Plan in 2015. In 2014, the JRPP required the proposal to be assessed against the sustainability criteria contained in Appendix 1 to the Illawarra Regional Strategy to ascertain areas suitable for development, appropriate environmental safeguards.

The Sustainability Criteria was:

	Comment
1. Infrastructure provision – timely & efficient	Infrastructure services can be extended to service the proposed development
2. Access - Accessible transport options	The site is some 3.4km from Helensburgh Rail Station
3. Housing Diversity – housing choices	The concept plan predominantly proposes R2 low density housing (449m²) with a small amount of E4 Environmental Living (1000m²). The R2 lots could be further developed under the Low Rise Housing Diversity Code.
4. Employment Lands – avoid loss of	NA – there is no existing employment land
5. Avoidance of Risk – eg floodplains, steep slopes	The proposed development is located on the ridge on gently sloping land. The surrounding area is steep bushland.

6. Natural Resources – eg water, energy, agricultural land	The site is currently used for grazing. It is not prime agricultural land.
7. Environmental Protection – maintain or improve	The proposed development will result in the removal of vegetation. The applicant has proposed water quality treatment ponds to maintain water quality. Many of the community submissions are concerned about the environmental impact of the proposed development.
8. Quality and Equity in Health, Education, Cultural and Community Services - availability	The proposed development would rely on services available within Helensburgh. There are no hospitals in Helensburgh, the closest public hospitals being located at Wollongong and Miranda. There is no high school in Helensburgh. Council is proposing the upgrade to Helensburgh library.

Illawarra Shoalhaven Regional Plan 2015

The Illawarra Shoalhaven Regional Plan does not specifically mention the need to rezone additional land for residential development in Helensburgh. The Plan does identify the need to supply additional housing in the LGA to meet the forecast population growth. Wollongong has sufficient capacity of zoned and/or planned residential land to exceed the level of population growth forecast for Wollongong under the Plan.

The site does appear to be identified as having High Environmental Values and located in the Biodiversity Corridor

The following directions and actions are relevant:

2.3 Deliver housing in new release areas best suited to build new communities, provide housing choice and avoid environmental impact

2.4 Identify and conserve biodiversity values when planning new communities

5.1 Protect the region's environmental value by focusing development in locations with the capacity to absorb development

5.1.1 Avoid, minimise and mitigate the impact of development on significant environmental assets

5.1.3 Protect the region's biodiversity corridors in local planning controls

Section 9.1 Ministerial Directions, SEPPs

The following Section 9.1 Ministerial Direction and State Environmental Planning Policies are relevant to the draft Planning Proposal request.

Table 4 – Relevant Ministerial Directions

Direction	Comment
2.1 Environment Protection Zones	Inconsistent – the Planning Proposal request proposes to reduce the extent of land zoned E2 and E3, by rezoning it to R2 and E4. The proposed change is justified by the documentation submitted with the Planning Proposal request and the determination by the NSW Department of Planning and Environment, that the proposal should proceed to a Gateway determination.

3.1 Residential zones	Consistent – the Planning Proposal request proposes to introduce R2 and E4 zones to provide additional housing and some housing choice. Sydney Water and Endeavour Energy have advised that the site can be serviced.
3.4 Integrating Land Use and Transport	Inconsistent. The proposal does not (a) improve access to housing, jobs and services by walking, cycling and public transport, (b) increase the choice of available transport and reducing dependence on cars, (c) reduce travel demand including the number of trips generated by development and the distances travelled, especially by car, (d) supporting the efficient and viable operation of public transport services
4.4 Planning for Bushfire Protection	Consistent – the site has a bush fire risk. The submitted Bush Fire report has been reviewed by the NSW RFS, which support the proposed mitigation measures, including APZs and Perimeter Roads. The RFS will be concerned if the intervening bushland is not cleared and development. Consultation with the RFS will occur as part of any exhibition.
5.10 Implementation of Regional Plans	Consistent and inconsistent. The site is within the area covered by the Illawarra Shoalhaven Regional Plan. Refer to comments above.
6.1 Approval and Referral Requirements	Consistent. The Planning Proposal does not introduce additional approval or referral processes for State agencies

Table 5 – Relevant State Environmental Planning Policies (SEPPs)

SEPP	**Comment**
SEPP 55 - Remediation of Land	As indicated previously, Council is required to be satisfied that the site is suitable for the proposed future use, ie residential development. The applicant has submitted a number of reports that indicate that the site can be rehabilitated and has appointed a site auditor to oversee the rehabilitation.
SEPP Affordable Rental Housing 2009 SEPP Exempt and Complying Development 2008 SEPP Educational Establishments and Child Care Facilities 2017 SEPP Housing for Seniors or People with a Disability 2004	The proposed R2 Low Density Residential Zone will enable the forms of development permitted under these SEPPs. Whether the opportunity is taken up will depend on the current and future owners.

Planning Proposal policy

The Planning Proposal request commenced in 2013, prior to Council's adoption of the Planning Proposal Policy in 2018. The decision of the Department of Planning that an amended Planning Proposal should proceed to Gateway determination overrides the policy.

Wollongong Local Strategic Planning Statement (2020)

The Planning Proposal request commenced in 2013, prior to Council's adoption of the Wollongong Local Strategic Planning Statement on 29 June 2020. The Wollongong Local Strategic Planning Statements notes that Helensburgh is not an urban release area and only in-fill housing development is proposed.

Prior to the adoption of the LSPS, Council did not have a Strategy in place that supported additional residential lands at Helensburgh.

FINANCIAL IMPLICATIONS

The assessment of the draft Planning Proposal has required the allocation of considerable Council resources over number of years. If Council resolves to progress the draft Planning Proposal to exhibition, Council officers will exhibit the draft Planning Proposal and supporting documents and then summarise and report the submissions to Council.

If the site is rezoned and eventually developed, then a number of assets are proposed to be transferred to Council, including roads, two reserves, an asset protection zone and detention basins.

SUMMARY

Based on the assessment of the submitted, modified draft Planning Proposal request and concept, it is recommended that the proposal not be supported, as:

1. Helensburgh and the site are not strategically identified in the Illawarra Shoalhaven Regional Plan (2016), previous Council Planning Strategies or Council's recently adopted Wollongong Local Strategic Planning Statement (20202) as an urban release area, or for increased low density housing.

2. Council has consistently considered the site unsuitable for low density residential development since the 1980s.

3. The R2 Low Density Residential zone would support a medium density housing product on the edge of Helensburgh, on the bushland interface, remote from town services and public transport.

4. The R2 Low Density Residential zone would support a medium density housing outcome that would increase hard surfaces runoff into the Hacking River Catchment.

5. The R2 Low Density Residential zone would enable the clearing of vegetation, including some 9.5 ha of native bushland communities.

6. The R2 Low Density Residential zone would enable an increased housing development and population on the bushland interface in a high bush fire prone area. The future ownership and maintenance of the Asset Protection Zone has not been resolved.

7. There is significant community opposition to the Proposal.

ALTERNATIVE PLANNING OUTCOME

The assessment of the submitted proposal has found that while the site is not suitable to be rezoned to R2 Low Density Residential, there may be merit in considering an alternate housing outcome, that addresses some of the concerns noted above.

An E4 Environmental Living zone, with a 2000m² minimum lot size, and 0.3:1 Floor Space Ratio would enable the site to be developed into approximately 87 lots (Table 3). This number is similar to the existing 100 small lots.

The E4 Environmental Living Zone is used in other parts of the LGA (e.g. at Wongawilli) for land on the urban fringe / interface, to provide a transition to the adjoining more constrained land. The E4 Environmental Living Zone would enable the provision of a larger lot housing product on the edge of Helensburgh.

An E4 Environmental Living Zone could be used to enable subdivision but limit development to one dwelling house per lot, although a secondary dwelling (granny flat) would be permissible but could not be subdivided.

Larger lots under an E4 zone would provide the potential for the retention of more trees and require less hard stand areas that place pressure on the water catchment through increased run-off.

An E4 Environmental Living Zone would also address the concern raised by the community that each of the residential lots, or a large proportion, could be developed for dual occupancy development, which would dramatically increase the number of dwellings, the traffic generation and the potential population at risk during a bush fire. An approval pathway for dual occupancy, manor homes and terrace housing is now available through the Low Rise Housing Diversity Code, under SEPP Exempt and Complying Development. Under the Code, these applications would not be advertised and could be determined by a Private Certifier. The Low Rise Housing Diversity Code does not apply to E4 zoned lands.

OPTIONS

Council is able to support no change to the current planning status of the site. If Council wishes to consider a zone change, there are 3 basic options available, with a number of variants:

1. Support the submitted modified proposal, and resolve to prepare a draft Planning Proposal.
2. Resolve to prepare a draft Planning Proposal for a modified proposal.
3. Resolve not to support the preparation of draft Planning Proposal.

1. <u>Support submitted proposal</u>

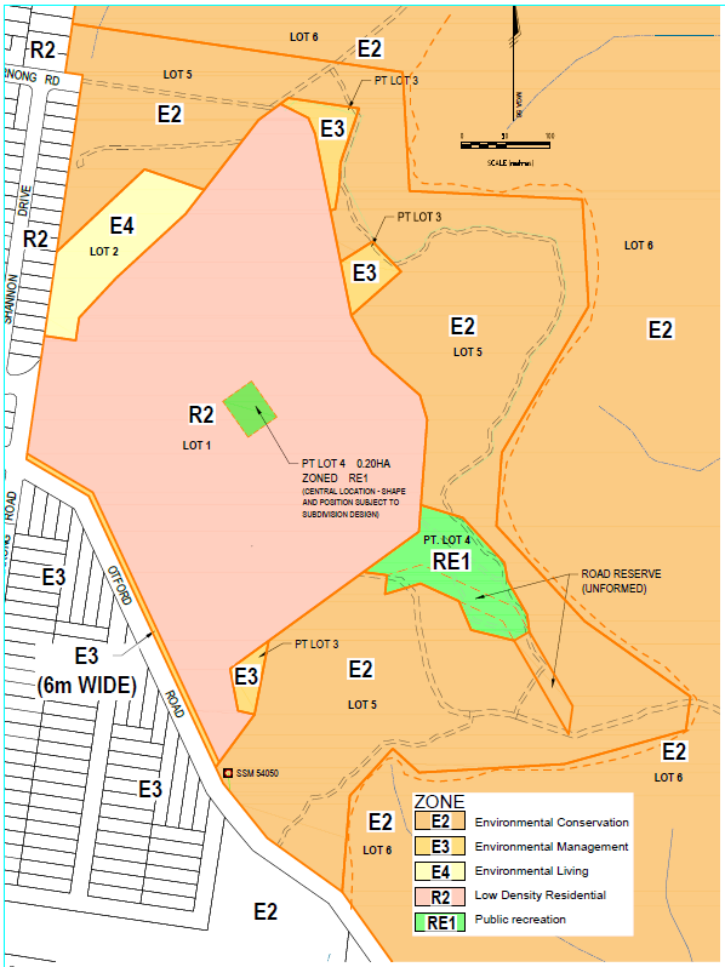
If Council supports the submitted modified draft Planning Proposal request, a draft Planning Proposal and amendments to the Wollongong LEP 2009 will need forwarded to the NSW Department of Planning and Environment for a Gateway determination prior to exhibition. The following amendments to the current planning controls would be required:

Table 4 Proposed LEP amendments – Option 1 requested by applicant

Area	**Land Zoning Map** (Attachment 11)	**Minimum Lot Size Map**	**Floor Space Ratio Map**
17.8 ha (the 300 residential lots and roads)	R2 Low Density Residential	449m2	0.5:1
1.4 ha (the 10 larger lots)	E4 Environmental Living	1000m2	0.3:1
1.54ha The 2 parks	RE1 Public Recreation	NA	NA
0.23ha The Otford Rd landscape buffer	E3 Environmental Management	NA	NA
4.4 ha The surrounding Asset	E3 Environmental Management	39.99ha	NA

Protection zone, including the detention basins			
180 ha The remaining bushland area	Retain current E2 Environment Conservation Zone (no change)	39.99ha (no change)	NA (no change)

- Urban Release Area Map – include the site as an urban release area. This will require a Development Control Plan chapter to be prepared and considered by Council;
- Natural Resource Sensitivity – Biodiversity Map – deleting the area proposed to be zoned R2 and E4 and proposed to be developed



No change is required to the Height of Building Map (9m), Riparian Corridors Map or other LEP maps.

As there are currently 100 small lots (~1000m²) each, once the site is rezoned, these lots could be developed without a Development Application for subdivision, relying on the historic subdivision pattern and road layout. The lots would also be able to be subdivided, based on the 450m2 minimum lot size, and dual occupancy development occur on each. Theoretically each of the existing lots could contain at least four (4) dwellings. Lots over 600m² could contain a manor home containing 3-4 dwellings. To ensure the existing lot pattern is not relied on, the consolidation of the existing lots should be required prior to the finalisation of the Planning Proposal.

2. Alternate Option – E4 Environmental Living

The E4 Environmental Living Zone could be used to enable subdivision but limit development to one dwelling house per lot, although a secondary dwelling (granny flat) would be permissible but could not be subdivided. Similar to the residential zoning option, once rezoned the small lots (1000m2) could be

developed based on the current subdivision pattern, although with only one dwelling house each. To ensure the existing lot pattern is not relied on, the consolidation of the existing lots should be required prior to the finalisation of the Planning Proposal.

A draft resolution to support this alternative option would be:

1 A draft Planning Proposal be prepared for the Lady Carrington Estate South precinct and surround land located between Otford Road and Lilyvale Road, Helensburgh, proposing the:

   a Rezoning of 17.95 hectares to E4 Environmental Living with a Minimum Lot Size of 2000m² and Floor Space Ratio of 0.3:1 (Attachment 12)

   b Rezoning of 4.44 hectares to E3 Environmental Management with a Minimum Lot Size of 40ha with no Floor Space Ratio

   c Rezoning of 1.68 hectares to RE1 Public Recreation with no Minimum Lot Size and no Floor Space Ratio

   d Rezoning of 0.23 hectares to RE2 Private Recreation with no Minimum Lot Size and no Floor Space Ratio

   e Inclusion of the precinct on the Urban Release Area map.

   f Amending the Natural Resource Sensitivity – Biodiversity Map by deleting the area proposed to be developed

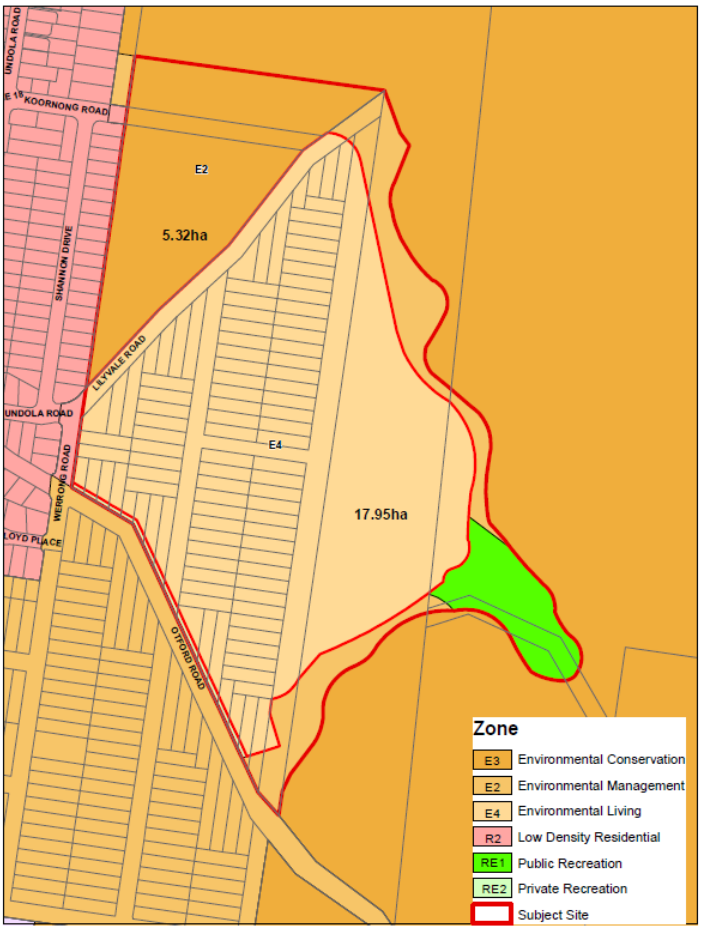
2 The draft Planning Proposal be referred to the NSW Department of Planning and Environment for a Gateway determination, and if approved, be exhibited for a minimum period of 60 days.

3 The NSW Department of Planning, Industry and Environment be requested to issue authority to the General Manager to exercise plan-making delegations.

4 The applicant be required to prepare a draft Site Specific DCP chapter to guide the assessment of future development applications. The draft Chapter is to form part of the Wollongong Development Control Plan 2009 and is to be reported to Council prior to exhibition.

5 The 100 existing small lots within Lady Carrington Estate be consolidated into the one title, prior to finalisation of the Planning Proposal.

6 In-principle support be given to the proposed the closure of the part of Lilyvale Road within the site, and it's inclusion in a future subdivision, subject to the receipt and consideration of a road closure application, and the continued connection of the future road network with the balance of Lilyvale Road / Lilyvale track.



Council also has the option to resolve to vary the standards indicated above in clause 1.

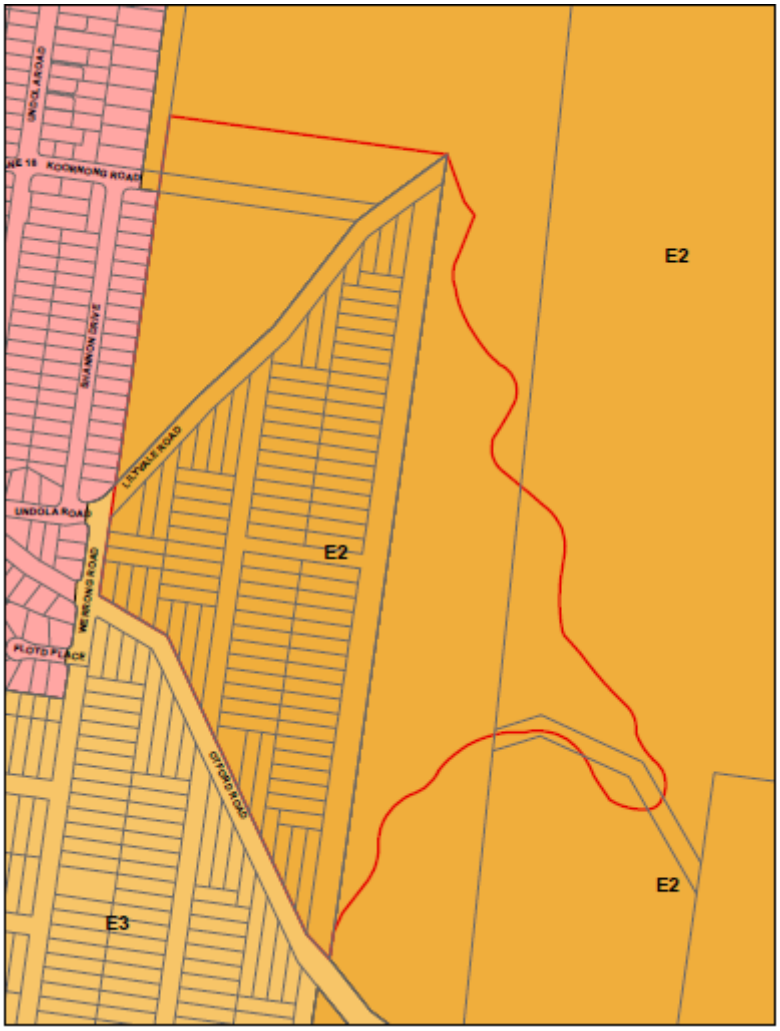
3. Alternate Option – E2 Environmental Conservation

Alternatively, Council could resolve to rezone the site to E2 Environmental Conservation, consistent with its 2011 and 2013 resolutions. A draft resolution would be:

1 A draft Planning Proposal be prepared for the Lady Carrington Estate South precinct and surround land located between Otford Road and Lilyvale Road, Helensburgh, proposing the rezoning of the E3 Environment Management land (some 13.7 hectares) to E2 Environmental Conservation with a Minimum Lot Size of 40 hectares

2 The draft Planning Proposal be referred to the NSW Department of Planning and Environment for a Gateway determination, and if approved, be exhibited for a minimum period of 60 days.

3 The NSW Department of Planning, Industry and Environment be requested to issue authority to the General Manager to exercise plan-making delegations.



If Council resolves not to support the preparation of a draft Planning Proposal as requested, the applicant may request a rezoning review with the NSW Department of Planning, Industry and Environment. As the Department resolved to support the rezoning in 2014, it could decide to become the Relevant Planning Authority, issue the Gateway determination and exhibit the draft Planning Proposal. The decision-making authority would be removed from Council.

The Department could alternatively agree that a draft Planning Proposal should not be prepared.

The applicant could also lodge a new draft Planning Proposal request which would require further assessment.

CONCLUSION

In 2013 a draft Planning Proposal was lodged and not supported by Council, for the rezoning of Lady Carrington Estate South. The applicant subsequently lodged a pre-Gateway appeal to the NSW Department of Planning and Environment. The Southern Joint Regional Planning Panel (JRPP) recommended that further studies be undertaken for the Lady Carrington Estate South precinct to guide the preparation of a Planning Proposal to permit residential development. The Department accepted the recommendations of the JRPP and determined that an amended proposal for the Lady Carrington Estate South precinct should proceed to Gateway determination.

In 2016 and 2018 the applicant lodged the additional studies to support the rezoning and subsequent development of the land into 310 lots. These reports have been assessed.

The Wollongong Local Planning Panel has advised that a draft Planning Proposal should be prepared and progressed to exhibition. Following the Panel's review, the proposal was amended to cover a larger area.

The revised Planning Proposal request was exhibited for preliminary consultation between 12 December 2019 and 31 January 2020. 236 written submissions were received, of which 86% objected to the proposal.

This report assesses the rezoning proposal and recommends that the submitted request not be supported for the following reasons:

1. Helensburgh and the site are not strategically identified in the Illawarra Shoalhaven Regional Plan (2016), previous Council Planning Strategies or Council's recently adopted Wollongong Local Strategic Planning Statement (20202) as an urban release area, or for increased low density housing.

2. Council has consistently considered the site unsuitable for low density residential development since the 1980s.

3. The R2 Low Density Residential zone would support a medium density housing product on the edge of Helensburgh, on the bushland interface, remote from town services and public transport.

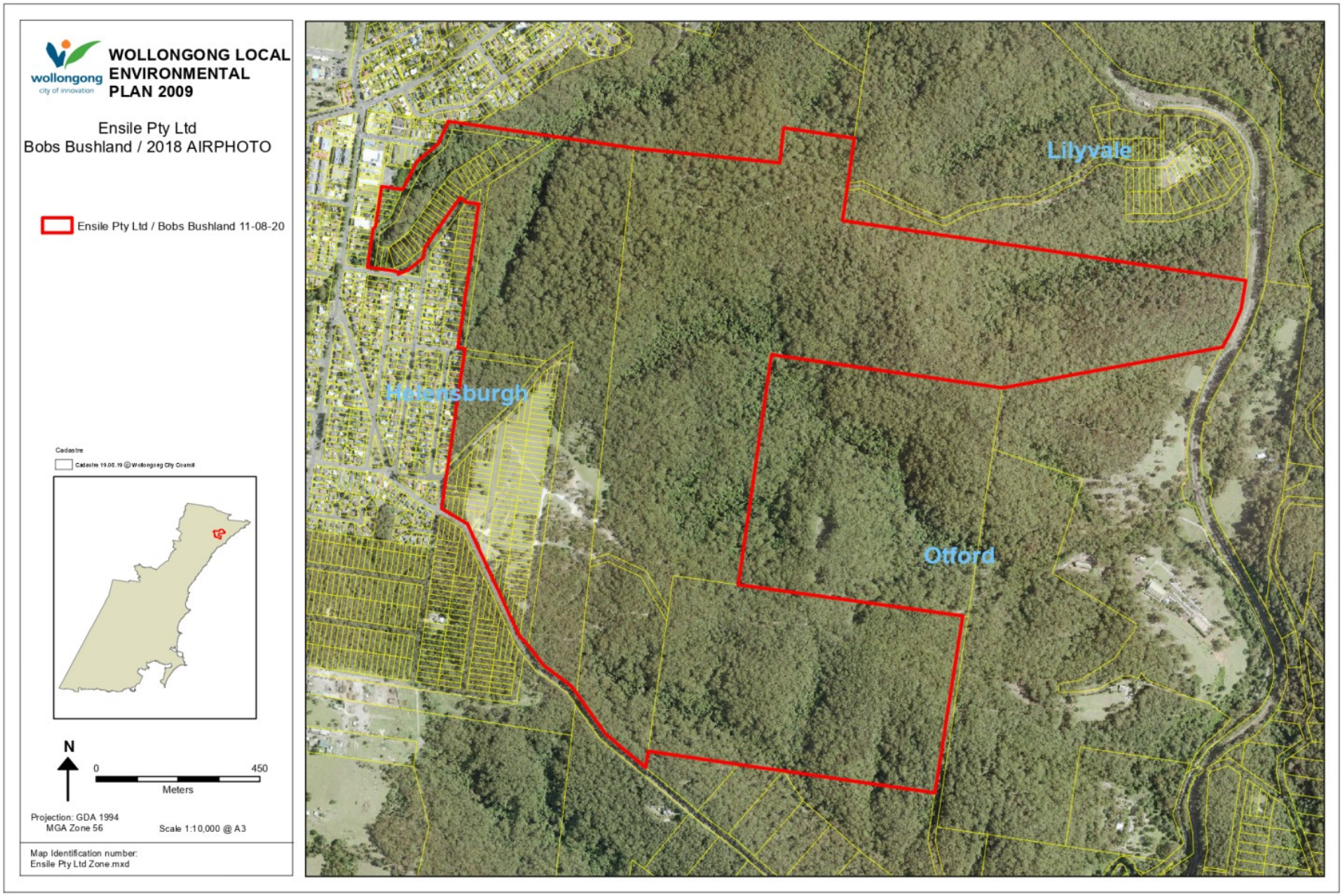
4. The R2 Low Density Residential zone would support a medium density housing outcome that would increase hard surfaces runoff into the Hacking River Catchment.

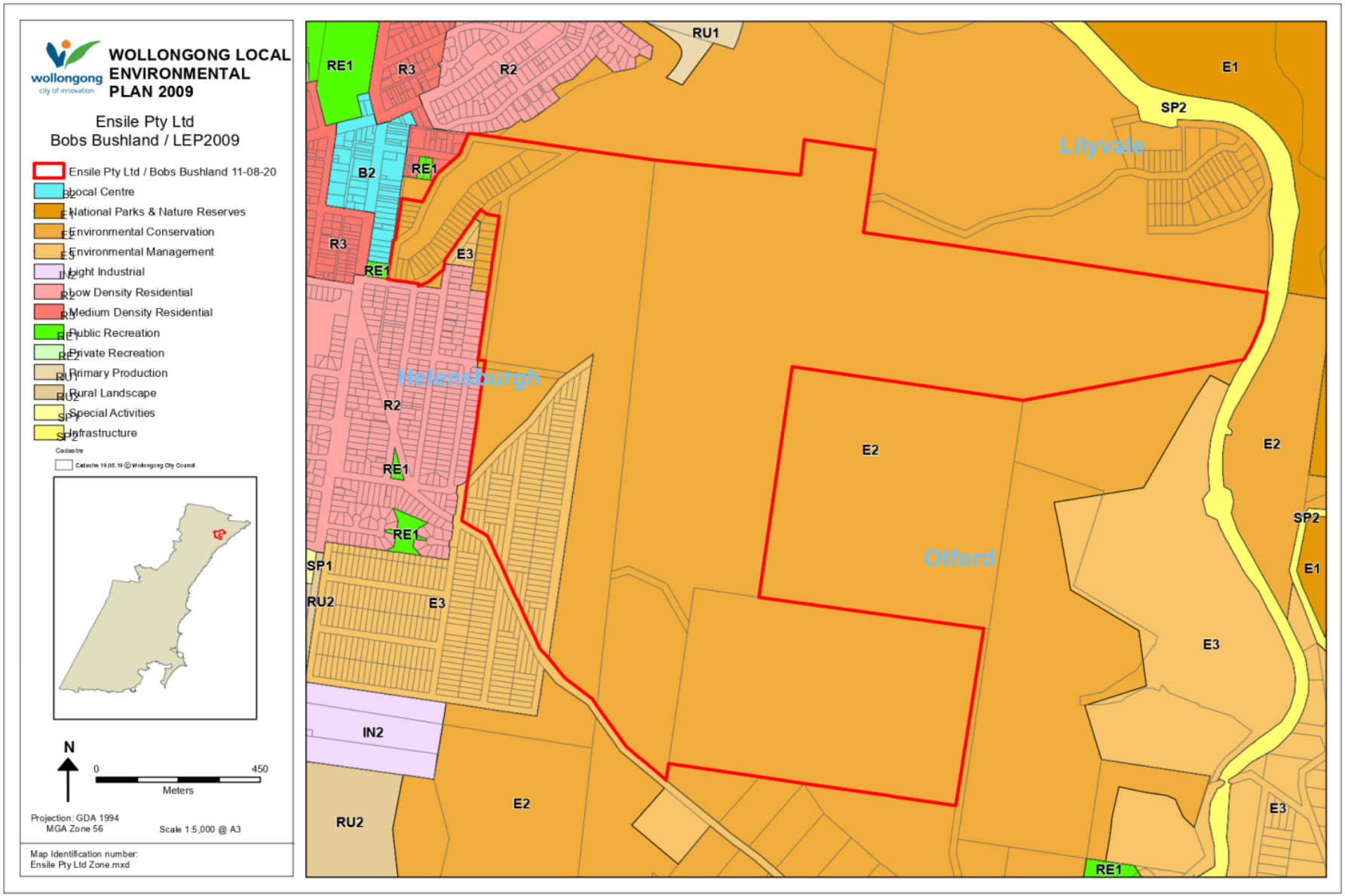
5. The R2 Low Density Residential zone would enable the clearing of vegetation, including some 9.5 ha of native bushland communities.

6. The R2 Low Density Residential zone would enable an increased housing development and population on the bushland interface in a high bush fire prone area. The future ownership and maintenance of the Asset Protection Zone has not been resolved.

7. There is significant community opposition to the Proposal.

This report also considers alternative planning outcomes and a range of options for the future zoning of the site, including the potential for an E4 Environmental Living Zone.

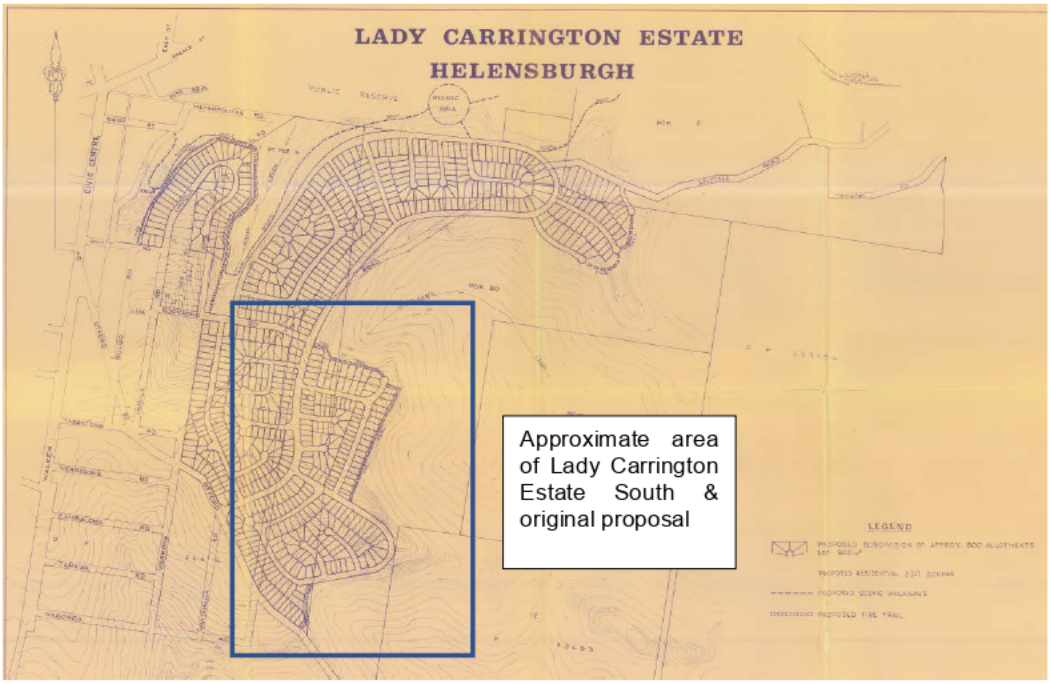

WOLLONGONG LOCAL ENVIRONMENTAL PLAN 2009
Ensile Pty Ltd
Bobs Bushland / 2018 AIRPHOTO
Ensile Pty Ltd / Bobs Bushland 11-08-20
Cadastre
Cadastre 19.06.19 @ Wollongong City Council
N
0
450
Meters
Projection: GDA 1994
MGA Zone 56
Scale 1:10,000 @ A3
Map Identification number:
Ensile Pty Ltd Zone.mxd
Lilyvale
Helensburgh
Otford


WOLLONGONG LOCAL ENVIRONMENTAL PLAN 2009
Ensile Pty Ltd
Bobs Bushland / LEP2009
Ensile Pty Ltd / Bobs Bushland 11-08-20
B2 Local Centre
E1 National Parks & Nature Reserves
E2 Environmental Conservation
E3 Environmental Management
IN2 Light Industrial
R2 Low Density Residential
R3 Medium Density Residential
RE1 Public Recreation
RE2 Private Recreation
RU1 Primary Production
RU2 Rural Landscape
SP1 Special Activities
SP2 Infrastructure
Cadastre
Cadastre 19.06.19 @Wollongong City Council
N
0
450
Meters
Projection: GDA 1994
MGA Zone 56
Scale 1:5,000 @ A3
Map Identification number:
Ensile Pty Ltd Zone.mxd
RU1
RE1
R3
R2
E1
SP2
Lilyvale
B2
RE1
R3
E3
RE1
Helensburgh
R2
E2
E2
RE1
SP2
RE1
Otford
SP1
E1
RU2
E3
E3
IN2
E2
RU2
E3
RE1

Attachment 3 – Planning and Zoning Site History

- 1891 - the small lots (1000m2) were created as part of the "Lilyvale Township Extension"
- 9 November 1945 - Local Government Act 1919 (Amendment) – Introduction of Part XII - Town and Country Planning (General Interim Development) Ordinance (Ordinance 105) which required development consent to be obtained from Council
- 1951 - County of Cumberland Planning Scheme Ordinance commenced. The land was zoned Rural Area, with a minimum lot size of 0.8 hectares (2 acres) required for a "country dwelling"
- 19 January 1968 - Illawarra Planning Scheme Ordinance gazetted. The land was zoned Non-urban A with a minimum lot size of 2 hectares (5 acres) required for a "country dwelling"
- 30 April 1971 - Minimum lot size for a Country dwelling increased to 20 hectares
- 1979 – Lady Carrington Estate South purchased by Ensile Pty Ltd.
- 15 September 1980 – Council resolved to prepare a Local Environmental Plan for Helensburgh. The supporting study was to evaluate and balance the need for increased environmental protection with the potential for urban expansion of the township. The (then) State Pollution Control Commission (SPCC) prepared a report on water quality issues and the effects on the Hacking River and Royal National Park.
- 2 March 1984 - Wollongong LEP 38 gazetted. Renamed the Non-urban A zone to Rural A with a minimum lot size of 40 hectares for a dwelling house. As the small lots were created before 30 April 1971, a savings provision retained a 10 hectare minimum lot size.
- 1985 – The Department of Planning's Urban Development Committee resolved to include Helensburgh on the Illawarra Urban Development Program. The State Government requested Council to prepare a Local Environmental Study to investigate the potential for urban expansion in Helensburgh.
- 31 August 1987 – Council resolved to prepare a draft LEP to rezone lands surrounding Helensburgh to 7(h) Environmental Protection – Hacking River zone to identify and protect the conservation values of the Hacking River, including the relatively pristine tributaries, and thereby safeguard the Royal National Park. The draft LEP was exhibited between 23 September and 11 November 1987. The post exhibition report was considered by Council on 18 November 1987.
- 27 May 1988 – Wollongong LEP 126 gazetted, which introduced the 7(h) Environmental Protection – Hacking River zone on lands surrounding Helensburgh and Otford, although did not include the Lady Carrington Estate South site.
- 28 January 1990 - Wollongong LEP 1990 gazetted. Renamed the Rural A zone back to Non-urban A with a minimum lot size of 40 hectares for a dwelling house. As the small lots were created before 30 April 1971, a savings provision retained a 10 hectare minimum lot size. The 7(h) Environmental Protection – Hacking River zone was renamed 7(d) Environmental Protection – Hacking River.
- 27 November 1990 – Council resolved to exhibit the Draft Helensburgh Town Plan prepared by Council. The draft Plan proposed a 7(g) Environmental Protection Living Area zone for the lands draining into the Camp Creek catchment, and deferred a decision on the southern lots and Land Pooling precinct, which drained into the Gilles Creek catchment. The draft Plan was exhibited from 11 July to 31 October 1990 and some 3,500 submissions were received.

- 29 April 1991 – Council considered a report on submissions and resolved to reject the Draft Helensburgh Town Plan, and rezone the subject lands to 7(d) Environmental Protection – Hacking River.
- 20 March 1992 – A rezoning proposal submitted by GHD for Lady Carrington Estate. The rezoning proposal covered a larger area than the Lady Carrington Estate south precinct, extending further north on the eastern side of Helensburgh. Some 800 residential lots were proposed (see image below).



- 21 April 1992 – Council considered a report on the rezoning proposal. The report noted that "the area is environmentally significant and the proposal runs counter to Council's previous resolutions on urban expansion in Helensburgh". Council resolved (in part):

  1 That Council defer consideration of this application for rezoning pending receipt of the Section 65 Certificate requested in relation to previous applications for rezoning of land around Helensburgh.

- 15 June 1992 – Council considered a further report on the proposed rezoning, following the receipt of the Section 65 certificate for the broader rezoning of land around Helensburgh to 7(d) Environmental Protection – Hacking River (the Council resolution from 29 April 1991). Council resolved not to exhibit the rezoning proposal concurrently with the broader rezoning. The draft LEP was exhibited from 22 July to 18 December 1992. Over 7,000 submissions were received, of which 5,346 supported the rezoning.
- 9 November 1992 – Council considered a further request to exhibit the rezoning proposal. Council resolved "*not to exhibit the Lady Carrington Estate proposal concurrently with the extended exhibition period for the Environmental Protection zones around Helensburgh until such time as council has evaluated all submissions received in response to this exhibition.*"
- 13 April 1993 – Council resolved to endorse the Environmental Protection Zoning around Helensburgh to 7(d) Environmental Protection – Hacking River, except for the Gills Creek catchment. Defer consideration of the Gills Creek catchment pending mediation.

- 9 February 1994 – Minister for Planning announced the Helensburgh Commission of Inquiry.
- 1994 Helensburgh Commission of Inquiry. The significant recommendation from the Commission's report was that:

  "there be no change in the current Local Environment Plan or current zonings until further studies are undertaken primarily aimed at identifying existing and potential impacts from various land use, then setting of appropriate environmental objectives, followed by identification of a cost-effective strategic catchment management plan to control existing catchment pollution sources and identify land use controls capable of meeting these objectives."

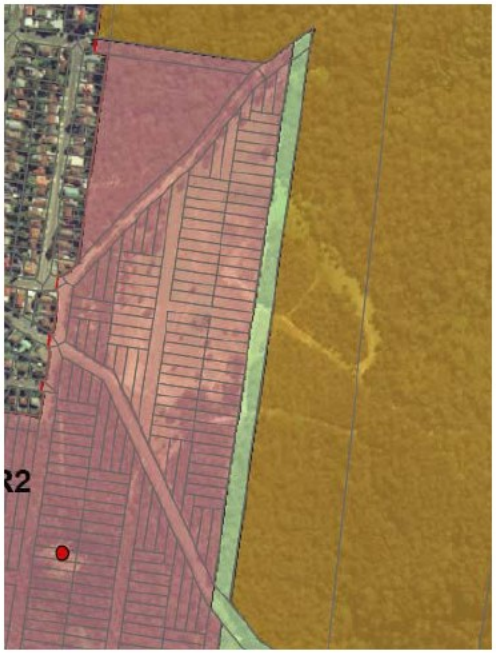
  The Inquiry found that the previously disturbed and cleared areas of Gills Creek areas and part of the Lady Carrington Estate South precinct had potential for urban capability, but further studies were required to more accurately define such areas as well as to define the necessary controls, limited (to development), or other requirements.

  The report noting that the precinct had gentle to moderate slopes, could be connected to the reticulated sewerage system and large parts had been cleared.
- 31 March 1995 Wollongong LEP 1990 (Amendment No.63) gazetted which rezoned the Lady Carrington Estate South site to 7(d) Hacking River - Environmental Protection and retained the minimum lot size of 40 hectares for a dwelling house. As the small lots were created before 30 April 1971, a savings provision retained a 10 hectare minimum lot size.
- 7 March 2005 – Council considered a report concerning a proposal on behalf of Lakatoi Pty Ltd for the development of various sites within Helensburgh, including 9 lots (8,400m2) within the Lady Carrington Estate South precinct. Council resolved (in part) that:

  1 *Advise Lakatoi Pty Ltd that it will not give priority to planning for only a partial area within the Helensburgh district and that the proposal submitted on behalf of Ensile Pty Ltd will be considered as an integral part of a Strategic Plan for the Helensburgh district as a whole.*
- 3 October 2006 Council endorsed the Helensburgh Land Capacity Report to inform the preparation of the draft Wollongong LEP 2009. The report considered the capacity of the existing residential lands within Helensburgh for additional development. The report noted that there was limited vacant land available for subdivision (78 dwellings). The report noted that there was limited opportunity for dual occupancy and town house development, due to the restrictive controls that precluded these forms of development (88 dwellings). The report recommended the restriction, which had been introduced prior to Helensburgh being connected to the sewerage system. Council considered the recommendations as part of the preparation of the draft Wollongong LEP 2009.
- 24 June 2008 Council report on the draft Wollongong LEP 2009. Council resolved to exhibit the draft LEP. The draft LEP proposed that as an interim measure the 7(d) lands be zoned E2 Environmental Conservation, pending the completion of the review and the preparation of an amending draft Local Environmental Plan. A minimum lot size of 40 hectares was proposed to be retained.
- 10 December 2008 – 30 March 2009 – Exhibition of draft Wollongong LEP 2009. Council received over 1,400 submissions, of which 221 commented on Helensburgh issues. A submission on behalf of the landowner requested that this area and other precincts in Helensburgh be considered for urban expansion.

  28 July 2009 – Council considered a report on the submissions received on the draft Wollongong LEP 2009 concerning the Helensburgh area. The report also presented

the *draft Review of land zoned 7(d) at Helensburgh, Otford and Stanwell Park* prepared by Willana Planning Consultants. In terms of the Lady Carrington Estate South precinct, the draft review recommended that the 101 paper subdivision lots, north of Otford Road, be zoned R2 Low Density Residential, including the northern triangular part of Lot 1 DP 616228 adjacent to the Shannon Drive properties. A surrounding asset protection area was proposed to be zoned RE2 Private Recreation (as shown below).



Council resolved (in part) that:

1 The draft Wollongong Local Environmental Plan 2009 be amended by rezoning the 7(d) Hacking River lands from E2 Environmental Conservation to E3 Environmental Management, to better reflect the existing planning controls.

2 The "draft Review of land zoned 7(d) at Helensburgh, Otford and Stanwell Park" be exhibited for 2 months to enable public review and input.

- 10 August to 30 November 2009 – Exhibition of draft Review of 7(d) lands at Helensburgh, Otford and Stanwell Tops (Willana Review). As a result of the exhibition, 3,447 submissions were received; the majority were form letters opposed to any rezoning and development.
- 26 February 2010 - Wollongong LEP 2009 notified. Land zoned E3 Environmental Management with a minimum lot size of 40 hectares required for a dwelling house. As the small lots were created before 30 April 1971, a savings provision retained a 10 hectare minimum lot size. The saving provision lapsed on 31 December 2012.
- 25 May 2010 – Council considered a report on the exhibition of draft Review of 7(d) lands at Helensburgh, Otford and Stanwell Tops (Willana Review). Of the 3,447 submissions received, some 3038 form letters opposed any rezoning in the Lady Carrington South Precinct.

  A submission on behalf of Ensile Pty Ltd proposes that the residential boundary be extended eastwards of the current paper subdivision to beyond the edge of the ridge and a community recreation area be provided around the subdivision. The concept proposes a subdivision of the precinct into two hundred and sixty two (262) lots.



Council resolved that the Lady Carrington Estate South precinct retain an E3 Environmental Management zone. Council resolved (in part) that:

1 The Preliminary Report on submissions to the draft Review of 7(d) lands at Helensburgh, Otford and Stanwell Tops be made available for land owner and community feedback for a period of six (6) weeks, via Council's website.

2 A final report be prepared for Council's consideration, including recommendations for the preparation of a draft planning proposal to amend aspects of the Wollongong Local Environmental Plan 2009.

- 2 June 2010 to 16 August 2010. Exhibition of The Preliminary Report on submissions to the draft Review of 7(d) lands at Helensburgh, Otford and Stanwell Tops. As a result of the exhibition, 19,395 submissions were received; the majority were computer generated form letters opposed to any rezoning and development.

  Some 2785 submissions commented on this precinct. Three (3) submissions supported the retention of the E3 Environmental Management zone. Three (3) submissions opposed the E3 Environmental Management zone and supported the rezoning of the precinct to a residential zone to permit urban development. This includes the submission on behalf of Ensile Pty Ltd which proposed the development of the land in exchange for the transfer of the conservation areas to public ownership. 2779 submissions opposed the E3 Environmental Management zone and supported the rezoning of the precinct to E2 Environmental Conservation.

- 5 July 2011 – Council considered the Final Report on Submissions to the review of 7(d) lands at Helensburgh, Otford and Stanwell Tops. In terms of the Lady Carrington Estate South precinct, Council resolved (in part) that:

  5 The draft Planning Agreement submitted on behalf of Ensile Pty Ltd which proposes the dedication of 321 hectares to Council / National Parks and Wildlife Service, in exchange for urban development within the Land Pooling and Lady Carrington Estate Precincts, and which also proposes an exit strategy for third party land owners in the Lloyd Place, Central Bushland and Lilyvale precincts,

be exhibited for community comment. The exhibition include information and seek community feedback on the options for the future management of the precincts, including no change, purchase, or transfer.

6 Following the community consultation, a further report be submitted to Council on whether the Planning Agreement should be progressed, the preparation of a draft Planning Proposal, and what studies would be necessary to support the rezoning of the precincts.

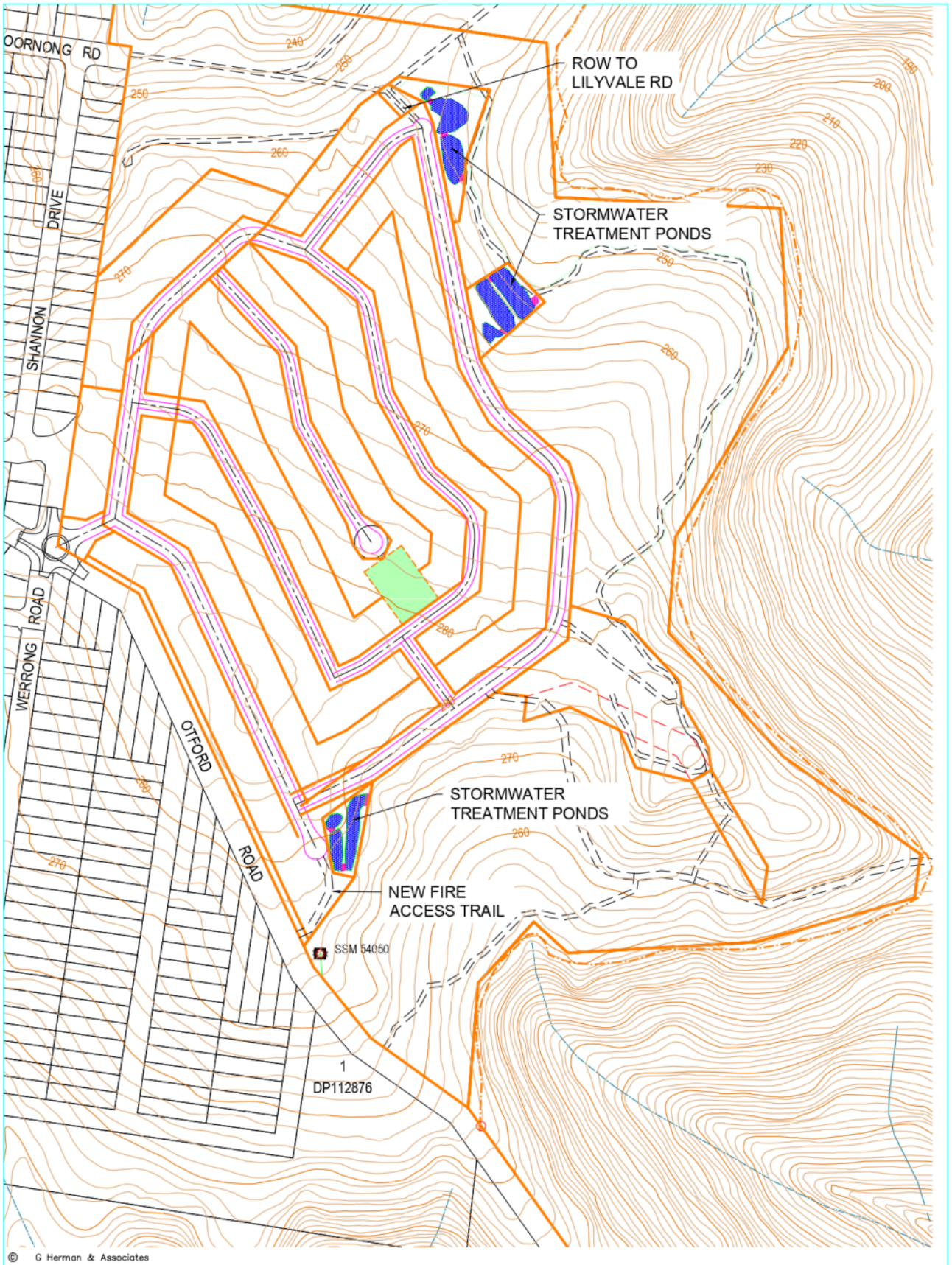
The NSW Department of Planning and Infrastructure subsequently issued a Gateway determination to enable the exhibition of the draft Planning Proposal.

- September 2011 - Council election. Council reviewed the recommendations of the previous Council on the draft Planning Proposal and draft Planning Agreement, and held a public information session on 21 November 2011.
- 28 November 2011 - Council considered 12 reports on the former 7(d) lands and endorsed a draft Planning Proposal for exhibition. Council resolved (in part) that:

  1 A new draft planning proposal be prepared to rezone the … Lady Carrington Estate South to E2 Environmental Conservation.

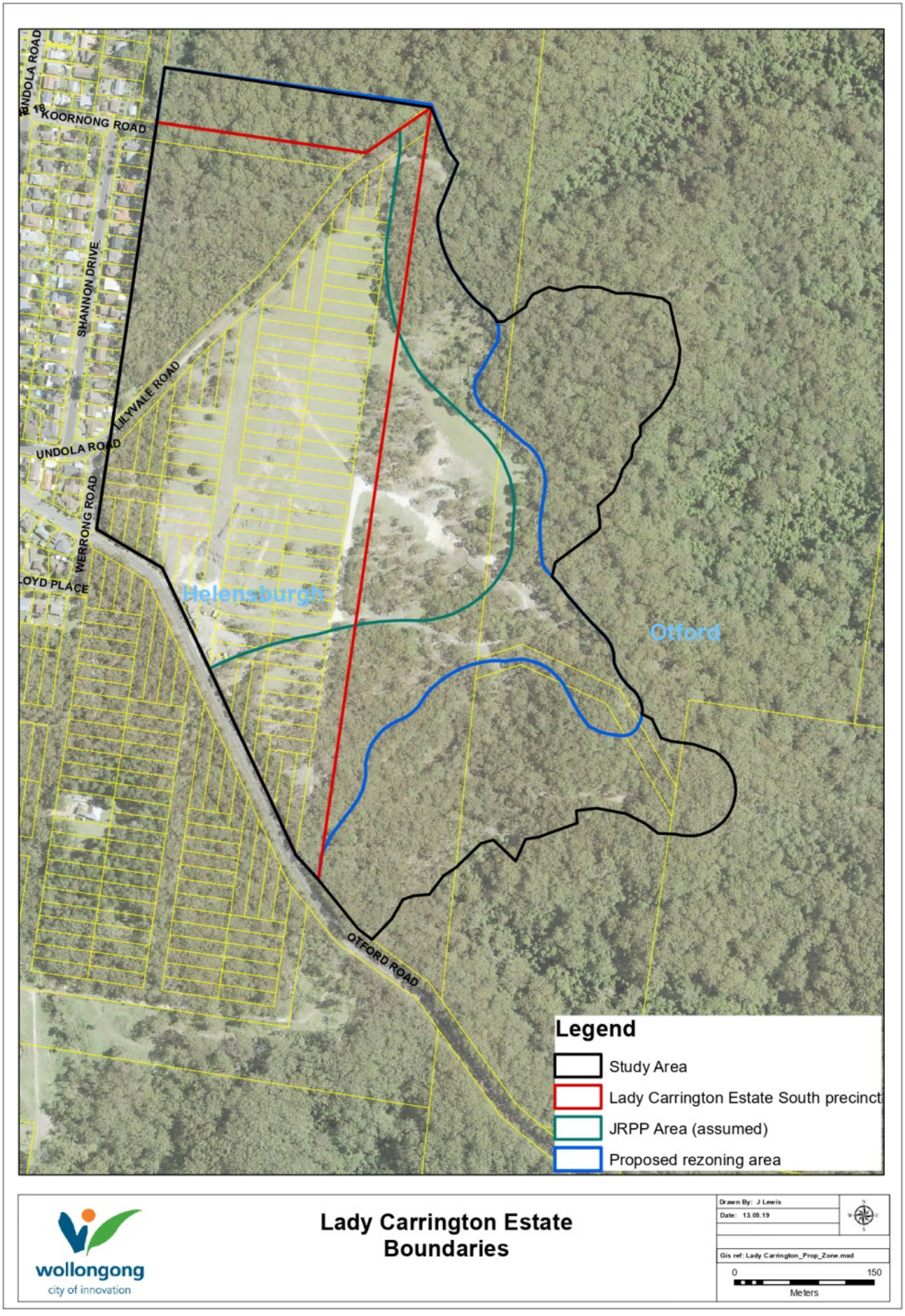
  2 The draft Planning Proposal be forwarded to the NSW Department of Planning and Infrastructure for Gateway determination, and if approved be exhibited for a minimum period of twenty-eight (28) days.

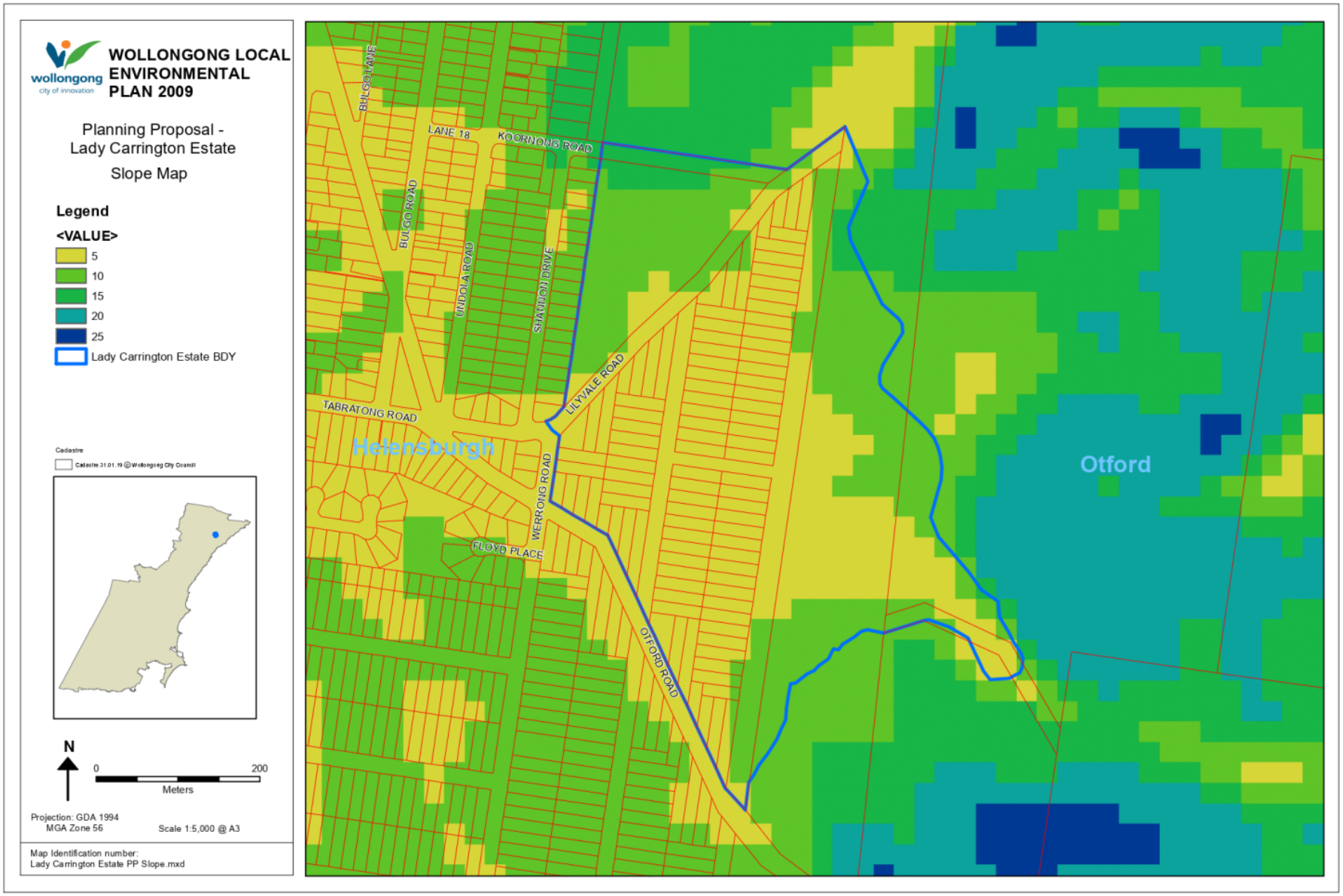
- 6 August to 26 October 2012 - exhibition of draft Planning Proposal. Council received over 58,000 submissions, the majority of which were form emails generated by various websites of community groups. Some 403 submissions commented on the Lady Carrington South Precinct, apart from the submission on behalf of the land owner, all other submission supported the proposed E2 Environmental Conservation zone. The submission on behalf of the owner objected to all land being zoned E2 Environmental Conservation and requesting residential development. The submission requested deferral of the precincts until Council has done a proper study to identify appropriate zonings.

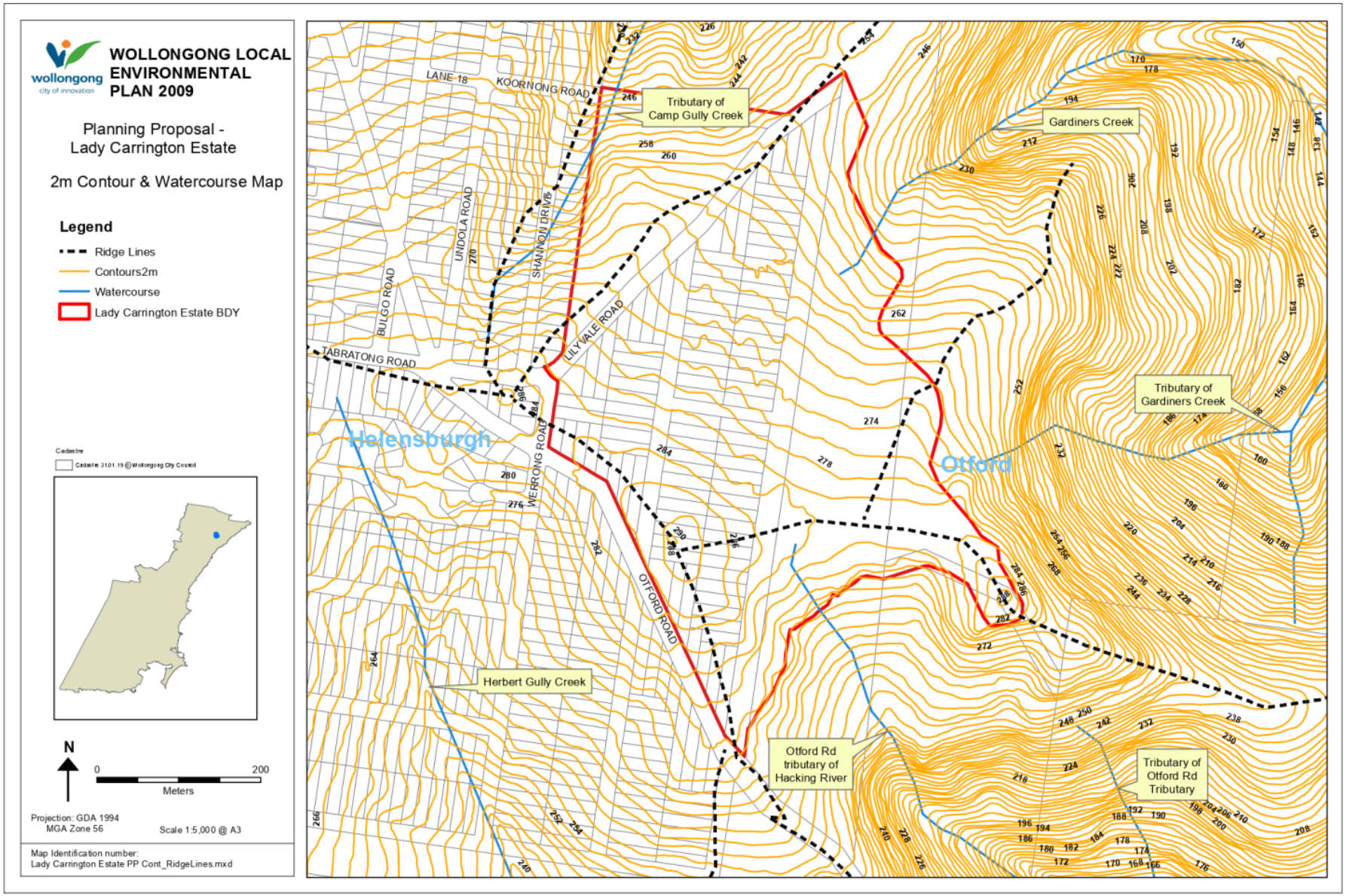


© G Herman & Associates

REVISIONS:	DATE:	CLIENT: Ensile Pty Ltd Bob's Bushland Pty Ltd	INITIAL	G Herman & Associates Consulting Civil & Structural Engineers ABN 78 598 749 837 14 Hornby Avenue, Sutherland NSW 2232 Tel:02 9545 2251 Mob:0447 004 778	PROJECT: Proposed Rezoning / Subdivision Ensile Site, Otford Road, Helensburg
		PREPARED BY: Geoff Herman (B.E., G.Dip Eng., MEM, CPEng)			DWG TITLE: SUBDIVISION CONCEPT PLAN FUTURE R2 & E4 LANDS (LOTS 1 & 2)
		APPROVALS:		DWG SIZE: A3 / DWG SCALE: 1:3000 / PROJECT No. 19104	DRAWN BY: GH / DATE: 27/09/19 / DRAWING No. 19104 - LP1 (V2) / REVISION V2

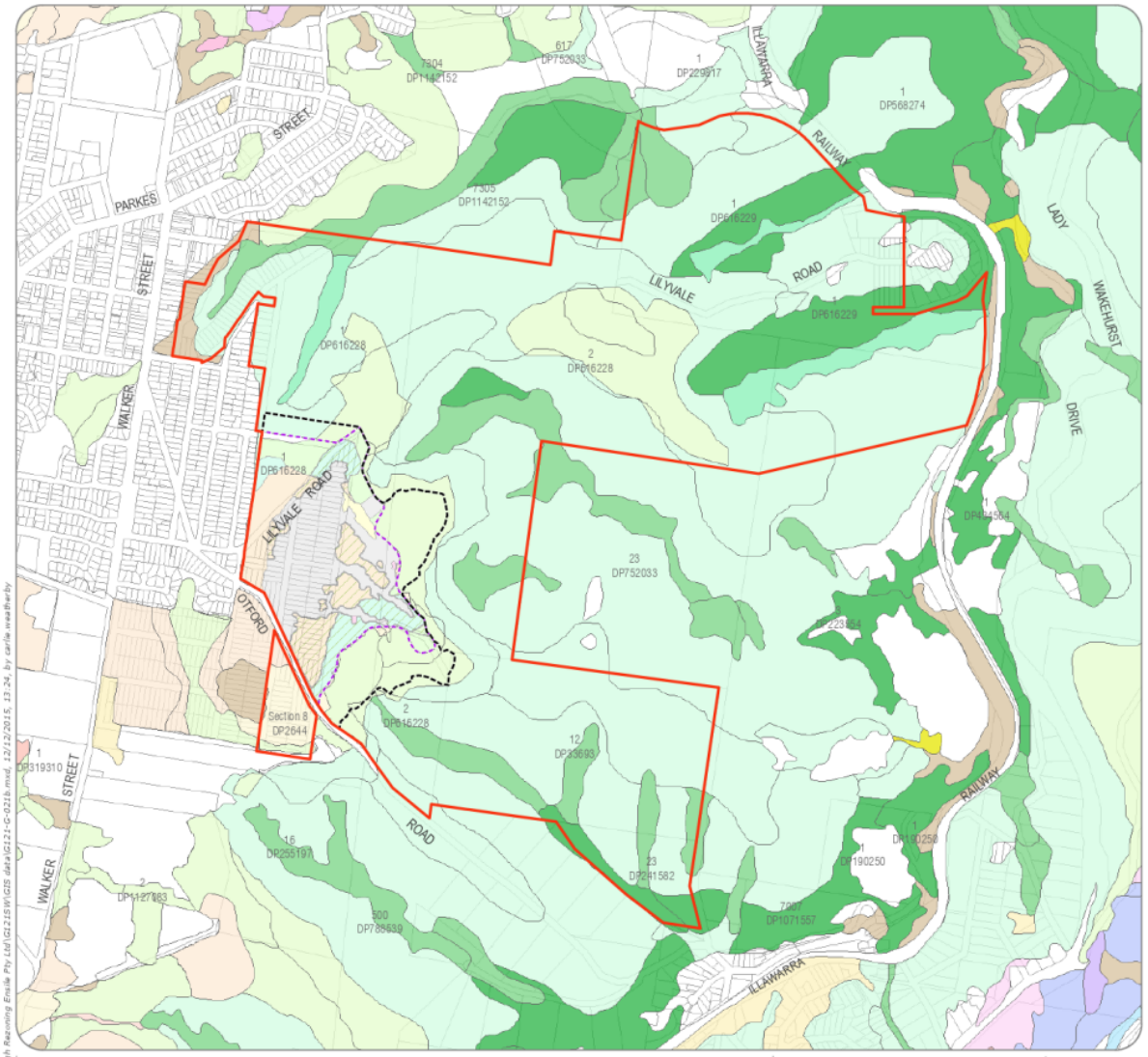

KOORNONG ROAD
SHANNON DRIVE
LILYVALE ROAD
UNDOLA ROAD
WERRONG ROAD
Helensburgh
Otford
OTFORD ROAD
Legend
Study Area
Lady Carrington Estate South precinct
JRPP Area (assumed)
Proposed rezoning area
wollongong
city of innovation
Lady Carrington Estate
Boundaries
Drawn By: J Lewis
Date: 13.05.19
Gis ref: Lady Carrington_Prop_Zone.mxd
0
150
Meters


WOLLONGONG LOCAL ENVIRONMENTAL PLAN 2009
Planning Proposal -
Lady Carrington Estate
Slope Map
Legend
<VALUE>
5
10
15
20
25
Lady Carrington Estate BDY
Cadastre
Cadastre 31.01.19 @ Wollongong City Council
N
0
200
Meters
Projection: GDA 1994
MGA Zone 56
Scale 1:5,000 @ A3
Map Identification number:
Lady Carrington Estate PP Slope.mxd
BULGO LANE
LANE 18
KOORNONG ROAD
BULGO ROAD
UIDOLA ROAD
SHANNON DRIVE
LILYVALE ROAD
TABRATONG ROAD
Helensburgh
WERRONG ROAD
FLOYD PLACE
OTFORD ROAD
Otford


WOLLONGONG LOCAL ENVIRONMENTAL PLAN 2009
Planning Proposal - Lady Carrington Estate
2m Contour & Watercourse Map
Legend
Ridge Lines
Contours2m
Watercourse
Lady Carrington Estate BDY
Cadastre
Cadastre 31.01.19 ©Wollongong City Council
N
0
200
Meters
Projection: GDA 1994 MGA Zone 56
Scale 1:5,000 @ A3
Map Identification number:
Lady Carrington Estate PP Cont_RidgeLines.mxd
LANE 18
KOORNONG ROAD
UNDOLA ROAD
SHANNON DRIVE
BULGO ROAD
LILYVALE ROAD
TABRATONG ROAD
WERRONG ROAD
OTFORD ROAD
Helensburgh
Otford
Tributary of Camp Gully Creek
Gardiners Creek
Tributary of Gardiners Creek
Herbert Gully Creek
Otford Rd tributary of Hacking River
Tributary of Otford Rd Tributary

RPS

Native Vegetation Communities in Vicinity of Principal Study Area - Office of Environment & Heritage (OEH), 2013 ADJUSTED - Ground Survey by Dr K. Mills, 2015



Legend

- Ensile Pty Ltd Land
- Rezoning Principal Study Area
- Proposed Residential Rezoning Area
- Cadastre

Native Vegetation Community (OEH, 2013) REVISED
- Ground Survey by Dr K. Mills, 2015 (Principal Study Area Vicinity)

- Cleared
- Plantation (native and/or exotic)
- Rock
- Sydney South Exposed Sandstone Woodland
- Coastal Sandstone Gully Forest
- Southern Sydney Sheltered Forest
- Coastal Sandstone Riparian Scrub
- Coastal Upland Wet Heath Swamp
- Coastal Freshwater Wetland
- Coastal Headland Grassland
- Coastal Headland Clay Heath
- Illawarra Escarpment Subtropical Rainforest
- Coastal Warm Temperate Rainforest
- Coastal Headland Littoral Thicket
- Illawarra Escarpment Bangalay-Banksia Forest
- Illawarra Escarpment Blackbutt Forest
- Illawarra Escarpment Blue Gum Wet Forest
- Undifferentiated Regenerating Shrubs
- Urban Exotic/Native
- Weeds and Exotics

Vegetation Communities

Survey by Kevin Mills & Associates (KMA, 2015) (Within Proposed Rezoning Area)

- C2 Southern Sydney Sheltered Forest
- C2a Southern Sydney Sheltered Forest, understorey disturbed
- C3 Peppermint–Apple Open Forest (Coastal Sandstone Gully Forest)
- C3a Peppermint–Apple Open Forest, understorey removed
- C4 Bloodwood–Scribbly Gum Woodland (Sydney South Exposed Sandstone Woodland)
- C4a Bloodwood–Scribbly Gum Woodland, understorey removed
- C5 Wattle Stand
- C6 Coral Tree Stand
- C7 Treeless Grassland/bare ground

OEH Denotes Office of Environment & Heritage
KMA Denotes Kevin Mills & Associates

No.	Date	Revision Details	IM
B	12.12.2015	KMA vegetation community data within PRRA added	CFW
A	03.12.2015	Rezoning Principal Study Area added/ map extents reduced	CFW

PREPARED FOR: **Ensile Pty Ltd**

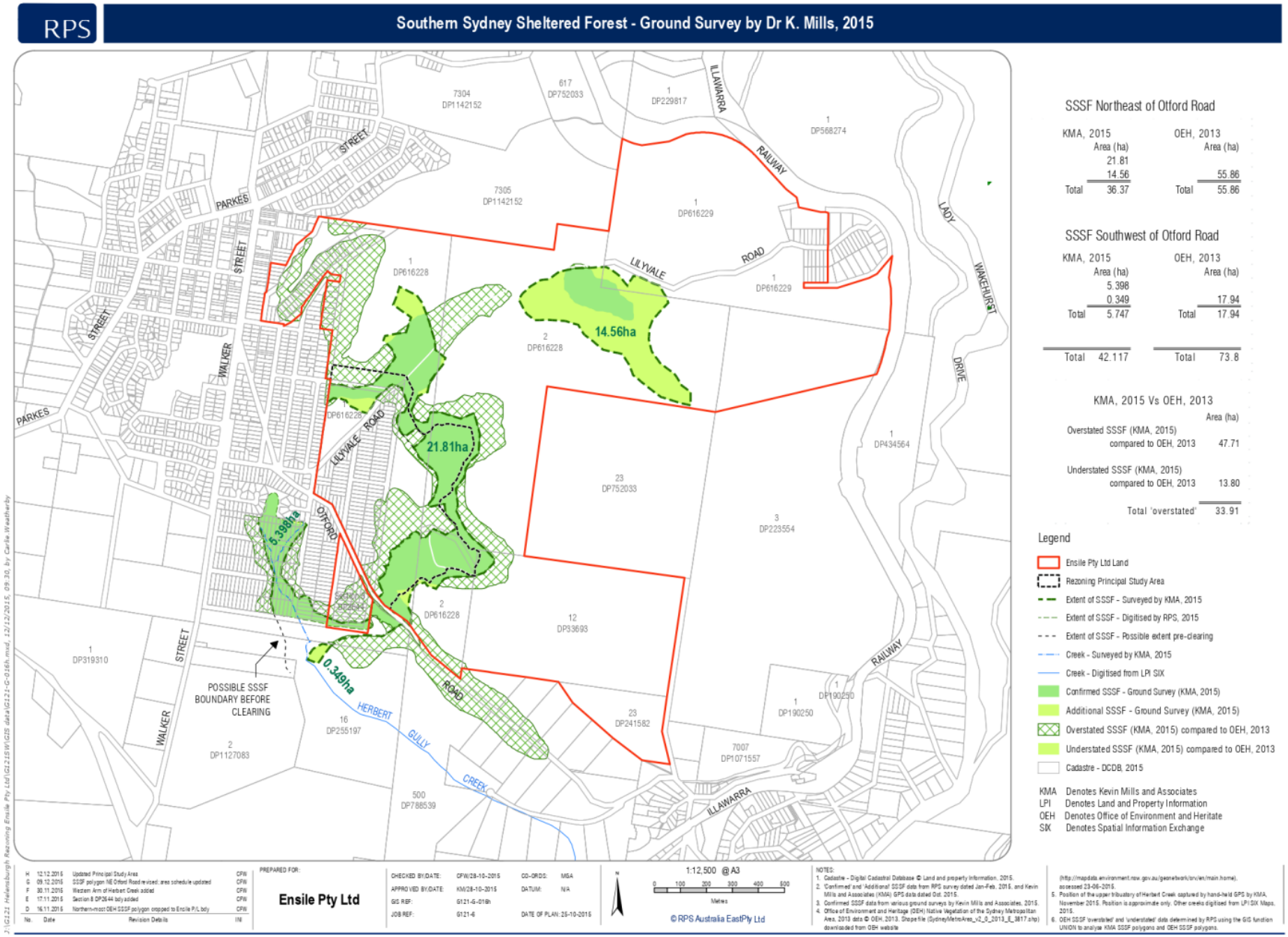
CHECKED BY/DATE: CFW/18-11-2015 | CO-ORDS: MGA
APPROVED BY/DATE: CFW/18-11-2015 | DATUM: N/A
GIS REF: G121-G-021b
JOB REF: G121-6 | DATE OF PLAN: 18-11-2015

1:12,500 @ A3
0 100 200 300 400 500 Metres

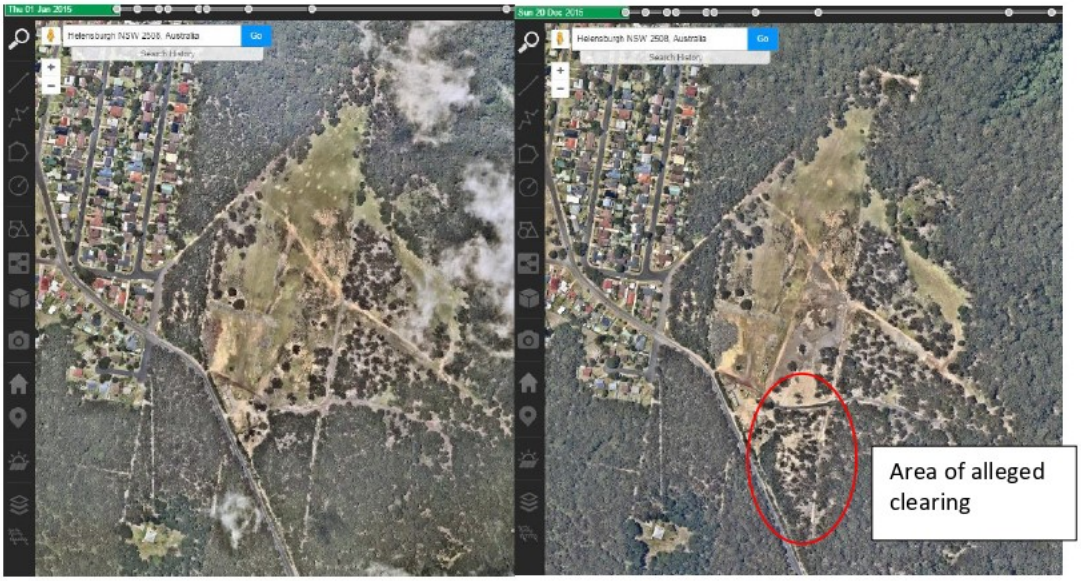
© RPS Australia EastPty Ltd

NOTES:
1. Cadastre - Digital Cadastral Database © Land and Property Information, 2015.
2. Office of Environment and Heritage (OEH) Native Vegetation of the Sydney Metropolitan Area data © OEH, 2013. Shape file (SydneyMetroArea_v2_0_2013_E_3817.shp) downloaded from OEH website (http://mapdata.environment.nsw.gov.au/geonetwork/srv/en/main.home), accessed 23-06-2015 - REVISED in areas surrounding Rezoning Study Area by vegetation survey data received from Kevin Mills and Associates, 2015. Data cropped to Proposed Residential Rezoning Area boundary.
3. Rezoning Principal Study Area developed by Burrell Solicitors P/L, September 2014 to March, 2015, revised November and December 2015.
4. Proposed Residential Rezoning Area boundary developed by Burrell Solicitors P/L, December 2015.

J:\G121 Helensburgh Rezoning Ensile Pty Ltd\G121SW\GIS data\G121-G-021b.mxd, 12/12/2015, 13:24, by carlie weatherby


RPS
Southern Sydney Sheltered Forest - Ground Survey by Dr K. Mills, 2015
14.56ha
21.81ha
5.398ha
0.349ha
POSSIBLE SSSF BOUNDARY BEFORE CLEARING
LILYVALE ROAD
OTFORD ROAD
HERBERT GULLY CREEK
PARKES STREET
WALKER STREET
ILLAWARRA RAILWAY
LADY WAKEHURST DRIVE
SSSF Northeast of Otford Road
KMA, 2015 Area (ha)
21.81
14.56
Total 36.37
OEH, 2013 Area (ha)
55.86
Total 55.86
SSSF Southwest of Otford Road
KMA, 2015 Area (ha)
5.398
0.349
Total 5.747
OEH, 2013 Area (ha)
17.94
Total 17.94
Total 42.117
Total 73.8
KMA, 2015 Vs OEH, 2013
Area (ha)
Overstated SSSF (KMA, 2015) compared to OEH, 2013 47.71
Understated SSSF (KMA, 2015) compared to OEH, 2013 13.80
Total 'overstated' 33.91
Legend
Ensile Pty Ltd Land
Rezoning Principal Study Area
Extent of SSSF - Surveyed by KMA, 2015
Extent of SSSF - Digitised by RPS, 2015
Extent of SSSF - Possible extent pre-clearing
Creek - Surveyed by KMA, 2015
Creek - Digitised from LPI SIX
Confirmed SSSF - Ground Survey (KMA, 2015)
Additional SSSF - Ground Survey (KMA, 2015)
Overstated SSSF (KMA, 2015) compared to OEH, 2013
Understated SSSF (KMA, 2015) compared to OEH, 2013
Cadastre - DCDB, 2015
KMA Denotes Kevin Mills and Associates
LPI Denotes Land and Property Information
OEH Denotes Office of Environment and Heritate
SIX Denotes Spatial Information Exchange
PREPARED FOR:
Ensile Pty Ltd
1:12,500 @ A3
© RPS Australia EastPty Ltd

Attachment 10 – Land Clearing southern precinct
January & December 2015 air photos (images provided by OEH)

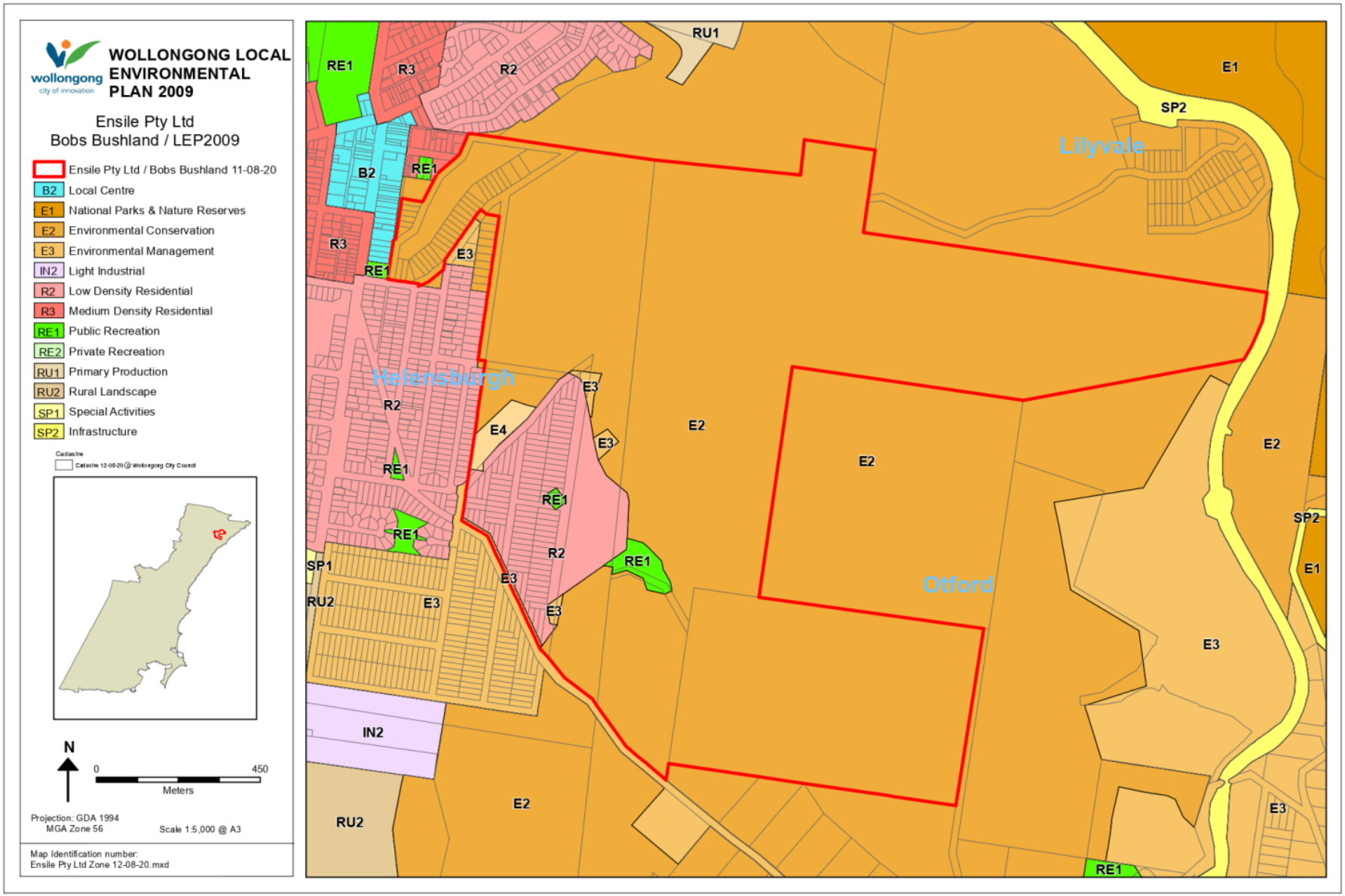


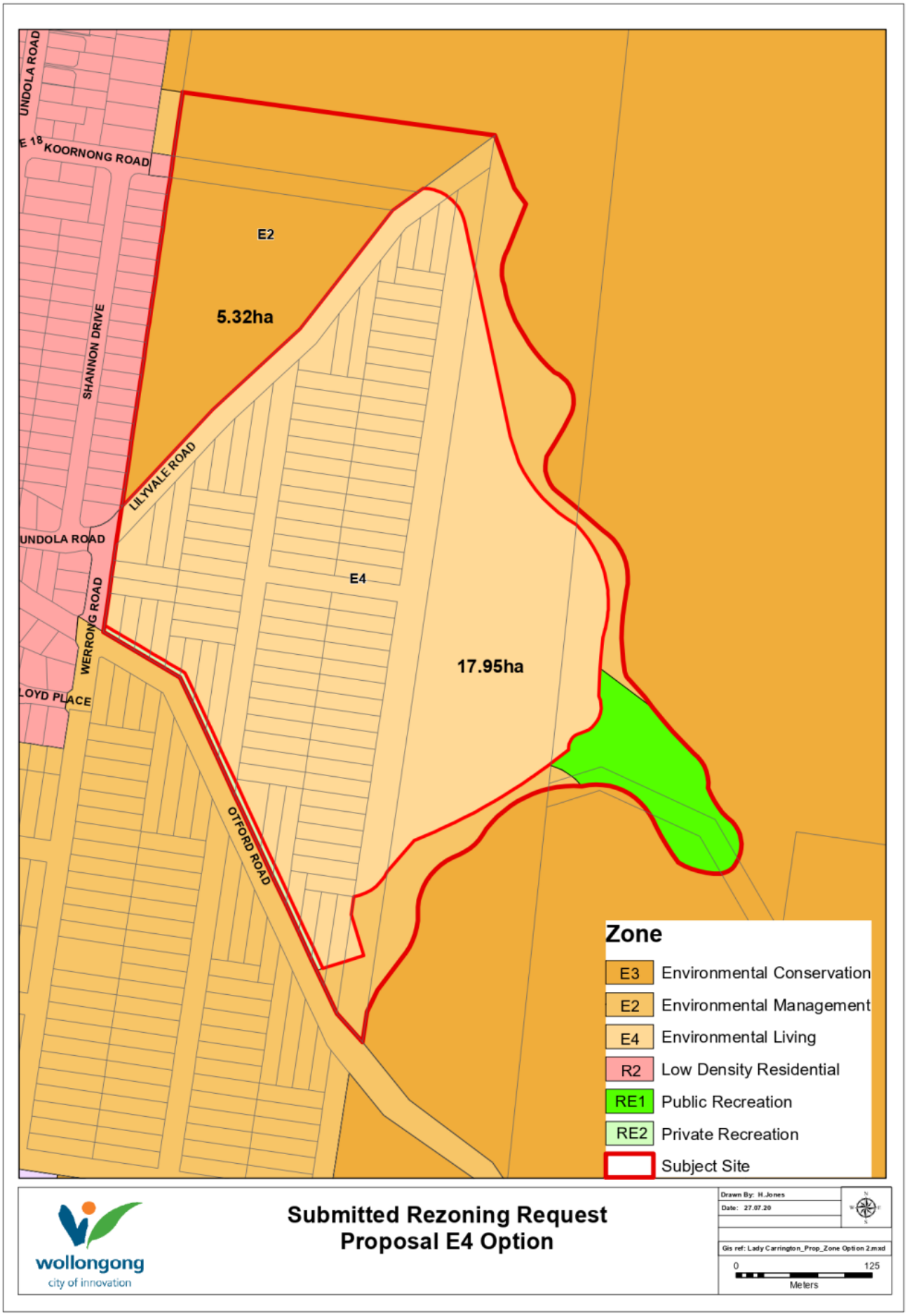
Imagery source – Nearmap - http://maps.au.nearmap.com/

2012 and 2018 Air photos – southern area (source Council's Intramaps)



2012 2018


WOLLONGONG LOCAL ENVIRONMENTAL PLAN 2009
Ensile Pty Ltd
Bobs Bushland / LEP2009
Ensile Pty Ltd / Bobs Bushland 11-08-20
B2 Local Centre
E1 National Parks & Nature Reserves
E2 Environmental Conservation
E3 Environmental Management
IN2 Light Industrial
R2 Low Density Residential
R3 Medium Density Residential
RE1 Public Recreation
RE2 Private Recreation
RU1 Primary Production
RU2 Rural Landscape
SP1 Special Activities
SP2 Infrastructure
Cadastre
N
0
450
Meters
Projection: GDA 1994
MGA Zone 56
Scale 1:5,000 @ A3
Map Identification number:
Ensile Pty Ltd Zone 12-08-20.mxd
Lilyvale
Helensburgh
Otford
RU1
RE1
R3
R2
E1
SP2
B2
E3
E2
E4
SP1
RU2
IN2


UNDOLA ROAD
E 18
KOORNONG ROAD
E2
5.32ha
SHANNON DRIVE
LILYVALE ROAD
UNDOLA ROAD
E4
17.95ha
WERRONG ROAD
LOYD PLACE
OTFORD ROAD
Zone
E3 Environmental Conservation
E2 Environmental Management
E4 Environmental Living
R2 Low Density Residential
RE1 Public Recreation
RE2 Private Recreation
Subject Site
wollongong
city of innovation
Submitted Rezoning Request
Proposal E4 Option
Drawn By: H.Jones
Date: 27.07.20
Gis ref: Lady Carrington_Prop_Zone Option 2.mxd
0
125
Meters

Attachment 13 – State Agency comments (2016)

Agency	Agency Comment	Council Comment
Office of Environment and Heritage (OEH)	• OEH conditionally object to the Planning Proposal • Submission draws upon the recommendations of the Joint Regional Panel (JRPP) review of the pre-gateway application. • Existing cleared land and intervening land may be suitable of development. • There is no urban potential recognised for the adjacent Central Bushland precinct that was unsupported by the JRPP. • The proposed rezoning area exceeds the area referenced for investigation by the JRPP and displays similarities to the pre-gateway footprint that was not supported by the JRPP • A joint meeting between OEH, the Department of Planning and Environment and Council is requested to discuss the intent of the JRPP's recommendations. Or, clarity is sought from the JRPP in writing, which includes mapping to define the intent of its recommendations. • The proposed R2 – Low Density Residential exceeds the pre-gateway submission to the JRPP by 3.1 ha and was rejected by the JRPP. • The potential impacts to 2.7 ha of Threatened Ecological Community Sothern Sydney Sheltered Forest which is proposed to be removed have not been addressed sufficiently. • Probable land clearing has taken place in the southeast of the study area. Council has been notified of this and it is under investigation. • The submitted biodiversity offset assessment does not comply with the BioBanking Assessment Methodology (BBAM), or the JRPP recommendations. The submitted assessment assumes 12.1 ha of vegetation will be lost however the intervening land only accounts for approximately 3.5 ha. • Offset siting does not demonstrate how it meets the credit requirement using the BBAM. • The assessment needs to better consider BioBanking 'red flags' (Section 8.8 of BBAM). • Proposed clearing and development may result in downstream water quality issues for the Hacking River. • Council has the ability to initially assess whether	• Objection noted Study area boundary clarified by DPIE and discussed in report See Attachment

Agency	Agency Comment	Council Comment
	the proposal achieves compliance with water quality standards detailed in the Illawarra Regional Strategy. • Four proposed water treatment areas proposed by the Rezone Base Plan conflicts the JRPP recommendations that all water treatment areas are to be contained within existing cleared land. • Bushfire Studies and NSWRFS advice on proposed Asset Protection Zones are required to confirm Planning for Bushfire requirements are met. • Helensburgh is not identified within the Illawarra Regional Strategy or Urban Development Program as an urban release area and therefore the proposal does not demonstrate a strategic need. • 12.1 ha of land proposed to be cleared are mapped within the Wollongong Local Environmental Plan 2009 as Natural Resource Biodiversity and therefor the proposal is inconsistent with the WLEP 2009. • An Aboriginal Heritage Management Plan is required to record and formalise Aboriginal heritage sites and potential archaeological sites. Additionally, further information is required about the potential disturbances to these sites. • If the Planning Proposal is to proceed, a submission is to be made addressing all outstanding information. • It is recommend agreed footprints of impacts should be determined prior to revisiting studies or offset calculations. • The threatened flora surveys do not adequately fulfil the BBAM or DECC Threatened Biodiversity Survey Guidelines. • The proposal incorrectly identifies itself as being located outside of the Illawarra Biodiversity Strategy Corridor of Council's clause 7.2 Natural Areas Sensitivity Mapping. • The fauna survey is considered to have been undertaken adequately. • The BioBanking Credit calculator and supporting GIS shape files are required to enable a thorough assessment of credit offsets. • Suitable Biobanking offset sites are required to be identified. Additionally, the security of these sites is required under the BBAM.	

Agency	Agency Comment	Council Comment
	• Assessment is to utilise the BBAM correctly to generate credit requirements. This includes the finding of an Eastern Pygmy Possum habitat in accordance with Section 6.5 of the BBAM. • The Aboriginal Cultural Heritage Assessment Report, the Archaeological Assessment and the Anthropological reports are inadequate. • Archaeological sites are inadequately recorded and are to include survey of site contents, context and/or photographs. • Locations and bounds of certain sites are inadequately illustrated and described this results in the inability to determine potential impacts. • There are discrepancies between site cards and information presented on maps generated by AHIMS. This applies to the site described at the western extent of Gardiners Creek. • An Aboriginal Heritage Management Plan must document how certain identified sites will be protected. • Measures to prevent harm to Aboriginal objects whilst revegetation and proposed park facility works are being undertaken are required. • Grid references to shell materials need to be corrected and included in the Archaeological Technical Report. • The ceremonial area west of Helensburgh ovals should be recorded and listed on AHIMS in consultation with knowledge holders identified by SDDECS (2016). • Support is given to the closing of the fire trail to non-emergency vehicles. Further consideration should be given to s87A of the *National Parks and Wildlife Act 1974*. • The proponent is to amend the description of the area indicated by Figure 5.9 of the archaeology report to accurately reflect the landscape on site. • Recommendation 3 of the SDDECS (2016) report is to be updated to correct procedures if Aboriginal objects are identified during construction. • Anthropological report by SDDECS (2016) should be incorporated into the development design. • An Aboriginal Heritage Management Plan should be developed to control works within the proposed open space and bushland revegetation	Revised study prepared and submitted

Agency	Agency Comment	Council Comment
	areas at recorded and potential site locations.	
New South Wales Rural Fire Service (NSWRFS)	• No objection to the proposal • In accordance with Planning for Bush Fire Protection 2006 (PBP 2006) the current conceptual through roads between Otford Road and Werrong Road and north at Koornong road are critical in providing alternative access and evacuation routes. • Removal of vegetation identified as 'intervening bushland' and areas identified as Public Open Space (footway)are considered pertinent in maintaining Asset Protection Zones. Without these items the planning proposal cannot be supported. • It is recommended the paper subdivisions be consolidated prior to rezoning and the issuing of dwelling entitlements. This is to limit dwelling entitlements existing within the Flame Zone. • Ensure the concept plan incorporates perimeter roads designed in accordance with 4.1.3 of PBP 2006.	• Noted Intervening bushland no longer proposed to be cleared which will maintain existing bush fire risk Consolidation of existing lots included in recommendation
NSW Environment Protection Authority	• The site has a history of legacy waste issues which is the result of asbestos contaminated landfill and other unknown possible contaminates. • The EPA has previously advised the Joint Regional Panel in a letter dated 5 May 2014 of potential contamination risks. • The Proponent is unable to sufficiently justify why a site auditor statement is not required as part of the Planning Proposal. • As the land is being offered to others parties it is required potential contamination issues and options and cost for management be evaluated and disclosed. • Under State Environment Planning Policy 55 (SEPP 55) when preparing an environmental planning policy, land contamination possibilities, suitable land uses and if remediation works are required must be considered. • The planning authority must be satisfied that the land is suitable for the intended change of use or determine if remediation works are required in accordance with SEPP 55. • Due to rezoning for residential uses the EPA recommends Council involve an EPA-accredited	• Additional information requested and submitted in 2019 Noted EPA-accredited Site Auditor engaged by applicant and audit undertaken and

Agency	Agency Comment	Council Comment
	Site Auditor during the contamination assessment and management process. This should include the audit of Remediation Action Plan (RAP) and the provision of a Site Audit Statement certifying the land can be made suitable for the proposed uses if this RAP is implements. • The EPA intends to provide further comments regarding water quality matters.	submitted in 2018
Endeavour Energy	• No objection to the Planning Proposal subject to conditions. • Electricity easements currently traverse the site of the proposal. • No detailed load study has been conducted. However due to the size of the proposal, high voltage electricity will be provided by Endeavour Energy's Substation located at Cemetery Road, Helensburgh. Additionally, further development may require augmentation or extensions of the network in order to connect the load, this infrastructure may require considerable lead in times. • In due course the applicant will be required to submit an application for the connection of load for the future proposed development of the site via Endeavour Energy's Network Connections Branch. • Safety Clearances must comply with the minimum safe distances / clearances for voltages up to and including 132,000 volts (132kV) as specified in AS/NZS 7000:2010 'Overhead line design - Detailed procedures' and the 'Service and Installation Rules of NSW'. • Earthing of structures must comply with AS/NZS 3000:2007 • Noise must be considered where development is proposed. • Electric and Magnetic Fields (EMF) must be considered where development is proposed. • Vegetation management must consider Endeavour Energy's Vegetation Management program and/or the provisions of the *Electricity Supply Act 1995* (NSW) Section 48 'Interference with electricity works by trees'. • Public safety advice involving working near electricity infrastructure is available from Endeavour Energy's website.	• Noted

Agency	Agency Comment	Council Comment
Roads and Maritime Services (RMS)	• The planning proposal is to consider potential impacts upon the existing road network including the intersections of Walker Street and Lawrence Hargrave Drive. • A traffic impact study is required to identify any infrastructure upgrades required and is to identify pedestrian, cyclist and public infrastructure. • Council is to consider relevant contributions that may be required for infrastructure upgrades (Section 94 Contribution Plan or a Voluntary Planning Agreement). • The LEP should consider the aims and objectives of the State Government policies to increase sustainable transport modes and reduce car dependency • Suggest Council consider the NSW Government – Premiers Council for Active Living, which advises on key urban guidelines, when drafting a new LEP or major rezoning.	• Additional information requested and submitted in 2019
Sydney Water	• Current drinking water main has sufficient capacity to serve the proposed yield - drinking water main extensions will be required. • Current wastewater system has sufficient capacity to serve the proposed yield - connection upgrades may be required. • Wastewater main extensions would be required to service the proposed lots. • Detailed requirements will be provided at the Section 73 application stage	• Noted

File: IW-075.150.080 Doc: IC20/359

ITEM 2 ELECTRIC VEHICLE CHARGING INFRASTRUCTURE ON PUBLIC LAND

The uptake of Electric Vehicles (EV) in Australia is relatively low compared to other developed countries. In 2019 however, EV sales in Australia increased threefold with 6,700 vehicles being sold compared to 2,200 vehicles in 2018. Consumer research has identified high purchase cost (with no current Government subsidies or benefit) and range anxiety as two of the biggest factors contributing to the low uptake rate.

To address the issue of range anxiety and support the uptake of EVs, a draft Electric Vehicle Charging Stations on Public Land Policy (draft Policy) has been developed. The draft Policy details clear processes to guide prospective providers and Council for the establishment, operation and management of EV charging infrastructure on public land in the Wollongong Local Government Area. This report recommends that the draft Policy be placed on public exhibition.

RECOMMENDATION

1 That the draft Electric Vehicle Charging Stations on Public Land Policy be placed on public exhibition for a minimum 28 day period

2 Following public exhibition, a further report be provided to Council on the submissions received and make recommendations relating to adoption of the Policy.

REPORT AUTHORISATIONS

Report of: Chris Stewart, Manager City Strategy
Authorised by: Linda Davis, Director Planning + Environment - Future City + Neighbourhoods

ATTACHMENTS

1 DRAFT Electric Vehicle Charging Stations on Public Land Council Policy

BACKGROUND

The current uptake of EVs is expected to increase to 70,000 vehicles by 2023 with distance range improvements and competitive pricing of vehicles. Whilst Council cannot control the pricing of EVs, it can promote the installation of EV charging infrastructure in the LGA to address range anxiety issues.

At its meeting of 22 July 2019, Council resolved (in part) to:

1. Endorse the development of an Electric Vehicle (EV) Charging Stations on Public Land Policy.

There are five existing EV charging infrastructure locations in the Wollongong LGA:

1. University of Wollongong (1 station Northfields Avenue, Keiraville)
2. UOW Innovation Campus (1 station Squires Way, Fairy Meadow)
3. Figtree Grove (2 stations near the up ramp for first floor parking)
4. Wollongong Central - Market Street Parking Station (3 stations – 2 Tesla); and
5. Warrawong Plaza (2 stations).

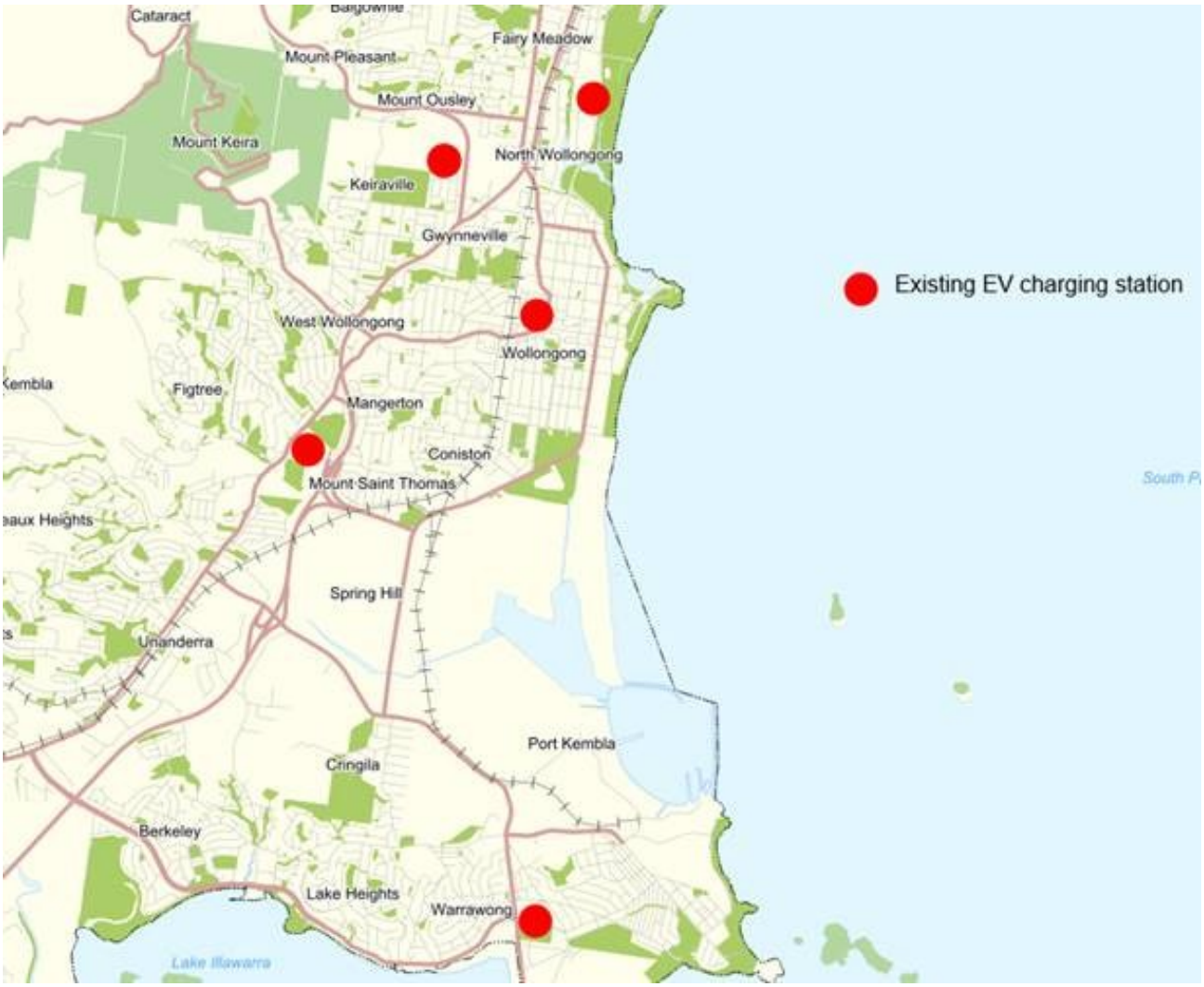


Figure 1 – Map of existing EV charging infrastructure

The current locations of charging infrastructure require EV owners to go to the UOW campuses or a shopping centre to charge their vehicle. None of these existing stations are located on accessible, public land. Nor are they complementary to destination charging, which provides opportunities for both residents and visitors to the City to charge their vehicles in key locations and explore, dine and contribute to the local economy.

Transportation emissions account for 19% of community emissions for the City. The take up of self-charging hybrids and EVs has the potential to reduce our transport emissions. Research has identified that EVs produce less emissions than standard internal combustion engine (ICE) vehicles in their operation due to their efficiency in converting fuel energy into power.

The provision of EV charging infrastructure will support the move away from ICE vehicles. Longer term, the use of renewable energy to supply the charging stations may reduce our emissions footprint even further.

PROPOSAL

In determining appropriate locations for EV charging infrastructure on public land and negotiating with providers, Council must consider a range of issues and requirements, including:

- sufficient power supply
- sufficient car parking space
- proximity to amenities

- proximity to tourist destinations
- accessibility for persons of varied mobility
- accessible throughout the day and night
- lease and licencing arrangements.
- traffic management
- conflict with other land uses
- procurement processes
- community safety
- environmental impact of construction
- lost opportunity costs

The draft Policy has been developed (see Attachment 1) to address these issues and has involved extensive desktop review of existing policies and consultation with key staff from other Councils and across various Council divisions.

The Policy aims to ensure that EV charging infrastructure providers are aware of Council's requirements and expectations. It prescribes the site selection criteria and design requirements for this infrastructure and the roles and responsibilities of Council and providers of the EV charging infrastructure.

It is proposed that the draft Policy be placed on public exhibition for a minimum 28-day period and subsequently reported back to Council with the outcomes of this process and recommendation relating to adoption.

Central Coast Joint Organisation has also prepared an online Electric Vehicle Charging Toolkit which contains guidance documents, process flow charts and a site selection matrix to assist the community and local businesses to understand and navigate the process of installing EV charging infrastructure. The toolkit includes information on the necessary steps and includes considerations such as site selection, charging infrastructure, required approvals, the installation process and signage. It is proposed that a similar toolkit be developed for Wollongong.

Should the draft Policy be adopted, it is further proposed to explore opportunities with potential providers to install additional charging infrastructure across the City. If supported it is proposed that Council conduct a public procurement process for a third-party operator(s) to supply, install and manage charging infrastructure on public land in the Wollongong LGA, in accordance with the adopted Policy.

CONSULTATION AND COMMUNICATION

Council staff have consulted with the following organisations to inform the development of the draft Policy:

- other Australian Councils with EV charging stations policies or programs:
- Northern Rivers Shire Council
- Greater Dandenong City Council
- Hornsby Shire Council
- Maribyrnong City Council
- Adelaide Electric Vehicles
- Moreland City Council
- Electric Vehicle Council of Australia
- Lake Macquarie City
- Australian Government Infrastructure Australia
- UNSW Sydney
- Randwick City Council
- Woollahra Municipal Council
- Hobsons Bay Council
- key Council staff from Environmental Planning, Property and Recreation, Supply Chain and Logistics, Traffic and Transport Unit and Project Delivery

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Wollongong 2028 Goal 1 – 'We value and protect our natural environment' and Goal 2 – 'We have an innovative and sustainable economy'. Under these goals the draft plan delivers on the following objectives:

Objective 1.1 - Our natural environment, waterways and terrestrial areas are protected, managed and improved

Objective 1.2 - We practice sustainable living and reduce our ecological footprint

Objective 1.5 - Set targets and reduce our greenhouse gas emissions through our participation in the Global Covenant of Mayors for Climate and Energy

Objective 2.2 - The regions industry base is diversified

It specifically delivers on the following Strategies and Actions as shown in Table 3.

Community Strategic Plan	Delivery Program 2018-2021	Operational Plan 2019-20
Strategy	3 Year Action	Operational Plan Actions
1.2.1 Reduce our ecological footprint, working together to minimise the impacts of climate change and reduce waste going to landfill	1.2.1.3 Methods to reduce emissions are investigated and utilised	1.2.1.3.3 Monitor and report on organisational water, energy and greenhouse gas emissions trends
		1.2.1.3.4 Implement and review annual water and energy saving actions
1.2.2 Government and community work together to mitigate the impacts of climate change on our environment and future generations	1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	1.2.2.1.3 Develop a project and work with partners to further explore the United Nations Sustainable Development Goals and how they align to the community's goals with funding to be considered through the business proposal process
		1.2.2.1.4 Implement resourced priority actions from the Environmental Sustainability Strategy 2014-22
1.5.1 Participate in the Global Covenant of Mayors and set emissions reduction targets for the City	1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	1.5.1.1.2 Set an emissions reduction target that is in alignment with the Global Covenant of Mayors compliance requirements
		1.5.1.1.3 Develop a Climate Change Adaptation Action Plan and an Emissions Reduction Action Plan
2.2.1 Further diversify the region's economy through a focus on new and disruptive industries and green technology	2.2.1.1 The development of renewable energy products and services is supported	2.2.1.1.1 Seek out opportunities to incorporate green technologies in Council's projects and contracts
1.2.1 Reduce our ecological footprint, working together to minimise the impacts of climate change and reduce waste going to landfill	1.2.1.3 Methods to reduce emissions are investigated and utilised	1.2.1.3.3 Monitor and report on organisational water, energy and greenhouse gas emissions trends
		1.2.1.3.4 Implement and review annual water and energy saving actions
1.2.2 Government and community work together to mitigate the impacts of climate change on our environment and future generations	1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	1.2.2.1.3 Develop a project and work with partners to further explore the United Nations Sustainable Development Goals and how they align to the community's goals with funding to be considered through the business proposal process

		1.2.2.1.4 Implement resourced priority actions from the Environmental Sustainability Strategy 2014-22
1.5.1 Participate in the Global Covenant of Mayors and set emissions reduction targets for the City	1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	1.5.1.1.2 Set an emissions reduction target that is in alignment with the Global Covenant of Mayors compliance requirements
		1.5.1.1.3 Develop a Climate Change Adaptation Action Plan and an Emissions Reduction Action Plan

Installing EV charging stations, is consistent with the following goal of the draft Sustainable Wollongong Strategy:

- We will achieve net zero emissions by 2030 for Council operations, and together we will achieve net zero emissions by 2050 for the City.

It will also deliver on the following draft Climate Change Mitigation Plan actions:

- ***T3*** *Develop and adopt an Electric Vehicle Charging Stations on Public Land Council Policy, addressing public access and range anxiety.*
- ***T4*** *Pursue the installation of public EV charging stations at a number of accessible locations across the City. This will consider partnerships with the State Government, charging companies, car companies or other sponsors to establish electric vehicle charging stations.*

Council joined the Cities Power Partnership (CPP) in January 2020 and has committed to five pledges. Installing EV charging infrastructure on public land will contribute to achieving the following pledge:

- *Encourage sustainable transport use such as public transport, walking and cycling through Council transport planning and design.*

SUSTAINABILITY IMPLICATIONS

The establishment of EV charging infrastructure on public land in the Wollongong LGA will support the uptake of alternative forms of transport which have a lower emissions intensity than most ICE vehicles. This will in turn support Council's Climate Emergency Declaration, Global Covenant of Mayors and Cities Power Partnership commitments and achievement of the emissions reduction targets.

RISK MANAGEMENT

Should Council not pursue the development of a Policy, Council will not be acting in accordance with recently adopted emission reduction targets, pledges and draft climate change mitigation actions.

There are lost opportunity costs associated with the provision of EV charging infrastructure as the land will no longer be available for general parking purposes.

FINANCIAL IMPLICATIONS

If charging infrastructure is installed as part of a public procurement process, it is anticipated that these costs will be largely borne by the contractor, in accordance with the draft Policy.

CONCLUSION

There are currently five EV charging infrastructure locations that are publicly accessible in the Wollongong LGA, these are all located on private land within shopping centres or University of Wollongong. Installing charging infrastructure on public land will assist to alleviate 'range anxiety' and provide increased public access to charging infrastructure, encouraging uptake of the EV technology.

The draft Electric Vehicle Charging Stations on Public Land Council Policy has been prepared to facilitate installation of additional EV charging infrastructure particularly at destination charging locations. It is recommended that the draft Policy be placed on public exhibition.

Should the draft Policy be adopted by Council, it is proposed that a public procurement process be undertaken to explore opportunities with potential providers for the installation of EV charging infrastructure across the City.

ELECTRIC VEHICLE CHARGING STATIONS ON PUBLIC LAND COUNCIL POLICY

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

PURPOSE

The purpose of this Policy is to provide guiding principles to prospective providers and Council for the establishment, operation and management of Electric Vehicle Charging Infrastructure (EVCI) on Public Land in the Wollongong Local Government Area (LGA). This is to allow for consistency in approach and execution and ensure that providers are aware of Council's requirements and expectations.

POLICY INTENT

The main objectives of this Policy are to:

1. provide guiding principles for the provision, establishment, operation and management, maintenance and removal of EVCI on appropriate parcels of Public Land in the Wollongong LGA
2. clearly outline the roles and responsibilities of the provider and Council in relation to the establishment, operation, management and removal of EVCI
3. promote visitation to the region by encouraging the placement of EVCI at desirable tourist locations to address Range Anxiety; and
4. support the uptake of sustainable transport options which will aid the community in reducing emissions in the Wollongong LGA.

WOLLONGONG 2028 OBJECTIVES

This Policy supports the delivery of the following Wollongong 2028 goals:

- 'Goal 1 – We value and protect our environment'
- 'Goal 2 – We have an innovative and sustainable economy'; and
- 'Goal 6 – We have affordable and accessible transport'.

Specifically, it contributes to the following strategies and deliverables:

Community Strategic Plan	*Delivery Program*
1.2.1 Reduce our ecological footprint, working together to mitigate the impacts of climate change and reduce waste going to landfill.	1.2.1.3 Methods to reduce emissions are investigated and utilised.
1.2.2 Government and community work together to mitigate and adapt to the impacts of climate change on our environment and future generations.	1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments.
1.5.1 Participate in the Global Covenant of Mayors and set emissions reduction targets for the city.	1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors.
2.2.1 Further diversify the region's economy through a focus on new and disruptive industries and green technology.	2.2.1.1 The development of renewable energy products and services is supported.
2.3.1 Build our city as a tourist destination of choice for conferences, events, and a place to live, learn, work and visit.	2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure.
6.3.3 Plan for effective future changes in transport including the option for disruptive transport technologies in the future.	6.3.3.1 Investigate the option for disruptive transport technologies and the impact on the future transport network

ELECTRIC VEHICLE CHARGING STATIONS ON PUBLIC LAND

COUNCIL POLICY

POLICY

Public Procurement Process

Council aims to ensure the appropriate establishment of EVCI on Public Land, that this infrastructure will be installed and operated in a safe, well-managed and sustainable as possible manner and will be an ongoing asset for the wider community.

The installation and operation of EVCI on Public Land requires the completion of a detailed public procurement process. Successful providers will be invited to enter into a lease/licence/agreement (unless other consent pathways are identified) with Council for the site.

Key aspects of the procurement process include:

- demonstrating experience, skills and resources in establishing, operating and managing EVCI
- contacting Council to discuss potential sites and design requirements
- obtaining public liability cover to the value of $20 million
- addressing the site selection criteria for a suitable location as outlined in this Policy
- developing a design layout of the overall EVCI site including details of parking, signage, type of charger/compatibility and requisite power supply in accordance with the design requirements outlined in this Policy; and
- provision of a suitable management plan for operation and maintenance of EVCI.

In some instances the installation of an EV charging station will fall within the exempt development provisions of the State Environmental Planning Policy (Infrastructure) 2007. However, a Development Application (DA) may still be required depending on the proposed location. It is the provider's responsibility to obtain any required consents or approvals.

Site Selection Criteria and Design Requirements

The following site selection criterion and design requirements must be addressed in order for Council to progress the procurement process for the installation and operation of EVCI on Public land.

Location – The location of the EVCI must be on suitable Public Land, preferably in an off-street existing car park. Council may consider other areas of Council-owned and managed Public Land where the provider is able to demonstrate that public safety and traffic movement will be managed sufficiently. The location must be compliant with AS/NZS 60079.10.1, *Explosive gas atmospheres*.

The location must meet the definition of a destination charging location; frequented by visitors and showcases Wollongong's diverse destinations, tourist attractions and amenities.

In proposing the location the provider must consider a number of factors, including: the proximity to other EV charging points; potential impacts on the traffic flow and other uses of the area and close proximity to a range of amenities, including but not limited to: restrooms, seating, food outlets, tourist locations and other attractions. The provider must demonstrate how these factors have been addressed/considered in their submission to Council.

Discussion with Council will determine site-specific conditions which the provider will be subject to under the lease/licence/agreement arrangements.

Power – Charging stations must have suitable access to existing electrical supply. As chargers draw a significant amount of power, a review of the available electrical infrastructure is required prior to installation to ensure that there is sufficient existing capacity to cater for charging stations. Evidence must be provided to demonstrate the sufficient capacity of the grid, considering the number of charging stations proposed to be installed at any one location. If the existing electrical supply is found to not have sufficient capacity, it is

the responsibility of the provider to organise any upgrades that may be required. Exceptions to this may be considered in discussion with Council and if Council is already looking to upgrade electrical supply in proposed locations.

Safety – Destination Charging is likely to be in demand over extended hours and in locations that will be unmonitored. Dedicated EV parking bays shall comply with DCP Chapter E2: Crime Prevention through Environmental Design. The location of the charging stations must be easily seen by pedestrians and vehicles and be adequately lit. Parking signage must be in accordance with Australian Standard 1742. Wayfinding and safety signage are required to highlight the location of the facility and provide information on the use of charging stations, including but not limited to, parking restrictions, costs of charging and instructions. EVCI (including, but not limited to, supporting infrastructure such as signage, bollards, designated charging bay), must be managed and maintained by the provider throughout the operation of the facility to ensure continued good working order and to mitigate risks such as electrocution and trip hazards so that the provider can ensure public safety at all times.

Access – EVCI should be accessible at all times, available 24 hours a day, seven days a week and therefore must not be subject to traffic movement congestion. The location of charging stations must be connected to the wider transport network and must allow for disability access compliant with the *Disability Discrimination Act 1992*. The EV parking spaces should cater for all types of EV charging connections used by vehicle manufacturers and the location of their charging points on all types of vehicles; this will require two existing car parking spaces per charging bay. The dedicated EV parking bays are to only be used by EVs while charging; appropriate signage and labelling of dedicated EV parking bays must clearly identify this. Appropriate charging time restrictions will be discussed with Council and stipulated in the lease/licence/agreement; this information must be made clear to users of EV charging bays.

Sustainability – The provision, establishment, operation, management, maintenance and removal of EV charging stations and supporting infrastructure must be in line with DCP Chapter A2: Ecologically Sustainable Development.

Types of Charging Stations – Council will only accept the installation of chargers in accordance with NSW Government's EV charging standards and principles. As a minimum, chargers must meet the following performance criteria:

- Fast charge 50kW.

However, it is Council's preference that provider's install:

- Super-fast charge 120kW, or above.

As technology in this area develops, the provider may be required to upgrade existing charging infrastructure to meet community demand.

Leasing/Licencing Requirements

Providers are subject to the specific conditions and obligations outlined in the leasing/licencing/agreement as agreed with Council. The nature of the lease/licence/agreement will be determined on a case by case basis and will consider factors, including but not limited to, the provider, proposed site and design, maintenance obligations, public safety and legal liability, insurance requirements and desired length of operation of EVCI. Leasing/licencing of sites on Public Land must be in accordance with Council's *Leases and Licences of Council Owned and Managed Land, Buildings and Public Roads Policy*.

The acquittal process and terms of payment will be determined in lease/licence/agreement arrangements. The provider will be required to provide a security or bond to Council prior to the commencement of the lease/licence/agreement and installation of EVCI. Any further upgrade or expansion of the EVCI will be subject to further consideration and consent from Council.

Council reserves the right to terminate a lease/licence/agreement entered into with a provider of EVCI and require the removal of EVCI and supporting infrastructure if a breach of the lease/licence/agreement occurs. In these circumstances, the provider of EVCI would be required to make good the land.

ELECTRIC VEHICLE CHARGING STATIONS ON PUBLIC LAND | COUNCIL POLICY

Council's Role

Council will:

- ensure a fair and equitable selection of providers
- provide input into the development of site selection and designs for EVCI on Public Land
- review and assess suitable applications for EVCI on Public Land; and
- promote EVCI by making information freely available to the wider community via our website such as the location of charging stations in the Wollongong LGA.

Provider's Role

Eligible providers will:

- be required to enter into a lease or licence agreement with Council
- adhere to the site selection criteria and design requirements set out above, including all operational and environmental controls
- be responsible for the installation (including appropriate power supply), operation, management, maintenance and removal associated with EVCI and all supporting infrastructure
- be responsible for and bear the cost for any upgrades required for the existing electrical supply infrastructure to have the capacity to cater for EV charging infrastructure
- remain responsible for any upgrades in plug and connection hardware that may be required as EV technology develops; and
- provide access by arrangement, for educational or promotional activities in partnership with Council.

LEGISLATIVE REQUIREMENTS

The provider is required to comply with all relevant legislation and obtain all applicable approvals and consents. Consideration must be given to Council Policies that may apply to various aspects of the establishment, management, maintenance, operation and removal of EVCI on Public Land.

REVIEW

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

REPORTING

Reporting on the continued compliance with EVCI and supporting infrastructure being a safe facility ie any regular compliance certificates required during operation.

ELECTRIC VEHICLE CHARGING STATIONS ON PUBLIC LAND

COUNCIL POLICY

DEFINITIONS

Council – Refers to Wollongong City Council.

Provider – A company or organisation which provides/supplies EVCI.

Public land – As defined in the *Local Government Act 1993*, means any land (including a public reserve) vested in or under the control of the council, but does not include:

a) a public road*; or

b) land to which the *Crown Lands Management Act 2016* applies*; or

c) a common; or

d) a regional park under the *National Parks and Wildlife Act 1974*.

* For the purpose of this Policy, 'Public Land' includes public roads where Council is the roads authority under the *Roads Act 1993* and Crown land managed by Council.

Destination Charging – EVCI that is installed in locations frequented by tourists and visitors such as hotels, restaurants and points of interest.

Electric Vehicle (EV) – This describes a range of different vehicles that are powered by an electric motor with a battery on its own, or accompanied by a fuel-powered internal combustion engine. This includes Plug-in Hybrid Electric Vehicles (PHEVs).

EV Charging Infrastructure (EVCI) – Infrastructure that supplies and supports the provision of electric energy to recharge EVs. This includes charging stations, signage, designated parking bays and all other supporting infrastructure.

Range Anxiety – The fear that when driving an EV vehicle, it will run out of charge and the driver will be stranded due to the inability to recharge.

APPROVAL AND REVIEW		
Responsible Division	City Strategy	
Date/s adopted	*Executive Management Committee* [updated by policy owner]	*Council* [DD Mmmm YYYY]
Date/s of previous adoptions	[DD/MM/YYYY]	
Date of next review	[Not more than two years from date of last review]	

File: LCS-015.157 Doc: IC20/370

ITEM 3 ASSISTANCE FOR LICENSEES OF COUNCIL'S COMMUNITY FACILITIES AND SPORTING GROUNDS

This report seeks approval from Council for the provision of financial assistance to mitigate the impact of the Covid-19 pandemic on not for profit community licensees who have been allocated a Council community facility under the *Allocation of Community Facilities to Community Groups* Policy or who are a 355 Committee of Council.

In addition, this report seeks to provide assistance, via a fee waiver, to local sporting groups that hire Council's sportsgrounds for club training and competition purposes.

RECOMMENDATION

Council recognises the impact of the Covid-19 pandemic on community licensees, sporting clubs and local associations, via the following provisions -

1 a Licensees of community facilities, allocated under Council's Allocation of Community Facilities to Community Groups Policy and 355 Committees of Council be provided with the opportunity to apply for financial support for payment of essential outgoings, up to a maximum of $5,000 per licence, for the 2020/2021 financial year

b Provision of assistance to be subject to application and based on an analysis of each applicant's financial capacity.

2 a Local sports clubs and associations be provided with the opportunity to apply for a conditional 100% waiver of sportsground ground hire fees applicable throughout the impacted winter training and competition period from 25 May 2020 to 17 October 2020

b This waiver will be subject to the State and Local sports associations providing evidence that they are providing a minimum of a 20% reduction to registration/affiliation/capitation fees in addition to other forms of player subsidy to local clubs which may include costs of team nomination fees, insurance and/or referee costs. This waiver excludes costs associated with the provision of sportsfield lighting to fields.

REPORT AUTHORISATIONS

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

ATTACHMENTS

There are no attachments for this report.

BACKGROUND

Community Facilities

Wollongong City Council (WCC) has licensed the management and operation of 29 of its community centres, halls, community hubs and areas within community centres, to 28 not for profit community organisations, under the *Allocation of Community Facilities to Community Groups* Policy. In addition, Bulli Senior Citizens Centre managed by Bulli Senior Citizens Association is a 355 Committee of Council.

The *Community and Sporting Groups Rentals* Policy stipulates the rental fee to be applied to these licences is $1 per year. Licensees hire community centres and halls to individuals and to other community groups, on behalf of Council and/or deliver direct services to the community from these Council facilities. Under the terms of WCC licence agreements, income derived by licensees from hire of licenced facilities must be utilised to pay expenses relating to management, operation and maintenance. It cannot be used to fund the activities or services that licensees deliver.

While community facilities licensees pay a minimal licence fee, they bear the full expense of utilities, cleaning, security, waste removal and other activities associated with operation of their facility.

Most community facility licensee organisations are small, local and operating on very limited margins. In the absence of revenue from hire of venue, these organisations have no alternative pool of income to draw on to fund essential expenses such as connection levees and maintenance.

Sportsgrounds

Wollongong City Council provides 220 individual sports grounds for competition and training at 65 individual locations across the city. The majority of outdoor sporting groups utilise these Council managed outdoor venues for training and competition, with clubs having a small volunteer base and operating with limited financial resources.

The provision of sports facilities for outdoor sport in Wollongong remains a well subsidised service and a low-cost point for local sports club activities that generated $270,000 in income to Council in 2019/20. The applicable Council adopted Fees and Charges for 2019/20 for sports grounds have been retained for 2020/21.

CURRENT SITUATION

Community Facilities

Council determined to close all community facilities, including licensed facilities, from close of business, 24 March 2020. Subsequently on 25 March 2020, the Federal and State Governments legislated the closure of community facilities under the *Public Health Act 2010 (COVID-19)*.

Income for licensees derived from facilities hire has declined with a substantial number of cancellations prior to closure of centres and all hire income ceasing upon closure.

Council has received requests from community facilities' licensees for financial support to mitigate the impact of centre closures during the COVID-19 pandemic and the ongoing financial impact of public health and social distancing regulations.

Some costs in relation to management of each facility, which are the responsibility of licensees, such as cleaning, increased for a short period during the early stages of the COVID-19 pandemic, while the facility was still open. Other costs such as electricity usage and phone usage reduced during the period of closure, while costs such as insurance and phone connection have remained the same. As community facilities have re-opened operational costs have increased again due to the need for more frequent and extensive cleaning and other operational changes to ensure compliance with public health requirements. However, capacity to generate income from hire has decreased to enable physical distancing.

The reduction in hire income to cover ongoing operational costs has the potential to impact negatively on licensee financial sustainability and, as a consequence, their continuing tenure in Council facilities.

This reduces the value of these social infrastructure assets to community due to disruption in their regular hire and could potentially lead to the loss of community services provided by these not for profit community organisations.

Should licensees withdraw from their agreements, there is also a medium-term challenge, where pending re-allocation of these licences, Council will be required to take on direct management of these assets, including hire, cleaning, and a range of other operational responsibilities. In the event of a significant number of licensees handing back their licences, this will pose a resource impost for Council.

Sportsgrounds

All sports training and competition was suspended on 16 March 2020, in response to the Public Health Order and the utilisation of Council sportsgrounds ceased. The major disruption to sports was initially pre-season preparations and training and competition for winter sports codes.

During this initial suspension period (16 March – 24 May), sporting clubs throughout the city experienced unprecedented financial hardship, with downturns in local businesses leading to loss of sponsorship, reduced fundraising opportunities, together with reduced and in some cases no canteen operations.

In response to financial hardship experienced by local sporting clubs, Council has received a small number of formal requests to waive or reduce Council sportsground training and competition hire fees for 2020.

Since the staggered recommencement of training by the various codes throughout June and the reintroduction of competition in mid to late July, clubs have returned to sport in accordance with their COVID-19 safety plans. These plans see reduced spectator attendance to games, limited canteen services which further limits fundraising and additional costs associated with the implementation of COVID-19 safety plans.

While Council is not obliged to provide financial support for its licensees or sporting clubs to enable their continued viability, the impact on community of loss of these services must be a consideration.

Support from Other Tiers of Government

A further consideration relates to other avenues of assistance that may or may not be available to these organisations. This includes a range of Federal Government initiatives under its economic response to COVID-19 program, including investment incentives, boosting cash flow and administrative relief for certain tax obligations including deferring tax payments up to four months.

The Retail and Other Commercial Leases (COVID-19) Regulation 2020 gives effect to the *National Cabinet Mandatory Code of Conduct—SME Commercial Leasing Principles During COVID-19* adopted by the National Cabinet on 7 April 2020.

The NSW Government has also implemented measures to support businesses, including financial subsidies aimed at keeping people in jobs throughout the pandemic and a waiver of payroll tax for small to medium businesses. Where a small business or non-profit organisation has experienced a significant decline in revenue as a result of COVID-19, they may be eligible for a small business support grant of up to $10,000.

Financial institutions such as banks will continue to offer hardship provisions and they have promised additional assistance for businesses in financial strife. These provisions are expected to include the waiving of fees, interest free periods, debt consolidation and a deferral of scheduled loan repayments. It is understood that certain industry bodies are also expected to provide relief to their members through various means.

The impact of these relief mechanisms is yet to be realised and the relief itself may be subject to change as the situation continues.

Assistance Provided by Local Government

Local Government organisations across Australia are facing similar challenges to Wollongong Council, in terms of support for licensees and community organisations that are struggling to remain viable in the face of the COVID-19 restrictions. This includes grants, fee waivers, rental abatements and stimulus packages.

PROPOSAL

It is proposed that Council resolves to support local community facilities licensees via the provision of financial assistance for payment of essential outgoings, up to a maximum of $5,000 for the 2020/2021 financial year. Provision of assistance would be subject to application on the part of licensees for assistance and based on an analysis of each applicant's financial position and capacity.

It is also proposed that Council, recognises the current plight of community sporting groups and associations through the provision of a conditional 100% waiver of sportsground hire fees applicable throughout the impacted training and competition period, from 25 May 2020 to 17 October 2020.

This waiver will be subject to the State and Local sports associations providing evidence that they are providing a minimum of a 20% reduction to registration/ affiliation / capitation fees in additional to other forms of player subsidy to local clubs which may include costs of teams nominating, insurance and / or referee costs. This waiver excludes costs associated with the provision of sportsfield lighting to fields.

This proposal is suggested within the context of the Council resolution of 25 May 2020 concerning Item C2: *Assistance to Council's Commercial Tenants Impacted by COVID-19.*

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 goal "We are a connected and engaged community". It specifically delivers on the following:

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-21
Strategy	4 Year Action	Annual Deliverables
4.2.2 Support and Strengthen the local community services sector	4.2.2.1 Continue to participate and contribute to an integrated community service network	Support community based organisations with community facilities to maintain effective governance and sustainable management practices.
5.1.4 Urban areas are created to provide a healthy and safe living environment for our community	5.1.4.1 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	Increase utilisation of Council's recreation and leisure assets.

RISK MANAGEMENT

The risks associated with this matter are as follows;

1 To community life through the loss of essential community services

2 To Council if required to resume responsibility for a large number of community facilities

3 To community life through the threat of sports clubs no longer being financially viable to provide sporting opportunities to the local community.

FINANCIAL IMPLICATIONS

Should it be determined that Council support licensees of community facilities, as outlined in the recommendation, in meeting essential costs that they are unable to meet themselves due to the impact of the COVID-19 pandemic the impact to budget would be $145,000.

If Council supports the provision of a conditional 100% waiver of sportsground hire fees applicable throughout the impacted training and competition period from 25 May to 17 October 2020, should all clubs and associations be able to meet the criteria and seek to take up the option for the sportsground hire fee waiver, the financial impact to budget would be $90,735.

The current budget provisions made in the 2020/21 Annual Plan and Operating Budget provides for Income and other impacts of COVID-19 of approximately $1.8M for Community Facilities, Parks and Sports fields and Property Services. Based on the existing trend in claims and revenue loss it is considered possible to include these two further support measures within the existing funding and continue to monitor the support levels and available funding through the Quarterly Review process.

CONCLUSION

The Federal and State Governments and a range of other institutions are seeking to support businesses and organisations during the COVID-19 pandemic in recognition of the long term social and economic impact of business failure during this period. However Local Government – and Wollongong Council specifically – also has an interest in mitigating the impact of the pandemic on local community enterprises and local sporting clubs and associations.

File: CO-07.04.008 Doc: IC20/298

ITEM 4 APPOINTMENT OF COUNCILLOR DELEGATES TO COMMITTEES AND REFERENCE GROUPS

Council is represented or participates in many reference groups, Section 355 Committees and external organisations. Councillors are appointed by resolution of Council to the committees, reference groups and external organisations listed in the attachment to this report, for a period of 12 months.

This report identifies those committees, reference groups and external organisations which require the appointment of Councillor Representatives.

RECOMMENDATION

1 Councillor Representatives be appointed to the committees, reference groups and external organisations listed in Attachment 1 until September 2021, where the number of nominations equals the number of available appointments.

2 Elections be undertaken, by open means on a show of hands, to appoint Councillor Representatives to the committees, reference groups and external organisations listed in Attachment 1 until September 2021, where there are more nominees than available appointments.

3 The General Manager be authorised to appoint staff to any external committees that have vacancies following the election of Councillors.

REPORT AUTHORISATIONS

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

ATTACHMENTS

1 Councillor Nominations for 2020-21 Committees, Reference Groups and External Organisations

BACKGROUND

Councillors have been provided with the opportunity to submit nominations for the various committees, reference groups and external organisations to which they wish to be appointed. Any nominations received as at the date of publishing this report have been noted in the attached listing of required Councillor appointments. An updated listing will be distributed to Councillors prior to the meeting. Further nominations can be made from the floor when considering this item.

Clause 11.5 of Council's adopted Code of Meeting Practice stipulates that voting in an election at a Council meeting, other than an election for Deputy Lord Mayor, is to be by open means such as by voice or a show of hands.

Council's *Appointment of Councillor Delegates to Committees Policy* states that Councillors are appointed annually unless otherwise determined by Resolution of Council.

CONSULTATION AND COMMUNICATION

The Lord Mayor and Councillors have been provided with details of the various committees, reference groups and external organisations that require appointments of Councillor representation and have been provided the opportunity to submit nominations to the committees for which they wish to be appointed.

PLANNING AND POLICY IMPACT

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

It specifically delivers on core business activities as detailed in the Governance and Customer Service Business Plan 2020-2021.

CONCLUSION

It is appropriate for Council to proceed to appoint Councillor Representatives to the Council Committees and Reference Groups listed in the report.

OVERVIEW OF COMMITTEES / REFERENCE GROUPS / EXTERNAL ORGANISATIONS 2020-2021

Committee purpose	Membership requirements	2019-2020 delegates	Nominees 2020-2021
	ADVISORY COMMITTEES		
AUDIT, RISK AND IMPROVEMENT COMMITTEE			
The Audit, Risk and Improvement Committee (ARIC) is the primary oversight committee of Council and was established to promote the good corporate governance of Council. **Meeting frequency**: Quarterly	• Two Councillor delegates • One alternate Councillor delegate • Three independent external members appointed by Council, one of whom is Chair	*1. Cr J Dorahy* *2. Cr M Cox* *3. Cr D Figliomeni (Alt)*	**1. Cr M Cox** **2. Cr D Figliomeni** **3. Cr _____ (alt)**
PERFORMANCE REVIEW COMMITTEE			
The Performance Review Committee is responsible for conducting performance reviews of the General Manager on an annual basis and report the findings and recommendations of those reviews to Council. **Meeting frequency**: As required in accordance with the performance review timetable	• Lord Mayor (Chair), • Deputy Lord Mayor, and • One Councillor elected by Council. • One Councillor may be nominated by the General Manager (optional)	*1. Lord Mayor (Chair)* *2. Deputy Lord Mayor* *3. Cr M Cox*	**1. Lord Mayor (Chair)** **2. Deputy Lord Mayor** **3. Cr M Cox**
	REFERENCE GROUPS		
ABORIGINAL REFERENCE GROUP			

The Aboriginal Reference Group (ARG) will provide input to Council regarding issues affecting the Indigenous community in Wollongong and provide the Aboriginal community with capacity to inform Council's decision-making processes.
Broadly, the ARG will enable Wollongong City Council to meet its Community Strategic Plan, in particular those parts of the plan that relate to Aboriginal and Torres Strait Islander people.
The ARG will also provide a point of contact for Council's broader consultation with the Aboriginal community and promote Aboriginal initiatives and celebrations auspiced by Wollongong City Council.
Meeting frequency: Quarterly
	Council representatives:
	• Two Councillors, and
	• One Council Officer
	Aboriginal community representatives:
	• Five Aboriginal community representatives who may also be constituents of interest groups or employees of Aboriginal organisations, and;
	• One representative per Aboriginal community organisation as listed below (total of three) and as nominated by the following organisations:
	  ○ Illawarra Aboriginal Corporation
	  ○ Illawarra Local Aboriginal Land Council
		1. Lord Mayor
		2. Vacancy
			1. Lord Mayor
			2. Cr M Cox

OVERVIEW OF COMMITTEES / REFERENCE GROUPS / EXTERNAL ORGANISATIONS 2020-2021

Committee purpose	Membership requirements	2019-2020 delegates	Nominees 2020-2021
	○ Illawarra Aboriginal Medical Service		
COMMUNITY SAFETY REFERENCE GROUP			
The purpose of the Community Safety Reference Group (CSRG) is to bring partners together (including NSW Police, Local, State and Federal Government agencies; non-government agencies and the community) to identify and drive the development of specific strategies to enhance community safety in the Wollongong Local Government Area (LGA). Broadly, the CSRG will enable Wollongong City Council to meet the Our Wollongong Community Strategic Plan and in particular those parts of the plan that relate to the creation of a safe city. **Meeting frequency**: Bi-monthly	The CSRG shall consist of no more than 20 members, comprising of: • Two Police representatives who will be from Wollongong Local Area Command and Lake Illawarra Area Command respectively • Representatives from a range of relevant government and non-government agencies including but not limited to: ○ Service Representatives ○ Religious and Charity Based Organisations ○ Business and Industry ○ State Government Departments ○ Education and Research agencies In addition to the above members, the CSRG will be supported by: • Two Wollongong City Councillors; and • One Wollongong City Council Officer Community representatives must live or work in the Wollongong LGA and must be able to demonstrate an appropriate involvement in the Wollongong City Council area and within their local community.	*1. Lord Mayor* *2. Cr T Brown*	**1. Lord Mayor** **2. Cr T Brown**
SPORTS AND FACILITIES REFERENCE GROUP			
The Sports and Facilities Reference Group has been established to provide advice to Council on policies and strategies which relate to the implementation of the Sportsground and Sporting Facilities Strategy. **Meeting frequency**: Bi-monthly	• Three Councillors (one to be elected Chair), • A representative from the Office of Sport, • A representative of Illawarra Academy of Sport,	*1. Cr J Rimmer (Chair)* *2. Cr J Dorahy* *3. Cr C Walters*	**1. Cr J Rimmer (Chair)** **2. Cr J Dorahy** **3. Cr C Walters**

OVERVIEW OF COMMITTEES / REFERENCE GROUPS / EXTERNAL ORGANISATIONS 2020-2021

Committee purpose	Membership requirements	2019-2020 delegates	Nominees 2020-2021
	• minimum of ten members targeting major sporting associations that utilise Council sporting facilities and grounds, and • a single representative from emerging sports as nominated by their peak body.		
WALKING, CYCLING AND MOBILITY REFERENCE GROUP			
The Walking, Cycling and Mobility Reference Group has been established to provide advice to Council on the preparation and implementation of bicycle, pedestrian and disability access policies and strategic plans in Wollongong. **Meeting frequency**: Bi-monthly	• Two Councillors (one to be elected Chair) • One Council officer from Infrastructure, Strategy and Planning • One Council officer from Community and Cultural Services • Two community members representing bicycle users • Two community members representing pedestrians • Two community members representing the access needs of people with disability • One community member representing the access needs of seniors • One community member representing the access needs of families with children	*1. Cr D Brown (Chair)* *2. Cr M Cox*	**1. Cr D Brown (Chair)** **2. Cr M Cox**
WOLLONGONG HERITAGE REFERENCE GROUP			
The Wollongong Heritage Reference Group plays a significant role in development of Council's Heritage Strategy and Implementation Plan. The Group was created to assist and advise Council on development and delivery of a Heritage Strategy Plan and provide advice on a wide range of heritage issues and projects. **Meeting frequency**: Bi-monthly	• Two Councillors (one to be elected Chair), • Eight independent members with wide knowledge and expertise in natural and cultural heritage.	*1. Cr A Martin (Chair)* *2. Cr M Cox*	**1. Cr A Martin (Chair)** **2. Cr _____**

OVERVIEW OF COMMITTEES / REFERENCE GROUPS / EXTERNAL ORGANISATIONS 2020-2021

Committee purpose	Membership requirements	2019-2020 delegates	Nominees 2020-2021
	SECTION 355 COMMITTEE		
AUSTRALIA DAY COMMITTEE			

Provides community input into Wollongong City Council's organisation of an annual celebration of Australia Day; determines Citizen of the Year award winners.
Meeting frequency: Monthly
	• Lord Mayor (Chair),
	• One Councillor,
	• Australia Day Council representative,
	• Up to ten community representatives including:
	  ○ two youth representatives (aged under 26 years),
	  ○ Current Citizen, Young Citizen and Cultural and Community Award winners
		1. Lord Mayor (Chair)
		2. Cr J Rimmer
			1. Lord Mayor (Chair)
			2. Cr J Rimmer

	EXTERNAL ORGANISATIONS		
ASSOCIATION OF MINING & ENERGY RELATED COUNCILS			
The Association of Mining and Energy Related Councils represents mining and energy related councils and their communities throughout New South Wales. The Association's mission is to advocate on behalf of members (22 Local Government Areas) and their communities on mining and energy related issues and to ensure that mining activity is conducted in accordance with the principles of Ecologically Sustainable Development. In 2017 the Association adopted a new direction embracing the necessity and opportunities surrounding the growing renewable energy sector by renaming the Association to reflect this new direction - Mining and Energy Related Councils NSW. **Meeting frequency**: Quarterly	• Two representatives from each member Council	*1. Cr D Figliomeni* *2. Cr C Blakey*	**1. Cr D Figliomeni** **2. Cr C Blakey**

OVERVIEW OF COMMITTEES / REFERENCE GROUPS / EXTERNAL ORGANISATIONS 2020-2021

Committee purpose	Membership requirements	2019-2020 delegates	Nominees 2020-2021
CIVICRISK MUTUAL LTD			
CivicRisk West is an insurance pool comprising 11 councils and CivicRisk Mutual is a related pool comprising a further 6 councils. The boards provide strategic direction and oversight of insurance procurement and claims management, as well as providing guidance to member councils regarding good governance principles for an effective enterprise-wide risk management framework. The role of the Councillor is to participate as a Director on the Board. **Meeting frequency**: Meet every second month (on average)	• The Lord Mayor (or the Lord Mayor's nominee) and; • General Manager (or the General Manager's nominee) attend the Board meetings	*1. Lord Mayor* *2. Vacancy (Alternate)*	1. Lord Mayor 2. Cr _____ (Alt)
DESTINATION WOLLONGONG			
The purpose of the company is to contribute to the sustainable growth of a diverse and vibrant economy, including through: a) Growing the Wollongong and the region's visitor economy; b) Promoting and marketing Wollongong and the Illawarra region; and c) Supporting the attraction of new investment and business into Wollongong and the Illawarra region. **Meeting frequency**: Bi-Monthly	Comprising at least five directors and no more than nine directors: • Three Council appointed independent Directors, • Two Council appointed Officer Directors (one Councillor and one Council employee) • And four-member directors.	*1. Cr L Colacino*	**1. Cr L Colacino**
FLOODPLAIN MANAGEMENT AUSTRALIA			
Promotes sound and responsible floodplain management representing the interests of floodplain communities across Australia and the authorities responsible for reducing future flood losses. **Meeting frequency**: Quarterly	• Two nominees of each member Council, together with representatives from consultants and other groups involved in floodplain management	*1. Cr J Dorahy* *2. Cr J Kershaw*	**1. Cr J Kershaw** **2. Cr _____**

OVERVIEW OF COMMITTEES / REFERENCE GROUPS / EXTERNAL ORGANISATIONS 2020-2021

Committee purpose	Membership requirements	2019-2020 delegates	Nominees 2020-2021
HEALTHY CITIES ILLAWARRA BOARD			
Responsible for the control and management of Healthy Cities Illawarra Incorporated and assists with improved collaboration between Healthy Cities Illawarra and Councils. **Meeting frequency**: Bi-monthly	• Four members appointed, one from each local council in the geographic area in which the Association operates (being Wollongong, Shellharbour, Kiama and Shoalhaven Councils) and shall be the Lord Mayor, Mayor or their delegate; • Two members from the Health Sector, one of whom shall represent the Health entity that provides core funding to the Association; • The General Manager of Healthy Cities Illawarra; • Up to four members elected from the membership at the annual general meeting; • Up to four members appointed by the Board who have specific skills required by the Board	*1. Lord Mayor* *2. Cr C Blakey (Alt)*	**1. Lord Mayor** **2. Cr C Blakey (Alt)**
ILLAWARRA BUSHFIRE MANAGEMENT COMMITTEE			
Coordinates rural bush fire management activities over the Illawarra including the Local Government areas of Wollongong, Kiama and Shellharbour. **Meeting frequency**: Quarterly	• One Councillor from each Local Government area, plus • Representatives of the Rural Fire Service and other Authorities throughout the Region	*1. Vacancy*	**1. Cr A Martin** **2. Cr C Walters**
ILLAWARRA DISTRICT WEEDS AUTHORITY (IDWA)			
IDNWA is a regulatory association of Kiama, Shellharbour and Wollongong Councils aimed at the control of all declared noxious weeds within the Wollongong-Shellharbour-Kiama boundary limits The IDNWA policy on noxious weed control involves the process of education, co-operation and where necessary enforcement with all affected private owners and occupiers of land and public authorities consulted. It aims to prevent the establishment of new noxious weeds and to restrict the spread and reduce the area of all existing noxious weeds. **Meeting frequency**: Quarterly	• One delegate from each of Wollongong, Kiama and Shellharbour Councils	*1. Cr C Blakey*	**1. Cr C Blakey**

OVERVIEW OF COMMITTEES / REFERENCE GROUPS / EXTERNAL ORGANISATIONS 2020-2021

Committee purpose	Membership requirements	2019-2020 delegates	Nominees 2020-2021
ILLAWARRA ITEC LIMITED BOARD			
Partnership between community, industry, Local, State and Federal Government to support small business and technology development in employment, training, business and industry. **Meeting frequency**: Bi Monthly	• Twelve board members including representatives from business, University of Wollongong, community and the Department of Education and • One representative each from Shellharbour and Wollongong Councils	*1. Cr C Walters*	**1. Cr C Walters**
ILLAWARRA PERFORMING ARTS CENTRE BOARD			
Manage the operation of the Illawarra Performing Arts Centre. **Meeting frequency**: Bi-monthly	• Two Councillors • General Manager of Council; and • Community members.	*1. Cr T Brown* *2. Cr L Colacino*	**1. Cr T Brown** **2. Cr L Colacino**
ILLAWARRA SPORTS STADIUM LIMITED			
The Board looks after the management, policy, development and operation of the Indoor Sports complex at Fred Finch Park, Berkeley. **Meeting frequency**: Quarterly	• One Councillor representative, • Two netball representatives, and • Two community representatives	*1. Vacancy*	**1. Cr T Brown**
ILLAWARRA ZONE LIAISON COMMITTEE – RURAL FIRE SERVICE			
This committee reviews the performance criteria set out in the Illawarra Zone RFS Management Plan and the Service Level Agreement between Council and the RFS. **Meeting frequency**: Quarterly	• Two Councillors to be elected – one as delegate and one as alternate delegate; • Staff and elected members from Wollongong, Shellharbour and Kiama Councils, • RFS staff and volunteer representatives	*1. Cr C Blakey* *2. Vacancy*	**1. Cr C Blakey** **2. Cr _____**
LACHLAN REGIONAL TRANSPORT COMMITTEE			
The Committee's aim is to establish the most efficient and fair transport system covering all means of transport for freight and people in the State of New South Wales. The Lachlan Regional Transport Committee was established in 1983. It draws its membership from the outskirts of Sydney through the Central West of New South Wales to Dubbo,	• Lord Mayor and • One alternate Councillor Delegate.	*1. Lord Mayor* *2. Cr D Figliomeni (Alt)*	**1. Lord Mayor** **2. Cr D Figliomeni (Alt)**

OVERVIEW OF COMMITTEES / REFERENCE GROUPS / EXTERNAL ORGANISATIONS 2020-2021

Committee purpose	Membership requirements	2019-2020 delegates	Nominees 2020-2021
Parkes and Cootamundra. Members include fifteen local government councils and the Port of Port Kembla. **Meeting frequency**: Quarterly			
LAKE ILLAWARRA ESTUARY MANAGEMENT COMMITTEE			
The Lake Illawarra Estuary Management Committee is a joint Committee of Wollongong and Shellharbour City Councils. It will be chaired by Shellharbour City Council from Oct 2020 – Oct 2021. The Lake Illawarra Estuary Management Committee's role is to provide advice, feedback and support to Wollongong City and Shellharbour City Councils in developing, implementing and monitoring a Coastal Management Program and projects for Lake Illawarra, that are primarily focused on protecting estuary health. The Committee does not have decision making authority, the power to bind the two Councils or the power to incur expenditure. **Meeting frequency**: Quarterly	• Three WCC Councillors - one from each ward and one to be Chair • Other members include two community representatives from: ○ Both Wollongong and Shellharbour City Council LGA's. ○ Two Aboriginal community representatives, ○ Two Scientific Advisors and ○ Various state government agencies.	*1. Cr D Figliomeni* *2. Cr A Martin* *3. Cr C Blakey*	**1. Cr A Martin** **2. Cr D Figliomeni** **3. Cr C Blakey**
LANDCARE ILLAWARRA			
Obtain funding and provide support and development for environmental restoration and repair by Community Groups and individuals within the local government areas of Wollongong, Shellharbour and Kiama. **Meeting frequency**: Monthly	• One Councillor and one officer (observer); • Representatives of other local councils; • Representatives of Southern Rivers Catchment Management Authority; • Representatives of Landcare groups	*1. Vacancy*	**1. Cr _____**
PUBLIC LIBRARIES NSW – SE ZONE			
Enables those Councils and public library services which are members to meet on a regular basis for common purposes and to undertake united action. It represents the interests of public libraries and their users throughout New South Wales and has a vital interest in improving library services and access to information	• Each Council is entitled to three representatives being: ○ One Councillor ○ One Council officer, and ○ One Library Manager or Library Officer-in-Charge	*1. Cr J Rimmer*	**1. Cr J Rimmer**

OVERVIEW OF COMMITTEES / REFERENCE GROUPS / EXTERNAL ORGANISATIONS 2020-2021

Committee purpose	Membership requirements	2019-2020 delegates	Nominees 2020-2021
resources for all people living in New South Wales through a range of initiatives, joint ventures and partnerships. There are 120 members comprising 105 local government authorities and 15 regional library services. Membership is open to each Council directly providing or contributing funds towards a public library service **Meeting frequency**: Twice per year			
SHELLHARBOUR AIRPORT MANAGEMENT ADVISORY COMMITEE			
Committee of Shellharbour City Council. To advise on policy and strategies to encourage business growth and development at the airport and to strengthen the airport's role in providing transport services, tourism and business opportunities within the region. **Meeting frequency**: As required	• One representative from each of the following organisations: ○ Wollongong City Council (plus an alternate) ○ Kiama Municipal Council ○ Industry and Investment NSW ○ Regional Development Australia - Illawarra ○ South Coast Regional Tourism Organisation ○ Destination Wollongong ○ Division of the Department of Premier and Cabinet ○ Illawarra Business Chamber PLUS • Shellharbour City Council representatives: ○ Mayor or their delegate plus alternate delegate ○ Staff convenor (1) ○ Staff representatives (3)	*1. Cr C Walters* *2. Cr T Brown (Alternate)*	**1. Cr C Walters** **2. Cr T Brown (Alt.)**
SOUTH EAST AUSTRALIAN TRANSPORT STRATEGY			
Provides coordinated advocacy for the development of transport infrastructure in the South East Australian region	• One Councillor delegate and • one alternate Councillor delegate	*1. Cr D Figliomeni* *2. Cr T Brown (Alt)*	**1. Cr D Figliomeni** **2. Cr T Brown (Alt)**

OVERVIEW OF COMMITTEES / REFERENCE GROUPS / EXTERNAL ORGANISATIONS 2020-2021

Committee purpose	Membership requirements	2019-2020 delegates	Nominees 2020-2021
that supports sustainable economic development and the prosperity of its constituents. **Meeting frequency**: Quarterly			
SOUTHERN JOINT REGIONAL PLANNING PANEL – formerly Joint Regional Planning Panel (JRPP)			
The Southern Region Planning Panel (SRPP) comprises of three state appointed and two locally appointed panel members to determine regionally significant development applications. The Planning Panel: • Determines 'regionally significant' development applications (DA's) • Acts as the Planning Proposal Authority (PPA) when directed • Reviews rezoning requests (Planning Proposals) • Provides advice on other planning and development matters when requested. **Meeting frequency**: Monthly	Each Planning Panel consists of five members: • Three members including the Chair, appointed by the Minister (State members), and • Two members and two alternate members nominated by the relevant council (council members). At least one council member is required to have expertise in one or more of the following areas: ○ planning, ○ architecture, ○ heritage, ○ the environment, ○ urban design, ○ land economics, ○ traffic and transport, ○ law, ○ engineering or ○ tourism.	*1. Cr D Brown* *2. Cr M Cox*	**1. Cr D Brown** **2. Cr M Cox**

File: EM-900.012 Doc: IC20/337

ITEM 5 PROPOSED ORGANISATIONAL STRUCTURE

This report presents the proposed senior staff structure for adoption by Council. The proposed structure represents only minor amendments to the structure endorsed by Council in May 2018, with changes proposed to assist in optimising the efficient and effective delivery of service and organisational performance.

RECOMMENDATION

In accordance with Section 332 of the Local Government Act 1993, Council endorse the senior staff structure as outlined in Attachment 1.

REPORT AUTHORISATIONS

Authorised by: Greg Doyle, General Manager

ATTACHMENTS

1 Proposed Senior Staff Structure - August 2020
2 Detailed Proposed Senior Staff Structure - August 2020

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.'

Part 333 of the Act provides for redetermination and review of the structure as follows:

'The organisation structure may be re-determined under this Part from time to time. The council must review, and may re-determine, the organisation structure within 12 months after any ordinary election of the council.'

On 28 May 2018, Council endorsed a structure with 20 senior staff, including the General Manager, four Directors and 15 Senior Managers. In June 2019, a new General Manager was appointed for the organisation and a review of the organisational structure was undertaken. The following principles underpinned the review:

- delivery of Community Strategic Plan objectives
- appropriate governance
- efficient and effective use of resources, and
- ongoing refinement and realignment.

The outcome of this review confirmed that in the main, the organisational structure was effective in the delivery of organisational objectives, with minor amendments proposed to enhance organisational collaboration and the efficient delivery of services.

PROPOSAL

Minor amendments are proposed to the organisational structure, with key changes as follows:

1 A change in the reporting line for the General Counsel. Previously the General Counsel [and Legal team] reported to the Manager Governance and Customer Service. The senior staff position is now proposed to report directly to the Director Corporate Services. This reporting line creates a better structural fit and ensures the role of the General Counsel is appropriately recognised as a senior staff member of the organisation.

2 Retitling the Information and Improvement Division as the Information Management and Technology [IMT] Division and titling the senior staff role as the Chief Information Officer [CIO]. The IMT Team have recently been structured to bring IMT staff from across the organisation together into the one division and have responsibility for delivery of the IMT Strategy [one of the key resourcing strategies of the Community Strategic Plan]. The CIO senior staff title has previously been discussed with Councillors and better reflects contemporary naming conventions.

3 The removal of a vacant senior staff position [Manager Human Resources]. The organisation is suitably serviced by two people focussed Divisions being Organisational Development, and Safety and Workplace Services. These teams have existing experienced Managers in place who will continue to lead the teams but are not designated senior staff roles.,

4 Realignments within the Community Cultural and Economic Development Division, including elevation of media and communications to the Manager Community Cultural and Economic Development, enhanced focus on events, bringing together Community Development with Engagement and combining City Activation and Culture.

5 Realignment of the Corporate Strategy Team within the Finance Division to create synergy between corporate planning, budget development and reporting.

The above amendments are outlined in a Detailed Proposed Senior Staff Structure in Attachment 2.

CONSULTATION AND COMMUNICATION

Discussion with Councillors has occurred regarding the changes proposed to the organisational structure.

The proposed structure has been trialled over the past few months with positive feedback received from staff.

It is noted that the fine detail of the organisational structure is subject to ongoing review and refinement to ensure the ongoing efficient and effective delivery of services to the community.

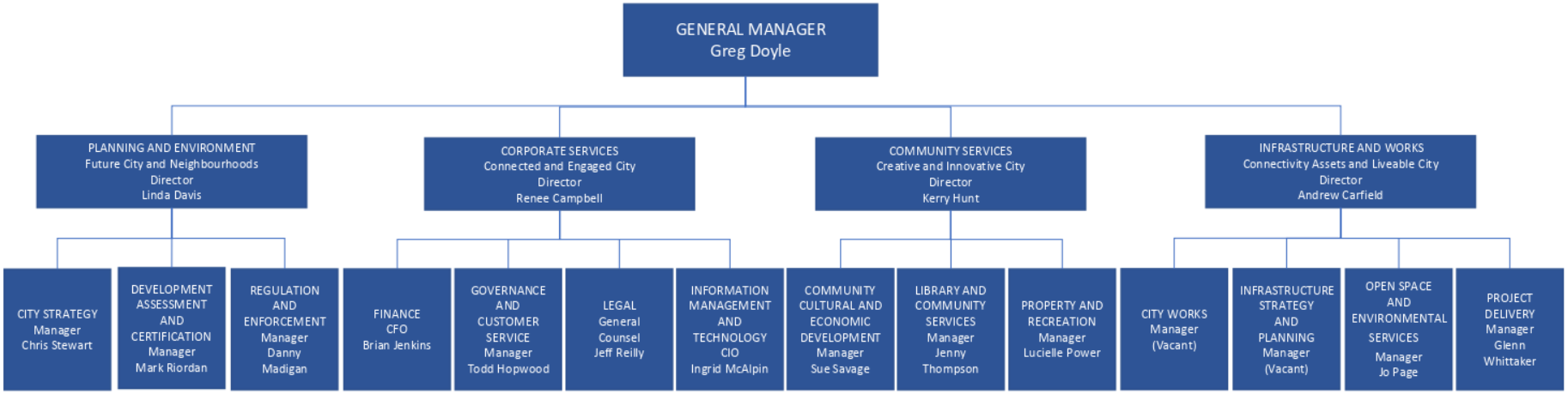
FINANCIAL IMPLICATIONS

In addition to the Council determining the senior staff roles and reporting lines, Section 332 of the Act also requires the Council to determine the allocation of resources towards the employment of staff. These resources are set by the Council in the development and adoption of the Operational Plan and Budget, and the structure as proposed in this report is within the allocated resources.

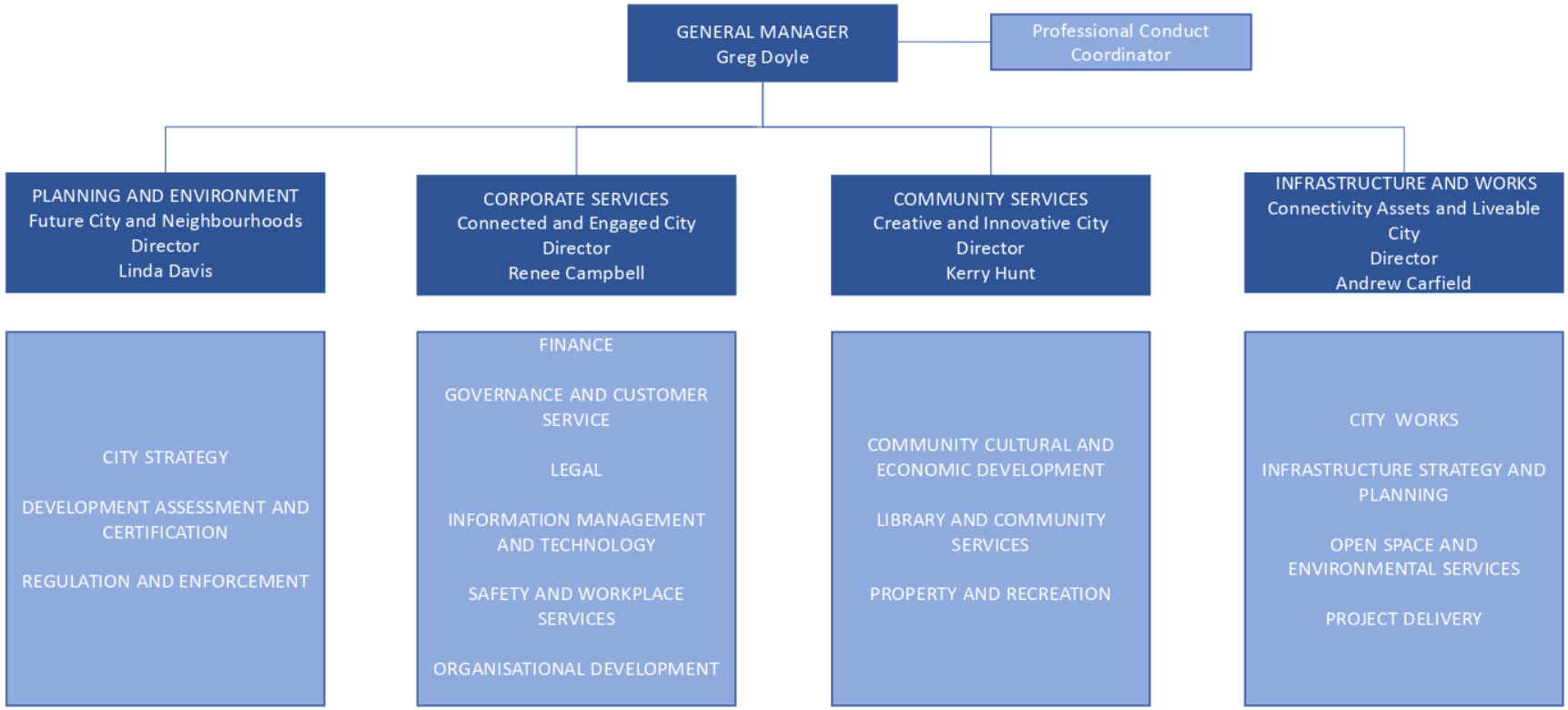
CONCLUSION

This report recommends Council endorse the senior staff structure as proposed in Attachment 1. The structure proposes only minor amendments to that adopted by Council in May 2018, but will enhance the efficient and effective delivery of services to the community.

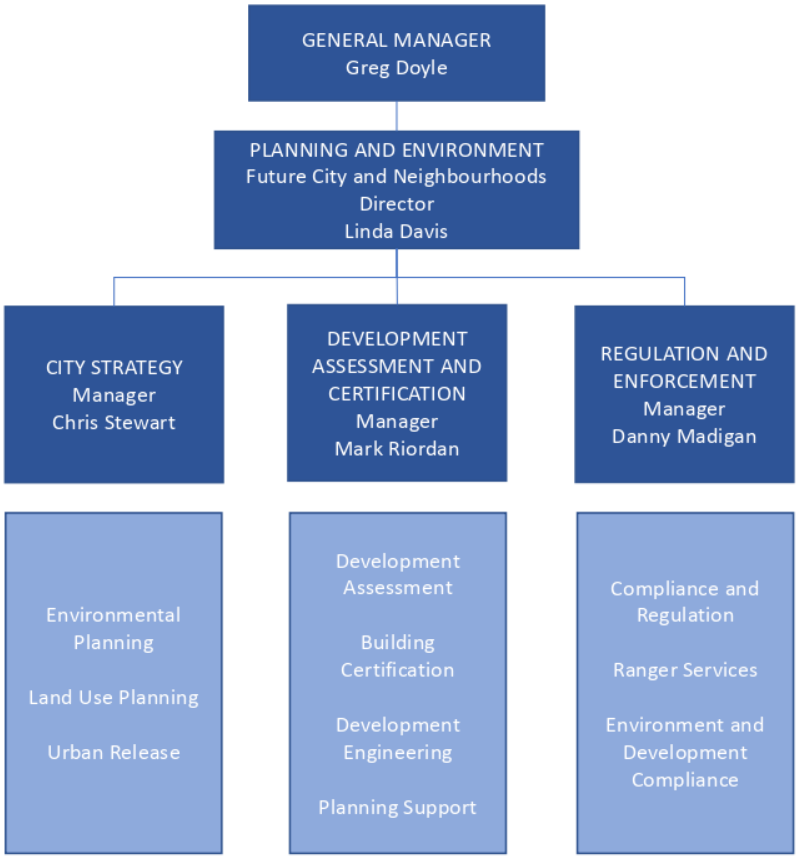
SENIOR STAFF STRUCTURE



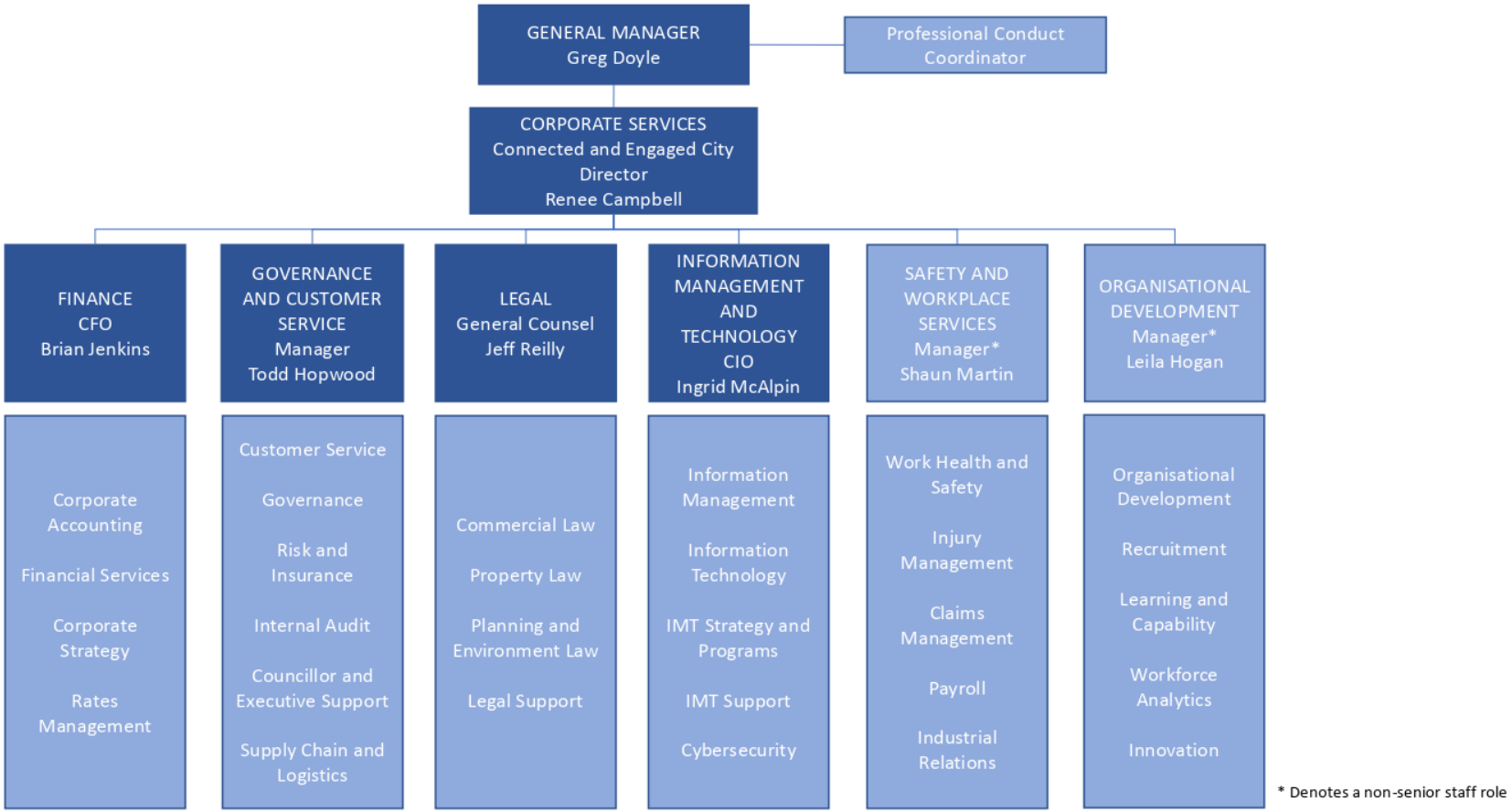
ORGANISATIONAL STRUCTURE



PLANNING AND ENVIRONMENT STRUCTURE

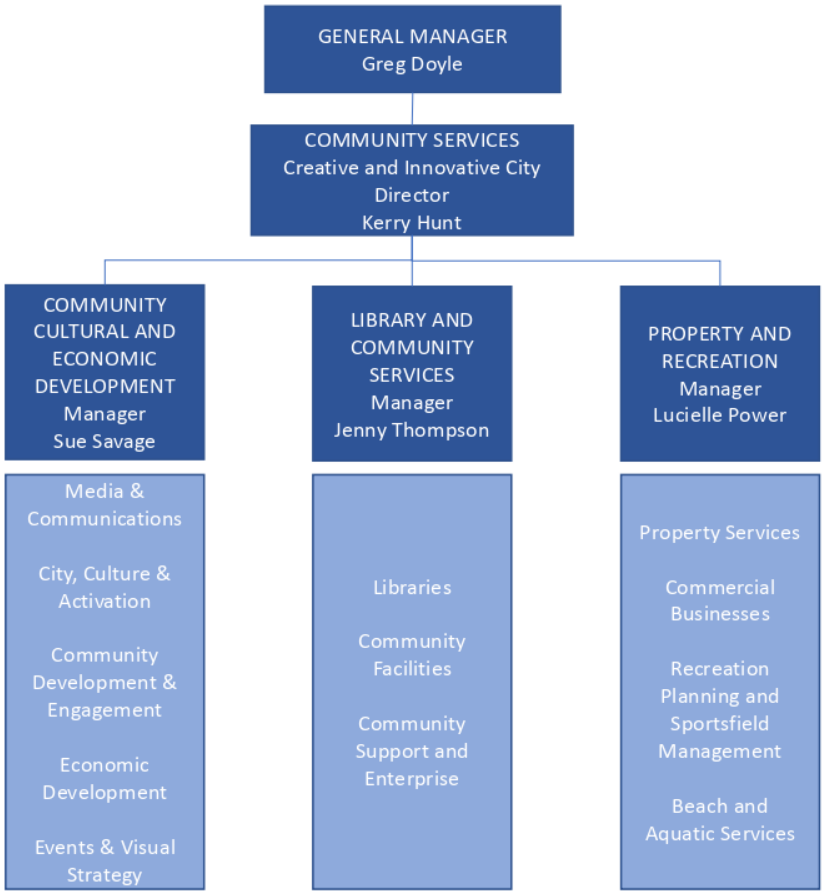


CORPORATE SERVICES STRUCTURE



* Denotes a non-senior staff role

COMMUNITY SERVICES STRUCTURE



INFRASTRUCTURE AND WORKS STRUCTURE



File: CCE-040.010.01.343 Doc: IC20/335

ITEM 6 POST EXHIBITION - WOLLONGONG ART GALLERY STRATEGIC PLAN 2020-2025

Framing Our Future, Wollongong Art Gallery Strategic Plan 2020-2025, provides a strategic framework to guide Wollongong Art Gallery (WAG) to effectively respond to the opportunities and challenges presented by our city's cultural and creative landscape. It details the actions we will deliver over the next five years and demonstrates a commitment to the cultural life in Wollongong.

Framing Our Future, was developed in consultation with our key stakeholders, including our community through several engagement processes, as well as direct audience/user feedback, which captured the priorities, thoughts and ideas of local creatives and community members.

Council at its meeting on 29 June 2020 endorsed the public exhibition of draft *Framing Our Future* from 2 July to 6 August 2020 inclusive. 15 submissions were received during the exhibition period, providing valuable feedback. All feedback received from the exhibition period has been considered and minor amendments to the strategy and implementation plan have been recommended.

This report seeks Council's adoption for the draft *Framing Our Future,* Wollongong Art Gallery Strategic Plan 2020-2025.

RECOMMENDATION

1 Council adopt the *Framing Our Future* Wollongong Art Gallery Strategic Plan 2020-2025.

2 Council note the *Framing Our Future* Wollongong Art Gallery Strategic Plan 2020-2025 - Implementation Plan.

3 Council note We Asked, You Said, We Did (summary of submissions).

REPORT AUTHORISATIONS

Report of: Sue Savage, Manager Community Cultural + Economic Development
Authorised by: Kerry Hunt, Director Community Services - Creative and Innovative City

ATTACHMENTS

1 Framing Our Future Wollongong Art Gallery Strategic Plan 2020-2025 - Draft
2 Framing Our Future Wollongong Art Gallery Strategic Plan 2020-2025 - Implementation Plan
3 Framing Our Future Wollongong Art Gallery Strategic Plan 2020-2025 - Engagement Report
4 Framing Our Future Wollongong Art Gallery Strategic Plan 2020-2025 - We Asked, You Said, We Did

BACKGROUND

WAG, (then Wollongong City Gallery) ceased operation as a not-for-profit company in June 2009 and came under direct management of Wollongong City Council in July of that year. While WAG has operated with internal strategic documents, it has not had a formal strategic plan, developed through engagement with community and endorsed by Council during this time.

Framing Our Future provides contextual detail to support our cultural strategies identified within Creative Wollongong 2019-2024 and Our Wollongong 2028 Community Strategic Plan. This plan also sits alongside a number of intersecting 'supporting documents', which are connected to the Community Strategic Plan. These documents provide further detail on how we are going to achieve positive outcomes for our community.

Framing Our Future seeks to build on the work WAG has done to bring art and cultural programs and activity to Wollongong, while more strongly aligning with other Council initiatives and community, cultural and economic directions.

Framing Our Future, identifies 21 strategies that sit under six key focus areas:

1. Place
2. Program
3. Collection
4. Visitor Experience
5. Profile
6. Partnerships

Framing Our Future captures the community's vision and ideas for a better WAG and cultural experience and outlines a series of strategic actions that will contribute to creating a more engaging, challenging, vibrant and social gallery space and program.

PROPOSAL

This report seeks Council's endorsement of the *Framing our Future,* Wollongong Art Gallery Strategic Plan 2020-2025 and for Council to note the 'We Asked, You Said, We Did' summary of submissions and Implementation Plan.

CONSULTATION AND COMMUNICATION

The development of *Framing Our Future* was informed by an extensive community and internal engagement process (undertaken in June 2017, July 2019 and the recent exhibition period 2 July - 6 August 2020 inclusive), which captured the priorities, thoughts and ideas of over 179 local creatives, community members, business owners and staff from across Council. *Framing Our Future* was also informed by feedback from Council's Creative Wollongong 2019-2024 Cultural Plan and feedback from Museums and Galleries NSW Guess Who's Going to the Gallery, state-wide regional gallery survey 2012, (including 489 surveys from our visitors).

People shared their thoughts and ideas via several methods:

- Community survey
- Five community workshops
- One pop up stall
- Two targeted workshops with creative practitioners
- Two meetings with local Aboriginal groups and organisations
- One visioning workshop
- Two Gallery staff workshops

During the public exhibition, copies of the draft *Framing Our Future* and feedback forms were distributed via:

- Wollongong Art Gallery website
- Wollongong Art Gallery Facebook
- Wollongong Art Gallery Instagram
- Council's website
- Email to artist networks
- Creative Wollongong cultural newsletter

Results of public exhibition

The draft *Framing Our Future* was placed on public exhibition from 2 July to 6 August 2020 inclusive. 15 submissions were received following the public exhibition.

The key feedback themes related to the six focus areas identified within *Framing Our Future*. Themes included: support for a café and expanded retail offering, improvement to the Gallery building and investment in infrastructure, partnerships and collaboration, marketing, education and after-hours events, inclusivity, curatorial vision and employment opportunities.

Summary of changes to the plan following exhibition

All feedback received from the exhibition period has been considered and minor amendments to the strategies and implementation actions have been recommended. Key changes to the draft *Framing our Future* and associated Implementation Plan (working document), include:

- Updated action 1.1.2 - Investigate furniture, technical equipment and facility enhancements for improved visitor experience
- Update action 1.1.3 - Pilot options to use the front entrance and garden to better connect WAG to the community
- Updated action 1.1.4 - Undertake feasibility study for Gallery Café and Gift Shop
- Updated strategy 1.2 - Investigate opportunities for WAG building and infrastructure to ensure fit for future
    - New action 1.2.4 - Investigate improvements to building for enhanced accessibility
    - Updated action 2.4.1 - Build capacity to develop Young Curators Program
    - New action 2.4.2 - Schedule specific programs for people with a disability at WAG
    - Updated action 5.2.1 - Develop a strategic plan for the marketing and promotion of WAG

Refer 'We Asked, You Said, We Did' summary of submissions [Attachment 4].

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 Goal 3 "Wollongong is a creative, vibrant city". It specifically delivers on the following:

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-21
Strategy	4 Year Action	Operational Plan Actions
3.2.1 Museums and galleries are promoted as part of the cultural landscape.	3.2.1.1 Provide support to existing and emerging artists and performers.	Update the Wollongong Art Gallery Strategic Business Plan.

Framing Our Future is a supporting document under Council's Integrated Planning and Reporting Framework. The plan links to other supporting documents including:

- Creative Wollongong 2019-2024
- A City for People: Wollongong Public Spaces Public Life 2016
- Public Art Strategy 2016-2021
- Economic Development Strategy 2013-2023
- Disability Inclusion Action Plan (Draft) 2020 - 2025

SUSTAINABILITY IMPLICATIONS

The six key focus areas outlined in *Framing Our Future* and the associated implementation plan, provide a framework for the delivery of a range of strategies and actions which will promote more efficient and improved service delivery through collaboration, connection and partnership. The plan details a pathway for process improvements in marketing, access, collection management, infrastructure and program development so that WAG can remain relevant to our stakeholders, while supporting opportunity and innovation within the dynamic arts and cultural sector.

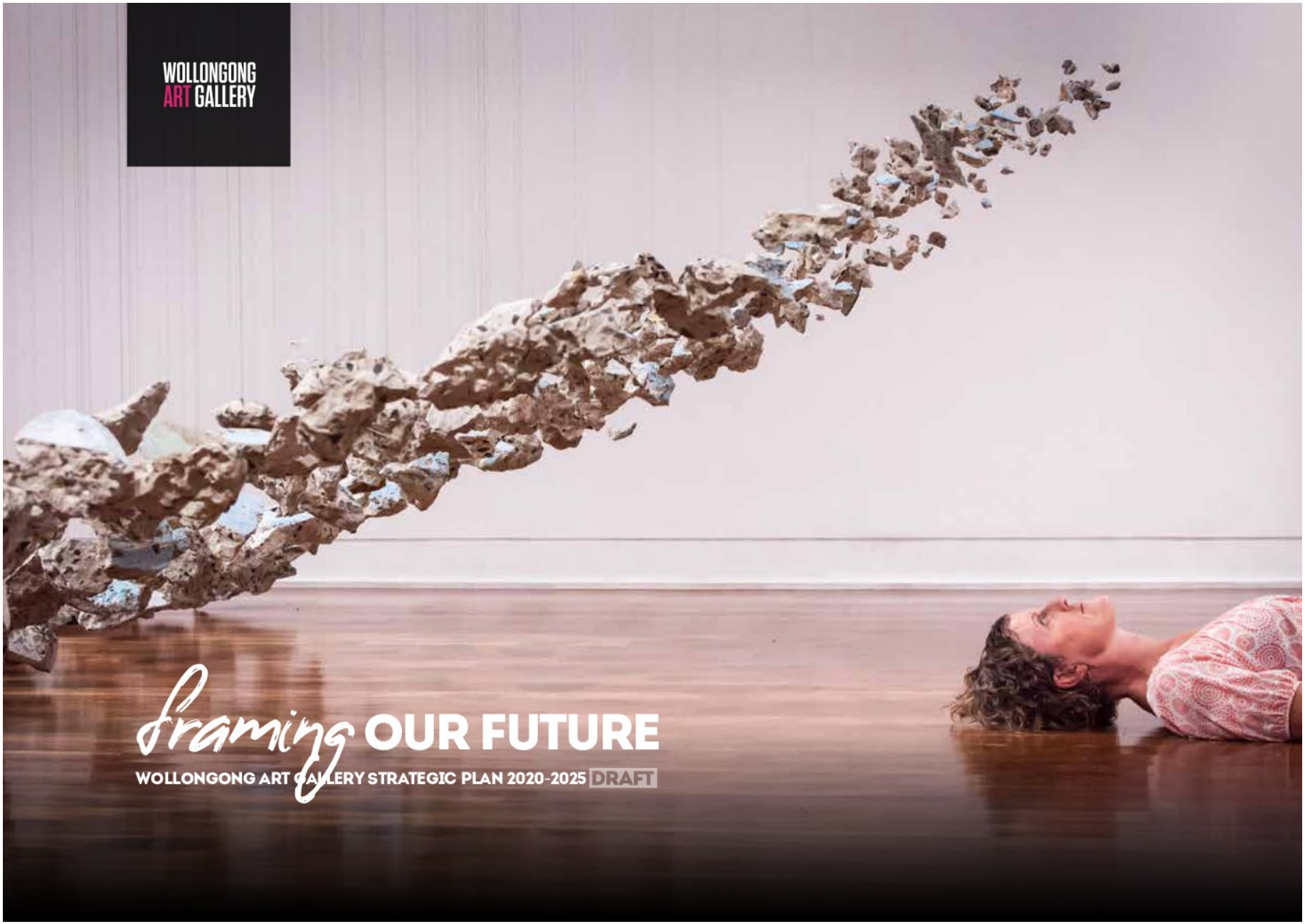
FINANCIAL IMPLICATIONS

The implementation of *Framing Our Future* will be primarily funded through existing operational and capital budgets. Many of the strategies and actions in *Framing Our Future* are already identified in the forward program and will not require additional funds. Other strategies and actions rely on a continuation of what we have already planned, albeit working differently, reprioritising and/or altering the timing of existing planned projects.

The Implementation Plan outlines funded actions and funding gaps. Any unfunded actions will be considered each year as part of the annual planning process. Where appropriate, potential grant opportunities will be pursued.

CONCLUSION

The arts, heritage and culture play an important role in our city. They bring people together, celebrate our identity, encourage learning and provide new opportunities for employment. *Framing Our Future,* Wollongong Art Gallery Strategic Plan 2020-2025, captures the community's priorities for the future development of WAG and provides a framework to deliver engaging and challenging projects and programs over the next five years in line with community expectations.


WOLLONGONG
ART GALLERY
framing OUR FUTURE
WOLLONGONG ART GALLERY STRATEGIC PLAN 2020-2025 DRAFT



acknowledgement of country

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

image (cover): Lizzie Buckmaster Dove, *Pool, the Alchemy of Blue*, 2013, installation photograph
image (left): Christian Thompson, (detail) *He of the Empowered Gaze*, 2016, c-type print on Fuji pearl metallic paper

CONTENTS

Lord Mayor's Message 4

Overview 7

Our Purpose 11

Developing Our Plan 12

Opportunities & Challenges 20

Our Way Forward 20

Our Implementation Plan 24

image: Rosemary Laing, (detail) *groundspeed (Red Piazza) #3*, 2001, c-type photograph

LORD MAYOR'S MESSAGE

Arts and culture are vital to the growth of strong regional centres like Wollongong. We know that the most innovative and thriving centres across Australia publicly celebrate the arts and involve the broader community in creative experiences.

Wollongong Art Gallery is an important part of our cultural landscape and a place where artistic expression encourages people to consider a spectrum of historic and contemporary issues.

The Gallery is located in a beautiful old building and provides many diverse possibilities to engage our community through the production, presentation, collection and interpretation of visual arts. As a source of cultural enrichment and inspiration, the visual arts are a key focus of this Strategic Plan.

This Plan highlights a number of operational and strategic opportunities for the Gallery over the next five years that can substantially improve the visitor experience as well as the development and expansion of the art collection.

It will guide the Gallery in enhancing the cultural and creative experience in Wollongong while contributing to this city's social connectivity, economic development and community wellbeing.

Gordon Bradbery AM
Lord Mayor Councillor






T FIRE
ADJACENT

ART BY ITS VERY NATURE PROMPTS A CONVERSATION OF THOUGHT, MESSAGES, MEANINGS AND EMOTIONS THAT RESONATE WITH AUDIENCES THROUGH VARIOUS FORMS.

image: Daniel Mudie Cunningham, *Oh Industry*, 2009, digital film, 4:11 minutes duration, still image

OVERVIEW

Established in 1978 Wollongong Art Gallery (WAG) has been delivering an important cultural service to the region for over 40 years and continues to be a catalyst in enlivening and enriching the cultural dimension of the city, region and state by engaging in contemporary issues of relevance, interest and public benefit.

The development of this Plan has allowed us the opportunity for some critical self-reflection enabling us to explore new ideas and approaches to what we do and how we do it - an opportunity to redefine and refocus our Vision, Mission and Purpose.

Our Strategic Plan 2020 - 2025 builds on our achievements and sets six clear focus areas for the next five years to broaden our reach and deepen our influence with our diverse audiences.

This Plan was developed in consultation with our key stakeholders, including our community through several engagement processes as well as direct audience/user feedback. Effectively this engagement process and resulting strategic plan has provided a pathway for change, so that WAG can remain relevant to our stakeholders and to contemporary life in an increasingly evolving marketplace.

Over the life of this Plan, WAG will concentrate on leading more challenging and meaningful conversations, making art more accessible and stimulating to new audiences and creating new experiences through innovative, thought-provoking exhibitions and activities.

We will achieve these outcomes through imagination, distinctiveness and originality in both our exhibition program and activities; contributing broadly to artistic practice and the sector; and engaging with the diversity and complexity of our people, locally and regionally.

John Monteleone
Gallery Director

"WE BELIEVE THINGS LIKE ART HISTORY AND THE INDIVIDUAL ARTIST'S INTENTION ARE INTERESTING AND IMPORTANT—BUT ONLY ALONGSIDE OTHER VOICES AND APPROACHES THAT REMIND US THAT ART, AFTER ALL, IS MADE AND CONSUMED BY REAL, COMPLEX PEOPLE—WHOSE MOTIVES MOSTLY ARE OBSCURE, EVEN TO THEMSELVES."

Introduction MONA. MUSEUM of OLD and NEW ART, Tasmania

image: Jenny Orchard, *Creatures of Consequence, Marvels of Thing Imagined and Miraculous Aspects of Things Existing*, exhibition installation photograph, 2019

STRATEGIC CONTEXT

COUNCIL'S PLANNING PROCESS

The Framing Our Future WAG Strategic Plan provides contextual detail to support our cultural strategies identified within Creative Wollongong 2019-2024 and Our Wollongong 2028 Community Strategic Plan.

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

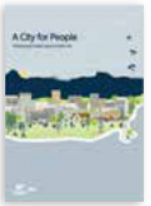
Framing Our Future is linked to the following supporting documents:



Creative Wollongong 2019-2024



Public Art Strategy 2016-2021



A City for People - Wollongong Public Spaces Public Life 2016



Economic Development Strategy 2019-2029





"I WOULD LIKE TO SEE MORE CUTTING-EDGE CONTEMPORARY ART WHICH PROVOKES DEBATE AND CONTROVERSY."

Engagement participant

image: Janet Tavener, (detail) *Victorian banquet*, 2013, sugar paste, food colouring dimensions variable

WAG - OUR PURPOSE

VISION

To shape and enrich the quality of life for the residents and visitors to the region, leading the way through innovative art and cultural experiences to create an extraordinary Wollongong.

MISSION

To make a powerful contribution to the cultural life of Wollongong, the region and NSW by collaborating with creative communities to offer extraordinary art experiences that engage, challenge and inspire diverse audiences.

OUR GUIDING PRINCIPLES

The following principles underpin our programs and operations:

- We believe the experience of our visitors is paramount
- We imbed accessibility as a fundamental principle in everything we do
- We commit to excellence in the acquisition, collection, preservation and presentation of art in our care, in our time and for future generations
- We commit to the highest standards of critical thinking while engaging new methodologies and welcoming new points of view
- We celebrate art and artists as central to our sense of who we are
- We listen and contribute to our communities
- We foster respect and recognition for all who visit and work with us

(I would like to see) "a lot more social media interaction to aid in promoting the gallery and its events and also more collaborative projects with regional galleries or Sydney galleries or international galleries."

Engagement participant

image: Jan Fieldsend, *Woolgatherers' Arrangement at Coalcliff Pool*, 2016, concrete aggregate (from Coalcliff pool), coal from Coalcliff, sea sponge, wool

DEVELOPING OUR PLAN

As a NSW regional gallery we are acutely aware that our prime purpose is to expose and engage our community and visitors to a range of diverse art and cultural experiences. Equally important is our role in supporting artists and creatives while promoting the continued development of innovative thinking and quality art making in Australia.

ENGAGING WITH OUR COMMUNITY

The process for developing our Strategic Plan has included Council and arts sector led community engagement to help inform specific goal setting and future planning.

Targeted WAG engagement occurred in 2017 and again in July/ August 2019. This included a high school information stall, world café, a number of workshops for the general public, targeted focus groups and an on-line survey. These activities saw us engage with diverse members of the community and the creative sector across the region with 179 people participating in these engagement initiatives.

Aspects of the comprehensive community engagement process undertaken in 2018 for the development of Council's Creative Wollongong 2019-2024 cultural plan and feedback from Museums and Galleries NSW *Guess Who's Going to the Gallery,* state-wide regional gallery survey 2012, (including 489 surveys from our visitors), also informed this plan.

Draft actions and strategies were then developed based on research and the information gathered from these engagement initiatives.





"WOULD LIKE TO SEE THE GIFT SHOP EXPANDED AND WITH MORE AVAILABLE STOCK FROM THE AREA AND YOU NEED A CAFE"

Engagement participant

image: George Gittoes, (detail) *The Vietnamese Refractory Sprayer*, 1989, oil on canvas

WHAT OUR COMMUNITY TOLD US: KEY MESSAGES

WE ARE A DIVERSE COMMUNITY WITH VARIOUS INTERESTS, VIEWPOINTS AND EXPECTATIONS.

The Community recognised that WAG is a place where they can enjoy the opportunity to participate in the wide range of enriching education and learning programs available. They acknowledged that WAG presents a varied and exciting range of exhibitions, programs and events. They also appreciated that the programs are affordable and accessible – everyone has access to art through different program opportunities and feels welcome and represented at WAG. Our volunteer program, which provides visitor assistance in interpreting exhibitions, was also supported.

Things the community told us they want:

- To create more interaction with the Arts Precinct and broader CBD
- To see more exhibitions that engage with and tell regional stories
- To encounter more art and ideas that challenge expectations and beliefs
- To see more exhibitions that promote inclusion particularly for marginalised groups
- More opportunities for young people to easily engage and actively participate
- More opportunities to engage and learn about Aboriginal culture
- To make visiting the Gallery a more social experience with a cafe and bigger gift shop
- Improved marketing and communications particularly through social media platforms
- The gallery to contribute to the night life of the city and the evening economy

"WHILE THE PANEL RECOGNISED THE IMPORTANT ROLE WAG PLAYS IN PROVIDING CULTURAL EXPERIENCES TO THE COMMUNITY, THEY FEEL THAT THERE ARE OPPORTUNITIES TO TAKE PROGRAMMING TO THE 'NEXT LEVEL' THROUGH MORE RIGOROUS ENGAGEMENT WITH CRITICAL CONCEPTUAL IDEAS AND WORKING WITH MORE CREATIVES FROM OUTSIDE."

Feedback from Arts Funding & Development, Create NSW

"THE MOST COMMONLY CITED PERSONAL REASON FOR VISITING THE (WOLLONGONG) GALLERY WAS TO STIMULATE MY MIND (61%)."

M&G NSW, Guess Who is Going to the Gallery, 2012

image: Daniel Mudie Cunningham, *True Colours*, 2009, digital film, 4:11 minutes duration, still Image

ENGAGING WITH THE ART SECTOR

In order to plan for the future, WAG needs to ensure that community desires, needs and expectations are addressed within the context of its role and position within the art sector.

WAG is a member of a network of regional galleries around Australia whose purpose is to bring the best art and cultural material to their communities and to promote the continuing development of art through contemporary practice.

The success of our Strategic Plan is also dependent on WAG's ability to continue to develop strong partnerships within the Arts Sector and other key stakeholder groups. This includes galleries within the sector, peak arts organisations and funding bodies.

These groups set a high standard in program development and delivery and recognise there are key drivers for galleries to both engage with their communities as well as promote the development of Australian art.





"I personally love wonder and awe. Work that challenges how we see things but also immersive experiences that change the day to day and provide a suspension of reality."

Engagement participant

image: Jacky Redgate, *Work-to-Rule IV*, 1986-1987, Cibachrome photograph

WHAT THE ARTS SECTOR AND STAKEHOLDERS TOLD US: KEY MESSAGES

The important role that WAG plays in providing cultural experiences to the community, particularly with local engagement, was acknowledged by art sector funding and peak organisations. Our solid arts-based approach to community engagement was also acknowledged.

Feedback also indicated the need to strengthen our art critical approach to lift our profile and influence within the art sector further driving the impact of our program. The opportunity to more strongly emphasise the essence of artistic practice – creative thinking, collaboration, risk-taking, and innovation – was also identified.

These areas can be further reflected and fostered in our program to the benefit of communities and the broader arts sector by:

- Being ambitious and expanding our profile to become the creative 'centre' for Wollongong, the region and beyond
- Leading through a stronger "outward" looking focus within the art sector and by strengthening partnership opportunities and promoting and sharing more broadly
- Investigating how to increase/broaden our revenue base by identifying a range of other government, business and philanthropic funding opportunities
- Creating a broader range of accessible online and offsite communication opportunities including maximising social media and digital platforms to promote our programs
- Ensuring there is the organisational capacity to allow a more rigorous approach to program development while enhancing our community and art sector outcomes.
- Expanding our engagement with Aboriginal communities by working together to develop projects and programs with key partners and creatives.

OUR WAY FORWARD

KEY OPPORTUNITIES AND CHALLENGES EMERGED THAT SHARE MANY COMMON THEMES WITH A FOCUS ON ENGAGING, CHALLENGING AND INSPIRING OUR AUDIENCES. THESE HAVE BEEN DIVIDED INTO SIX FOCUS AREAS: PLACE, PROGRAM, COLLECTION, VISITOR EXPERIENCE, PROFILE AND PARTNERSHIPS.

"(more) work by and for local communities sharing stories and engaging imaginations. A variety of genres and media."

Engagement participant

image: Annette Bezor, *Romance is in the Air*, 1987, synthetic polymer paint, oil, gold thread on canvas

OPPORTUNITIES & CHALLENGES

PLACE

In contemporary society, the role of art galleries is constantly evolving. As social/cultural/ economic patterns and demands have changed, so too have people's expectations of their visiting experiences at galleries. WAG's role in the community, our location and our neighbours, our relationship with our audience, as well as our position as a NSW regional gallery within the art sector all inform and impact on what we program and how we present cultural material to our visitors.

PROGRAM

WAG has the opportunity to become the 'go-to' location for creative engagement for locals and visitors. This requires the development and presentation of exhibitions that are drawn from the best available at a regional, national and international level. The Program needs to extend into more accessible hours with a focus on our diverse community, including Aboriginal people, young people, people with disability and people who are culturally and linguistically diverse.

In a highly competitive marketplace and through complex funding models we must continually find new and more dynamic ways to tell stories that resonate with and engage broad audiences while encouraging conversation through diverse perspectives.

ART COLLECTION

The collection is a dynamic community and cultural asset that underpins many of our exhibitions and programs. As such we should take every opportunity to explore how to further develop the collection through artwork acquisition and gift.

There is also an opportunity to take advantage of the digital future to assist with collection management and collection presentation.

To ensure the conservation and integrity of the artworks, industry standard exhibition and storage spaces and HVAC climate control system as well as resourcing for an ongoing art conservation and maintenance program are essential.

Managing these aspects of the collection opens opportunities for us to borrow significant work from other galleries and institutions and the potential for WAG to host major national and international exhibitions. Wollongong City Council has demonstrated significant support for the collection over many years. Continued ongoing support will greatly benefit and enhance this important community and cultural asset and WAG's ability to safeguard the integrity of the collection into the future.


Romance is in the Air



OUR WAY FORWARD

"I like to feel engaged and uplifted, exposed to new ideas and different viewpoints. I would like to see the top terrace used as an entertainment/ café area. This could also be a space for an artists' shop/book shop."

Engagement participant

image: Rosie Deacon, *Fashion Forest Seduction*, 2019, installation photograph

OPPORTUNITIES & CHALLENGES

VISITOR EXPERIENCE

A recurring theme through the engagement process and visitor feedback, has been that we need to provide a stronger social experience to our visitors. We are one of the few regional galleries of this scale to not have an in-house Café and retail shop which impacts on service delivery and visitor experience.

Recent cultural sector surveys have shown that an in-house Café and retail shop are important pull factors for members of the public visiting galleries and encourages them to stay longer, enhancing the social aspect of their experience.

PROFILE

While developing high quality exhibitions and programs is essential to WAG, securing a leadership place within the art sector and how we communicate that message is equally important.

Digital and social media has fundamentally changed the way people access, absorb and disseminate information and we must have 'in house' capacity to meet these changing needs. Essential to this is the effective use of our gallery website and Facebook, as well as developing our profiles with platforms such Instagram and Twitter.

PARTNERSHIPS

We can build our reputation and brand through strategic, regional and community partnerships by broadening our stakeholder base and developing new approaches to building networks. This includes artists, collectors, galleries, educational organisations and the broader arts-sector and community.

image: Stephen Bird, *Bastard Son of Royal Doulton*, 2015, artist installation photograph

OUR IMPLEMENTATION PLAN 2020 - 2025

We encourage the use of the Gallery as a space where creativity and innovation grow and thrive, ideas flourish and where the Gallery will be a vital part of the community.

We promote opportunities for engagement with community in a spirit of openness to encourage access and participation.

The opportunities and challenges identified present us with a set of six clear focus areas for moving forward as set out in a schedule of tangible actions to be delivered through the following Implementation Plan over the life of this Strategic Plan. It will provide WAG the pathway to make a powerful contribution to the cultural life of Wollongong, the region and NSW and offer extraordinary art experiences that engage, challenge and inspire our diverse audiences.


Petrol
Pottery
ELEMENT
TIN OX
Sarah eating

1.PLACE

To enable WAG to offer the best arts and cultural experiences, we will invest in the development of the WAG building and surrounds and in programming that connects us more closely to a sense of place.

PLACE						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
1.1	Improve our site-based social experience	• WAG • City Works • Project Delivery • Open Space and Environment • ISP	■			
1.2	Investigate improvements to WAG building and infrastructure to ensure fit for future	• WAG • City Works • Project Delivery • City Strategy		■		
1.3	Investigate programming opportunities that respond to our building, surrounds and the stories that bring people and place together	• WAG	■			

2.PROGRAM

WAG's program is at the heart of the service we deliver to our community and other visitors. Ensuring stories that are relevant and resonate with our community and diverse audience, are accessible and presented in varied, interesting and challenging ways, is central to the success of this strategic plan. Balancing cutting-edge approaches in programming and making them accessible to the broader community is fundamental to audience participation, community engagement and social inclusion. Supporting artists and cultural production and providing innovative and transformative cultural experiences will remain our focus as we program into the future.

PROGRAM						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
2.1	Stimulate creative practice through presenting exhibitions of quality and significance to Wollongong	• WAG • Cultural Development • Youth Services • Library & Community Services				■
2.2	Engage new and alternative programming methods to tell community stories	• WAG • City Works • Project Delivery • City Strategy				■
2.3	Increase our commitment to engaging and presenting local and South-Coast Aboriginal stories	• WAG • Community Development				■
2.4	Develop programs that have a social and cultural impact, promote social inclusion, connection and well-being in the community	• WAG • Youth Services • Community Development • Cultural Development		■		

3.COLLECTION

The WAG art collection is a dynamic community and cultural asset that underscores many of our exhibitions and programs. The collection contributes to the cultural enrichment of the local and broader community and is an important resource for teaching, learning and research. The development, preservation, conservation and curatorial interpretation of the collection is fundamental to WAG's role as custodian of this important asset for current audiences and future generations.

COLLECTION						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
3.1	Continue to interpret our impressive art collection in new ways	• WAG • Cultural Development • Library & Community Services				■
3.2	Develop capacity to conserve and maintain the collection	• WAG • City Works • Project Delivery • Finance		■		
3.3	Develop capacity to increase collection holdings	• WAG			■	

4.VISITOR EXPERIENCE

Providing an environment where respect and recognition for all who visit and work with us is a fundamental principle in everything we do. Listening, responding and contributing to our communities and providing access and an active and engaged visitor experience underpins all aspects of our program planning and development, now and into the future.

VISITOR EXPERIENCE						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
4.1	Imbed accessibility as a fundamental principle in everything we do	• WAG • Community Development • Youth Services	■			
4.2	Ensure staff and volunteers are prepared in their ability to communicate to diverse people on challenging topics	• WAG				■
4.3	Expand public programs to provide better access, connect people and encourage participation and new audiences	• WAG • Community Development • Cultural Development • IT • Communications • Youth Services		■		
4.4	Evaluate social, community and cultural impact of programs on visitors	• WAG • Community Development • Engagement				■

5.PROFILE

Key to the ongoing success of WAG, is how it is positioned and viewed within both the community and the art sector. To ensure its relevance and standing moving forward, WAG must take advantage of all the tools available to it, including new digital platforms.

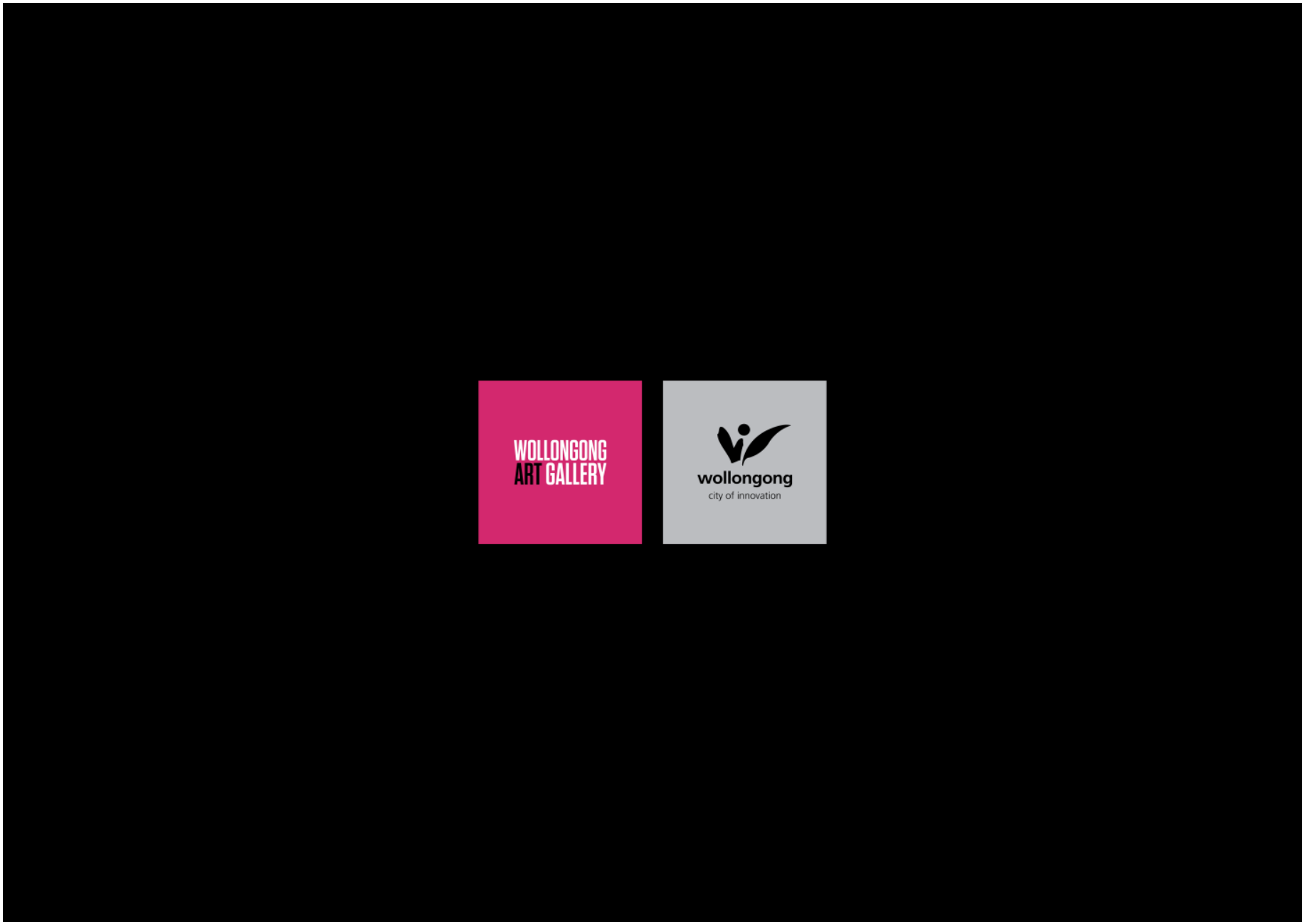
These will encourage people to participate and will build WAG's reputation and promote our distinctive brand, through focused and targeted marketing of our quality cultural production and services.

PROFILE						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
5.1	Advance WAG's reputation ensuring it continues to remain relevant in a dynamic Arts Sector	• WAG • Communications				■
5.2	Expand our marketing and communication profile by implementing new methods to communicate, market and promote WAG's programs.	• WAG • Communications • Marketing	■			
5.3	Promote and represent arts and culture as an integral component of community life	• WAG • Communications • Cultural Development • Community Development • Youth Services				■

6.PARTNERSHIPS

Constructive strategic partnerships and collaborations provide opportunities to combine and share expertise and resources, develop new sources of funding, expand capacity and will help grow WAG's customer base, as well as organisational networks and relationships.

PARTNERSHIPS						
NUMBER	STRATEGY	DELIVERY STREAM	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
6.1	Investigate strategic partnerships with artists	• WAG • Cultural Development				
6.2	Seek and support professional development collaborations and or partnerships with external organisations	• WAG • Cultural Development • Youth Services • Community Development				
6.3	Investigate opportunities for funding and capacity building	• WAG				
6.4	Investigate and / or consolidate community partnerships	• WAG				


WOLLONGONG
ART GALLERY
wollongong
city of innovation


WOLLONGONG
ART GALLERY
framing OUR FUTURE
WOLLONGONG ART GALLERY STRATEGIC PLAN 2020-2025
IMPLEMENTATION ACTION PLAN

1. PLACE

1.1 IMPROVE OUR SITE-BASED SOCIAL EXPERIENCE								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
1.1.1	Review Gallery arrival experience and first impressions	WAG ISP City Works Project Delivery	Existing operational budget	Report and Recommendations	■			
1.1.2	Investigate furniture, technical equipment and facility enhancements for improved visitor experience	WAG ISP City Works	Unfunded	Report and Recommendations Source budget		■		
1.1.3	Pilot options to use the front entrance and garden to better connect WAG to the community	WAG ISP City Works Open Space & Environment	Unfunded	Pilots delivered Evidence of Community use/ engagement with space	■			
1.1.4	Undertake feasibility study for Gallery Café and Gift Shop	WAG ISP City Works Project Delivery	Unfunded	Report and Recommendations		■		

1.2 INVESTIGATE IMPROVEMENTS TO WAG BUILDING AND INFRASTRUCTURE TO ENSURE FIT FOR FUTURE								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
1.2.1	Undertake feasibility for building modification, including 2nd entrance and interface with adjacent arts precinct	WAG ISP City Works Project Delivery City Strategy	Existing project budget	Report and Recommendations		■		
1.2.2	Investigate improvements to building for enhanced accessibility	WAG ISP Community Development	Unfunded	Report and Recommendations		■		
1.2.3	Upgrade CBUS (lighting control system)	WAG ISP City Works	Existing capital budget	System Installed Energy efficiency enhanced Lighting control	■			
1.2.4	Install digital projection infrastructure for the building facade	WAG ISP City Works City Strategy	Existing operational budget	Project delivered # digital projects	■			

1.3 INVESTIGATE PROGRAMMING OPPORTUNITIES THAT RESPOND TO OUR BUILDING, SURROUNDS AND THE STORIES THAT BRING PEOPLE AND PLACE TOGETHER								
NUMBER	**ACTION**	**DELIVERY STREAM / PARTNERS**	**RESOURCING**	**MEASURES**	**SHORT TERM 1-2 YRS**	**MID TERM 3-4 YRS**	**LONG TERM 4-5 YRS**	**ONGOING**
1.3.1	Develop a digital projection program for the façade of the building responding to community	WAG Community Development	Existing operational budget Investigate funding opportunities	Project delivered # digital projects				

2. PROGRAM

2.1 STIMULATE CREATIVE PRACTICE THROUGH PRESENTING EXHIBITIONS OF QUALITY AND SIGNIFICANCE TO WOLLONGONG								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
2.1.1	Develop and support new multidisciplinary arts projects	WAG Cultural Development Youth Services Library & Community Services	Existing operational budget	# projects # participants # visitors Stakeholder feedback				
2.1.2	Bring selected touring exhibitions of quality and significance to Wollongong	WAG Peer arts organisations	Existing operational budget	# touring exhibitions # visitors				
2.1.3	Produce selected exhibitions for touring	WAG	Existing operational budget	# projects suitable for tour # exhibitions toured				
2.1.4	Investigate and implement contemporary gallery models and platforms for exhibition and program presentation	WAG	Unfunded	Report and Recommendations # new project models # new exhibition delivery platforms # visitors Stakeholder feedback				

2.2 ENGAGE NEW AND ALTERNATIVE PROGRAMMING METHODS TO TELL COMMUNITY STORIES								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
2.2.1	Encourage/ develop/ support, local regional artists	WAG	Existing operational budget	# local artists supported				
2.2.2	Undertake projects through targeted visiting curator program	WAG	Existing operational budget	# curators engaged # projects # Young curators engaged				
2.3 INCREASE OUR COMMITMENT TO ENGAGING AND PRESENTING LOCAL AND SOUTH COAST ABORIGINAL STORIES								
2.3.1	Produce projects every year that engage local/ regional Aboriginal stories	WAG Community Development	Existing operational budget	# projects investigated # projects delivered Aboriginal community participation # Aboriginal curators engaged				

2.4 DEVELOP PROGRAMS THAT HAVE A SOCIAL AND CULTURAL IMPACT, PROMOTE SOCIAL INCLUSION, CONNECTION AND WELL BEING IN THE COMMUNITY								
NUMBER	**ACTION**	**DELIVERY STREAM / PARTNERS**	**RESOURCING**	**MEASURES**	**SHORT TERM 1-2 YRS**	**MID TERM 3-4 YRS**	**LONG TERM 4-5 YRS**	**ONGOING**
2.4.1	Build capacity to develop young curators program	WAG Youth Services	Existing operational budget	# young curators engaged # projects		■		
2.4.2	Schedule specific programs for people with disability at WAG	WAG Community Development Cultural Development	Existing operational budget	# projects # Community participants Stakeholder feedback				■
2.4.3	Investigate models for community curatoriums and other methods to directly involve community in story development	WAG Community Development Cultural Development	Existing operational budget	Report and Recommendations # Community participants		■		
2.4.4	Continue to develop the Community Access Gallery	WAG	Existing operational budget	# projects # Community participants				■

3. COLLECTION

3.1 CONTINUE TO INTERPRET OUR IMPRESSIVE ART COLLECTION IN NEW WAYS								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
3.1.1	Use alternative presentation, digitisation and access to diversify our storytelling through our art collection	WAG	Existing operational budget	# digital/ online projects delivered # audience views # stories developed	■			
3.1.2	Develop reciprocal lending partnerships with other cultural institutions to enhance exhibition program development	WAG Peer Art Organisations Library and Community Services	Existing operational budget	# partner organisations # incoming and outgoing art loans				■
3.2 DEVELOP CAPACITY TO CONSERVE AND MAINTAIN THE COLLECTION								
3.2.1	Undertake an audit of WAG's storage capacity and investigate best practice options for maximising on-site storage	WAG City Works Project Delivery	Unfunded	Report and Recommendations		■		

3.2.2	Investigate the establishment of a specific budget to conserve and maintain the Art Collection	WAG ISP Finance	Unfunded	Report and Recommendations Budget sourced Maintenance delivered			■	
3.2.3	Install industry standard HVAC climate control system	ISP City Works	Existing capital budget	Installation of HVAC completed		■		
3.3 DEVELOP CAPACITY TO INCREASE COLLECTION HOLDINGS								
3.3.1	Investigate opportunities to increase art acquisition budget to allow purchase of more significant Australian art for the Art Collection	ISP WAG	Unfunded	Additional budget sourced			■	
3.3.2	Continue to develop and manage the gift of artworks by benefactors and art institutions directly and through the Cultural Gifts Program	WAG	Existing operational budget	# works gifted Value works gifted				■

4. VISITOR EXPERIENCE

4.1 IMBED ACCESSIBILITY AS A FUNDAMENTAL PRINCIPLE IN EVERYTHING WE DO								
NUMBER	**ACTION**	**DELIVERY STREAM / PARTNERS**	**RESOURCING**	**MEASURES**	**SHORT TERM 1-2 YRS**	**MID TERM 3-4 YRS**	**LONG TERM 4-5 YRS**	**ONGOING**
4.1.1	Develop targeted programs for specific groups	WAG Community Development Youth Services	Existing operational budget	# new programs # new participants	■			
4.1.2	Investigate and Implement enhanced access strategies such as braille labels, QR code access, Auslan tours	WAG Community Development Communications Marketing	Existing operational budget	# and type of strategies implemented # new participants engaged		■		
4.2 ENSURE STAFF AND VOLUNTEERS ARE PREPARED IN THEIR ABILITY TO COMMUNICATE TO DIVERSE PEOPLE ON CHALLENGING TOPICS								
4.2.1	Integrate Cultural Mediation practices within our programs	WAG M&GNSW	Existing operational budget L&D budget M&GNSW partner funding	Completion of training program # staff engaged # programs where new skills used				■

4.3 EXPAND PUBLIC PROGRAMS TO PROVIDE BETTER ACCESS, CONNECT PEOPLE AND ENCOURAGE PARTICIPATION AND NEW AUDIENCES								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
4.3.1	Develop a diverse range of education and public programs, across multiple platforms to encourage participation and new audiences	WAG Community Development Cultural Development IT Communications Youth Services	Existing operational budget	# new education and public programs # participants # first time and repeat visitors Stakeholder feedback				■
4.3.2	Pilot a range of different 'Gallery After Dark' models	WAG City Centre Events Youth Services	Existing operational budget	# programs delivered # attendees	■			

4.4 EVALUATE SOCIAL, COMMUNITY AND CULTURAL IMPACT OF PROGRAMS ON VISITORS								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
4.4.1	Investigate tools and methodologies for qualitative evaluation of programs	WAG Community Development Engagement	Existing operational budget	Report delivered Options Identified				
4.4.2	Include different evaluation processes in programs to provide data on their efficacy	WAG Community Development Engagement	Existing operational budget	Options identified # and types of evaluation received				

5. PROFILE

5.1 ADVANCE WAG'S REPUTATION ENSURING IT CONTINUES TO REMAIN RELEVANT IN A DYNAMIC ARTS SECTOR								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
5.1.1	Promote WAG's cultural production within the Arts Sector including peer organisations and funding bodies	WAG Communications	Existing operational budget	Evidence of promotion # industry Critical Reviews # Collaborative partnerships and activities				■
5.2 EXPAND OUR MARKETING AND COMMUNICATION PROFILE BY IMPLEMENTING NEW METHODS TO COMMUNICATE, MARKET AND PROMOTE WAG'S PROGRAMS.								
5.2.1	Develop a strategic approach to marketing and promotion of WAG activities including via digital platforms	WAG Communications Marketing	Existing operational budget	Evidence of promotion # coverage Development and implementation of social media strategy # audience engaged	■			

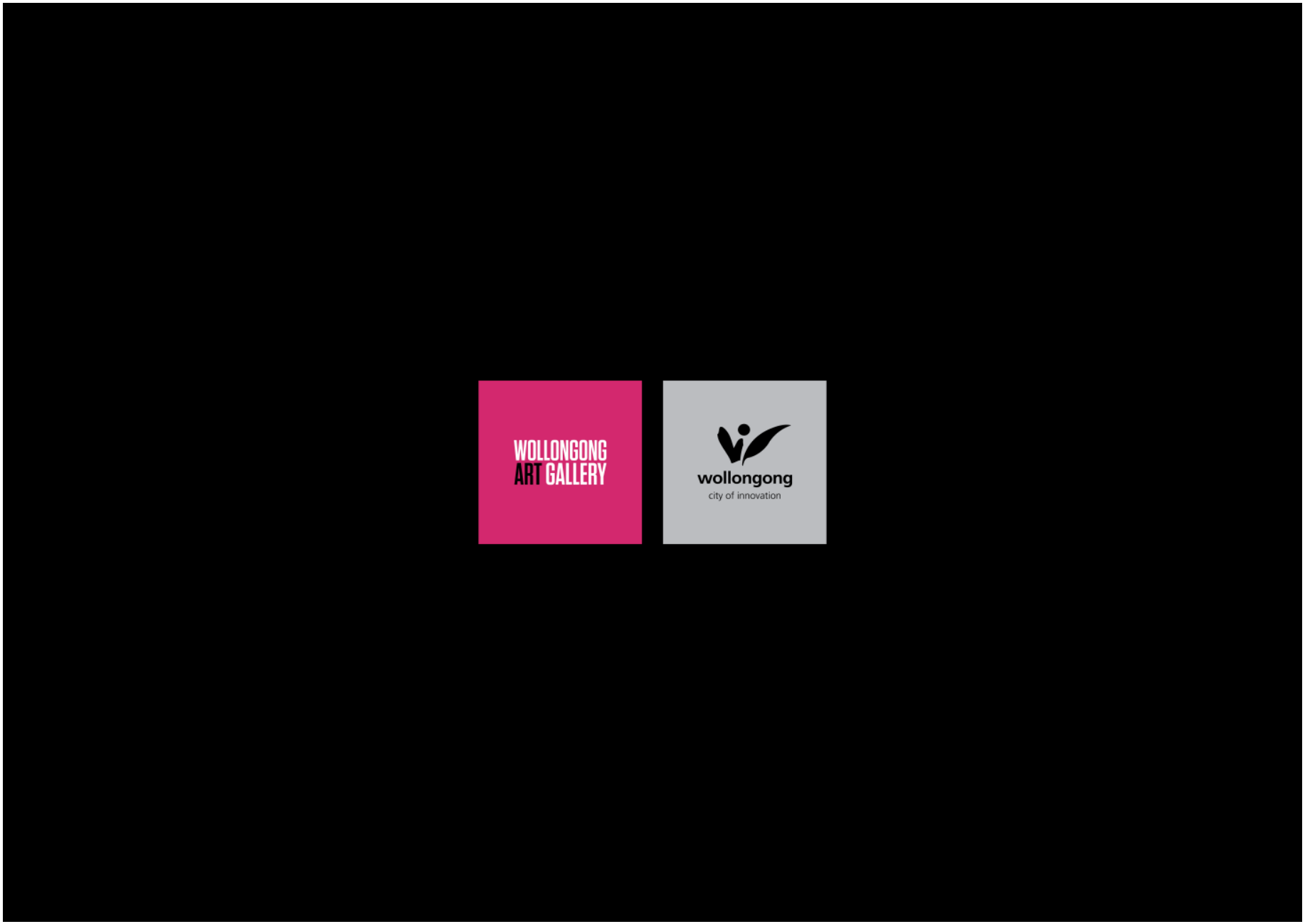
5.3 PROMOTE AND REPRESENT ARTS AND CULTURE AS AN INTEGRAL COMPONENT OF COMMUNITY LIFE								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
5.3.1	Promote the diversity of WAG's cultural production in the community	WAG Communications Community Development Youth Services	Existing operational budget	# programs # participation Evidence of promotion				

6. PARTNERSHIPS

6.1 INVESTIGATE STRATEGIC PARTNERSHIPS WITH ARTISTS								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
6.1.1	Build networks with artists from emerging to established	WAG	Existing operational budget	# artists engaged # projects # emerging and mid-career artists engaged				
6.2 SEEK AND SUPPORT PROFESSIONAL DEVELOPMENT COLLABORATIONS AND OR PARTNERSHIPS WITH EXTERNAL ORGANISATIONS								
6.2.1	Cultivate a proactive approach to building networks with collectors, galleries and peer organisations	WAG	Existing operational budget	# new networks established # collaborations # peer relationships developed				
6.2.2	Investigate collaborations including Department of Education and Training, Museum & Galleries NSW, UOW, NAVA, AGNSW, MCA etc.	WAG	Existing operational budget	# collaborations				

6.3 INVESTIGATE OPPORTUNITIES FOR FUNDING AND CAPACITY BUILDING								
NUMBER	ACTION	DELIVERY STREAM / PARTNERS	RESOURCING	MEASURES	SHORT TERM 1-2 YRS	MID TERM 3-4 YRS	LONG TERM 4-5 YRS	ONGOING
6.3.1	Work closely with the Friends of the Gallery to develop fundraising programs	WAG	Existing operational budget	# partner projects delivered # & value funding achieved				
6.3.2	Investigate partnership opportunities with philanthropic organisations and individuals	WAG	Existing operational budget	# partnerships established Funding received Gifts received				
6.4 INVESTIGATE AND OR CONSOLIDATE COMMUNITY PARTNERSHIPS								
6.4.1	Continue to grow relationship with Friends of the Gallery and volunteers	WAG	Existing operational budget	Ongoing Friends of the Gallery program # members Friends of the Gallery # volunteers				
6.4.2	Investigate partnership opportunities with community-based organisations across the LGA.	WAG	Existing operational budget	# partnerships				

image (cover): Mai Nguyen-Long, (detail) *Mis/Alignment*, 2013, synthetic polymer paint on 44 canvas boards, 163x336cm. Collection Wollongong Art Gallery, purchased 2014


WOLLONGONG
ART GALLERY
wollongong
city of innovation



Engagement Report

Wollongong Art Gallery (WAG) Framing Our Future 2020-2025 Draft Strategic Plan

August 2020

Z20/181080

wollongong
city of innovation

Table of Contents

Executive Summary....3
Background....5
Stakeholders....6
Methodology....6
Results....7

Executive Summary



Wollongong Art Gallery (the Gallery) has developed an important cultural service to the region for over 40 years. The Framing Our Future 2020 - 2025 Strategic Plan (the Plan) will guide the Gallery over the next five years to enhance the cultural and creative experience in Wollongong to ensure it remains relevant to our community, the arts and contemporary life. The Plan was developed through extensive consultation with key stakeholders including the artists, the community and the arts industry.

The Plan includes six focus areas: Place; The Program; The Collection; The Visitor Experience; the Gallery's Profile, and Partnerships.

The community was invited to comment on the Plan during its public exhibition from 2 July – 6 August 2020. We asked through an online survey whether the community supported the Plan and if they had any comments or ideas they'd like to see addressed in the Plan. Feedback could be provided via the online survey, email or phone. Due to Covid-19 restrictions, no face-to-face engagement activities were planned.

A variety of methods were used to promote the engagement and invite the community to comment. A project page on Council's engagement website included the Plan, Frequently Asked Questions, an online survey tool, and links to further information. The engagement was promoted via an e-newsletter to Engagement HQ's Register of Interests; a notice in the Illawarra Mercury; social media posts via Council's and the Gallery's channels; a media release which coincided with Gallery's reopening to the public; Council's Community Newsletter July 2020 edition and a poster displayed at all Council libraries and at the Gallery. Emails were sent to key stakeholders including all Neighbourhood Forums and previous

engagement participants. Gallery staff also sent emails to their extensive networks including arts teachers, Friends of the Gallery, artists, industry professional and arts organisations.

15 submissions were received via the online survey. The Plan received significant support from survey respondents. Of the 15 who undertook the online survey 11 supported the Plan and four offered qualified support. Positive comments were received including '*This is a wonderful plan with great potential to grow the creative and cultural life of the region*'.

A range of ideas were submitted to improve the visitor experience, the Gallery space, and to enhance its audience, profile, programs and partnerships. Ideas included having a café and gift shop; improvements to the Gallery building internally and externally to make it easier to access and navigate; and, integrating the Gallery with the Arts Precinct. The community suggested additions and improvements to Gallery facilities including purchasing a kiln; upgrading equipment for exhibition launches; upgrading the internal display space; and providing additional seating space.

Suggestions were made to broaden the Gallery's audience, to reach our culturally and linguistically diverse communities, young people, and people with disability. Ideas included having expanded hours events with after dark programs and additional educational offerings.

The Gallery's recent increased social media presence was recognised by some while others asked for greater online engagement and a higher profile within the region. Partnership suggestions included building strategic relationships with artists and other organisations. Ideas around the collection and exhibitions included having a strong curatorial vision and providing a permanent space for rotational exhibitions.

Background

Wollongong Art Gallery (the Gallery) has been delivering an important cultural service to the region for over 40 years. With a collection of over 3,000 artworks, the Gallery hosts high profile exhibitions as well as exhibitions by local and regional artists and community groups. It also delivers a diverse program of educational activities and public programs.

The Framing Our Future 2020 – 2025 draft Strategic Plan (the Plan) was placed on public exhibition for comment from 2 July – 6 August 2020. The development of the Plan allowed the Gallery the opportunity to explore new ideas and opportunities to redefine and refocus its Vision, Mission and Purpose. It will provide a pathway for change, so that the Gallery can remain relevant to our community, the arts and to contemporary life.

The Plan was developed through extensive consultation with key stakeholders including the general community and supports the Gallery's cultural strategies identified within Creative Wollongong 2019-2024 and Our Wollongong 2028 Community Strategic Plan.

The Plan sets six focus areas for the next five years:

- Place
- The Program
- The Collection
- The Visitor Experience
- The Gallery's Profile, and
- Partnerships.

Related strategies include:

- Creative Wollongong 2019-2024
- Our Wollongong 2028 Community Strategic Plan
- A City for People – Wollongong Public Spaces Public Life 2016
- Public Art Strategy 2016 – 2021
- Economic Development Strategy 2019 - 2029
- Delivery Program Operational Plan 2019 – 2022 (key project – develop Strategic Business Plan)

We asked the community whether they supported the Plan and whether they had any comments or ideas they'd like to see addressed in the Plan.

Stakeholders

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

- The Gallery's extensive list of networks including:
    - industry professional and arts organisations
    - artists
    - arts teachers
    - friends of WAG
    - gallery visitors
- Engagement HQ Register of Interests
- Previous engagement participants
- The broader community
- Neighbourhood Forums

Methodology

The engagement ran from 2 July to 6 August 2020 and was designed to gather comment through an online survey, the engagement email or phone. A variety of communication methods were used to ensure the community were aware of the engagement. This included:

- A media release issued on 1 July 2020 tied in with the Gallery's reopening to the public
- A notice placed in the Illawarra Mercury on 8 July 2020
- Social media postings on 29 June, 3 July and 28 July 2020
- Emails promoting the public exhibition sent to key stakeholders, with the invitation to share through their networks
- An e-newsletter sent to Engagement HQ's Culture and Arts Register of Interest participants
- Posters displayed at all branch libraries and at the Gallery
- Wollongong Community Newsletter July 2020 issue
- Notice was included in the Council's Cultural Services E-newsletter.

Results

This section of the report provides details on the engagement participation results (Table 1), the on-line participation summary (Table 2), support for the Plan (Table 3) and feedback themes (Table 4).

Engagement Participation Results

Details of the number of participants for each engagement activity are presented in Table 1.

Table 1: Engagement participation results

Engagement activity	Participation
Submissions received during the engagement period	*15*

Online Engagement Results

A total of 15 submissions were received online. Table 2 presents the usage statistics for the project page on Council's website.

Table 2: Summary of online participation

Measure and Explanation	Usage
Unique Site Visits – Total number of visits to the project page	168
Aware – Total number of users who viewed the project page	139
Informed – Total number of users who opened a hyperlink or read a document	74
Engaged – Total number of users who have actively contributed to the project via the project page	15

Submission results

We asked whether the community supported the Plan. 11 survey respondents expressed their support for the Plan with four providing qualified support. No submissions opposed the Plan.

Table 3: Survey Question 1: Do you support the Framing Our Future 2020-2025 draft Strategic Plan?

Options	Responses
Yes	11
Somewhat	4
No	0

We also asked the community whether they had any comments or ideas they'd like to see addressed in the Plan. Feedback for this question was received via the online survey. Positive comments were received including '*This is a wonderful plan with great potential to grow the creative and cultural life of the region*'. The community also suggested a range of ideas to improve the Gallery experience; upgrade its building and facilities and to broaden its audience. Ideas have been themed and categorised within six focus areas of the Plan: Place, the Program, the Collection, the Visitor Experience, the Gallery's Profile, and Partnerships. Some themes are relevant across multiple focus areas.

Table 4: Results question 2 Comments or ideas - feedback themes.

Themes – comments and ideas	Focus Area
Theme 1 – café food offering	Visitor Experience
Theme 2 – retail offering	Visitor Experience
Theme 3- Gallery building upgrades	Place/ Visitor Experience
Theme 4 – partnerships and collaboration	Partnerships
Theme 5 – access and inclusivity	Program/Visitor Experience/Place
Theme 6 – social media	Profile
Theme 7 – education	Program/Visitor Experience
Theme 8 – after hours events	Program/Visitor Experience
Theme 9 – investment in facilities	Place/Visitor Experience/ Place
Theme 10 – employment opportunities	Partnerships
Theme 11 – relationships with artists	Partnerships
Theme 12 – curatorial vision and exhibition spaces	Collection

The Visitor Experience

Many respondents suggested improvements to the visitor experience by having a 'better retail and food strategy'. Ideas included having a café, gift shop and book shop. It was submitted that having a café and shop were important features of a major regional art gallery; that it was a financial and artistic loss, not to sell souvenirs; and that the gift shop would be good 'if reasonably priced'. Examples of other regional art gallery cafes were provided.

Upgrades to the Gallery building and its facilities were also suggested to improve the visitor experience, by making the space easier to access and navigate.

Place

Several comments were made about improving the Gallery building, both externally and internally. Suggestions included that the building be physically opened and integrated with the Arts Precinct; that it be painted in a bright colour; and having a purpose-built addition with examples provided of other regional gallery buildings.

It was suggested that Council should commit to significant capital improvements.

Other ideas were to invest in more facilities, including a '*large, quality, ceramic kiln*'; have better equipment for exhibition launches – to have '*decent microphones, improved acoustics*'; upgrading the internal display space; and providing additional seating space. These ideas also relate to improving the Visitor Experience.

The Program

Suggestions included having program offerings which would reach across Wollongong's diverse community including our culturally and linguistically diverse communities, young people, and people with disability. Some suggested that the Gallery should have expanded hours events with after dark programs, '*paint and sip nights*'. Extended hours to broaden the Gallery's audience was mentioned. One person stated that the purchase of a kiln could help to expand program offerings and existing educational workshops. The Plan's educational programs were also given support - '*it's great to see education overtly and implied in the plan*'.

The Gallery's Profile

While some had positive comments about the Gallery's recent social media presence, particularly Instagram, others asked for greater online engagement to make the Gallery more visible. It was stated the Gallery needed a raised profile in the region with a suggestion that the Gallery be painted in a vibrant Art Deco colour to raise the building's profile to attract a wider range of visitors.

Partnerships

Partnership themes included the Gallery building strategic relationships with artists and organisations and having more and broadened employment opportunities. Collaboration was suggested with the University of Wollongong, particularly their Arts Faculty and with other regional galleries.

The Collection

Ideas around the collection and exhibitions included having *'boldness and strong curatorial vision'* and providing a permanent space for rotational exhibitions.



We asked... for your feedback on the draft Framing Our Future Wollongong Art Gallery (WAG) Strategic Plan 2020-2025

Here is a snapshot of what you said and what we did with your feedback.

Place

You said
You want the Wollongong Art Gallery (WAG) to be a place where you can enjoy art in a social environment and that a café and gift shop would enhance your experience. You would like to see the WAG more integrated with the Arts Precinct. You wanted to make the WAG façade, entrance and foyer more inviting and the WAG space easier to navigate.

We did
We listened and understand that (64%) of people who responded to the Framing our Future survey would like to see us investigate ways to make the building more welcoming and a place to gather and socialise with amenities such as a café and gift shop being a central part of that experience.

Council is committed to providing opportunities for our community to engage in arts and cultural activities and to providing a space that is welcoming, accessible and an integrated and important part of Arts Precinct and the city landscape.

Through the life of this Plan we will investigate ways in which we can make changes to the building to improve site-based social experience.

Program

You said
You like what we do but would like to see us be bolder and create a program with a strong curatorial vision that challenges expectation. You would like to see us explore creativity through more focussed education and public programs. You would also like to us to support and engage more closely with artists and the local art community.

We did
The draft Plan includes actions to develop and support new multidisciplinary arts projects; to bring selected significant touring exhibitions to Wollongong; investigate and implement contemporary gallery models and platforms for exhibition and program presentation; develop a diverse range of education and public programs, across multiple platforms to encourage participation and new audiences; and to encourage, develop and support local and regional artists.

Collection

You said
You wanted a commitment for significant capital improvement of the WAG building.

We did
We have included four actions in the Framing Our Future implementation plan that focus on capital improvements to enhance site-based social experience and three that address improvements to the management and care of the art collection which is an important community, cultural and financial asset and one of the most significant regional art collections in Australia.

Visitor Experience

You said
That the social aspect of visiting the WAG is important to you. That you would like to see extended hours and stronger connectivity with exhibitions and programs that reflect you and your stories.

We did
We see visitor experience as paramount to the WAG's future moving forward and have included actions in the Plan that address this through a range of strategies for the physical space, the services available and provided and programs that are developed and delivered. Actions include; review WAG arrival experience and first impressions; investigate furniture, technical equipment and facility enhancements for increased visitor comfort; pilot options to use the front entrance and garden to better connect WAG to the community; undertake a feasibility study for an integrated gallery café and gift shop; investigate models for community curatoriums and other methods to directly involve community in story development; schedule specific programs for people with disability at the WAG and develop a diverse range of education and public programs, across multiple platforms to encourage participation and new audiences.

Profile

You said
You would like to see a greater online presence and engagement with social media and promotion of WAG through high profile exhibitions and broader marketing.

We did
We have included actions in the Plan to expand our marketing and communication profile by implementing a new strategic marketing plan, including methods to communicate, market and promote WAG's programs and to expand and implement appropriate and targeted promotional material via digital platforms. We will also expand our profile by producing, presenting and bringing exhibitions of quality and significance to Wollongong, as well as produce selected exhibitions for touring to other galleries.

Partnerships

You said
You would like to see WAG develop more and stronger strategic relationships, partnerships and collaborations with local artists and external organisations.

We did

The Plan includes several actions that directly address WAG developing important strategic relationships. We have incorporated actions; to build networks with artists from emerging to established; Seek and support professional development collaborations and or partnerships with external organisations; Investigate collaborations with Department of Education and Training, Museum & Galleries NSW, University of Wollongong, National Association of Visual Artists, Art Gallery NSW and Museum of Contemporary Art. We will also cultivate a proactive approach to building networks with collectors, galleries and peer organisations.

.

File: CCE-040.010.01.396 Doc: IC20/334

ITEM 7 POST EXHIBITION - DISABILITY INCLUSION ACTION PLAN 2020-2025

The draft Disability Inclusion Action Plan (DIAP) 2020-2025 outlines Council's strategies and actions to promote the inclusion of people with disability in community life and support improved access to Council services and facilities. The draft DIAP 2020-2025 is a whole of Council plan that has been informed via an extensive engagement process.

Council at its meeting on 29 June 2020 endorsed the public exhibition of the draft Disability Inclusion Action Plan 2020-2025 from 1 July to 5 August 2020 inclusive. 14 submissions were received providing valuable feedback. While the majority of the feedback has been addressed through actions in the implementation plan, key changes have also been made to the draft DIAP 2020-2025.

This report seeks Council's adoption of the draft DIAP 2020-2025 and for the DIAP Implementation Plan 2020-2025 to be noted.

RECOMMENDATION

1 Council adopt the Disability Inclusion Action Plan 2020-2025.

2 Council note the Disability Inclusion Action Plan 2020-2025 – Implementation Plan.

3 Council note We Asked, You Said, We Did (summary of submissions).

REPORT AUTHORISATIONS

Report of: Sue Savage, Manager Community Cultural + Economic Development
Authorised by: Kerry Hunt, Director Community Services - Creative and Innovative City

ATTACHMENTS

1 Disability Inclusion Action Plan 2020-2025 - Draft
2 Disability Inclusion Action Plan 2020-2025 - Implementation Plan
3 Disability Inclusion Action Plan 2020-2025 - Engagement Report
4 Disability Inclusion Action Plan 2020-2025 - We Asked, You Said, We Did

BACKGROUND

Council is committed to creating a place where diversity is valued, people are included and feel they belong. Our Wollongong 2028 and the draft Diversity, Inclusion and Belonging Policy guide our approach to realising this objective. The draft DIAP details the actions we will undertake to achieve our commitment.

Council has continued to demonstrate commitment to people with disability and embraced the opportunity presented through the introduction of the NSW Disability Inclusion Act 2014. The Act requires Council to have a DIAP that demonstrates our commitment to supporting and enabling people with disability to participate equally in their communities. The DIAP is required to have four focus areas:

- Create liveable communities
- Improve access to systems and processes
- Promote positive attitudes and behaviours
- Support access to meaningful employment

The purpose of the draft DIAP 2020-2025 (Attachment 1) is to ensure people with disability have equal access to information, services and facilities provided by Council and can participate in public spaces and public life. Supporting the development of an accessible and inclusive city will benefit people living in

and visiting the Wollongong LGA. This also includes older people, people with chronic or temporary illness and parents of young children.

Extensive engagement was undertaken with the community to inform the development of the draft DIAP 2020-2025. The feedback has been used to inform the strategies and actions Council will deliver in the next five years. The delivery of the draft DIAP 2020-2025 will be supported by a detailed implementation plan which has been developed in close consultation with all relevant divisions and responsible officers.

The draft DIAP 2020-2025 was placed on public exhibition for the period 1 July to 5 August 2020 inclusive. 14 submissions were received, including submissions from people with disability, carers and community organisations. The draft DIAP 2020-2025 was supported by respondents who agreed with the priority areas: parking, footpaths, shared pathways and crossings, toilets, events and activities, parks and playgrounds, pools and beaches, community attitudes and behaviours, information and communication, and employment.

The feedback included suggestions about accessible footpaths and shared pathways, parks and playgrounds, accessible amenities and information, events, signage and wayfinding, ongoing engagement with people with disability and their carers and employment. While the majority of feedback has been addressed through actions in the implementation plan, key changes to the draft DIAP 2020-2025 include:

- A new action to develop and promote inclusive accessible event guidelines
- Provision of more accessible/wayfinding signage in locations across Wollongong
- Edits relating to readability and context

PROPOSAL

This report seeks adoption of the draft DIAP 2020-2025.

The draft DIAP 2020-2025 is supported by the DIAP Implementation Plan 2020-2025 (Attachment 2) which sets out the detail for the delivery of the Implementation Plan.

CONSULTATION AND COMMUNICATION

Approximately 300 community members participated in workshops, surveys and conversations to inform the draft DIAP 2020-2025. The draft DIAP 2020-2025 was placed on exhibition from 1 July to 5 August 2020 inclusive. Notification of the exhibition included:

- Provision of information to the Walking, Cycling, Mobility Reference Group and key stakeholders
- Notification to previous engagement participants, Access Register of Interest participants and Neighbourhood Forums
- Notices published in The Advertiser
- Copies of the draft DIAP 2020-2025 and feedback forms at libraries
- Engagement HQ online platform

14 submissions were received. The Public Exhibition Engagement Report (Attachment 3) provides details of the engagement methods and results.

'We Asked, You Said, We Did' (Attachment 4) provides an overview of the feedback received and how feedback was used and/or responded to.

Council staff will continue to seek and use community feedback to guide the delivery of the plan over the next five years.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 goals "We are a connected and engaged community" and "We have a healthy community in a liveable city". It specifically delivers on the following:

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-21
Strategy	4 Year Action	Operational Plan Actions
4.1.1 Provide residents with equitable access to information and opportunity to inform decisions. 5.1.3 Involvement in lifelong learning, skills enhancement and community-based activities is promoted.	4.1.1.1 Ensure an effective community engagement framework that connects the community to Council decision making. 4.1.1.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation.	4.1.1.1.6 Actively engagement people with disability and carers in the delivery, evaluation and monitoring of the DIAP 2016-2020. 5.1.3.1.6 Implement, monitor and report on DIAP 2020-2025.

SUSTAINABILITY IMPLICATIONS

The draft DIAP 2020-2025 has been informed by an extensive community engagement process. Effective engagement results in improved service delivery and efficiencies through targeting service provision to community needs.

The DIAP Implementation Plan 2020-2025 provides a range of actions which focus on staff modifying the way they work, in turn, driving improvement to service delivery. The plan also details cross divisional approaches to service delivery drawing on existing resources and supporting internal collaboration.

FINANCIAL IMPLICATIONS

The delivery of the draft DIAP 2020-2025 is primarily funded through existing operational and capital budgets. Some of the strategies and actions in the plan are already identified in the Wollongong City Council Infrastructure Delivery Program and do not require additional funds.

Access audits were completed as part of the delivery of Council's DIAP 2016-2020, including audits of Council's accessible public toilets, bus stops and shelters, footpaths and designated accessible parking in Council car parks. These audits have provided data and information on what is required to be done to bring our existing assets in line with current disability access standards, and in some cases will identify where Council considers building new assets. As the data from these audits is used to inform a strategic and holistic approach, additional funding may be required, such as the delivery of the Public Toilet Strategy 2019-2029 or the Beach and Foreshore Access Strategy 2019-2028.

Other strategies and actions require us to work differently rather than requiring additional funding. Some strategies are unfunded and will be considered as part of the preparation of the delivery program and each year as part of the annual planning process.

The DIAP Implementation Plan 2020-2025 outlines the funded actions and funding gaps.

CONCLUSION

Council has a key role to support the creation of an inclusive city that enables people with disability to participate equally in all aspects of city life. The draft DIAP 2020-2025 will guide Council in meeting its obligations under the NSW Disability Inclusion Act 2014 and provide a well-informed strategic approach to supporting people with disability to participate fully in community life and access Council facilities, services and information.

Once adopted, the DIAP 2020-2025 will be lodged with the Disability Council NSW.



Disability Inclusion Action Plan

2020-2025

wollongong
city of innovation

Acknowledgement of Country

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

Contents

Message from the Lord Mayor....2
Message from the General Manager....3
Introduction....4
Why Inclusion is Important....5
Disability in Australia....6
Disability in Our City....7
Developing the Plan....8
Council's Planning Process....9
Progress and Achievements Since 2016....10
Engagement – What the Community Told Us....20
The Plan for Action....24
- Create Liveable Communities....24
- Improve Access to Our Systems and Processes....28
- Promote Positive Community Attitudes and Behaviours....30
- Support Access to Meaningful Employment....32

Delivering the Plan....34
Funding the Plan....35
Measuring Our Progress....36
Appendix 1 – Access and Inclusion – Legislation and Policy....38

Message from the Lord Mayor

It is my pleasure to present Council's Disability Inclusion Action Plan 2020-2025. At Council, we are striving to make Wollongong a City that is inclusive of everyone and provides equal opportunity for people with disability to participate in all aspects of life across our City.

An inclusive community promotes and supports diversity and offers choice. Together, these lead to increased opportunity for people with disability.

That is why Council is making sure access and inclusion is a key consideration in everything we do - whether it's how we develop the built environment, how we provide information and services, or how we promote positive community attitudes and behaviours toward people with disability.

The Plan has been informed by many conversations with our diverse community, as well as feedback received through a community survey.

It sets out what Council will do in the next five years to continue making Wollongong a place that is accessible and inclusive of people with disability.



I am proud of Wollongong's diverse community and the richness difference brings to our City.

I would like to thank the many community members who took the time to give their ideas for making our community a better place for people with disability.

Lord Mayor
Gordon Bradbery AM

Message from the General Manager

I am proud to work with Council's Senior Leadership Team as champions of the delivery of our new Disability Inclusion Action Plan 2020-2025.This Plan sets out our commitment to, and support of, improving access and inclusion of people with disability over the next five years.

We are focused on making Wollongong an extraordinary place - one that provides residents and visitors to the City with the best possible opportunity to participate in all aspects of community life.

For me, promoting and supporting the inclusion of people with disability is a big part of creating an extraordinary Wollongong.

It is my belief that promoting diversity, inclusion and belonging is essential business for everyone who works at Council. We are all advocates and we all play a part in making sure our City is a more inclusive place of all people, including those with disability.

As we work to deliver this Plan we are committed to continuing our conversations with people with disability. This ongoing connection will help us to make sure we are getting it right. It's also part of our commitment to being leaders in everything we do, and to ensure we are supporting better access outcomes.



Finally, I would like to thank everyone who was involved and helped us shape the development of this Plan. Your advice, feedback and suggestions are valued, and I look forward to hearing about the difference we are making through the delivery of the actions in this Plan.

General Manager
Greg Doyle

Introduction

Personal choice and control are only possible when communities are inclusive of all people, including people with disability. Real inclusion is achieved when people with disability are provided with equal opportunity to participate in community life.

In 2014 the NSW Government introduced the NSW Disability Inclusion Act 2014. The Act requires Council to have a Disability Inclusion Action Plan (Plan) that shows what we are doing to enable people with disability to participate equally in their communities.

The Act requires the Plan to have four focus areas:

- Creating liveable communities;
- Improving access to systems and processes;
- Promoting positive community attitude and behaviours;
- Supporting access to meaningful employment.

Our focus is to be a leader in promoting the social and economic participation of people with disability. This Plan seeks to build on our previous achievements and the culture of inclusion across our organisation by continuously improving the way we go about our business. To achieve this, we have developed a Implementation Plan to deliver the strategies and actions. The Plan has been informed by extensive community engagement.

The Plan is underpinned by the following principles which support the United Nations Convention on the Rights of Persons with Disabilities (2006):

- Focusing on abilities and not disabilities.
- Fundamental rights for all people.
- Genuine dialogue and participation.
- Improving access and inclusion for all.
- Prudent use of resources.
- Recognising the benefits of collaboration.
- Principles of Universal Design.
- Access is everyone's business.

Delivery of the actions in this Plan will benefit people in our community, including older people whose mobility and confidence to get about in public has decreased, people with a temporary injury and parents or carers with young children.

Why Inclusion is Important



- As a community, we are richer with a diverse range of viewpoints and individual perspectives.
- Exclusion leads to disadvantage and discrimination, which have far reaching negative impacts across all aspects of life, including health, welfare, education and employment. These impacts are felt beyond the individual, with families and the broader community being negatively impacted by a non-inclusive community.
- Employment can provide independence, reduce reliance on benefits and improve the living standards of people with disability. This can have positive health impacts and contribute to a greater sense of self-worth.
- There is a strong economic case to support inclusion in our community. Access to businesses benefits people with disability, older people, parents or carers with prams and business owners by expanding their business reach.



People with disability are diverse – they come from all different backgrounds, have different types of disability and varying needs for support.

The likelihood of living with disability increases with age – 1 in 9 people aged 0-64 live with disability, compared to 1 in 2 people aged 65+(2)

- 59% of people with disability need help with at least 1 daily living activity(2)
- 42% of adults with disability rate their health as poor or fair, compared to 7% of adults without disability(2)
- 1 in 5 people with disability who delayed seeing a doctor, did so because of the cost(2)
- 47% of adults with disability have experienced violence after the age of 15(2)
- 1 in 10 employed people aged 15-64 with disability are underemployed(2)
- 3 in 10 employed people aged 15-64 with disability want to work more hours(2)
- 59% of people with disability receive income support, compared with 15% of people without disability(2)



Profound or Severe Disability - Needing Assistance
6% or 13,090 people living in Wollongong have a need for assistance, meaning they need help with their day to day lives due to disability.(3)

Income
28% of households who have a person with disability are low income (earn less that $650/week) compared to 21% of all households.(3)

Labour Force and Unemployment
14% of people with a need for assistance are unemployed compared to 7% of people without disability.(3)

Social Housing
16% of people with a need for assistance live in social housing compared to 7% of people without disability.(3)

1. ABS 2018, 4430.0 - Disability, Ageing and Carers, Australia: Summary of Findings
2. Australian Institute of Health and Welfare 2019, People with disability in Australia
3. ABS (2016) Census of Population and Housing, compiled and presented by .id Profile

Developing the Plan

Research
We did background research and looked at demographic data.
We reviewed what was delivered from our last Disability Inclusion Action Plan 2016-2020.

Information Sharing and Raising Awareness
We talked about what we had done so far to improve access and inclusion, what we had learnt and ideas of what to do next. We talked about the benefits of the Plan and how we were going to update it.

Community Engagement
Community Survey
178 people with disability and their families, friends and carers completed a survey. The survey asked how often they use 24 of our services or facilities and how satisfied they were with these. Those surveyed shared their experiences and ideas on how we could make these services more accessible and inclusive.

Workshops and Community Conversations
97 people were involved across five workshops and three community conversations. We listened and talked with people with disability of all ages, carers and parents of children with disability.

Strategies and Actions
Draft strategies and actions were developed based on what the community told us was important.

Exhibition and Endorsement
The draft Plan was put on public exhibition for the community to give us feedback. The feedback was considered, and the revised Plan was endorsed by Council.

Lodgement
The endorsed Plan will be lodged with the Disability Council of NSW.

Council's Planning Process

The Disability Inclusion Action Plan 2020-2025 provides information about how we are going to make Wollongong a more inclusive and accessible place. It is a supporting document that will inform our Operational Plan.



Community Strategic Plan
A 10-year plan that outlines our community's vision and priorities for the future.



Supporting Documents
These documents provide more detail about how we are going to achieve positive outcomes for the community.



Delivery Program and Operational Plan
The Delivery Program sets out the key activities and projects that will be delivered to the community during the Council term. The Operational Plan includes Council's annual projects, activities and budgets.

Progress and achievements since 2016

In 2016, we launched an ambitious 4-year Disability Inclusion Action Plan 2016-2020. Here is a snapshot of what was achieved:

Create Liveable Communities

We have completed audits of our footpaths, bus stops and shelters and accessible parking to inform future upgrades

We have completed infrastructure projects to improve access to the built environment, including:

- Upgraded four accessible toilets (Bald Hill, Nicholson Park, Galvan Park and Thirroul Bathers Pavilion).
- Installed two adult change tables (Stuart Park and Western Suburbs).
- Installed accessible barbecues and picnic shelters (Stuart Park and Helensburgh).
- Upgraded 156 footpaths and kerb ramps.
- Installed three pool lifts (Western Suburbs, Berkeley and Helensburgh).
- Upgraded the accessible parking in 84 car parks.
- Upgraded 39 bus stops.
- Delivered 'Quick Links' accessible paths of travel project in seven locations to create continuous accessible paths of travel that link car parks, playgrounds, picnic shelters and toilet blocks.
- Improved access to several Council buildings, including accessible amenities at the Illawarra Performing Arts Centre (IPAC), Coniston Community Centre, Mt Keira Summit Kiosk, Bulli Surf Life Saving Club and Stanwell Park Beach Kiosk, and, upgraded kitchen facilities including an adjustable bench at Dapto Ribbonwood Centre.
- Installed new cycleways, shared pathways and footpaths in 33 locations and the upgrade/renewal of existing cycleways, shared pathways and pathways in 28 locations.

Improve Access to our Systems and Processes

We have worked to increase access to information, including:

- Upgraded our website to meet international disability access standards.
- Developed and installed Play Communication Boards at six Council playgrounds and a braille sign for Luke's Place Corrimal.
- Developed 'Social Stories' for our events, programs, services and facilities.
- Developed and delivered 'Autism Awareness Training' for 160+ Council officers.
- Provided 'Easy Read Training' for 15 Council officers.
- Developed an 'Easy Read Frequently Asked Questions Factsheet' about Council services.
- Established the Walking Cycling Mobility Reference Group to provide advice to us about access matters.

Promote Positive Community Attitudes and Behaviours

We have promoted positive community attitudes and behaviours towards people with disability, including:

- Increased access at our events, including New Year's Eve, Australia Day, Comic Gong and Viva la Gong including accessible viewing areas, amenities and 'The Quiet Space'.
- Corrimal Library received their Autism Friendly badge on World Autism Day.
- Provided Diversity Awareness Training for our staff.
- Delivered numerous inclusive programs at the Art Gallery, Libraries and Youth Services.
- Hosted an Auslan story time at Wollongong City Library.

Support Access to Meaningful Employment

We have worked to support people with disability to gain employment, including:

- Recruited two targeted traineeship positions for people with disability.
- Supported the Workers of Wollongong Program by providing work experience opportunities at the Botanic Garden and Bulli Tourist Park.
- Developed and piloted a work experience program for young people with autism.
- Participated in mock interviews with people with disability to assist them in preparing for job interviews.
- Delivered the EmployAbility Project that raised awareness of people with disability in the workforce.



Meaningful employment

Case Study

Beach and Foreshore Access Strategy 2019-2029

Our beaches and foreshores are valued by locals and visitors and form an important part of our City's identity. In June 2019, Council adopted a plan to improve access and inclusion at our beaches.

The City has 17 beaches that are patrolled by our lifeguards and Surf Life Saving NSW volunteers. We asked people with disability what was needed to improve access to beaches and undertook an audit to give the 17 patrolled beaches an access rating.

From this we identified four beaches: Austinmer, Thirroul, North Wollongong and Port Kembla, as priority beaches for improving access. Upgrading these beaches to provide greater access for people with disability is a strong focus. Beach matting has been installed at both Thirroul and Austinmer beaches. Further access upgrades including accessible adult change facilities with hoists are planned for these beaches.



Beach matting



Photo Credit: The Disability Trust

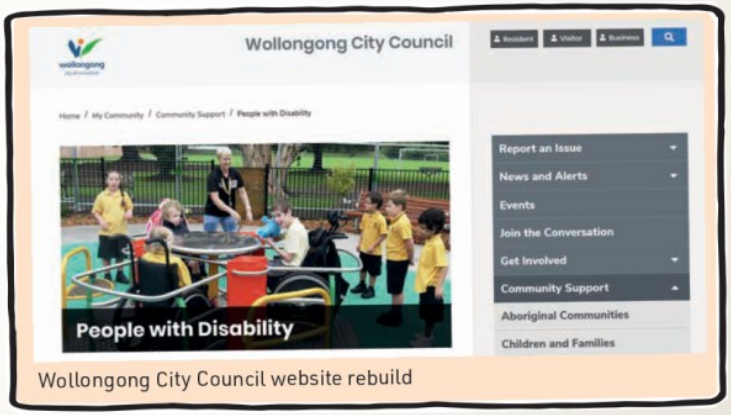
Case Study

Website Rebuild

We launched a new public website in 2019. The website has features to support access for people with disability including:

- A tool that has been built -in to the website that checks to see that the content meets access standards.
- Uses colours, fonts and links, to support access.
- More content for people with disability, such as:
  - Social Stories for our facilities, services, and community events.
  - Access information for our playgrounds and Community Centre's and Hall's listings.
  - A map that shows the location of accessible parking spaces across the City.
  - Information about available support for people with disability.

Before the website was launched it was tested by people with disability including two people who were blind and use screen readers. They provided valuable feedback and were pleased with the site.



Wollongong City Council website rebuild

Case Study

New Year's Eve Event



We have been working to make our events such as New Year's Eve, Australia Day, Comic Gong and Viva la Gong more inclusive. A 2015 survey of people with disability showed low satisfaction with our events. Since then we have worked with local stakeholders to improve our events.

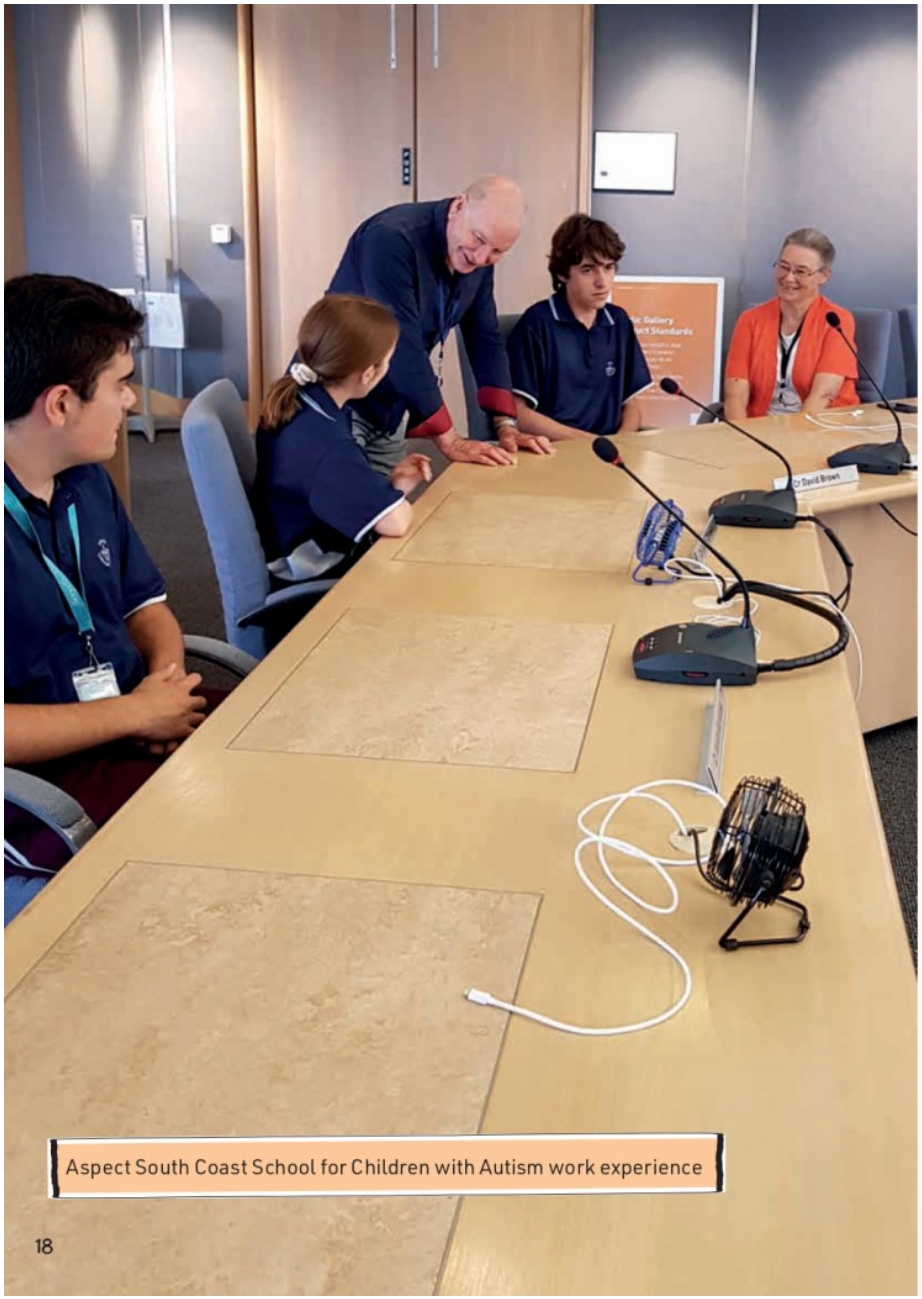
To promote and support access and inclusion the following aspects have been introduced to New Year's Eve:



Accessible viewing area at New Year's Eve

- A reserved accessible viewing area for viewing the fireworks and entertainment;
- 'The Quiet Space' to support people needing a break from noise and stimulation;
- Accessible parking spaces next to the reserved accessible viewing area;'
- Entertainers with disability have performed at the event;
- A site map that shows the accessible paths of travel and provides access information;
- A drop-off and pick-up zone close to the reserved accessible viewing area;
- A temporary accessible public toilet behind the reserved accessible viewing area;
- A factsheet of tips for stallholders about how they can make their stalls inclusive of people with disability;
- Added access information to the event brochures and webpage;
- An online booking system for the reserved accessible viewing area;
- Food stalls located on an accessible path of travel;
- Volunteers providing support in the reserved accessible viewing area;
- A visual display of the 10 to 0 countdown on a large screen to accompany the audio countdown to the fireworks.

Each year more and more people with disability and their families are coming to our New Year's Eve celebration. Volunteers enjoy working at the event and we receive positive feedback that volunteers are extremely friendly and helpful and that the inclusion of the seating area and parking arrangements for people with disability is greatly appreciated. Our survey of people with disability in 2019 showed a 15% increase in participation at our events.



Aspect South Coast School for Children with Autism work experience

Case Study

Aspect South Coast School Work Experience Pilot Program

In June 2019, Aspect South Coast School for Children with Autism approached us with a work experience request. A six-week pilot program based on the needs and interests of the students was developed.

The program ran between October and December 2019. The students attended for two hours each week and were supported by their teachers. The students had the opportunity to work with different Council teams including Botanic Garden, Beaton Park, Leisure Centre, Foreshore Crew, Community Development and Youth Services.

The students who participated in the program indicated that they would recommend Council as a work experience opportunity to their friends and family. The teachers indicated that they 'absolutely' and 'certainly would' recommend the work experience program, saying "it's such an excellent way for young people with disability to build life/work skills and a sense of belonging in their local community. It really will help to set them up for the future". Our staff indicated that the work experience program provided them with a great learning and development opportunity. Through communicating and working with young people with autism, staff were able to put into practice the autism awareness training they had completed.

Engagement

What the Community Told Us

People with disability, their families, friends and carers shared their experiences and ideas through a survey, workshops and conversations.

Disability Inclusion Action Plan Survey 2019

Our services and facilities that are high performing and are highly used:

- Botanic Garden.
- Council's Domestic, Recycling & Green Waste Collection Service.
- Council parks/open space/sportsfields for passive sport and recreation purpose.
- Council parks/open space/sports fields for active sports for active recreation purpose.
- Patrolled beaches.

Our services and facilities that are low performing and highly used – priority areas for Council to improve:

- Public toilets.
- Designated parking for people with disability.
- Footpaths.
- Council-run events, festivals and activities.
- Council children's playgrounds.
- Cycleways/shared pathways.

Community Engagement Themes

The comments collected from the community survey, workshops and conversations were reviewed by our Council officers. There were nine themes that were mentioned often across all engagement activities. Below is a summary of what people said was most important to improve access and inclusion.

Create Liveable Communities

Parking

- More parking located close to important services, venues and events.
- Regular monitoring and greater enforcement of the Mobility Parking Scheme (MPS).
- Existing accessible parking spaces to be upgraded to comply with current standards.
- Delivery of a campaign to educate the community about how much space to leave when parking near a vehicle with an MPS permit.

Footpaths, shared pathways and crossings

- Safe to use – wide, level, free from hazards or obstacles.
- More tactile markers in the right places.
- Upgraded in areas close to important services – around Wollongong Hospital, Centrelink, Medicare and Council.
- A campaign promoting etiquette for using shared pathways.
- Pedestrian refuges deep enough for a wheelchair user to safely cross the road.
- Kerb ramps that are not too steep and match up to the one on the opposite side of the road.
- More countdown timers installed at busy intersections.

Toilets

- More in the right locations – City Centre, Stuart Park, Botanic Garden, parks, playgrounds, pools and beaches.
- Left unlocked during the day and cleaned regularly.
- Some toilets to be fitted with an adult change tables that have a mechanical hoist.
- A campaign to raise awareness that not everyone who needs to use accessible toilets has a visible disability.

Community Engagement Themes

Events and activities

- Continue to have social stories, quiet tours, 'The Quiet Space', accessible parking and drop-off points and accessible viewing platforms as part of our major events.
- Access matting to make it easier for wheelchair/mobility aid users to move around.
- Accessible viewing areas to become a part of other events like Moonlight Movies or Sunset Cinema.
- Non-Council events to meet access requirements as part of their planning and delivery e.g. providing accessible parking.

Parks and playgrounds

- More playgrounds to be fenced and have shade.
- More accessible play features.
- Footpaths connecting the carpark, equipment, toilets and shelters.

Pools and beaches

- Better promotion of the beach matting and beach wheelchairs.
- More training for Council officers in how to use the beach matting, beach wheelchairs and pool hoists.
- Accessible family change rooms and toilets that have an adult change table with hoists.
- Footpaths connecting the carpark and toilets to the beach or pool.

Community Engagement Themes

Improve Access to our Systems and Processes

- More opportunities to share experiences and be involved in decision making.
- Include images of people with disability in the marketing and promotion of our services and facilities.
- Provide all of our information in plain English.
- Develop a list of accessible places that shows the access features for our website e.g. parks, playgrounds, beaches and pools.
- Documents on our website to be compatible with screen readers.
- Include communication boards at places like pools, libraries and the Wollongong Art Gallery.

Promote Positive Attitudes and Behaviours

- More places designed with the needs and experiences of people with disability in mind.
- Raise awareness of the experiences of people with disability, including people with an invisible disability.
- Normalise disability – talk about it as a strength rather than a problem or issue.
- More opportunities for broader community and people with disability to come together.

Support Access to Meaningful Employment

- Work experience opportunities and entry level positions for people with disability.
- More emphasis placed on testing practical skills as part of our recruitment process.
- Offer mentoring and/or additional support for Council officers with a disability.
- Support social enterprises who support people with disability.
- Improve the accessibility of our workplace.



Create Liveable Communities

The Plan for Action

Liveable communities are places people can move about easily to access services and facilities and participate in community life.

What we will do

Increase the number of accessible public toilets and accessible adult change facilities

- Develop and deliver a program to upgrade and install more accessible public toilets and accessible adult change facilities to meet current standards.
- Maintain information about toilets on the National Public Toilet Map.

Increase the number of accessible parking spaces

- Develop a priority list to improve and increase the number of spaces.
- Increase the number of accessible parking spaces.
- Develop and implement an accessible parking strategy for the Wollongong CBD.
- Monitor and enforce illegal use.

"The new accessible change facilities at Unanderra Pool are great. They have made such a difference for me taking clients to the pool. It was a real challenge for me to get my clients changed because there wasn't a change area we could fit into, without the lifeguards closing off the rest of the amenity to other pool users" Disability Support Worker March 2020.

Increase the number of accessible paths of travel to key destinations

- Increase the number of continuous accessible paths of travel that include parking, footpaths and kerb ramps in our town centres and to key destinations such as recreation and community facilities.

Improve access to our spaces and streetscapes

- Use universally accessible park and street furniture in open space and streetscapes.
- Incorporate access as a key feature of our infrastructure projects.
- Provide clear paths of travel along property lines where possible.
- Install tactile/braille wayfinding signage in the Wollongong CBD.

Increase the number of accessible bus stops and shelters

- Develop a priority list of bus stops and shelters to upgrade.
- Upgrade priority bus stops and shelters including link to continuous accessible path of travel.



Increase access to our recreation services and facilities

- Deliver the actions in the Beach and Foreshore Access Strategy 2019 -2028.
- Install a fenced accessible playground in the southern suburbs.
- Include accessible play elements when renewing and installing playgrounds.
- Include access to parking and seating when upgrading sports grounds and facilities.
- Improve access at the Botanic Garden.
- Continue to upgrade our community and heated pools, including the installation of accessible adult change facilities to meet current standards.
- Continue to upgrade access at the tourist parks and tell the community about these upgrades.
- Continue to upgrade access at Council leisure centres and support inclusion of people with disability in programs.

Increase access and participation in library, community, environment, youth and cultural services programs

- Promote and support inclusion in all activities at the Art Gallery, cultural services, environmental education programs and libraries.
- Schedule programs for people with disability at the Art Gallery, cultural services, environmental education programs and libraries.
- Continue to promote and support access and inclusion as part of Youth Services activities.

Increase access to our buildings

- Undertake access appraisals of our buildings and facilities.
- Prioritise and include access when renewing and building facilities.



Case Study: Braille Sign Luke's Place

Luke's Place is a fenced playground in Corrimal with accessible play options to support children with disability to play. In 2020, we added a braille sign to this playground to help people who are blind or have low vision to get around the playground. The sign includes a map of the playground and provides an opportunity for everyone who visits the playground to learn more about how some children and adults read in this way. This sign is unique and sets and new benchmark for inclusion in playgrounds. We worked with Vision Australia to produce the sign.

Improve Access to our Systems and Processes

What we will do

Easy to access systems, options for communicating and information help remove barriers to participation and support people to live independently.

"Communication boards in more places such as pools and libraries. Boards are really useful they support connection and understanding" Workshop participant October 2019

Increase access to information

- Implement guidelines for making our publications and website content accessible.
- Implement and educate our staff about the use of alternate communication supports.
- Include access signage in our buildings to promote the accessible features.

Increase awareness about our services to support access

- Develop and deliver a communication strategy to promote our accessible services and facilities.
- Include information about access in our promotional material and signage.
- Promote access upgrades to services and facilities in our newsletter.
- Keep our website up-to-date with information about access.

Increase participation in our community engagement activities

- Talk to people with disability, listen to their ideas and consider them in the development of plans for our services, facilities and activities.

Improve our policy and planning tools to create better access

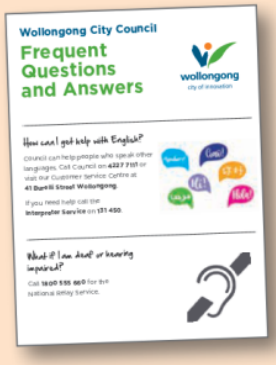
- Undertake research as part of our Housing Strategy to see how much adaptable housing we need in Wollongong and update our planning controls to help deliver this type of housing.
- Develop and implement an inclusive and accessible public domain policy and guidelines.

Improve our systems and processes to deliver better access outcomes

- Prioritise the delivery of access outcomes in our Infrastructure Delivery Program.
- Assess access for people with disability when collecting information and data about our assets.

Increase our capacity to provide accessible services and facilities

- Use checklists that assess access to identify ways to improve our services and facilities.

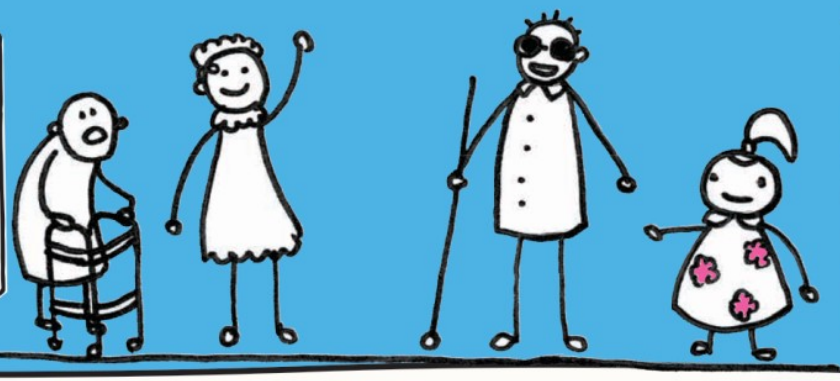


Case Study:
Easy English Fact Sheet: Frequently Asked Questions

'Easy English' is a term that is used to describe text that is written in simple short phrases for people with low literacy. It only has key information and includes both words and images to add meaning to the text. Easy English is different to plain English, which is the use of language that is easy to understand.

We have developed an Easy English fact sheet of our most Frequently Asked Questions. This fact sheet has been tested by people with low literacy to get their feedback on the language, design, images and readability to make sure it is as accessible as possible. This fact sheet has been well received by people with disability and people with English as their second language.

Promote Positive Community Attitudes and Behaviours



People's attitudes impact all aspects of community life. The attitudes and behaviours of the community towards people with disability have been described as the single biggest barrier to participation and inclusion.

What we will do

Raise awareness about the contribution people with disability make to our community

- Increase the visibility of people with disability in our publications and communications.
- Educate businesses about the importance of providing good access to their business.

Increase participation in our events, festivals and activities

- Continue to implement strategies to improve access and inclusion at our events.
- Work with external event holders to improve access and inclusion at their events.
- Include information about access in our marketing and promotional material.
- Develop and promote Disability Inclusive Event Guidelines.

Undertake programs to promote access and inclusion

- Partner with community organisations to deliver projects that support inclusion.
- Support organisations to build their skills in delivering activities for people with disability.
- Deliver campaigns to promote and support inclusion.

"I would like to register my appreciation for the effort and thought that went into organising the New Year's Eve, at the Harbour, for the fireworks. The chosen site was excellent, with parking only five metres away. Your volunteers were just great, they helped us to carry gear to our spot were very attentive and offered to go to the local shops for coffee or food.

Whoever thought of this, organised it and made it happen deserves a medal or a good pat on the back, I am sure there were many involved in bringing it to a conclusion. We were very comfortable throughout the night and we are looking forward to the next year for the same great experience, our exit from the area and our trip home was excellent." New Year's Eve Participant

Case Study Corrimal Library Autism Friendly Badge



In 2018, Wollongong City Libraries was asked if they were interested in being involved in the Autism Friendly Communities - Corrimal project being run by ASPECT and UoW. Corrimal District Library and Community Centre embraced the opportunity to be a part of this great initiative. Council officers met to review current practices and how we could modify our programs and environment to ensure a more inclusive practice, including the library website.

The review process led to Corrimal Library creating a social story about their website, increasing sensory resources for use by the community, and implementing a story board with all of their children's programs on it. Library staff participated in training on how to identify and communicate effectively with people with autism. Future planning is currently in place for a program that is designed for people with Autism Spectrum Disorder and their carers.

Support Access to Meaningful Employment



What we will do

Employment contributes towards feelings of self-worth and provides regular social interaction. For most people, employment and economic security are interrelated. Employment can increase an individual's capacity for choice and control over life decisions.

Provide education and employment pathways

- Continue to provide targeted employment opportunities
- Continue to provide work experience opportunities
- Continue to support social enterprises that provide employment for people with disability

Increase access to employment opportunities

- Undertake ongoing research to better understand barriers to employment
- Improve our employment policies, procedures, practices and systems
- Continue to build relationships with community networks to share learnings and opportunities

Improve access and inclusion in the workplace

- Work with staff to better understand their needs and how we can support them in the workplace
- Continue to build our organisations capability to meet the diverse needs of our staff and community
- Develop systems and processes to support staff with disability in the workplace
- Work with staff to identify career pathways and opportunities

Create an environment where everyone belongs

- Welcome and celebrate our staff's individual abilities
- Drive a culture of inclusive leadership

"We just want to be treated like any other person, give us a chance... we have a lot to offer." Workshop participant – October 2019.

Case Study: EmployABILITY

The 'EmployABILITY' project, delivered in partnership with Shellharbour City Council, aimed to raise awareness about the employability of people with disability working in paid employment.

Seven local people shared their stories which were designed into posters. The storyboards were launched as part of International Day of People with Disability.

A poet, Elliot Cameron, was contracted to use the stories to produce a slam poem. The poem was performed at the launch of the project. The launch of the project included a round table discussion with attendees to explore the barriers people with disability face in accessing employment.

The panels have since been displayed in various community settings. In the week after International Day of People with Disability the posters were displayed at the Corrimal Community Centre and on our webpage.



Jessica Duncan at the Brewing Up a Storm Café

Delivering the Plan



Governance
The General Manager, Executive and the Senior Leadership Team will sponsor and promote the Plan.

A Steering Group will oversee and monitor the implementation of the actions in the Plan.

Integration
The actions in this Plan will become part of our Delivery Program and Operational Plan and help us to deliver the Community Strategic Plan.

Implementation
An implementation plan that includes timeframes, priorities, resources and responsibilities has been developed to help with the delivery of the Plan.

Monitoring and Evaluation
An evaluation framework with performance indicators has been developed to measure change. Data will be collected and reported throughout the implementation of the Plan. In the final year of the Plan we will measure community satisfaction through a community survey.

Reporting
Regular updates will be provided on our website to report progress.

Progress towards delivering the actions in the Plan will be formally reported as part of our annual reporting processes.

We will prepare and submit reports to the NSW Disability Council as required.

Ongoing Engagement and Review
We will talk with the community regularly to check that the priorities in the Plan are still the same and make changes to the Plan where we need to.



Funding the Plan

Some actions in this Plan are about continuing to do what we do well, and others are about improving the way we do things. Many actions will not cost additional money but require us to do things differently.

However, some actions in the Plan will require additional funds to build something or upgrade an existing facility or service. The money to do this work will be allocated through the annual budget process where possible. At times we may apply for funding from external sources to help achieve the actions in the Plan.



Beach Wheel Chair

Measuring our Progress

The following indicators will help us to measure if we are achieving our vision for an accessible and inclusive city.

Create Liveable Communities

Indicator	How it will be Measured
↑ Number of accessible public toilets and adult lift and change facilities that include hoists.	Council data.
↑ % of people with disability who are satisfied with our accessible public toilets and accessible adult lift and change facilities.	Disability Access & Inclusion Survey/ Customer satisfaction measure.
↑ Number of accessible parking spaces in key destinations.	Council data.
↑ % of people with disability who are satisfied with footpaths and paths of travel.	Disability Access & Inclusion Survey/ Customer satisfaction measure.
↑ % of people with disability who express satisfaction with our public spaces.	Disability Access & Inclusion Survey/ Customer satisfaction measure.
↑ Number of accessible bus stops and shelters.	Disability Access & Inclusion Survey/ Customer satisfaction measure.
↑ % of people with disability who are satisfied with our recreation services, community facilities/halls and libraries.	Disability Access & Inclusion Survey/ Customer satisfaction measure.
↑ Access provisions at our recreation services, community facilities and libraries.	Council data.
↑ % of people with disability who feel they have the opportunity to participate and are satisfied with our library and cultural activities.	Disability Access & Inclusion Survey/ Customer satisfaction measure.

Support Access to Employment

Indicator	How it will be Measured
↑ Number of employment pathway workdays for people with disability across our services	Council data.
↑ People with disability are satisfied with Council as a work place. (case studies documented)	Evidence organisational change is happening where required.
↑ Access in our workplaces	Council data.
↑ Number of employment and/or employment pathway workdays provided each year to people with disability by our suppliers.	Council data.

Providing Accessible Systems and Processes

Indicator	How it will be Measured
% of people with disability who can easily access our information.	Disability Access & Inclusion Survey.
% of our publications that are accessible and include images of people with disability and include information about access.	Analyse sample of Council publications.
Number of people with disability who have participated in a community engagement activity.	Disability Access & Inclusion Survey.
↑ Number of our systems that have incorporated access as a key criterion.	Council data.
% of our staff who have participated in access training and learning opportunities.	Council data.

Promoting Positive Community Attitudes and Behaviours

Community projects and campaigns that raise awareness of the positive contribution people with disability make to the community are delivered.	Customer satisfaction measure.
↑ % of people with disability who have participated our events and festivals that are satisfied with those events.	Disability Access & Inclusion Survey/ Customer satisfaction measure.
Partnerships with organisations that deliver positive outcomes for people with disability.	Number of partnerships projects/ Customer Satisfaction measure.

Appendix 1
Access & Inclusion - Legislation & Policy

People with disability, their families and carers have the same rights as all people to access services and facilities. These rights are part of State and Commonwealth policy and legislation which make it unlawful to discriminate against a person with disability.

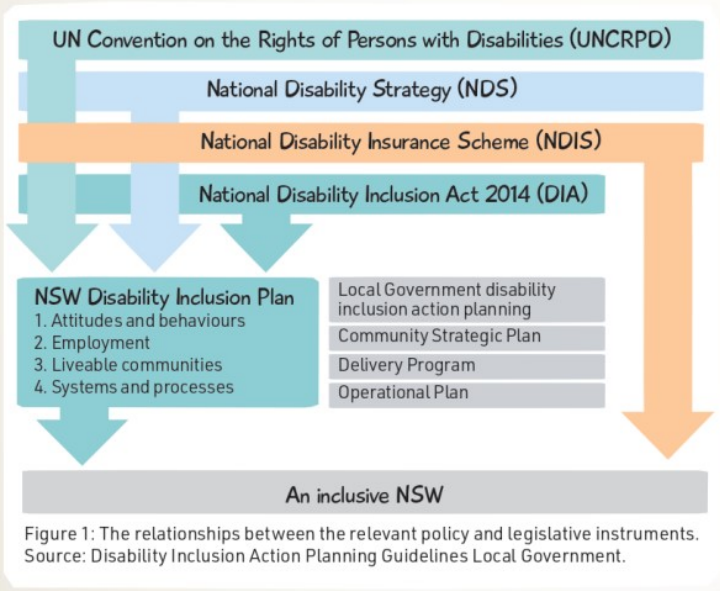


Figure 1: The relationships between the relevant policy and legislative instruments. Source: Disability Inclusion Action Planning Guidelines Local Government.

Legislation and Standards that inform Council's Work

- Commonwealth Disability Discrimination Act 1992.
- Disability Access to Premises Buildings Standards 2010.
- Disability Standards for Accessible Public Transport 2002.
- Australian Standard (AS 1428) – Design for Access and Mobility.
- Web Accessibility National Transition Strategy 2010.



Photo credit: The Disability Trust

For more information

Phone: 4227 7111
Email: council@wollongong.nsw.gov.au
Visit: www.wollongong.nsw.gov.au

Council would like to thank everyone who has contributed to the development of this Plan.

Disability Inclusion Action Plan 2020-2025

wollongong
city of innovation

wcc © 1512818.5.20

DISABILITY INCLUSION ACTION PLAN (DIAP)

IMPLEMENTATION PLAN 2020 – 2025

Introduction

The Disability Inclusion Action Plan (DIAP) Implementation Plan has been prepared to support the delivery of the DIAP 2020 - 2025 and assist Council in meeting its responsibilities under the NSW Disability Inclusion Act 2014 (the Act).

To meet the requirements of the Act, Council's DIAP is organised under four focus areas:

- Create liveable communities;
- Improve access to services through better systems and processes;
- Promote positive community attitudes and behaviours; and
- Support access to meaningful employment.

The DIAP is a supporting document and includes actions for many areas of Council. The actions in the Implementation Plan will be integrated into Council's Delivery Program and Operational Plan and will be reported on as part of Council's annual reporting process.

The delivery of the Implementation Plan will be overseen by the Executive Management Committee (EMC), the Senior Leadership Team (SLT) and the Disability Inclusion Action Plan Steering Group. Council's Community Development Worker Aged and Disability will work across Council to promote and support the delivery of the actions in the Plan.

Development of the DIAP

The development of the DIAP involved extensive consultation including:

- A Disability Inclusion Action Plan Community Survey;
- Community conversation workshops;
- Workshops with young people;
- Internal survey of employees with disability; and
- Extensive engagement of internal staff.

The consultation identified priority areas for Council to make improvements which included footpaths, public toilets and designated parking for people with disability.

The consultation identified that Council is performing well in the following service areas: patrolled beaches, the Botanic Garden, Council parks, open space and sports fields.

Development of the DIAP Implementation Plan

The development of the Implementation Plan involved internal engagement across all areas of Council. Staff from across Council contributed to the development of the strategies/actions and provided their endorsement for the actions they are responsible for delivering and reporting on.

For the most part the actions and strategies align with planned work across Council and will be funded through existing capital and operational budgets.

Actions have not been prioritised in the Implementation Plan however when developing the actions, the following has been considered:

- Outcomes of the community engagement;
- Legislative requirements; and
- Alignment with planned and funded work.

All actions in the Plan are considered of high importance and should, where possible, be delivered through the life of the DIAP 2020-2025. To deliver the action a division may need to reprioritise their work, alter the timing of planned work or the way in which work is delivered.

The DIAP Implementation Plan - A Living Document

The Implementation Plan is a 'living' document and will be reviewed and updated annually. The timing of these reviews will enable any changes to actions and strategies to be integrated into Council's annual and business planning process.

Reporting

It is a legislative requirement that Council's Annual Report includes progress towards achievement of the DIAP and that a copy of this section of the Report be lodged with the Minister for Disability Services. The Community, Cultural and Economic Development Division will provide Executive Strategy with a summary of progress. To ensure that this requirement is met all responsible officers identified within the DIAP Implementation Plan must report on the actions in a timely manner.

FOCUS AREA 1: Create Liveable Communities														
Objective		**Action/Strategy**	**Delivery Stream**	**Collaboration**	**Responsibility**	**Resourcing**	**Yr1 20/21**	**Yr2 21/22**	**Yr3 22/23**	**Yr4 23/24**	**Yr5 24/25**	**Performance Indicator/ Milestone**	**Link to CSP**	**Evaluation**
1.1 Increase the number of accessible public toilets and accessible adult change facilities owned by Council that meet current access standards.	1.1.1	Review and update the Implementation Plan for the Public Toilet Strategy 2019 - 2029 to provide greater direction on service level and provision of accessible public toilets and accessible adult change facilities.	Parks, Sportsfields	Community Development, Infrastructure Strategic Planning	Recreation Services Manager	Existing operational budget						Implementation Plan reviewed and updated	5.5	Develop and implement strategic direction
	1.1.2	Install and upgrade accessible public toilets and accessible adult change facilities as per Public Toilet Strategy Implementation Plan.	Infrastructure Strategic Planning	City Works and Service	Manager Infrastructure, Strategy and Planning, Project Delivery Manager	Capital budget						Increased # of accessible toilets and accessible adult change facilities	5.5	Increase access to the built environment
	1.1.3	Maintain information about Council's accessible public toilets on the National Public Toilet Map and link to Council's website.	Community Development	Communications, Infrastructure Strategic Planning	Community Development and Engagement Manager	Existing operational budget						Data is updated as changes made to map	4.1	Increase access to information
	1.1.4	Where required, install signage to raise awareness and promote that accessible toilets are for people with disability and not general community use.	Parks, Sportsfields	Community Development, Infrastructure Strategic Planning	Recreation Services Manager	Existing operational budget							4.2	Promote positive attitudes and behaviours and raise awareness.
1.2 Increase the number of well-maintained continuous accessible paths of travel to key destinations.	1.2.1	Using the access data collected as part of the Footpath Condition Audit 2019 develop and implement a program for installing and upgrading kerb ramps and footpaths to provide continuous accessible paths of travel that deliver access outcomes. Priority locations include town and village centres, recreation facilities, Council buildings linked to designated accessible car parking and key transport nodes.	Footpaths, Cycleways and Transport Nodes	Infrastructure Strategy Planning, City Works and Services	Transport and Stormwater Services Manager	Capital budget						Increased # of continuous accessible paths of travel that link key destinations throughout the Local Government Area (LGA)	6.3	Develop and implement strategic direction Increase access to the built environment

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/ Milestone	Link to CSP	Evaluation
	1.2.2	Develop and implement *"Quick Link"* projects that result in the delivery of the missing link to provide a continuous accessible path of travel (CAPT) to key Council infrastructure.	Footpaths, Cycleways and Transport Nodes	Infrastructure Strategy Planning, City Works and Services, Community Development	Transport and Stormwater Services Manager	Capital budget						Increased # of continuous accessible paths of travel that link key destinations throughout the LGA	6.3	Increase access to the built environment
1.3 Improve access to Council owned public spaces and streetscapes.	1.3.1	Develop and implement Inclusive and Accessible Public Domain Policy and guidelines.	Design and Technical Services	Design and Technical Services, Property and Recreation. Footpaths, Cycleways and Transport, Infrastructure Strategy and Planning, Project Delivery	Manager Infrastructure Strategy and Planning Manager Project Delivery	Business Proposal (BP) will be required to secure funds to develop document			Policy adopted			Policy adopted Guidelines developed and are being used Evidence organisational approach to access in public domain achieved	5.5	Develop and implement strategic direction Increase access to the built environment
1.4 Increase the number of compliant accessible bus stops and shelters that link to a continuous accessible path of travel.	1.4.1	Develop and deliver a costed schedule of works to upgrade the identified priority bus stops and shelters to bring them up to current access standards for people with disability. Link these bus stops and shelters to continuous accessible paths of travel.	Road Safety, Traffic and Transport Planning	City Works and Services	Transport and Stormwater Services Manager	Existing operational budget						Increased # of Council bus shelters and stops that meet access standards	6.3	Develop and implement strategic direction Increase access to the built environment
1.5 Increase the supply of compliant designated accessible parking spaces that link to a continuous accessible path of travel.	1.5.1	Audit the designated accessible on street parking spaces in the Central Business District (CBD), in town centres and the foreshore area to identify their compliance with current access standards and number required to complete the accessible parking data set.	Road Safety, Traffic and Transport Planning	Footpaths, Cycleways and Transport Nodes, City Works and Services	Transport and Stormwater Services Manager	Existing operational budget						Audit complete	6.3	Develop and implement strategic direction
	1.5.2	Develop and deliver a program to upgrade and increase the number of designated accessible car parking spaces (on street and in car parks) that link to continuous accessible paths of travel in key destinations throughout the LGA.	Car Parks and Boat Ramps	Footpaths, Cycleways and Transport Nodes, City Works and Services	Transport and Stormwater Services Manager	Strategy will be fully costed. Capital budget						Increased #% of designated accessible parking spaces	6.3	Increase access to the built environment

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/ Milestone	Link to CSP	Evaluation
	1.5.3	Develop and implement a plan to increase the supply of designated accessible parking in Wollonogng CBD, including on street.	Car Parks and Boat Ramps	Footpaths, Cycleways and Transport Nodes, City Works and Services	Transport and Stormwater Services Manager	Capital budget						Increased # of designated accessible parking spaces in Wollongong CBD in key locations	6.3	Increase access to the built environment
	1.5.4	Continue to update and promote the location of Council's designated accessible car parking spaces on Council's website.	Car Parks and Boat Ramps	Community Development, Communications	Transport and Stormwater Services Manager	Existing operational budget						Data available on Council's website	4.1	Increase access to information
	1.5.5	Continue to monitor and enforce non-compliant use of accessible parking spaces.	Parking		Ranger Services Manager	Existing operational budget						# of fines issued	4.3	Promote positive community attitudes and behaviours
1.6 Increase access to Council's recreation services and facilities.	1.6.1	Continue to renew and install accessible and inclusive play elements and a CAPT between the key elements at Council's regional and district level playgrounds.	Playgrounds	Community Development, Infrastructure Strategy Planning, City Works and Services	Recreation Services Manager	Capital budget						Increased #/% of playgrounds that incorporate inclusive play elements and CAPT	5.2	Increase access to the built environment
	1.6.2	Provide a fenced accessible playground in the southern suburbs of the LGA.	Playgrounds	Community Development, Infrastructure Strategy Planning, City Works and Services	Recreation Services Manager	Capita budget and grant funds						Site identified Fenced playground installed	5.2	Increase participation Increase access to the built environment
	1.6.3	Investigate and deliver an all ages and abilities play space.	Playgrounds		Recreation Services Manager	Existing operational budget						Play space delivered	5.2	Increase participation Increase access to the built environment
	1.6.4	Undertake a program of work to improve access to Council's community and heated pools (using data collected in access appraisals to guide) and promote.	Community Pools, Commercial Heated Pools	Infrastructure Strategy Planning, City Works and Services	Recreation Services Manager	Existing capital budget						Increased #/% of Council community and heated pool with accessible toilets and access to the pool	5.2	Increase access to the built environment

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/Milestone	Link to CSP	Evaluation
	1.6.5	Construct and promote the accessible rain forest walk at the Botanic Garden.	Botanic Garden and Annexes	Infrastructure Strategy Planning, City Works and Service	Manager Open Space and Environmental Services	Unfunded. (subject to grant funding)						Accessible rainforest walk is built and promoted	5.2	Increase access to the built environment
	1.6.6	Design and construct an accessible walk at Mt Keira Summit Park.	Botanic Garden and Annexes	Design Technical Services, Infrastructure Strategy Planning	Manager Open Space and Environmental Services	Unfunded. (subject to grant funding or Business Proposal)						Accessible walk is built and promoted	5.2	Increase access to the built environment
	1.6.7	Install an accessible adult change facility - as per current standard - at the Botanic Garden, that is linked to a CAPT.	Botanic Garden and Annexes	Infrastructure Strategy Planning	Manager Open Space and Environmental Services	Capital budget						Accessible adult change facility is installed and promoted	5.2	Increase access to the built environment
	1.6.8	Undertake access audits of the paths of travel, wayfinding signage including tactile and braille elements and public facilities at the Botanic Garden to identify areas for improvement.	Botanic Garden and Annexes	Design and Technical Services, Community Development	Manager Open Space and Environmental Services	Existing operational budget						Appraisals documented	5.2	Develop and implement strategic direction
	1.6.9	Undertake initiatives to promote and support the inclusion of people with disability in environmental education activities and initiatives.	Environmental Education	Community Development	Manager Open Space and Environmental Services	Existing operational budget. Business Proposal						Customer satisfaction measure	5.1	Increase participation
	1.6.10	Deliver actions from the Beach and Foreshore Access Strategy 2019-2028 as per Implementation Plan.	Recreation Services	Community Development	Recreation Services Manager	Renewal as part of existing capital budget. New initiatives will require additional resources via Business proposal						Actions are implemented as per strategy Customer satisfaction measure	5.2	Increase access to the built environment
	1.6.11	Improve accessible parking and travel corridors across the Tourist Parks and at Tourist Park Kiosks.	Corrimal, Bulli and Windang Tourist Parks		Commercial Business Manager	Unfunded - subject to funding through Business proposal						Access upgrades are delivered	5.2	Increase access to the built environment
	1.6.12	Promote our Tourist Parks accessible cabins and facilities.	Corrimal, Bulli and Windang Tourist Parks		Operations Manager Tourist Parks	Existing operational budget						Access features are listed in all promotional material and on the	4.1	Increase access to information

												website		
Objective		**Action/Strategy**	**Delivery Stream**	**Collaboration**	**Responsibility**	**Resourcing**	**Yr1 20/21**	**Yr2 21/22**	**Yr3 22/23**	**Yr4 23/24**	**Yr5 24/25**	**Performance Indicator/Milestone**	**Link to CSP**	**Evaluation**
	1.6.13	Investigate and install two new accessible cabins at each Tourist Park.	Corrimal, Bulli and Windang Tourist Parks		Commercial Business Manager	Capital budget						Investigation complete Accessible cabins are constructed	5.2	Increase access to information Increase participation
	1.6.14	Continue to run programs that promote and support the inclusion of people with disability in activities at Council's Leisure Centres.	Lakeside Leisure Centre, Beaton Park Leisure Centre		Commercial Business Manager	Existing operational budget						Customer satisfaction survey	5.2	Increase participation
1.7 Improve access and inclusion at Council's library, community and cultural services and activities.	1.7.1	Continue to create opportunities for social engagement and social cohesion to reduce social isolation by engaging with local organisations, stakeholder groups and community volunteers to co-produce and co-deliver targeted programs, activities and services.	Wollongong City Libraries		Central Library Manager, Branch Libraries and Community Facilities Manager	Existing operational budget						# of people with disability in programs	5.1	Increase participation
	1.7.2	Ensure that library programs are modelled on principles of inclusion and social justice and meet the diverse needs of people with disability.	Wollongong City Libraries		Central Library Manager, Branch Libraries and Community Facilities Manager	Existing operational budget						Customer satisfaction	5.1	Increase participation
	1.7.3	Establish library programs that encourage innovative approaches to creating and documenting local stories or people with disability.	Wollongong City Libraries		Central Library Manager	Existing operational budget						A Inclusive Local Studies Collection	5.1	Increase participation
	1.7.4	Respond to our growing and diverse communities' needs by identifying opportunities to engage hard to reach groups within our community who have limited participation in library services.	Wollongong City Libraries		Central Library Manager, Branch Libraries and Community Facilities Manager	Existing operational budget						Customer satisfaction	5.1	Increase participation
	1.7.5	Incorporate inclusion and schedule targeted programs for people with disability as part of Wollongong Art Gallery programs.	Wollongong Art Gallery, Cultural Development	Community Development	City Culture and Activation Manager	Existing operational budget						Customer satisfaction	5.1	Increase participation

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/Milestone	Link to CSP	Evaluation
	1.7.6	Incorporate inclusion and schedule targeted programs for people with disability as part of cultural services activities.	Cultural Development	Community Development	City Culture and Activation Manager	Existing operational budget						Customer satisfaction	5.1	Increase participation
1.8 Improve access to Council buildings and community facilities.	1.8.1	Continue to undertake access appraisals of Council buildings and prioritise access outcomes when upgrading/building Council buildings and facilities.	Branch Libraries and Community Facilities, Support Assets, Property Services	City Works and Services	Branch Libraries and Community Facilities Manager, Buildings and Facilities Planning Manager, Facilities Controller – CBD Assets, Property Services Manager	Outcomes of the appraisals will be costed						Appraisals documented	5.1	Develop and implement strategic direction.
	1.8.2	Undertake an access audit of Council's Administration Building to inform upgrades.	Infrastructure Strategy Planning	Building and Facilities and Workshop Operations, Facilities Controller – CBD Assets	Building and Facilities Planning Manager	Business proposal approved during 2016-2020 DIAP						Access audit completed	5.1	
	1.8.3	Undertake access appraisals of Council's crematorium and cemetery facilities including the accessible toilets, parking and paths of travel to identify and document opportunities for improving access and inclusion.	Community Development	Operations Manager Crematorium and Cemeteries	Community Development and Engagement Manager	Existing operational budget						Access appraisals documented	5.1	Develop and implement strategic direction
	1.8.4	Continue to periodically undertake reviews/case studies of recent developments in urban centres to identify opportunities for updating systems and processes to improve access outcomes.	Development Assessment, Building Certification	Community Development, Social Planning, Land Use Planning, Design and Technical Services	Manager Development Assessment and Certification	Existing operational budget						Case studies and reviews undertaken and system changes identified and applied	5.1	Improve systems and processes

FOCUS AREA 2: Improve systems and processes														
Objective		**Action/Strategy**	**Delivery Stream**	**Collaboration**	**Responsibility**	**Resourcing**	**Yr1 20/21**	**Yr2 21/22**	**Yr3 22/23**	**Yr4 23/24**	**Yr5 24/25**	**Performance Indicator/Milestone**	**Link to CSP**	**Evaluation**
2.1 Increase access to information by producing it in a variety of accessible and inclusive formats to support different needs and capabilities.	2.1.1	Review and update Council's style guide for correspondence and incorporate the requirements for developing accessible publications, communications, forms and templates including the use of plain English.	Communications	Community Development	Manager Community Cultural and Economic Development	Existing operational budget						Access provisions are documented in Council's style guide and evidence of use and promotion	4.1	Increase access to information
	2.1.2	Promote and implement guidelines to make sure Council's publications are accessible for people with disability.	Communications	Community Development	Events and Visual Strategy Manager	Existing operational budget						Guidelines are developed and evidence of promotion	4.1	Increase access to information
	2.1.3	Continue to expand the availability of information in alternate formats including Easy English, communication boards, social stories, Braille and Auslan across Council to support communication.	Community Development	Various	Community Development and Engagement Manager	Existing operational budget						# of initiatives	4.1	Increase access to information Increase participation
	2.1.4	Explore the installation of tactile and Braille street signage on traffic signal posts at intersections in Wollongong CBD to support navigation and wayfinding.	Footpaths, Cycleways and Transport Nodes	Community Development Transport NSW	Transport and Stormwater Services Manager	Unfunded - subject to funding through Business proposal						# of signs installed	4.1	Increase access to information Increase participation
	2.1.5	Investigate ideas and options to assist residents with disability with emergency preparedness through a vulnerable communities' working group.	Emergency Management and Support	Community Development	Manager Infrastructure Strategy and Planning	Existing operational budget						Evidence of progress towards action has occurred via meeting of Vulnerable Communities Working Group Increase # of emergency preparedness initiatives for people with disability	4.2	Improve systems and processes Increase access to information
	2.1.6	Develop guidelines for the development of accessible web content and promote across Council.	Communications Team		Manager Community Cultural and Economic Development	Existing operational budget						Guidelines are developed and evidence of promotion	4.1	Increase access to information

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/ Milestone	Link to CSP	Evaluation
	2.1.7	Ensure new Council websites that are built meet WCAG2.0 level AA standards where possible and follow in house accessible web content guidelines.	Communications	Strategy and Program	Information Manager	Various						New Council websites meet WCAG2.0 level 2A standard	4.1	Improve systems and processes Increase access to information
	2.1.8	Continue to monitor Council's web content for compliance with WCAG2.0 level AA standards.	Strategy and Program		Information Manager	Existing operational budget						Audit of accessibility undertaken	4.1	Increase access to information
	2.1.9	Promote and deliver travel training for people with disability as per funding agreement.	Community Transport Services		Community Enterprise Manager	Subject to external government funding						# of people with disability who participate # of sessions/ opportunities to promote travel training	6.3	Increase participation
2.2 Increase community awareness about Council's services that support access and inclusion.	2.2.1	Include information about disability access provisions including transport, toilet, parking, hearing loop etc in Council marketing and promotional material and signage for services, facilities and events.	Marketing, Sign Shop and Printing	Various Community Development	Events and Visual Strategy Manager	Existing operational budget						Evidence access provisions are promoted in Council marketing material	4.1	Increase access to information
	2.2.2	Develop and implement a communication strategy to raise community awareness and promote Council services and facilities that support access and inclusion.	Communications	Community Development	Manager Community, Cultural and Economic Development	Existing operational budget						Communication strategy developed # of initiatives delivered and their take up via media/social media	4.1	Increase access to information
	2.2.3	Promote access improvements and upgrades to Council services and facilities annually via the quarterly community newsletter.	Communications	Community Development, Infrastructure Strategy Planning	Media Liaison Officer	Existing operational budget						Access upgrades appear in the newsletter	4.1	Increase access to information
2.3 Increase participation of people with disability in Council's community engagement activities.	2.3.1	Undertake a comprehensive review of the online Engagement HQ platform and develop a plan of action to improve access for people with disability.	Community Engagement	Community Development	Community Development and Engagement Manager	Existing operational budget						Review completed and action plan developed	4.1	Develop and implement a strategic direction Increase participation

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/ Milestone	Link to CSP	Evaluation
	2.3.2	Review all community engagement templates, FAQ's and marketing material to ensure they meet access requirements and amend as needed.	Community Engagement	Community Development	Community Development and Engagement Manager	Existing operational budget						Review completed and amendments made	4.1	Increase access to information Increase participation
	2.3.3	Review a range of face-to-face engagement activities to identify opportunities to improve future practice and increase the active participation of people with disability.	Community Engagement	Community Development	Community Development and Engagement Manager	Existing operational budget						Customer satisfaction measure and changes made to practice as required	4.1	Increase participation
2.4 Improve Council's internal systems and processes so they support the delivery of access outcomes.	2.4.1	Identify disability access outcomes as a key criterion informing priorities in the infrastructure Delivery Program.	Infrastructure Strategic Planning	Various Service Managers, City Works and Services, Capital Program Manager	Manager Infrastructure Strategy and Planning	Capital budget						Prepare report on the capital works that have been undertaken each year to improve access and inclusion for people with disability	5.1	Develop and implement strategic direction Increase access to the built environment
	2.4.2	Using the access data that has been collected develop and maintain a map that shows the key priorities for improving access to Council assets and infrastructure.	Infrastructure Strategic Planning	Community Development, Infrastructure Strategic Planning, City Works and Services, Mapping Services	Manager Infrastructure Strategy and Planning	Existing operational budget						Map is developed, used and kept up-to-date	5.1	Improve systems and processes
	2.4.3	Incorporate the collection of data about access when undertaking condition assessments of Council buildings and facilities to inform the prioritisation of asset renewal and upgrade.	Infrastructure Strategy Planning		Building and Facilities Planning Manager	Capital budget						Access data has been collected as part of Council asset condition appraisals	5.1	Develop and implement strategic direction Improve systems and processes

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/ Milestone	Link to CSP	Evaluation
	2.4.4	Undertake a review of the works projects which provide for accessible public toilets, accessible adult change facilities, footpaths, accessible parking and bus stops using the access data and priorities prepared by service managers to determine the capacity to progress the identified improvements required within a reasonable timeframe (including budget allocation).	Infrastructure Strategic Planning	Service Managers	Manager Infrastructure Strategy and Planning	Existing operational budget						Reviews undertaken and budgets amended as required	5.1	Develop and implement strategic direction
	2.4.5	Investigate options to determine/measure the degree to which our social enterprises support the employment of people with disability eg employ one-person part-time vs 10 people full time?	Community Partnerships and Safety	Supply Chain Logistics	Community Development and Engagement Manager	Existing operational budget						Measures investigated Process established, evidence of use	2.1	Improve systems and processes
2.5 Increase Council's capacity to provide accessible and inclusive services and facilities.	2.5.1	Provide advice on access related matters that reflect the priorities in Council's DIAP.	Community Development	Various	Community Development and Engagement Manager	Existing operational budget						# of enquiries responded to	5.1	Increase knowledge and capacity
2.6 Improve Council's policy and planning documents to strengthen and support access and inclusion outcomes.	2.6.1	As part of the preparation of the Housing Strategy, review the adaptable housing provisions in the DCP and update with revised liveable housing/adaptable housing provisions as required.	Local Environmental Planning		Land Use Planning Manager	Existing operational budget						Research completed Planning controls updated	5.3	Develop and implement strategic direction.
	2.6.2	Review and update Wollongong DCP 2009 - Chapter E1 Access for People with Disability in line with DDA and NCC and Access to Premises Standards 2010.	Local Environmental Planning	Development Assessment, Building Certification, Community Development, Economic Development, Infrastructure Strategic Planning	Land Use Planning Manager	Existing operational budget						Review completed and DCP updated	5.3	Develop and implement strategic direction.

FOCUS AREA 3: Promote Positive Community Attitudes and Behaviours														
Objective		**Action/Strategy**	**Delivery Stream**	**Collaboration**	**Responsibility**	**Resourcing**	**Yr1 20/21**	**Yr2 21/22**	**Yr3 22/23**	**Yr4 23/24**	**Yr5 24/25**	**Performance Indicator/ Milestone**	**Link to CSP**	**Evaluation**
3.1 Raise awareness about the valuable contribution people with disability make to our community.	3.1.1	Increase the visibility of people with disability by including images in Council's mainstream publications, social media, media and marketing material.	Marketing, Sign Shop and Printing	Community Development	Events and Visual Strategy Manager	Existing operational budget						Examples reported Evidence in publications	4.2	Promote positive attitudes and behaviours towards people with disability
	3.1.2	Improve the information provided about access on Destination Wollongong website.	Destination Wollongong	Community Development	General Manager Destination Wollongong	Existing operational budget						Access information available on Destination Wollongong website in an accessible format	4.1	Increase access to information
	3.1.3	Work with local tourism operators to collect access information about their services and promote via Destination Wollongong website.	Destination Wollongong		General Manager Destination Wollongong	Existing operational budget						Access information collected Access information available on Destination Wollongong website in an accessible format	4.1.	Increase access to information
	3.1.4	Develop and implement a program to educate local tourism operators about the importance and benefits of providing good access to their businesses.	Destination Wollongong	Flagstaff	General Manager Destination Wollongong	Existing operational budget						Program developed and delivered Customer satisfaction measure Increase in # of businesses providing accessible and inclusive service	4.2	Promote positive attitudes and behaviours towards people with disability Increase participation
3.2 Increase participation of people with disability in Council/ externally run events, festivals and activities.	3.2.1	Develop and promote Disability Inclusive Event Guidelines.	Community Development	Events and Visual Strategy Manager	Events and Visual Strategy Manager, Community Development and Engagement Manager	Existing operational budget						Guideline developed and promoted	3.2	Develop and Implement strategic direction

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/ Milestone	Link to CSP	Evaluation
	3.2.2	Continue to improve access and inclusion at Council run events, festivals and activities including Australia Day, Viva la Gong, Comic Gong, New Year's Eve, Moonlight Movies.	Events Coordination	Community Development	Events and Visual Strategy Manager	Existing operational budget Outcomes of audits may have cost impact						Customer satisfaction measure	3.2	Increase participation
	3.2.3	Work with major event holders to raise awareness and improve access and inclusion at their events.	Events Coordination	Community Development	Events and Visual Strategy Manager	Existing operational budget Outcomes of audits may have cost impact						Increase # of events providing provision to support access and inclusion	3.2	Increase participation
	3.2.4	Include information about access and inclusion in marketing and promotional material for events, festivals and activities.	Marketing, Sign Shop and Printing	Community and Cultural Development, event organisers across organisation	Events and Visual Strategy Manager	Existing operational budget						# and proportion of Council produced marketing material that includes access information	4.1	Increase access to information
3.3 Undertake community development projects and activities to promote and support access and inclusion.	3.3.1	Work with community-based organisations to deliver community development projects and/or resource and support organisations to deliver high quality activities that facilitate inclusion of people with disability.	Community Development	Community Based Organisations	Community Development and Engagement Manager	Existing operational budget External funding						# of partnerships # of resources/supports provided Customer satisfaction measure	5.1	Promote positive attitudes and behaviours towards people with disability
	3.3.2	Develop and deliver campaigns to promote and support inclusion of people with disability.	Community Development	People with disability, Media and Communications	Community Development and Engagement Manager	Existing operational budget External funding						Campaigns delivered	4.2	Promote positive attitudes and behaviours towards people with disability

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/ Milestone	Link to CSP	Evaluation
	3.3.3	Develop and implement an awareness raising campaign across Council to improve the availability of information at entrances and in customer services areas to promote inclusive service provision. For example: introduce signage to indicate Dog Guides are Welcome, display Better Hearing Counter Cards and Companion Cards are welcome here.	Community Development	Council services including Leisure Centres, Wollongong Art Gallery, libraries, Tourist Parks, community centres, administration customer service centre	Community Development and Engagement Manager	Existing operational budget						Campaign delivered	4.2	Promote positive attitudes and behaviours towards people with disability Increase access to information
	3.3.4	Continue to run youth services programs that promote and support the inclusion of people with disability.	Wollongong Youth Services	Community Development	Community Development and Engagement Manager	Existing operational budget						# of people with disability attending Customer satisfaction measure	5.1	Increase participation
	3.3.5	Develop and implement initiatives to support access and inclusion in Wollongong CBD such as improving website, transport options, wayfinding, digital marketing and working with retailers to promote and support "Good Access as Good Business".	City Centre	Community Development	City Culture and Activation Manager	Existing operational budget						# of initiatives development and implemented Customer satisfaction measure	4.2	Increase access to built environment Increase access to information Increase participation

FOCUS AREA 4: Access to Meaningful Employment														
Objective		**Action/Strategy**	**Delivery Stream**	**Collaboration**	**Responsibility**	**Resourcing**	**Yr1 20/21**	**Yr2 21/22**	**Yr3 22/23**	**Yr4 23/24**	**Yr5 24/25**	**Performance Indicator/ Milestone**	**Link to CSP**	**Evaluation**
4.1 Provide education and employment pathways	4.1.1	Provide targeted education and employment pathways for people with disability across our business.	People and Culture		Organisational Development Manager	Existing operational budget						# of targeted positions	2.1	Increase employment opportunities
	4.1.2	Work with local schools, education providers and relevant community groups to deliver a range of opportunities for people with disability to be exposed to Council careers and gain employability skills.	People and Culture	Community Development	Organisational Development Manager	Existing operational budget						# of opportunities	2.1	Increase participation
	4.1.3	Continue to support opportunities for social enterprises that provide employment for people with disability.	Community Partnerships and Safety	Procurement	Community Development and Engagement Manager	Existing operational budget						# of activities conducted to support social enterprises # of social enterprises listed on Council's website	2.1	Increase employment opportunities
	4.1.4	Increase internal awareness of the Social Value and Social Procurement Policy.	Community Partnerships and Safety	Procurement	Community Development and Engagement Manager	Existing operational budget						Evidence of promotion	2.1	Increase knowledge and capacity
4.2 Increase access to employment opportunities	4.2.1	Develop internal expertise and professional practices through ongoing research to understand employment needs and implement service improvements.	People and Culture		Organisational Development Manager	Existing operational budget						Engagement outcomes inform improvements to Council identifies employment opportunities and recruit practices	2.1	Increase knowledge and capacity
	4.2.2	Review and update existing employment policies, procedure and systems as they apply to workforce planning.	People and Culture		Organisational Development Manager	Existing operational budget						Workforce diversity data is used to inform the approach of future employment initiatives	2.1	Improve Council systems and processes
	4.2.3	Improve the accessibility of our recruitment processes.	People and Culture		Organisational Development Manager	Existing operational budget						Evidence of improvements made to accessibility of recruitment processes	2.1	Improve Council systems and processes

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/ Milestone	Link to CSP	Evaluation
	4.2.4	Provide and communicate flexible work arrangements to support staff with disability.	People and Culture		Organisational Development Manager	Existing operational budget						Evidence of promotion and communication	2.1	Improve Council systems and processes
	4.2.5	Continue to build relationships with community networks to inform our practices, be accessible to our community and attract talent.	People and Culture	Community Development	Organisational Development Manager	Existing operational budget						# of relationships and networks # of meetings attended	2.1	Increase participation Increase knowledge and capacity
	4.2.6	Evaluate programs and share information with internal and external stakeholders.	People and Culture		Organisational Development Manager	Existing operational budget						# of engagements with other organisations	2.1	Increase knowledge and capacity
4.3 Increase access and inclusion in the workplace	4.3.1	Offer personalised plans to support staff with disability in the workplace.	People and Culture		Organisational Development Manager	Existing operational budget						Personalised support plans incorporated into induction checklist	2.1	Improve Council systems and processes
		Seek to establish and facilitate a network for staff.	Community Development	Organisational Development	Community Development and Engagement Manager	Existing operational budget						# of meetings held	2.1	Increase participation
	4.3.2	Involve the network in the development of strategies and programs that directly affect people with disability.	People and Culture	Community Development	Organisational Development Manager	Existing operational budget						Evidence of opportunities	2.1	Increase participation Improve Council systems and processes
	4.3.3	Continue to build our organisation's capability to meet the diverse needs of our staff and community through a range of formal, informal and social learning programs and training opportunities.	People and Culture	Community Development	Organisational Development Manager	Existing operational budget						Provision of training opportunities	4.3	Increase knowledge and capacity Promote positive community attitudes and behaviours and raise awareness

Objective		Action/Strategy	Delivery Stream	Collaboration	Responsibility	Resourcing	Yr1 20/21	Yr2 21/22	Yr3 22/23	Yr4 23/24	Yr5 24/25	Performance Indicator/ Milestone	Link to CSP	Evaluation
	4.3.4	Work with staff to establish and deliver on their priorities for workplace support.	People and Culture	Organisational Development	Work Health and Safety Manager	Existing operational budget						Increase in processes and services to support staff with disability	2.1	Improve Council systems and processes Increase participation
	4.3.5	Support staff with disability to create development plans to help them achieve career aspirations.	People and Culture		Organisational Development Manager	Existing operational budget						# of individual development plans requested by people with disability	2.1	Improve Council systems and processes
4.4 Create an environment where everyone belongs	4.4.1	Deliver an annual program of events and activities for staff to raise awareness, acknowledge and celebrate diverse abilities.	People and Culture		Organisational Development Manager	Existing operational budget						# of events held	2.1	Promote positive community attitudes and behaviours and raise awareness
	4.4.2	Deliver a leadership framework and strategy that identifies actions and opportunities that build leadership capability related to access and inclusion outcomes at all levels.	People and Culture		Organisational Development Manager	Existing operational budget						Access and inclusion KPI's added to leadership framework	2.1	Develop and implement strategic direction



Engagement Report August 2020

Draft Disability Inclusion Action Plan 2020-2025

wollongong
city of innovation

Table of Contents

Executive Summary 3
Background 5
Stakeholders 6
Methodology 7
Results 7

Executive Summary



Wollongong Council's first Disability Inclusion Action Plan (DIAP) 2016-2020 is coming to the end of its life cycle. Following Council's decision of 29 June 2020, the new draft DIAP 2020-2025 (the Plan) was placed on public exhibition for comment from 1 July to 5 August 2020. The Plan was informed by extensive community engagement in 2019 with people with disability and their carers.

The community was asked through an online survey whether they supported the Plan; agreed with the nine priority areas for improvement; whether we missed anything; and, welcomed comments.

A variety of methods were used to promote the engagement and invite the community to comment. The Plan's exhibition coincided with the exhibition of Council's Draft Diversity, Inclusion and Belonging Policy and was jointly promoted. A project page on Council's engagement website included the Plan, Community Engagement Summary for the Plan, Frequently Asked Questions, an online survey tool, Q&A tool and links to further information. The engagement was promoted via e-newsletter to Engagement HQ's registered participants; a notice in the Illawarra Mercury; social media posts; a media release; the Council's Community Newsletter July 2020 edition and a poster was displayed at all Council libraries. Emails were sent to over 200 key stakeholders including Neighbourhood Forums, schools, previous DIAP

engagement participants and other individuals and organisations within the local disability network. An electronic copy of the poster was included in the email to schools with the request for it to be shared with their networks including in school newsletters.

The community was invited to provide feedback via the online survey, email or phone. The online Q&A tool was also used. Due to Covid-19 restrictions, no face-to-face engagement activities were held.

14 submissions were received from people with disability, their carers and community organisations. 10 were submitted via the online survey tool and four via email. Many emailed submissions included detailed questions about the Plan which were answered during the engagement period. One question was received via the online Q&A tool. A request was made for a text only hard copy version of the Plan, which was provided as well as being posted to the online platform during the engagement period. The project page received 228 unique visits; documents were viewed 104 times; with 10 online surveys and one Q&A submitted.

The Plan received significant support from survey respondents. Of the 10 who undertook the online survey, nine supported the Plan and one said they somewhat supported it. All those surveyed agreed with the nine priority areas: Parking; Footpaths, Shared pathways and crossings; Toilets; Events and activities; Parks and playgrounds; Pools and beaches; Community attitudes and behaviours; Information and communication; Employment.

The two open ended questions we asked: Did we miss anything? Do you have any other comments? received a range of responses. Comments acknowledging our commitment to access and inclusion, as well as suggesting further improvements to infrastructure and services were made. Requests included having access to supported, meaningful employment; more support

services for carers; safe and well-maintained footpaths; more accessible playground equipment; and, fenced playgrounds. Ensuring people with disability and their carers are meaningfully and consistently included in planning and design through co-design methods was submitted as key to improving the Plan and its implementation. Concerns around the accessibility of the Plan and some of the terminology used were raised in several submissions and were addressed by the project team during the engagement. Feedback themes to emerge included: Footpaths, shared pathways and crossings; Parks and playgrounds; Consultation and codesign; Employment; Carers; Events and activities; Toilets; Information, communication & wayfinding; Parking; Pools and beaches; DIAP formats, terminology, errors & omissions; Inclusivity and Testimony. We also received comment that was outside the scope of the Plan.

Background

In Wollongong, an estimated 13,090 people live with a profound or severe disability. Overall, 6% of the population of Wollongong require support with their day to day lives due to disability, compared with 5% for Australia.

In 2014 the NSW Government introduced the NSW Disability Inclusion Act 2014. The introduction of this Act requires Council to have a Disability Inclusion Action Plan (DIAP) that shows what we are doing to enable people with disability to participate equally in their communities. The Act requires the DIAP to have 4 focus areas;

- Create liveable communities;
- Improve access to systems and processes;
- Promote positive community attitude and behaviours;
- Support access to meaningful employment.

Wollongong Council endorsed its first DIAP under the new Act in 2016. It has guided Council in making services, facilities, activities and information more inclusive and accessible but is now at the end of its life cycle. The draft DIAP 2020 – 2025 (the Plan) is Council's second plan under the Act.

Throughout July – October 2019, Council facilitated community engagement activities to capture the experiences, priorities, thoughts and ideas of people with disability and their carers. The information collected from these engagement activities helped Council identify and better understand the challenges people with disability experience and has been used to set the priorities for the 2020-2025 version of the Plan.

We asked the community whether they supported the Plan and our priority areas for improvement, whether we missed anything and whether they had any other comments.

Stakeholders

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

- People with disability and their carers
- Previous DIAP engagement participants and those on Engagement HQ's Register of Interests for Disability and Access issues
- Disability Council of NSW
- Disability organisations
- Schools
- Neighbourhood Forums.

Methodology

The engagement ran from 1 July to 5 August 2020 and was designed to gather comment through an online survey, the engagement email or phone. A variety of communication methods were used to ensure the community were aware of the engagement. This included:

- A media release issued on 1 July 2020
- A notice placed in the Illawarra Mercury on 8 July 2020
- Social media postings on 1 and 24 July 2020
- Emails promoting the public exhibition sent to key stakeholders, with the invitation to share through their networks
- An e-newsletter sent to Engagement HQ's registered participants
- Posters displayed at all branch libraries and an electronic copy of the poster emailed to all schools for inclusion in their newsletters
- Wollongong Community Newsletter July 2020 issue.

Results

This section of the report provides details on the engagement activities (Table 1), the on-line participation summary (Table 2), the level of support received for the Plan (Table 3) and for the Plan's nine priority areas (Table 4) via the online survey. Further feedback from both the online survey and emailed submissions is themed.

Engagement Participation Results

Details of the number of participants for each engagement activity are presented in Table 1.

Table 1: Engagement participation results

Engagement activity	Participation
Q&A Tool (not a submission)	1
Survey Tool submission	10
Email submission	4
Submissions received during the engagement period	14

Online Engagement Results

A total of 10 submissions were received online. Table 2 presents the usage statistics for the project page on Council's website.

Table 2: Summary of online participation

Measure and Explanation	Usage
Aware – Total number of users who viewed the project page	230
Informed – Total number of users who opened a hyperlink or read a document	106
Engaged – Total number of users who have actively contributed to the project via the project page (10 submissions and one Q&A)	11

Online survey results

Nine survey respondents supported the Plan with one expressing qualified support.

Table 3: Results Question 1: Do you support the Draft Disability Inclusion Action Plan 2020-2025?

Options	Responses
Yes	9
Somewhat	1

No	0

All survey respondents agreed with the Plan's nine priority areas: Parking; Footpaths, Shared pathways and crossings; Toilets; Events and activities; Parks and playgrounds; Pools and beaches; Community attitudes and behaviours; Information and communication; Employment.

Table 4: Results question 2 Do you agree with the priority areas for improvement?

Options	Responses
No	0
Yes	10
Somewhat	0

Themed feedback

We also asked the community two open ended questions: Did we miss anything? Do you have any other comments? Feedback to these questions was provided via the online survey as well as via emailed submissions. Feedback themes to emerge included: Footpaths, shared pathways and crossings; Parks and playgrounds; Consultation and codesign; Employment; Carers; Events and activities; Toilets; Information, communication & wayfinding; Parking; Pools and beaches; DIAP formats, terminology, errors & omissions; Inclusivity and Testimony. We also received comment that was outside the scope of the Plan.

Theme: Footpaths, shared pathways, and crossings

The importance of having safe, unobstructed, and even footpaths which can accommodate gophers, Zimmer frames and wheelchairs was raised.

> Could I ask that you always consider wheelchair users in your programs. Some paths seem smooth, but to a wheelchair user at speed a small bump can be enough to throw the person out of the chair.

Suggestions included installing traffic barriers to separate footpaths and bicycle paths from busy roads; creating clearer paths of travel by relocating footpath furniture, bus shelters and electrical boxes and pruning trees; replacing single steps with ramps; removal of roots that damage footpaths; and, having more footpaths across the Local Government Area (LGA). Some suburbs have footpaths, gutters and kerbs that are inaccessible which results in wheelchair users having no other option but to use the road to move around.

Theme: Parks and playgrounds

Requests were made for additional fenced playgrounds, particularly in the southern suburbs; wheelchair accessible play equipment; visuals in every park with braille available; and, sensory areas in playgrounds. Secure playgrounds were also identified as places of temporary respite, a “sacred place”, for carers.

> love this piece of equipment (roundabout) as the wheelchair user does not feel isolated but gets to ride along with the general public. The swing sets are in enclosures making them very isolated and 'look at me' drawing attention .. but still good fun

Limited wheelchair access and connectivity was raised as a concern with the comment that paths to parks and playgrounds need to be wide enough for

wheelchairs and not have trip hazards or wheel barriers.
A suggestion was made to extend concrete slabs for picnic tables to allow room for wheelchairs to fit on the pad and at the table.

One respondent reflected they preferred accessible play equipment that was open to everybody, rather than isolated play equipment set apart.

Theme: Consultation & codesign

It was requested that meaningful and consistent engagement with people with disability and their parents and carers occur through co-design from planning through to delivery. It was proposed that talking and listening through traditional community engagement methods suggests tokenism and that Council has a responsibility to meaningfully include people with disability through co-design methods. The request was made that co-design methods be implemented in governance, continuous improvement and all committees and groups.

Building relationships with a wide range of individuals and organisations was suggested to develop a deeper understanding of the daily lives of people with disability and their carers as well as key to improving Council's implementation of the Plan.

One respondent shared their positive experience working with Council on the Plan and noted that the Plan is a true reflection of the information provided.

Keeping the community updated annually with the progress of the Plan was identified to support the participation of people with disability and their families in community life.

Theme: Employment

Employment of people with disability was raised as a key issue. It was raised that Council's workforce should reflect the diversity of our community, in terms of representation of people with disability. Also, that targeted positions should be valued and the work meaningful. While work experience was praised, it was questioned whether this led to meaningful employment. One respondent was unsure how staff training improved access for community members. It was suggested that Council should also support businesses to employ people with disability.

The way that disability statistics were reported in the Plan was questioned, with the request to include the effect of Covid 19 on unemployment rates for people with disability who will likely be disproportionately affected.

Theme: Carers

Understanding the challenges for people caring for a person with disability was raised as an area not addressed in the Plan. The request was made for Council to support carers to connect, have opportunities to share their experiences of daily life, and to be meaningfully involved in Council planning.

Theme: Events and activities

Positive feedback was received for larger Council events being more accessible and catering for physical and sensory needs, noting the "outdoor cinema, Australia Day, Eat Street (having quiet area)". Another noted that supports offered at annual events must be offered at all events to be truly inclusive. It was suggested that libraries use Key Word Sign for all children's programs and events and to have 'loud rooms' for people who may need to make noise in the library.

Theme: Toilets

Increasing the number of safe and well-maintained toileting amenities that include adequate lighting and adult lift and change facilities was identified.

One respondent shared they were pleased with the upgrade to the Austinmer Bathers Pavilion accessible bathroom and changing facilities as the start of real improvement in access and inclusion.

Theme: Information, communication & wayfinding

Requests were made to have accessible and inclusive signage. It was requested these should be throughout the LGA. Ideas included having communication boards for all sporting events and activities; 'visuals' in every park with braille available; and, having a communication board on the free shuttle bus.

Theme: Parking

One respondent noted current accessible parking dimensions don't cater for rear loading vehicles. They suggested that the current standards need to be reviewed to ensure safety for all vehicle types.

Theme: Pools and beaches

Respondents had questions about the access of beaches; the location of beach matting trials and what we are doing to assist hearing or vision impaired people.

Theme: DIAP Formats, terminology, errors & omissions

Concerns were raised about the accessibility of the Plan in terms of the format it was available in as well as the language used. One response questioned the title of the Plan and suggested a different one. The use of the terms 'Plain

English' and 'Easy Read' was questioned in one submission with the recommendation to make the distinction between the two formats and to make the Plan available in both.

A request was made for a text only version of the Plan, which was provided to the community member and uploaded to the engagement website. Another submitted that while the content of the Plan was "really good" it was not completely accessible, querying font size, colour and contrast. These queries were also addressed by the project team during the engagement period. It was noted that a wheelchair image was out of date and would be noticed by people with disability and that several arrows were missing in a pictogram.

Theme: Inclusion

Inclusivity was raised as a key issue across a range of themes including that of carers, parks and playgrounds, employment, events and consultations.

Theme: Testimony

While some offered praise for the Plan others cautioned that highlighting achievements may send the wrong message.



Theme: Outside scope

A request was made for more drive through businesses as they are a great support to people with disability and their carers.



We asked... for your feedback on the draft Disability Inclusion Action Plan 2020-25

Here is a snapshot of what you said and what we did with your feedback.

Engagement

You said
It is important for carers of people with disability to be involved and wasn't clear how carers were involved in the engagement for the Plan. You said you would like to see Council continue to ensure people with disability have a say in the work that Council does.

We did
We value the opinions of carers highly. A majority (74%) of people who responded to the DIAP survey were carers of people with disability, and carers were involved in the workshops we held with the community to inform the Plan.

Council is committed to engaging with our community throughout the delivery of the DIAP. We will continue to collaborate with people with disability and their carers to build our capability as an organisation to implement projects that support them.

The Walking, Cycling and Mobility reference group provides ongoing support to ensure we deliver accessible paths of travel across Wollongong.

Accessible parks and playgrounds

You said
There is a need for more fenced playgrounds locally, particularly in the southern suburbs. It is important that there is accessible parking and appropriate paths of travel for wheelchair users available at parks and playgrounds.

It important that concrete pads for picnic tables are extended so that a wheelchair can sit at the table.

We did
The draft Plan includes an action to deliver a fenced playground in the southern suburbs in the next five years. We will also look for opportunities to upgrade existing playgrounds to increase accessibility, including fencing. As we upgrade or build new infrastructure, we will continue to focus on including continuous accessible paths of travel that link to accessible car parks.
We have recently upgraded seating and picnic tables in Council parks to include the larger slabs for wheelchairs. We will continue to seek opportunities to do this across Wollongong.

Accessible signage and wayfinding

You said
Installing accessible signage and tactile and braille wayfinding signage will help people navigate throughout the Wollongong CBD and in town centres.

We did
We have included three actions in the DIAP implementation plan that focus on providing more accessible/way finding signage in locations across Wollongong.

Footpaths

You said
It is important to improve the condition of footpaths across our city.

We did
We see this as a high priority and have included actions in the Plan to build and upgrade footpaths across the city.

Accessible toilets and accessible adult change facilities

You said
Build more accessible adult change facilities and toilets with good lighting, adult change tables and hoists.

We did
We have included actions in the Plan to build and upgrade accessible toilets, including accessible adult change facilities. Our infrastructure delivery program provides details about which facilities and where.

Access to employment

You said
Council needs to have jobs for people with disability.

We did
Area four of the Plan is focussed on supporting people with disability to access meaningful employment. We have incorporated actions on providing targeted employment, educational and work experience opportunities into our DIAP implementation plan.

Accessible Events

You said
While it's good that we have undertaken work to consider access and inclusion at some Council events, these considerations should be incorporated into all events.

We did
We have included an action in the Plan to develop and promote Inclusive Accessible Event Guidelines for our events. We will make these guidelines available on our website for the community to use.

Accessible formats of the Disability Inclusion Action Plan

You said
Accessible information is important and Easy Read and Word versions of the Plan would help with this. You asked us to check if our Plan was done in an accessible format including the font, size, colours used and contrast

We did
We have developed both Easy Read and Word versions of the Plan that will be made available on Council's website. We check our Plan against accessible publication criteria and have adjusted accordingly.

File: INI-030.40.018 Doc: IC20/371

ITEM 8 POST EXHIBITION - DRAFT DIVERSITY, INCLUSION AND BELONGING POLICY

Throughout Our Wollongong 2028, there are a significant number of strategies and actions that are related to Council's approach to diversity, inclusion and belonging for both our community and the organisation's workforce. The introduction of a Diversity, Inclusion and Belonging Policy is an overarching document which articulates Council's commitment and leadership in this area. It will be enacted through our Values, as well as the various strategies and actions from across our Community Strategic Plan. The draft Policy was endorsed for exhibition in June 2020 and is now presented to Council for adoption.

RECOMMENDATION

The draft Diversity, Inclusion and Belonging Policy be endorsed.

REPORT AUTHORISATIONS

Report of: Leila Hogan, Organisational Development Manager
Authorised by: Renee Campbell, Director Corporate Services - Connected + Engaged City

ATTACHMENTS

1 Draft Diversity Inclusion and Belonging Policy
2 Diversity, Inclusion and Belonging Policy Public Exhibition Engagement Report

BACKGROUND

Our Wollongong 2028 contains several strategies and action that have a direct line of sight to matters relating to improving or impacting on Council's approach to diversity, inclusion and belonging.

The draft Diversity, Inclusion and Belonging Policy [the Policy] is an enabler towards the realisation of our Goals and sets out Council's commitment to creating a place where diversity is valued, people are included and feel they belong. The Policy will guide decisions on the services Council provides for the community and how the organisation will shape and support the workplace in the delivery of those services.

The Policy will also provide an overarching 'whole of Council' approach and assist Council in embedding the principles of diversity, inclusion, access and equality into its many plans, policies, systems and activities, as well as demonstrating the organisation's values in action.

The introduction of this Policy demonstrates Council's commitment and leadership in this area.

The draft Policy was placed on public exhibition for the period 1 July to 5 August 2020 with nine submissions and one story received. Respondents generally support the draft Policy and felt it was clear how it underpins the everyday work that Council does, and they believe Council needs to be demonstrating the sentiment and commitment of this draft Policy through its actions.

The community also provided feedback relating to actions they would like to see arise from the draft Policy. Suggestions included:

- creating opportunities for community members to connect in meaningful ways
- make information accessible to multicultural communities
- supporting inclusion through inclusive policies
- Council staff training
- non-gender specific toilets
- 'raising' voices and
- promoting the business of marginalised groups.

All feedback was carefully considered and subsequently informed the following changes to the Policy:

1 Acknowledging religion and cultural background in the definition of diversity, along with recognising that diversity exists in and between communities, as well as individuals.

2 Reviewing the definition of 'inclusion' while maintaining plain English.

3 Acknowledging that the draft Policy will also inform Council's various policies, strategies and actions that align with diversity, inclusion and belonging.

PROPOSAL

The report seeks endorsement of the draft Diversity, Inclusion and Belonging Policy.

CONSULTATION AND COMMUNICATION

A working party was established from across the organisation who possessed a diverse range of experiences and perspectives, as well as representing various backgrounds, ages and gender to develop the Diversity, Inclusion and Belonging Statement of Commitment. The working party will continue to provide a reference point to the organisation. Feedback on the Statement of Commitment was sourced from across the organisation and helped to further refine the Statement.

The draft Policy was placed on public exhibition from 1 July to 5 August 2020. Notification of the exhibition included:

- Provision of information to stakeholders from the disability, multicultural, LGBTQIA+, children and youth services, and Aboriginal communities.
- Notification to registered Engagement HQ participants and Neighbourhood Forums.
- Notices published in The Advertiser, social media and an Illawarra Mercury story.
- Engagement HQ online platform.

Nine submissions and one story were received during the exhibition period. The Public Exhibition Engagement Report [Attachment 2] provides details of the engagement methods and results.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of the following Our Wollongong 2028 Goals. It will assist in the delivery of the following:

Goal 3 – *'We have a creative, vibrant city'*

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-21
Strategy	4 Year Action	Operational Plan Actions
3.2.3 Local groups and communities are actively supported to provide community-based programs, events and festivals that celebrate cultural traditions and contemporary practices	3.2.3.1 Support the coordination of an externally funded calendar of activities delivered across the city	1 Facilitate events occurring for NAIDOC Week, Reconciliation Week and Sorry Day. 2 Collaborate with Culturally and Linguistically Diverse Communities [CALD] community to support community events and celebrations. 3 Deliver library programs that recognise and reflect the cultural diversity of our community. 4 Delivery National Youth Week calendar of events across the Wollongong LGA.
3.3.2 Partner with Aboriginal and Torres Strait Islanders and culturally and linguistically diverse communities and schools	3.3.2.1 Deliver and support a range of projects and programs which building harmony, understanding and cultural awareness	1 Support newly arrived and refugee communities through the delivery of the Illawarra Refugee challenge with community partners.

Goal 4 – *'We are a connected and engaged community'*

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-21
Strategy	4 Year Action	Operational Plan Actions
4.1.1 Provide residents with equitable access to information and opportunities to inform decision making	4.1.1.1 Ensure an effective community engagement framework that connects the community to Council decision making	2 Resource and support a range of engagement options to provide advice across identified target groups. 6 Actively engage people with disability and carers in the delivery, evaluation and monitoring of the Disability Inclusion Action Plan 2016-20.
4.1.3 Government continue to partner with our local Aboriginal community	4.1.3.1 Council continue to partner with our local Aboriginal community	2 Identify additional opportunities for working in partnership with the local Aboriginal community.
4.3.1 Positive leadership and governance, values and culture are built upon	4.3.2 Build a workplace culture that is safe, engaged, responsive and professional	3 Implement the Workforce Strategy 2018-22.

Goal 5 – *'We have a healthy community in a liveable city'*

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-21
Strategy	4 Year Action	Operational Plan Actions
5.1.1 We work in partnership to build on opportunities to strengthen vulnerable communities	5.1.1.1 Partner with community based organisations in the provision of services	3 Deliver the funded actions of the Ageing Plan 2018-22. 4 Support newly arrived and refugee communities through sector development and coordination, community awareness and education.
	5.1.1.2 Continue to undertake social, land use and environmental planning activities that assists in service planning	1 Assess the changing profile of the community to inform service delivery. 2 Continue to engage children and young people in planning and design processes.
5.1.3 Involvement in lifelong learning, skills enhancement and community-based activities is promoted	5.1.3.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation	1 Deliver a range of youth services with a focus on youth participation and community development, target programs, music, culture, and sector development and coordination. 3 Offer a program of activities in libraries to celebrate and engage with our diverse community. 4 Deliver tailored library programs to facilitate access and participation of people with a disability. 5 Support the delivery of programs that provide social connection for frail aged people and their carers. 6 Implement, monitor and report on the Disability Inclusion Action Plan 2020-2025.
5.1.4 Urban areas are created to provide a healthy and safe living environment	5.1.4.1 Provide an appropriate and sustainable range of quality	9 Implement the Beach and Foreshore Access Strategy 2019-2028.

for our community	passive and active open spaces and facilities	13 Investigate and deliver an all ages and abilities play space.
5.2.1 Provide a variety of quality public spaces and opportunities for sport, leisure, recreation, learning and cultural activities in the community	5.2.1.3 Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet community needs	9 Install fitness equipment stations throughout the city that cater to people of all ages and abilities.
5.2.2 Healthy, active ageing programs are promoted in partnership with government agencies	5.2.2.1 Deliver a range of programs and recreational pursuits for older people	1 Provide a variety of affordable senior programs at the leisure centres. 2 Deliver Community Transport Services across Wollongong and Shellharbour Local Government Areas to connect older people to social and recreational activities.
5.4.1 Partnerships continue to strengthen and achieve a safe, accessible and resilient community	5.4.1.2 Facilitate a range of partnerships and networks to develop community safety initiatives	2 Incorporate child-friendly and age-friendly principles in design, planning and service delivery with the community.
5.5.1 Public facilities in key locations and transport routes are maintained and clean, accessible and inviting to our community and visitors	5.5.1.3 Coordinate an access improvement program through pre-planning and renewal activities	1 Provide advice on access related matters that reflect the priorities in Council's Disability Inclusion Action Plan 2020-25. 2 Establish a program to ensure Disability Discrimination Act compliance is integrated with Council asset management plans.

CONCLUSION

Council is currently engaged in exploring, developing, implementing or delivering services, infrastructure and processes that support diversity, inclusion and belonging. The draft Diversity, Inclusion and Belonging Policy supports and aligns the multiple strategies and actions that demonstrate Council's desire to create a place where diversity is valued, people are included and feel they belong.

DIVERSITY INCLUSION + BELONGING COUNCIL POLICY

ADOPTED BY COUNCIL: [TO BE COMPLETED BY GOVERNANCE]

PURPOSE

The purpose of this Policy is to outline Council's commitment to creating a place where diversity is valued, people are included and feel they belong.

POLICY INTENT

The Policy will guide decisions on services we provide for the community and how we will shape and support our workplace.

The Policy will also inform Council's various policies, strategies and actions that align with diversity, inclusion and belonging.

WOLLONGONG 2028 OBJECTIVES

Our Wollongong 2028 outlines the community's main priorities for the future and includes strategies for achieving them. This Policy guides the way we deliver on our commitments in the Plan. The Policy also supports the delivery of the Workforce Strategy 2018 – 2022, that says "we will ensure our workforce is inclusive and engaged".

DEFINITIONS

Diversity recognises our differences such as what we look like, what we can or can't do, what we know, and our beliefs. Diversity also relates to our age, sex, gender, sexuality, religion, race, cultural background, marital status, health and ability. Diversity exists not just in and between individuals, but within and between communities.

Inclusion is about everyone having equal access and opportunities to participate and contribute.

Belonging is when people feel safe, respected and accepted.

Equity is when people have the level of support they need, based on their individual situation, to access services and opportunities.

POLICY

Statement of Commitment:

Our strength is the diversity of our people.
Together our responsibility is to create an inclusive place where everyone is welcome, valued and belongs.
We lead with courage, openness and curiosity.
Our conversations and actions celebrate diversity, inclusion and belonging.

We will:

- Use the Statement of Commitment to inform our decisions and the way we work.
- Welcome diversity and provide an inclusive place for everyone that lives, works in or visits our local government area.
- Strive for equity in access to services, infrastructure and open spaces.

- Support opportunities to celebrate diversity within our community.
- Advocate for and work with our community to create a place where they feel they belong.
- Listen to the community to understand their needs and involve them in decisions that affect their lives.
- Work with our staff to develop and implement policies, strategies and programs that promote equity for our staff

POLICY REVIEW AND VARIATION

1 Council is to have opportunity to review and adopt, at least once during its Term, each Council policy.

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

REPORTING

1 Organisational Development Manager will monitor the scope and currency of this policy.
2 Programs and action plans directly linked to this Policy will be reported on annually.
3 The effectiveness of this policy will be evaluated every three (3) years and measured by qualitative and quantitative data.

APPROVAL AND REVIEW		
Responsible Division	[Name of Division]	
Date/s adopted	*Executive Management Committee* [updated by policy owner]	*Council* [DD Mmmm YYYY]
Date/s of previous adoptions	[Dates of previous adoptions]	
Date of next review	[Two years from last adoption]	



Engagement Report

Draft Diversity, Inclusion and Belonging Policy

August 2020

wollongong
city of innovation

Table of Contents

Executive Summary....3
Background....4
Stakeholders....4
Methodology....5
Results....5

Executive Summary

The draft Diversity, Inclusion & Belonging Council Policy (the Policy) has been developed to guide and support a diverse and inclusive workplace and community. The Policy is a document that will guide the services Council provides for the community and shares our Statement of Commitment to support a diverse and inclusive City. Ongoing community feedback has helped us develop the draft.

On 29 June Council endorsed the public exhibition of the Policy. The community were invited to provide feedback from 1 July to 5 August 2020. The Policy was exhibited at the same time as the draft Disability Inclusion Action Plan 2020 – 2025 with the documents promoted together. The community were invited to provide feedback through the engagement website, email or phone. The engagement website included the Policy, Frequently Asked Questions and a simple graphic explaining how the Policy fits with other Council plans and our day to day work. An online feedback form asked community members if they had any ideas or thoughts about the draft Policy and how they would like to see the Policy in action. We invited people to share their stories of inclusion and belonging in our City through the stories tool. Due to Covid 19 safety restrictions, no face to face engagement activities occurred.

Public exhibition was promoted through a notice in the Advertiser, social media and an Illawarra Mercury story. Identified stakeholders from the disability, multicultural, LGBTQIA+, children' and youth services and Aboriginal communities were notified of the exhibition through email. All neighbourhood forums were notified of the exhibition via email and an e-newsletter was sent to all registered Engagement HQ participants.

Nine submissions were received via the online survey and email and one story shared. Responses included questioning why the community was not involved in the development of the Policy, suggestions for additions to the Policy and questions about how the Policy will be monitored and evaluated. Concern was raised about the timing of the Policy, suggesting that it is time for meaningful action and the time for documents such as the Policy had passed. Ideas for putting the Policy into action include creating opportunities for meaningful connection, making information accessible to multicultural communities, Council staff training, non-gender specific toilets and raising the voices and promoting the businesses of marginalised groups.

Background

The existing Workforce Diversity Policy has been redesigned to encompass three pillars - diversity, inclusion and belonging. It is the combination of these three pillars that will enable the creation of an extraordinary place to live, work and play.

To guide and support a diverse and inclusive workplace and community the Diversity, Inclusion & Belonging Council Policy has been developed. The Policy is a document that will guide the services Council provides for the community and shares our Statement of Commitment to support a diverse and inclusive City. Council staff have had considerable input into the development of the Statement of Commitment and policies.

We have been committed to diversity and inclusion for many years. This is evident through examples of our ongoing work including providing all ability playgrounds; incorporating child and age-friendly principles in design; delivering programs for young people, LGBTQI activities, Reconciliation and NAIDOC events, story time program and Refugee Week celebrations.

The Policy was presented to Council on 29 June 2020 and was endorsed for public exhibition from 1 July to 5 August 2020.

Stakeholders

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

- Members of Aboriginal community
- Aboriginal organisations
- Department of Education
- Disability organisations
- Illawarra Shoalhaven Local Health District
- Children's services
- Youth services
- Community Centres
- Multicultural organisations
- LGBTQIA+ networks

Methodology

A project page published on Council's Engagement HQ website on 1 July 2020 provided the draft Policy, Frequently Asked Questions, important links, survey tool and stories tool. Google translator was also available on the project page. Community members were invited to provide feedback about the Policy through the engagement website, engagement email or phone. Due to Covid 19 safety restrictions no face to face engagement activities occurred.

A media release was issued on 2 July 2020; notice was placed in the Advertiser on 8 July 2020; and, social media postings on 2 July 2020. The promotion of the public exhibition of this project was shared with the Disability Inclusion Action Plan 2020 – 2025 that was on public exhibition at the same time. Emails promoting the public exhibition were sent to key stakeholders including all Neighbourhood Forums, with the invitation to share through their networks. An e-newsletter was sent to all registered Engagement HQ participants.

Results

This section of the report provides details on the engagement activities (Table 1), the on-line participation summary (Table 2), feedback on the Policy and ideas of how to put it in action.

Engagement Participation Results

Nine submissions and one story were received during the engagement period. Details of the number of participants for each engagement activity are presented in Table 1.

Table 1: Engagement participation results

Engagement activity	Participation
Stories Tool	1
Survey Tool	7
Email submissions	2

Online Engagement Results

Table 2 presents the usage statistics for the project page on Council's website.

Table 2: Summary of online participation

Measure and Explanation	Usage
Unique Site Visits – Total number of visits to the project page	347
Aware – Total number of users who viewed the project page	254
Informed – Total number of users who opened a hyperlink or read a document	131
Engaged – Total number of users who have actively contributed to the project via the project page	8

Results

We are asked the community to share their thoughts or ideas about the Policy.

Summary of feedback is set out in under the following themes:

Action

There was general agreement with the Policy and a belief that we need to be demonstrating the sentiment and commitment of this Policy through our actions.

> *'Too often I see council's commit to celebration, but not take action to facilitate real conversation and change. I would love to see Wollongong Council put itself out there and really lead the charge on what transformational policies can look like.'*

Community engagement

It was noted that the community was not engaged in the development of the Policy and that this was a disappointment. It was suggested that engaging the community in the development of the draft would have been a demonstrated action of inclusion.

Changes and/or ideas

Suggestions for additions to the Policy included adding 'religion' and 'culture' into the definition, including information about the diversity of our Local Government Area (LGA) and acknowledging that diversity exists in and between communities as well as individuals. It was suggested that the definition of 'inclusion' be reviewed to include '*a universal human right, that aims to remove systemic and individual discrimination, and which encompasses equal access, resources and opportunities to participate and contribute as members of the community, economy and society.*'

It was requested that the knowledge and connection to community that Neighbourhood Forums provide to support Council needs to be acknowledged in the Policy.

Concerns were raised about a Policy that attempts to capture all marginalised communities and that in taking this approach, the specific challenges and strengths of each group maybe overlooked. It was proposed that several sub-policies would need to be created to ensure the specific challenges and experiences of specific groups are met and that commitment to engaging and working with those communities to design and deliver services is included.

> '*We are observing a diminution of the recognition of individual community needs, interests, and experiences faced by some cohorts that such policies typically seek to address (e.g., CALD, disability, Aboriginal & Torres Strait Islanders, LGBTIQ+ communities).*'

Evaluation and monitoring

It was questioned how the Policy will be evaluated, what data will be collected and who will monitor the ongoing implementation of the Policy.

Positive attributes

Feedback included comments about being pleased to see that LGBTQIA+, Aboriginal and Torres strait Islander and multicultural communities being recognised and that it was clear how the Policy underpins the everyday work that Council does.

We also asked the community how they would like to see the Diversity, Inclusion and Belonging Policy in action. A summary of feedback is set out under the following themes:

Connection

Providing opportunities for community members to connect in a meaningful way was raised as an important strategy in actioning the Policy. Community conversations, forums and events were identified as being able to support this action. Providing opportunities for connection in the southern suburbs of our city was requested as well as more multicultural events. Information was shared about an initiative in Sydney where community members were encouraged to share their story at an event. Through story telling about their lived experiences, community members would have a deeper understanding of people in their community that they would not get through traditional opportunities such as large community events. It was commented that being able to connect at a deeper level through more intimate settings is important.

It was commented that Council should not allow development in areas that do not have the infrastructure to support the community (such as shops, services and public transport).

The story submitted through the Stories Tool speaks to the need for opportunities for social connection for people to feel valued and safe. The author believes that this is done well in Wollongong and that people from multicultural backgrounds are celebrated in our LGA.

Amplifying marginalised voices

It was requested that Council implement services and programs that raise the voices of those people in our community that are often not heard. The story submitted through the engagement website commends Council on its Australia Day Awards where people from a diverse range of backgrounds are acknowledged for the contribution they make to our LGA.

Promote businesses

Promoting the businesses of people from marginalised groups (and those that support them) was suggested to demonstrate the Policy in action.

Accessibility and Inclusion

A request was made for interpreters at community events as well as events and services being promoted in different languages. Another suggested that a welcome statement for all residents, ratepayers and visitors would be a way to put the Policy into action. Supporting inclusion of LGBTQIA+, multicultural and Aboriginal and Torres Strait Islander communities in Council activities and services through inclusive policies and staff training, providing information in many languages and displaying connections to cultures (such as flags) was suggested.

The story shared on the engagement website speaks to the need for further acknowledgement and support of Aboriginal people in the Wollongong LGA. The author acknowledges that further actions need to be taken to ensure that people who identify as LGBTQIA+ feel safe and that non-gender specific toilets would be an action that could support this.

Other comments:

One respondent said they feel comfortable in Wollongong and hope that everyone else feels the same way.

File: GCS-20.01.016 Doc: IC20/303

ITEM 9 POST EXHIBITION - RISK MANAGEMENT FRAMEWORK

A draft Risk Management Framework was recently placed on public exhibition. A total of 3 submissions were received during the exhibition period. A summary of the submissions is now presented to Council to consider in the adoption of the Framework.

RECOMMENDATION

The Risk Management Framework be adopted.

REPORT AUTHORISATIONS

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

ATTACHMENTS

1 Risk Management Framework
2 Risk Management Framework - Engagement Report

BACKGROUND

At its meeting held on 29 June 2020 Council resolved to put on public exhibition a draft Risk Management Framework whilst also adopting a Risk Appetite Statement.

PROPOSAL

The draft Risk Management Framework communicates Council's commitment to risk management, and how risk management will be implemented by the Council.

The key features of the draft Risk Management Framework are:

- outlining Council's risk management objectives and priorities, and how these are linked to strategic plans and objectives
- how risk management will be integrated into the overall culture of the Council, core business activities and decision-making
- accountabilities and responsibilities for managing risk
- ensuring appropriate resources will be made available for risk management activities
- how risk management performance will be reviewed, measured, reported and improved and
- coordinating the interface between risk management and other assurance activities, for example, the Audit, Risk and Improvement Committee, internal audit function and external audit.

CONSULTATION AND COMMUNICATION

The draft framework was placed on public exhibition on 2 July 2020 for a period of 28 days in which time the public could view the draft document and make comment. During the exhibition period the webpage for the policy exhibition was visited 61 times, with 23 copies of the document being downloaded and 3 submissions being received by the end of the exhibition period.

On the following page a summary of the three submissions received from the public are provided. Comments from council officers are provided in relation to each submission.

Submission No.	Received From	Details	
1	Resident Submission	Resident noted the draft Framework is comprehensive and well written. In some places, the wording appears "passive" rather than definitive. For example, Council "should" where perhaps Council "will" would be more appropriate. Resident also felt sections stating that Council will do certain things, should have time frames or dates.	The language used allows the framework to be flexible to the changing environment and risk culture of the organisation. Dates may be included in documents supporting the implementation of the framework; however, target dates are not generally included in this type of policy document.
2	Resident Submission	The risk framework does not identify WCC risks or even major risks. Appears to be a blanket statement.	The purpose of the Risk Management Framework is to define the high-level deliverables and responsibilities in the management of risk by Council. The details or corporate risks and other major risks are covered in Council's risk registers, risk appetite statement and risk management plan.
3	Neighbourhood Forum 5	The Forum would like to congratulate Council on the risk documentation and noted that the focus is on risk management rather than risk aversion.	The positive feedback from the neighbourhood forum is acknowledged and it is intended that the new risk management framework will allow Council to implement a continuous improvement approach to risk management

There are no changes recommended to the Risk Management Framework as a result of the submissions.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 objective "*Our council is accountable, financially sustainable and has the trust of the community*".

It specifically delivers on core business activities as detailed in the Governance and Customer Service Division Service Plan 2020-21.

SUSTAINABILITY IMPLICATIONS

The adoption and implementation of an effective risk management framework is a critical component of Council achieving its sustainability goals. Effective risk management practices will ensure that Council is efficient and innovative in achieving its strategic objectives while preserving and protecting its people, financial security and the built and natural environment in which we operate.

RISK MANAGEMENT

Risk management is a fundamental component of decision making in all Council activities. All decisions made by Council and its Officers need to consider the risks involved in taking those decisions and the impact those decisions will have on the achievement of Council's objectives. Successful implementation of the risk management framework will enhance the delivery of all six of our interconnected Community Goals outlined in Wollongong 2028.

FINANCIAL IMPLICATIONS

Council finances are an area of significant risk for Council, which is appropriately reflected in Council's adopted Risk Appetite Statement. There are no additional financial implications from the development and implementation of the Risk Management Framework.

CONCLUSION

Council operates in uncertain and changing economic, social, political, legal and business environments. Risk management is not about being risk averse and it is not a guaranteed way to eliminate all the risks Council faces altogether. The Risk Management Framework provides direction and guidance to the management of Council in a way that allows the reduction of negative impacts of risks to a level that is acceptable and allows the decision to take calculated and appropriate risks that will help Council achieve its strategic goals and deal positively with opportunities.

RISK MANAGEMENT FRAMEWORK
COUNCIL POLICY

ADOPTED BY COUNCIL: [TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

To ensure that Council's risks are managed in a manner consistent with Council's risk appetite, it is essential that sound risk management practices are implemented. This document outlines a high-level approach to ensure decisions are made with an understanding of Council's risk environment and to facilitate the taking of risks and capitalising on opportunities, within council's risk appetite, to assist Council meet its strategic objectives.

2. POLICY INTENT

Council maintains a strong commitment to embedding effective risk management into all activities and as such is a core responsibility of management. Management has the responsibility to evaluate the risk environment, to put in place appropriate controls and to monitor the effectiveness of these controls, as well as communicate the risk management framework, plan and procedures throughout Council. This process is supplemented with a review of key corporate risks by the Executive Management Committee (EMC).

The objectives of this policy are to facilitate Council striking a balance between risk management and opportunity taking, whilst achieving the objectives set out in Council's strategic plan by:

1. Ensuring Enterprise-Wide Risk Management is integrated into Council's strategic and operational planning processes in order to:
    a. Avoid, eliminate or minimise harm and/or loss, and
    b. Minimise the adverse impacts that uncertainty presents to the achievement of Council's Community Strategic Plan.

2. Supporting and enabling effective:
    a. Delivery of equitable and appropriate services and facilities for the community
    b. Innovation and business improvement
    c. Risk management practices that lead to a risk aware culture

3. Having regard to long-term and cumulative commitments by Council to environment, economic, social and governance objectives aligned with its Integrated Planning and Reporting framework.

3. WOLLONGONG 2028 OBJECTIVES

Risk management is a fundamental component of decision making in all Council activities, and all decisions made by Council and its Officers will consider the risks involved in taking those decisions and the impact of those decisions on the achievement of Council's objectives. Successful implementation of the risk management framework will enhance the delivery of all six of our interconnected Community Goals outlined in Wollongong 2028, which are shown below:

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

RISK MANAGEMENT FRAMEWORK | COUNCIL POLICY

4. POLICY

4.1 Council's Risk Management Framework

Council identifies, assesses and manages risk at both an enterprise ('top-down') and a business ('bottom-up') level. This process covers the full spectrum of risks including policy, strategic, market, credit and operational risks, including compliance. This Policy aims to achieve the proper identification and oversight of all the risks Council faces.

Council's risk management approach comprises the following key elements:

- Risk Management Framework
- Risk Appetite
- Risk Management Plan
- Risk Management Policies and Procedures

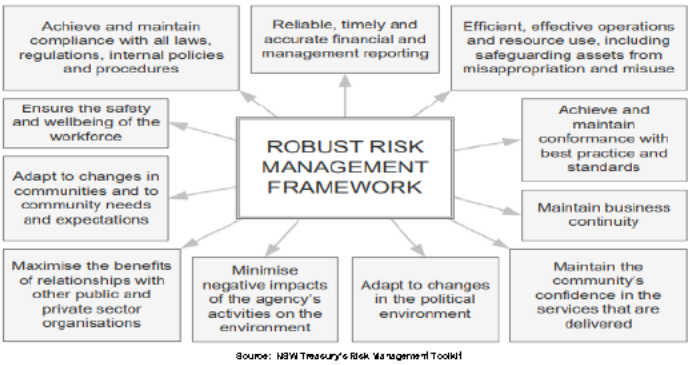
This framework is consistent with the accepted Australian Risk Management Standard (AS ISO 31000:2018 Risk Management) and comprises several important steps:

- *Identifying* and *analysing* the main risks facing the Council
- *Evaluating* those risks and making judgements about whether they are acceptable or not
- *Implementing* appropriately designed control systems to manage these risks in a way which is consistent with Council's risk appetite
- *Treating* unacceptable risks by formulating responses following the identification of unacceptable risks, including actions to reduce the probability or consequences of an event and formulation of contingency plans
- *Documenting* these processes, with summary tables (risk registers) the main forms of documentation, supplemented by risk manuals or related documents as appropriate
- Ongoing *monitoring, communication* and *review*

The approach aligns with and incorporates the principles of the 'three lines of defence' model, which is based on a set of layered defences that align responsibility for risk taking with accountability for risk control.

Divisions of Council (the first line) own and manage risks and are responsible for implementing controls to keep risks within the appetite of the organisation; the second line provides specialised risk and compliance management services; and the third line, primarily via the Internal Audit function, provides assurance to senior management on the effectiveness of governance, risk management and internal controls.

The below diagram shows the benefits and advantages to Council of having a robust risk management framework:



Source: NSW Treasury's Risk Management Toolkit

4.2 Risk Management Culture

Risk Management Culture refers to the set of shared values and behaviours that characterise how Council considers risk in its day-to-day activities. Risk Management Culture should be embedded into and not separate from the organisational culture. Risk culture is the glue that binds all the elements of risk management together, because it reflects the shared values, goals, practices and mechanisms that embed risk into an organisation's decision-making processes and risk management into its operating processes.

Council fosters a positive risk management culture where risk management is seen as a positive attribute of decision-making rather than a corrective measure. Staff are encouraged to have a willingness to engage effectively with risk.

4.3 Risk Profile and Appetite

Council seeks to manage its risk profile carefully. This reflects the view that satisfactory fulfilment of its important public responsibilities could be seriously jeopardised if poorly managed risks were to lead to significant impairment of operations, financial losses, harm to the environment and/or damage to Council's reputation.

In support of this, Council will develop a risk appetite for Council's most significant risks. This will define the amount of risk Council is willing to accept in pursuit of its strategic goals and will form the basis of Council's approach to managing risk and taking opportunities in day to day operational activities as well as strategic decision making.

4.4 Risk Management Plan

A risk management plan will be developed to provide structure for how Council will implement the Risk Management Policy and conduct its risk management activities. The primary purpose of the plan is to ensure that the Council's arrangements for managing risks are clearly understood and practiced, and identifies where, when and how different types of decisions relating to risk are made across the Council and by whom.

The Risk Management Plan will include:

- roles, accountabilities and responsibilities in relation to risk management
- the timeframes for risk management activities
- the activities that Council will undertake to implement its risk management policy
- how risk management processes will be implemented and maintained
- resourcing requirements (people, IT and physical assets)
- training and development requirements
- performance measures that will be used to evaluate the success of the Council's risk management framework, and
- how and when the Council's Risk Management Framework will be reviewed

4.5 Risk Management Procedures

Risk management procedures shall be developed to provide a systematic way of identifying, assessing and prioritising risks, deciding how they will be managed, and documenting and communicating this across the Council. All risk management procedures are to be performed in accordance with AS ISO 31000:2018, using qualitative, semi-quantitative or quantitative methods and techniques that best suit the Council's operations, risk management maturity and decision-making needs.

4.6 Decision Making

To ensure its success, the Risk Management Framework will be integrated within all the Council's decision-making processes, governance structures, operational procedures and integrated planning and reporting processes.

4.7 Risk Management Framework – Continuous Review

EMC is responsible for ensuring the effectiveness of the risk management framework can be assessed. This will be achieved by ensuring that:

- any approved risk treatment plans have performance targets and timelines that can be measured against goals and objectives, and
- a methodology is implemented to obtain the data needed to measure the impact of the Council's risk management framework.

The ongoing monitoring and review of the information gathered from Council's risk management processes will be undertaken by the Enterprise-Wide Risk Management Committee (ERMC) to ensure the risk management framework is up-to-date and relevant.

The ERMC will undertake an annual assessment that identifies that Council's risk register and risk profile are current and appropriate. The results of this review will also be reviewed by the Audit, Risk and Improvement Committee (ARIC).

5. REVIEW

This Policy will be reviewed every two 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. This policy is to be endorsed by the ARIC before consideration by Council.

6. REPORTING

The General Manager will publish an attestation statement in the Council's Annual Report indicating, for the prior financial year, whether Council has complied with its risk management requirements.

7. ROLES AND RESPONSIBILITIES

7.1 Council

The elected Council is responsible for determining Council's Risk Appetite.

The elected Council is also responsible, as part of the approval of the annual budget, for the provision of the resources needed to:

- implement an appropriate risk management framework, and
- deliver risk treatments and internal controls needed to ensure risks are appropriately managed.

7.2 General Manager

Consistent with the General Manager's role under section 335 of the *Local Government Act 1993* to conduct the day-to-day management of the Council, the General Manager has ultimate responsibility and accountability for risk management in the Council. This includes:

- approving the Council's risk management plan, risk treatment plans, risk register and risk profile
- overseeing the Council's risk management framework and ensuring it is effectively communicated, implemented and reviewed regularly
- ensuring council operates within its risk appetite
- promoting and championing a positive risk culture

- ensuring that all Council managers and staff (permanent, temporary or contract) understand their risk management responsibilities and that these are included in all job descriptions, staff induction programs, performance agreements and performance appraisals
- annually attesting that Council's risk management framework complies with statutory requirements and remains contemporary and in line with best practice; and
- approving the Council's implementation of corrective actions recommended by the Council's internal audit function, external audit and ARIC.

7.3 Directors and Divisional Managers

Directors and Divisional Managers have the responsibility for managing specific policy, project and program risks across the Council. This includes being responsible, within the sphere of their authority, for:

- promoting awareness of risks and risk treatments that must be implemented
- ensuring Council staff are implementing the Council's risk management framework as developed and intended and performing their risk management responsibilities
- identifying risks that will affect the achievement of the Council objectives
- establishing and/or implementing specific policies, operating and performance standards, budgets, plans, systems and/or procedures to manage risks, and
- monitoring the effectiveness of risk treatment and internal controls.

7.4 Governance and Risk Manager

The Governance and Risk Manager will be the Responsible Officer for the Policy and will coordinate the following functions in relation to the Policy:

- maintaining appropriate records relating to the Risk Management Framework and its application
- implementing effective risk management communication mechanisms within Council
- developing and maintaining a risk reporting framework to enable regular advising/reporting of key risks, and the management of those risks, to the senior management group and ARIC
- supporting the Senior Leadership Team by co-ordinating and providing clear and concise risk information, advice and/or reports that can be used in planning and decision-making
- undertaking regular reviews of both the policy and associated procedures
- helping to build a risk management culture within the Council, including facilitating and driving risk management at the strategic and operational level and ensuring consistency in practice
- train and educate relevant employees with respect to policy and procedures and ensure documents, tools, templates and user guides are current and readily available.
- coordinating the various activities relating to risk management within the Council
- ensuring there are easily accessible systems and processes in place to enable all staff to conveniently undertake risk management in their day-to-day work
- supporting Council staff with their risk management obligations and providing staff with advice and tools to ensure risk management compliance
- establishing and maintaining an ongoing monitoring system to track the risk management activities undertaken within Council and assessing the need for further action, and
- assessing risk management information for completeness, accuracy and consistency (for example, risk registers, risk treatment plans)

The Governance and Risk Manager will allocate responsibility for the implementation of some of the above functions as appropriate and as required. This will be outlined in the Risk Management Plan.

7.5 Staff

All Council staff are to be responsible for:

- helping to identify risks in their business unit
- implementing risk treatment plans within their area of responsibility
- following standard operating procedures (where applicable), and
- communicating or escalating new risks that emerge to their manager.

7.6 Enterprise-Wide Risk Management Committee (ERMC)

The Enterprise-Wide Risk Management Committee (ERMC) oversees Council's overall risk management practices and is responsible for ensuring that Council's risks are identified, assessed and effectively managed in accordance with this Policy. The ERMC also reviews and monitors existing and emerging corporate risks, possible improvements and business continuity arrangements. The ERMC will undertake an annual review of Council's corporate risk register which will be reported to the ARIC.

7.7 Internal Audit

The Internal Audit function develops and implements a risk-based audit program to provide assurance that risks are identified and key controls to mitigate these risks are well-designed and working effectively and that overall good governance is evident. Internal Audit reports are reported to EMC and to the ARIC to ensure independent oversight of the effectiveness of controls and any recommendations that are made for improvement.

7.8 Audit, Risk and Improvement Committee (ARIC)

The ARIC will be responsible for providing independent assurance to the General Manager and Council that the risk management framework is appropriate and working effectively and provide advice on an annual basis that Council has complied with its risk management requirements. This includes advising whether:

- Council's risk management framework operates effectively and supports the achievement of the council's strategic goals and objectives
- Council's risk appetite is appropriately reflected in the Council's internal control framework
- Council is operating within the risk appetite determined by Council
- risk management covers all relevant risk categories including strategic, operational, compliance, reputational and reporting risks
- Council takes an enterprise risk management approach that is fully integrated into all aspects of the Council, including decision-making processes and operations
- risks are formally considered when developing and implementing all Council policies, programs, projects and other activities, including procurement
- major risks have been identified and assessed by the council and appropriate risk treatments have been implemented that reflect the Council's risk criteria
- internal controls are effective and appropriate
- Council's risk management framework complies with AS ISO 31000:2018
- resources provided for risk management are sufficient for managing risks facing Council
- risk management policies, procedures and plans are being complied with.

DRAFT

RISK MANAGEMENT FRAMEWORK	COUNCIL POLICY

8. RELATED POLICIES AND PROCEDURES

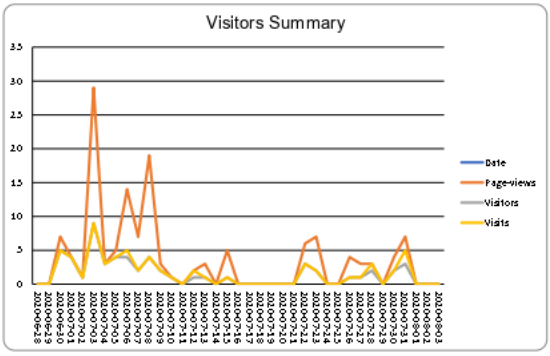
Risk management is a fundamental component of decision making in all Council activities. As such all policies and procedures of Council should be guided by this Policy and the Risk Management Plan to maintain appropriate risk management considerations at the heart of all decisions and processes.

This policy and council's risk management approach are informed by the Risk Management Guidelines (AS ISO 31000:2018) issued by Standards Australia.

APPROVAL AND REVIEW		
Responsible Division	Governance and Customer Service	
Endorsed by ARIC	09 June 2020	
Date/s adopted	*Executive Management Committee Endorsement* 26 May 2020	*Council* [DD Mmmm YYYY]
Date/s of previous adoptions		
Date of next review	[Two years from last adoption]	

DRAFT

Project Report:	Wollongong City Council's Draft Risk Management Framework	28-Jun-2020	to	03-Aug-2020



Project Highlights

Total Visits	61
New Registrations	0
Video views	0
Photo Views	0
Document Downloads	23

Admin Notes

ENGAGED PARTICIPANTS	2		
Engaged Actions Performed	Registered	Unverified	Anonymous
Contributed on Forums	0	0	0
Participated in Surveys	2	0	0
Contributed to Newsfeeds	0	0	0
Participated in Quick Polls	0	0	0
Posted on Guestbooks	0	0	0
Contributed to Stories	0	0	0
Asked Questions	0	0	0
Placed Pins on Places	0	0	0
Contributed to Ideas	0	0	0

INFORMED PARTICIPANTS	23
Informed Actions Performed	Participants
Viewed a video	0
Viewed a photo	0
Downloaded a document	20
Visited the Key Dates page	0
Visited an FAQ list Page	8
Visited Instagram Page	0
Visited Multiple Project Pages	20
Contributed to a tool (engaged	2

AWARE PARTICIPANTS	48
Aware Actions Performed	Participants
Visited at least one Page	48

ENGAGEMENT TOOLS SUMMARY									
Forum Topics	0	Guestbooks	0	Places	0	News Feeds	0	Ideas	0
Qandas	0	Quick Polls	0	Stories	0	Survey Tools	1		

Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
SurveyTools	Wollongong City Council's draft Risk Management F	Draft	8	2	0	0

INFORMATION WIDGET SUMMARY									
DOCUMENTS	1	PHOTOS	0	VIDEOS	0	FAQS	1	KEY DATES	1

Widget Type	Engagement Tool Name	Visitors	Downloads/Views
Document	Risk Management Framework (Draft)	20	23
FAQ	faqs	8	8
Key Dates	Key Date	0	0

File: INI-030.55.016 Doc: IC20/297

ITEM 10 DRAFT QUARTERLY REVIEW STATEMENT JUNE 2020

The draft Quarterly Review Statement outlines progress made to achieve Council's Our Wollongong 2028 Strategic Management Plans, in particular the Delivery Program 2018-2021 and Operational Plan 2019-2020. It addresses the financial and operational performance of Council at the end of the year. The draft Quarterly Review Statement also includes the June 2020 Budget Review Statement.

Based on Council's better than budgeted results, this report includes proposals to allocate additional funds to Council's Strategic Projects Restricted Asset and improve the Available Funds balance.

RECOMMENDATION

1 The draft Quarterly Review Statement June 2020 be adopted.

2 $2.5M be transferred to the Strategic Projects Restricted Asset.

3 Council note the improvement in the Available Funds result against budget and further review the impacts at the September Quarterly Review.

REPORT AUTHORISATIONS

Report of: Brian Jenkins, Chief Financial Officer
Authorised by: Renee Campbell, Director Corporate Services - Connected + Engaged City

ATTACHMENTS

1 Draft Quarterly Review Statement June 2020

BACKGROUND

Council's draft Quarterly Review Statement June 2020 outlines the operational and financial performance of Council's Our Wollongong 2028 Strategic Management Plans, in particular the Delivery Program 2018-2021 and Operational Plan 2019-2020.

This report also provides an overview of achievements against priority areas and demonstrates the organisation's performance through the inclusion of performance indicators.

This Review details Council's performance against its budgets with a concise visual summary of Council's financial situation for the quarter and a preliminary result for the year including the Operating Budget and Capital Budget.

Significant highlights during the year and including the fourth quarter are:

- Completion and opening of Karrara Bridge, West Dapto;
- Finalisation and Council adoption of the new Economic Development Strategy 2019-2029;
- Adoption of the Wollongong Local Strategic Planning Statement (LSPS);
- Official opening of the new Charles Harper Playground, Helensburgh;
- Launch of the new Wollongong City Libraries app and website;
- Successful program of accessible community events (prior to COVID-19);
- Adoption of the revised Delivery Program 2018-2022 and Operational Plan 2020-2021, including a COVID-19 community assistance package;
- Exhibition of the draft Wollongong Cycling Strategy 2030 and Draft Climate Change Mitigation Plan.

CONSULTATION AND COMMUNICATION

Consultation took place with Council's Executive Management Committee and Senior Leadership Team.

PLANNING AND POLICY IMPACT

This report relates to the commitments of Council as contained within the Strategic Management Plans.

This report contributes to the delivery of Our Wollongong 2028 Goal 4 "We are a connected and engaged community". It specifically delivers on the following:

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-2021
Strategy	4 Year Action	Annual Deliverables
4.3.1 Positive leadership and governance, values and culture are built upon	4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance	Preparation of timely, accurate and relevant quarterly and annual reporting

FINANCIAL IMPLICATIONS

The financial results presented in this final Quarterly Review are unaudited. The overall result for the year ending 30 June 2020 is positive compared to budget for all key performance indicators.

The Total Funds Result (annual movement in Available Funds) indicates an improvement of $14.6M that includes the early payment of part of the Financial Assistance Grant for 2020-2021 ($9.9M) in June 2020. The remaining improvement of $4.7M is broadly due to an improvement against the provisions for COVID-19 impacts in the last quarter of 2019-2020 $2.5M, improvements across a number of centrally held budgets and contingency $2.0M and a net savings in other Service budgets $0.2M. This improvement provides additional capacity for the future and opportunity to reinstate some funding that has been redirected towards emergency COVID-19 requirements.

Council's strategy to manage the currently estimated financial implications of COVID-19, as outlined in the Adopted Operational Plan 2020-2021, includes the redirection of funds held for future investment (Strategic Projects $4M and Property Investment $5M) and the use of Council's Available Funds that are held for unexpected loss ($5.1M). This strategy also makes provision for the reinstatement of funds drawn from the Property Investment Fund and the Available Funds by planning for an improvement program of $2M annually over six years commencing 2020-2021.

The long-term financial projections do not include a planned reimbursement for Strategic Projects Restricted Asset, although annual improvements against budget are traditionally directed to this restricted asset when available.

While there have been improvements against estimates in the 2019-2020 year, the level of confidence in future COVID-19 related estimates remains low. It is therefore recommended, at this stage, that Council transfer that part of the savings that relate to COVID-19 adjustments into the Strategic Projects Restricted Asset to provide additional restricted capacity for future impacts of COVID-19 or to be considered for future projects.

Based on the approval of the transfer to Strategic Projects Restricted Asset, the improved result would also provide for a sustained improvement to Available Funds of $2.2M that will help offset some of the deterioration in Available Funds due to COVID-19 adjustments and provide flexibility in restoration of those funds from future programs. Further consideration of the future program requirements will be made at the September Quarterly Review when there may be more information relating to the ongoing impacts of COVID-19.

CONCLUSION

This draft Quarterly Review Statement June 2020 has been prepared following input and assistance from all Divisions. It is submitted for consideration and endorsement by Council.

OUR WOLLONGONG 2028

DRAFT QUARTERLY REVIEW STATEMENT June 2020

From the mountains to the sea



wollongong
city of innovation



Table of Contents

MESSAGE FROM THE GENERAL MANAGER 3
STRATEGIC PRIORITIES PROGRESS SUMMARY 4
OPERATIONAL PLAN PROGRESS SUMMARY 2019-20 12
GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT 20
GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY 25
GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY 33
GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY 40
GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY 46
GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT 55
HOW WE PERFORMED AGAINST OUR BUDGETS 59
REPORT OF THE CHIEF FINANCIAL OFFICER 60
APPENDIX 1: ANNUAL DELIVERABLES PROGRESS BY 3 YEAR ACTION - DELIVERY PROGRAM 2018-2021 81



This Quarterly Review Statement (April to June 2020) reports on progress towards achieving the five Councillor Strategic Priorities from the Delivery Program 2018-2021 and Annual Deliverables from the Operational Plan 2019-2020.

Highlights and significant progress with key projects from the Operational Plan 2019-2020 are reported by the six Community Goals from the Our Wollongong 2028 Community Strategic Plan.

Highlights from this quarter and the 2019-2020 year include:

1 Completion and opening of Karrara Bridge, West Dapto;
2 Finalisation and Council adoption of the new Economic Development Strategy 2019-2029;
3 Adoption of the Wollongong Local Strategic Planning Statement (LSPS);
4 Successful trial of Food Organics Garden Organics (FOGO);
5 Official opening of the new Charles Harper Playground, Helensburgh;
6 Launch of the new Wollongong City Libraries app and website;
7 Successful program of accessible community events (prior to COVID-19);
8 Adoption of the revised Delivery Program 2018-2022 and Operational Plan 2020-2021, including a COVID-19 community assistance package; and
9 Exhibition of the draft Wollongong Cycling Strategy 2030 and Draft Climate Change Mitigation Plan.

Organisational performance is also reported by the inclusion of performance indicators that monitor the status and progress of our Council programs, activities, projects, finances, people and processes.

This report includes an overview of how Council is tracking against its budget. It is a concise visual summary of Council's financial situation for the quarter including operational budget, capital budget and expenditure. The Budget Review Statement is included in this report.

The 2019-2020 year has been a challenging time for our community. We began the year with a bushfire emergency, experienced significant rainfall in February and are continuing to deal with the global health and economic challenge of COVID-19. While we have made service modifications and will continue to monitor and respond to updated advice and measures, our workforce remains fully engaged to deliver on our promise and provide important services to our community. Our COVID-19 assistance package, outlined in the 2018-2022 Delivery Program, includes a range of measures to assist residential and business ratepayers as well as the broader community.

I would like to thank all staff and the community for their contributions to the achievements identified in this Quarterly Review and Budget Review Statement. This Review will inform the Annual Report due in December 2020.

Greg Doyle
General Manager

Strategic Priorities
PROGRESS REPORT

Our Councillors have made a commitment to support our organisation and community in making Wollongong a better place to live, work, visit and play. To focus Council's attention to achieve this, Councillors have agreed to five Strategic Priorities. These are outlined in the Delivery Program 2018-2021. Progress made in the June 2020 quarter is outlined below:

Activating Our Suburbs

We are committed to enhancing and activating spaces and places across our Local Government Area through sound planning and focused programs.

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

Project Sponsor: Director Community Services
Project Manager: Manager Community Cultural and Economic Development

Strategic Priority Progress

✓ On Track

Program Achievements

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

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

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

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

Strategic Priorities PROGRESS REPORT

Activating Our Suburbs continued

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

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

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

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

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

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

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

Strategic Priorities PROGRESS REPORT

Urban Greening

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

Project Sponsor: Director Infrastructure and Works
Project Manager: Manager Open Space and Environmental Services

Strategic Priority Progress

✓ On Track

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

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

Roll out of tree planting aligned with Council's capital works program in projects such as Kembla Grange Lawn Cemetery and footpath renewals. 200 semi-mature trees were installed into the Kembla Grange Lawn Cemetery as part of the overall masterplan implementation.

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

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

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

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

Strategic Priorities PROGRESS REPORT

West Dapto

We will continue to work in collaboration with key agencies to provide the infrastructure needed to support growth and employment lands within the West Dapto Urban Release Area. This will include coordinated planning for access improvements including new roads and bridges which are needed to support the additional 17,000 future housing lots and 8,500 jobs required over the next 30 years.

Project Sponsor: Director Planning and Environment
Project Manager: Urban Release Manager

Strategic Priority Progress

✓ On Track

Program Achievements

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

Council continues to assess Planning Proposal requests, Neighbourhood Plans and Development Applications that facilitate urban development. To date, Neighbourhood Plans have been adopted within stages 1, 2, part stages 3 & 4 which will combined facilitate land for over 4,350 lots. Neighbourhood Plans to support 3,950 lots are currently being assessed. Council Development Application approvals are now 2,125 new lots.

The Independent Pricing and Regulatory Tribunal's final recommendations were made on 15 May 2020 following their review of Council's draft West Dapto Development Contributions Plan, 2020. This is a major milestone and a result of Council's dedication during the year to update the contributions plan to reflect West Dapto's local infrastructure needs. Council awaits advice from the Minister for Planning and Public Spaces before the Contributions Plan is adopted. During the Quarter the Department of Planning, Industry & Environment announced the intent to finalise a Special Infrastructure Contribution determination for the Illawarra/Shoalhaven, which includes West Dapto. This follows continued representations made by Council to the State Government requesting progress on the SIC.

Implementation of the West Dapto Vision 2018 has progressed with Council commencing a review of suburb boundaries during 2019-2020 to ensure suburbs reflect the growing urban area.

Strategic Priorities PROGRESS REPORT

Active Transport and Connectivity

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

Project Sponsor: Director Infrastructure and Works
Project Manager: Manager Infrastructure Strategy and Planning

Strategic Priority Progress

✓ Track

Program Achievements

During the year, Council continued to plan and progressively work towards an integrated and active transport network with improved connectivity across the LGA. A series of actions will be undertaken across this term of Council to facilitate the upgrade of our public transport and bicycle networks and pedestrian access. This renewed focus is complemented by a significant investment into our footpaths and cycle ways.

Actions identified within the Wollongong Bike Plan and Wollongong Pedestrian Plan are incorporated into the Infrastructure Delivery Program and operational programs for progressive implementation. Of note is the significant budget increase for the 2020-2021 financial year for new footpaths and the implementation of actions in the Pedestrian Plan and draft Cycling Strategy Council received grant funding for pop up cycleways in Wollongong for delivery in 2020-2021. Supporting these plans, staff have collaborated with the Walking Cycling and mobility Reference Group and key interest groups such as schools, to review and develop targeted programs to promote and provide for active transport initiatives to support our most vulnerable users including school children, people with disability and aged. Council will continue to seek grant funding through a range of State and Commonwealth initiatives to support active transport and connectivity improvements.

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

Council also received grant funding for active transport and connectivity improvements including streetscape upgrades in Helensburgh, as well as funding to undertake an initial feasibility assessment to use the Otford Railway Tunnel as a shared pathway or rail trail and is awaiting feedback from TfNSW on future work required under this program.

Council has been successful in securing $3.6 million in additional funding from the Commonwealth and NSW Government following Council's successful advocacy for pedestrian, cycleway, and infrastructure improvements. As part of this funding, the new cycleways budget increased by $1.865M and new road safety upgrades (traffic facilities budget) increased by $1.6M.

Strategic Priorities PROGRESS REPORT

Business and Investment

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

Project Sponsor:	Director Community Services
Project Manager:	Manager Community Cultural and Economic Development

Strategic Priority Progress

✓ On Track

Program Achievements

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

The new Invest Wollongong brand was launched on 22 October 2019. Over 100 local business leaders, councillors and government representatives attended the rebrand of Advantage Wollongong to Invest Wollongong. A new Invest Wollongong website went live with a focus on marketing automation and customer relationship management. A new Investment Prospectus was also launched, showcasing case studies outlining why companies have chosen Wollongong as their home. Invest Wollongong's social media presence continues to organically grow, with over 1,100 LinkedIn followers.

The new Invest Wollongong brand is performing well, with targeted campaigns to highlight the many benefits of locating a business in Wollongong rolled out. Wollongong sponsored an insert in the Australian Financial Review: *Wollongong: Australia's best kept office leasing secret* on 27 February 2020. 47,000 hard copies were distributed over Australia showcasing the benefits of working in Wollongong as well as a digital advertising campaign on realcommercial.com.au.

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

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

Strategic Priorities PROGRESS REPORT

Business and Investment continued

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

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

Other events successfully held include:

- Australian Supercross Championships;
- Australian Motorcycle Festival;
- NSW Police & Emergency Services Games;
- Nutri Grain Ironman and Ironwoman Series and
- Yours & Owls music festival.

These events cover the Sport, Motoring, Arts and Adventure sectors. Council also facilitated delivery of the Women's Big Bash League Cricket Match, Sydney Thunder vs Adelaide Strikers on 20 November at North Dalton Park, with further Cricket NSW events planned for March 2020.

As part of the events concierge service, Council staff managed approximately 173 event enquiries, including 45 filming and photography applications.

Council continues to work closely with the UCI Road World Championship, Local Organising Committee, Wollongong 2022 on planning for this hallmark event.

EMERGENCY RESILIENCE, DISASTER RESPONSE AND RECOVERY

This year has been one that has responded to significant challenges. A bushfire emergency in January followed by significant rainfall in February and now the global heath and economic challenge of the Coronavirus or COVID-19 pandemic. These have all contributed to what we were able to deliver and the way we serve and support the community. The application of a community-orientated, risk-based approach to the delivery of our services as well as responding to advice from government authorities, has meant that some services and key facilities were temporarily altered or ceased. In line with public health advice, Council has been able to reopen key facilities such as our supervised swimming pools, library buildings and the Customer Service Centre. However, we need to maintain social distancing and enhanced hygiene measures. As always, our focus is on protecting vulnerable members of our community and protecting the health, safety and wellbeing of our staff and volunteers, their families and our community.

Council's workforce remains fully engaged during this time to support ongoing service requirements and deliver the Infrastructure Delivery Program as planned. Beyond the management of assets, Council's annual infrastructure investment is significant and will continue to support local contractors, businesses and suppliers. The organisation is also undertaking a review of how we deliver our services in line with the national health guidelines. Of particular importance is how we can continue to effectively engage with our community during this time. Council's online engagement opportunities remaining open via the website and alternate engagement methods are being explored and developed.

On 26 March, Council announced a support package to assist Council lessees and licensees by deferring our tenants' rental payments for a period of 90 days for lessees and licensees who are unable to carry out their normal business under the changes that are in place to minimise the spread of coronavirus. In addition, rent reviews for Council tenants will be deferred until further notice and outdoor dining licence holders will have their fees waived for 90 days. Council has approximately 170 lessees and licensees who operate from our properties or off our land.

Rate Relief

Council has voted to approve an option for residential and business ratepayers whose finances had been affected by coronavirus to have the option to defer their rates and annual charges until 30 September 2020, with no interest charged until 31 December 2020.

Operational Plan
2019-2020 PROGRESS

The following section provides an overview of Council's progress with delivering Our Wollongong 2028. It provides a summary of progress for 2019-2020 Annual Deliverables [Council's programs, projects and activities] and highlights significant progress with annual projects as outlined in Our Wollongong 2028 Community Goals. This exception-based reporting provides an overview of achievements for the June 2020 quarter. The organisation's performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Operational Plan 2019-2020 contains 365 annual deliverables across the six Community Goals. Table 1 below outlines how Council is tracking in the June quarter to achieve the annual deliverables for each Community Goal.

1: Annual Deliverable Progress by Community Goal

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1. We value and protect our natural environment	91.18%	0%	1.47%	4.41%	2.94%
2. We have an innovative and sustainable economy	95.65%	0%	2.17%	2.17%	0%
3. Wollongong is a creative, vibrant city	83.33%	0%	8.33%	8.33%	0%
4. We are a connected and engaged community	96.55%	0%	0%	3.45%	0%
5. We have a healthy community in a liveable city	89.08%	0%	2.52%	0.84%	5.88%
6. We have sustainable, affordable and accessible transport	92.31%	0%	0%	0%	7.69%
Total Annual Deliverable Progress	91.30%	0.00%	2.50%	3.00%	3.20%

Note: Each Goal does not have an equal number of annual deliverables; therefore, the Annual Deliverable progress has been rounded up to 100.

Operational Plan 2019-2020 Progress continued

Overall, 2.5% of Annual Deliverables were reported to be delayed and 3.0% were deferred. Table 2 below outlines all Annual Deliverables that were reported as delayed or deferred at the end of June 2020.

Table 2

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
1. We value and protect our natural environment	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions	Y		Application for WDURA Biodiversity Certification submitted on 23 August 2019 and accepted by DPIE, prior to statutory submission date of 25 August 2019. The application continues to be assessed by the DPIE.
	Engage with the community and carry out the Windang Town Centre Planning Study		Y	Not scheduled to commence
	Engage with the community and carry out Bulli Town Centre Planning Study		Y	As part of the preparation of the draft 2020-21 Operational Plan, the Bulli Town Centre project was deferred from the supporting document priority list.
	Prepare a Landscape Development Plan for West Dapto		Y	As part of the 2020-21 planning cycle, this item was deferred and is not scheduled to commence till 2021-22

Operational Plan 2019-2020 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
2. We have an innovative and sustainable economy	Contribute to the Illawarra Trades Roadshow, Illawarra Schools Careers Expo, and Apprenticeship and Traineeship Information sessions		Y	These were scheduled to occur in April/May 2020 however did not proceed due to COVID-19 pandemic and restrictions.
	Implement a research & development program targeting alternatives to placing waste into landfill in partnership with the University of Wollongong's iAccelerate program.	Y		Limited work undertaken with the University of Wollongong's iAccelerate program due to the focus on FOGO, Charitable waste and Pensioner Concession Cardholders.

Operational Plan 2019-2020 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
3. Wollongong is a creative, vibrant city	Deliver Council's annual community events program		Y	The 2019/20 summer event season suffered from the impacts of bushfires across the state, followed by wet weather in February and the onset of COVID-19 lockdowns from March. While Council's program of outdoor movies was able to proceed in the summer months of 2019, movie events in 2020 had to be cancelled due to weather impacts and then restrictions on gatherings due to COVID-19. While events were delivered for both New Year's Eve and Australia Day - they were impacted by the extreme weather conditions and fire situation being experienced at the time.
	Deliver the annual Comic Gong Festival		Y	From the success of Comic Gong on 11 May 2019 where over 11,500 people attended, the Comic Gong Planning Team began work in early July 2019 developing ideas for the 2020 festival that would provide shows, events and activities in Wollongong Library, The Art Gallery, the Town Hall and the Arts Precinct. Planning continued well into February and early March 2020 until a decision was taken to cancel the festival due to COVID-19. Wollongong City Libraries will carry much of this planning over until late 2020/early 2021 in preparation for next year's Comic Gong in May 2021. Many exhibitors and activity providers have already indicated that they are keen to participate in 2021.

Operational Plan 2019-2020 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Develop improvements in the Arts Precinct within the context of the Arts Precinct Concept Design		Y	A scope to procure a Feasibility Report into a second entrance into the Wollongong Art Gallery was developed and included consideration of both Arts Precinct and gallery amenity, operations and best practise concept design. The procurement process was unsuccessful, with no submissions received despite two attempts to procure a supplier to deliver the brief. Funding for this project has now been deferred.
	Contribute to the delivery of the 3 Fest Arts, Science and Technology Festival in 2020	Y		Due to the current COVID-19 situation 3-Fest has been delayed. New dates for 2021 are currently in negotiation between the Event Producer and partner organisations including: WCC, UOW and Destination NSW. Council continues to progress aspects of the youth programming for the event called 'Create Your World' in partnership with Youth Services and Cultural Development, working with a range of local community based organisations. Note, since the end of the reporting period, further discussions have taken place with the risk to delivery increasing substantially with the continuation of global COVID-19 impacts.

Operational Plan 2019-2020 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Prepare a concept design entrance to the Art Gallery from the arts precinct	Y		A scope to procure a Feasibility Report into a second entrance into the Wollongong Art Gallery was developed and included consideration of both Arts Precinct and gallery amenity, operations and best practise concept design. The procurement process was unsuccessful, with no submissions received despite two attempts to procure a supplier to deliver the brief. Funding for this project has now been deferred.
	Support the extension of the Illawarra Sports Stadium	Y		Representatives from the Illawarra Sports stadium have independently progressed a preferred location for an additional 3 indoor courts. The new proposal was presented to Council's Executive in May with estimated costs exceeding an unfunded $22 million. ISS is actively pursuing external funding opportunities. A previous commitment for Council to fund an acid sulphate soil assessment, traffic study and flood study is underway.
4. We are a connected and engaged community	Deliver the Volunteering Illawarra service, including on-line advice and continue to review the Volunteering Illawarra Program		Y	This action is reported against 4.2.1.1.4

Operational Plan 2019-2020 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Conduct a biennial Staff Engagement Survey		Y	A review of employee engagement activities over the last five years has occurred. Feedback themes and corresponding actions have been identified. The instrument and platform to be utilised for future engagement survey activities to be determined. A full staff engagement survey has been deferred to allow a focus on COVID-19 check-ins with staff.
5. We have a healthy community in a liveable city	Assist the NSW Environment Protection Authority (EPA) to undertake the Wollongong Local Government Area land contamination literature review	Y		An updated draft report was received from the project consultant on 19 May 2020. It was reviewed by the relevant parties and feedback was provided back to the consultant mid June. Council is awaiting the receipt of the final report from EPA.
	Road realignment and car park relocation and expansion in Figtree Park; subject to review of the Allans Creek Flood Study	Y		Following the completion of the Allens Flood Study actions from the Figtree Oval Rec Masterplan will need to be reviewed to determine a scope of works for a project to relocate and expand the car park for inclusion in future versions of the IDP. Negotiation between ISP and Property and Recreation will need to occur.

Operational Plan 2019-2020 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Develop an updated Landscape Master plan for Stuart & Galvin Parks North Wollongong		Y	The master planning process has been deferred to better align with the key planning initiatives within the precinct of both Parks.
	Design and construct the Longyan Friendship Garden	Y		During the year the Longyan Chinese Friendship Garden concept was launched at Wollongong Botanic Garden by Council and the City of Longyan. Due to Covid-19 restrictions, progression of this project was delayed and rescheduled to 2021.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Continue the review of the West Dapto Land Release area including the Vision, Structure Plans and Local Infrastructure Plans

Implementation of the West Dapto Vision 2018 continued during the year with important tasks being undertaken. Council commenced a review of suburb boundaries for the release area focusing on the existing suburbs of Kembla Grange, Huntley and Avondale. From those three suburbs, six new suburbs will be formed as West Dapto begins to undergo significant growth and development.

On 9 March 2020, public submissions were invited for the naming of new suburbs, extending until 20 April. The new suburbs will be in the West Dapto area and come as the area undergoes significant growth and development. Over the past 10 years, almost 2,000 new housing lots have been approved and approximately 19,500 homes are forecast for the area by 2040. Information on the historical significance of the names Avondale, Kembla Grange and Huntley has been collated and as part of the consultation process.

Suggestions were received throughout the last quarter of the year with a short list currently being developed in conjunction with two stakeholder working groups comprising of representatives from Aboriginal, Heritage and Dapto communities. This list will be further assessed by the Geographical Names Board with the recommended names anticipated to be considered by Council in early 2021.

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



[IMAGE: West Dapto housing]

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Participate in the Global Covenant of Mayors and set emissions reduction targets for the LGA

On 9 December 2019, Council resolved to adopt an aspirational emissions reduction target as part of the Global Covenant of Mayor's Program and the declaration of a State of Climate emergency. It resolved the following targets:

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

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

Following its December 2019 adoption, Council worked to establish and activate a governance framework to drive organisational action and accountability regarding climate change.

A draft Climate Change Mitigation Plan 2020-2022 was prepared and endorsed by Council for exhibition on 29 June to guide action on reducing Council and City-wide emissions. The draft plan prescribes 92 actions intended to reduce Council's own emissions and support the City in reducing their emissions in working towards the reduction targets of net zero emissions by 2030 for Council operations and net zero emissions by 2050 for the City. The plan has been placed on public exhibition seeking feedback from the community prior to implementation.

Throughout the year, Council has also joined the Cities Power Partnership Program to assist with reducing emissions. The Cities Power Partnership is a national program administered by the Climate Council. The program aims to connect local governments to share knowledge, successes and provide support in working towards emissions reductions and the transition to clean energy. Five pledges had been selected for the next twelve months under the City Power Partnership. These pledges show Council is committing action and resources to achieve renewable energy, sustainable transport, energy efficiency and to influence business, state agencies and residents in the City. The pledges (and themes) Council has committed are:

- Install renewable energy systems on Council buildings (renewable energy);
- Implement landfill gas methane flaring or capture for electricity generation (renewable energy);
- Encourage sustainable transport use such as public transport, walking and cycling through Council transport planning and design (sustainable transport);
- Set City-level renewable energy or emissions reduction targets (work together and influence);
- Adopt best practice energy efficiency measures across Council buildings and support community facilities to adopt these measures (energy efficiency).



[IMAGE: Draft Climate Change Mitigation Plan 2020]

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Complete Helensburgh Town Centre Study

Throughout the year, work commenced on the Draft Helensburgh Town Centre Study and draft Helensburgh Mainstreet Master Plan. The Draft Helensburgh Town Centre Study and draft Helensburgh Mainstreet Master Plan were exhibited for community comment during May and June 2020 with submissions closing on 22 June 2020. Feedback from the community was called simultaneously on three strategic projects in Helensburgh – the proposed Town Centre Plan, the Streetscape Master Plan and the option for Helensburgh Library Project. By engaging on the Plans simultaneously, Council was able to streamline community engagement, provide a comprehensive view of future considerations and actions needed to develop phased plans for 2021.

The Town Centre Plan has been developed after extensive consultation with the Helensburgh community. The Plan sets out the community's vision for the Helensburgh Town Centre. Its purpose is to outline clear strategies and actions to meet the current and future needs of the people who live, work, visit, play and belong in Helensburgh. The draft Streetscape Masterplan expresses the Vision that has been communicated through the Town Centre Planning process. The priority is to enhance the lived experience of everyone using the Town Centre, providing a great main street experience in a pedestrian friendly environment.



[IMAGE: Helensburgh Streetscape Masterplan]

Prepare a Local Strategic Planning Statement for the Local Government Area

During the year, preparation of draft Wollongong Local Strategic Planning Statement (LSPS) commenced and culminated in its endorsement by Council for exhibition on 27 April 2020. The draft Statement was then exhibited from 1–29 May 2020. On 29 June 2020, Council resolved to adopt the Statement and it has been submitted to the NSW Department of Planning, Industry and Environment.

The LPSP is an important document as it sets out how Council will manage growth and change over the next 20 years, including the actions and outcomes that will help Council achieve our vision for the future of the local government area. The Statement will work with other documents to inform Council's planning process. Along with the Community Strategic Plan, the Illawarra Shoalhaven Regional Plan, the Local Environmental Plan and the Development Control Plans, the document reflects the land use priorities and is required by recent planning legislation. The Statement also draws on an existing suite of supporting strategies to provide a consolidated source document to set our strategic planning and policy direction.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Implement and review annual water and energy saving actions

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

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

Develop options for a Food Organics Garden Organics (FOGO) trial to divert waste from landfill

During the year, Council completed a three month trial of a FOGO involving 1,600 homes throughout Austinmer, Cordeaux Heights and Warrawong. The trial included a strong community engagement and education focus which resulted in a solid community response with over 82% of participants being supportive of FOGO being rolled out to the wider LGA.

Throughout the trial, residents were asked to collect their food scraps such as raw and cooked meat, fruit and vegetable scraps and bread into the provided kitchen caddy and empty into their green-lidded bin for normal organics collection. Highlights of the FOGO trial included low contamination (0.3%) compared with NSW EPA averages (2.4%) and good food diversion (1.5 kg per household per week). These results have been analysed and deemed successful against the NSW EPA benchmarks and from the majority of residents who participated.

Waste management is a significant issue for the City, with almost 40,000 tonnes of residential waste going to landfill each year. While Council currently deploys a range of landfill diversion strategies (including operating the community recycling centre at Whytes Gully), this was an important step to explore ways of keeping organic matter out of landfill. Since the end of this reporting period, a report and recommendations were presented to the 20 July 2020 Council meeting. At this meeting, Council resolved to introduce a weekly FOGO collection to all households that currently have a green-lidded garden waste bin, to commence from November 2020. Longer term, Council is also considering the introduction of a FOGO trial for multi-unit dwellings which don't currently have a green-lidded waste bin.



[IMAGE: FOGO trial]

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Prepare and implement priority actions of the Coastal Management Plan for Lake Illawarra

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

Throughout the draft CMP development, consultation has been undertaken with community members, organisations and State Government agencies and, as a result, the draft CMP contains 39 specific actions under nine management strategies for delivery over the next 10 years. These actions include small scale dredging to improve public recreation access and the investigation of larger scale dredging.

At their respective April 2020 meetings, both Wollongong and Shellharbour City Councils endorsed to submit the revised draft CMP Program to the State Government for certification.

This is the first draft CMP to be submitted to the NSW Minister for Local Government for certification under the new State Government framework.



[IMAGES: Lake Illawarra]

Performance Measures Q4 2019-2020

- Participation rate in environmental programs* | 46,409 (Q4 2018-2019 – 72,142)
- Number of volunteers for Environmental Programs - Greenhouse Park | 67 (Q4 2018-2019 – 25)
- Plants Propagated | 59,674 (Q4 2018-2019 – 62,948)
- Plants Distributed | 62,421 (Q4 2018-2019 – 53,641)
- Tonnes of Rubbish collected from clean-up activities | 40 (Q4 2018-2019 – 36)
- Number of volunteers worked at Bushcare and FIReady sites | 1,753 (Q4 2018-2019 – 497)

*Impacted by COVID-19

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Implement the Economic Development Strategy 2013-2029

The Economic Development Strategy 2019-2029 was officially endorsed by Council in September 2019 which included a jobs target of 10,500 new jobs over the next 10 years.

A range of key activities were undertaken throughout the year, as outlined below:

- Council developed a package of initiatives aimed at assisting small businesses during the COVID-19 pandemic. This includes a Rate Relief Program allowing for deferred payments for rates; a freeze on price increases for Fees & Charges, Domestic Waste Management & Stormwater Management; waivers for primary health inspections for businesses such as food and personal grooming; support for Council tenants through revised community and commercial leasing arrangements; the Creative Wollongong Quick Response grants and partnered with the Illawarra Business Chamber to deliver online business advice tutorials.
- Informing the local business community about government responses to the COVID-19 pandemic, including keeping up to date information on Council's website, newsletters and emails.
- At its meeting of 29 June 2020, Council endorsed a change to its Sustainable Procurement Policy, lifting the local economic content weighting in tenders from 5% to 10%. This was a key measure identified in the Economic Development Strategy. Further activities will be undertaken by Council to strengthen local supply chains.
- Despite the impacts of COVID-19, business/investment enquires have remained strong. Council staff have facilitated 75 business/investor enquiries over the year, including several larger projects with potential for significant employment outcomes.
- The new Invest Wollongong brand and new Investment Prospectus and website were launched on 22 October 2019.
- As a result of Council's advocacy, Wollongong is now part of a bi-annual national crane index (RLB Crane Index), with 15 cranes recorded across the LGA in the latest release (Q1 2020), including 14 in the CBD.
- Preparation of range of submissions (both internal and external) on a range of issues, including the NSW Small Business Strategy and the NSW Government's Draft Liquor Amendment (24-Economy) Bill.
- Ongoing engagement with RDA and other key stakeholders in relation to an Illawarra- Shoalhaven City Deal.
- Council has also been a partner in the release of the Gateway Cities Report – in partnership with Geelong and Newcastle, highlighting the many ways Gateway Cities can assist Sydney and Melbourne to alleviate their population and congestion challenges.
- Continued to advocate for important regional transport infrastructure including SWIRL and Picton Road. Council co-funded an updated business case on SWIRL with the Illawarra Business Chamber and Wollondilly Council.
- Continued participation on a range of external boards and advisory committees, including Illawarra First, RDA Illawarra, Destination Wollongong, i3net, Economic Development Australia (EDA) and the Night Time Economy Council's Committee (NTECC).

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Deliver a new and refreshed integrated marketing and activation program that reflects the 'city experience'

Throughout the year, a range of marketing and activation programs were implemented with a focus in the June quarter on post COVID-19 lockdown business support. This included a new digital media communications strategy and implementation plan for the City Centre with a focus on website, social media, digital media and electronic direct mail. New content across all social channels commenced implementation.

Other key activation initiatives throughout the year included:

- Creative Container activation and Live Music in the Mall: following the success of the creative container live music shows in October 2019 with *HOON*, Dane Overton and the Joy Williams Band, the *'Music in the Mall'* live music series was introduced on Friday evenings in January 2020 in support of creative local artists and musicians.
- Christmas activity including integrated Mall decorations; live music programme including *'Honk into Christmas'*; Santa's arrival and tree lighting event; school concerts and tree-guard colouring; Renew Wollongong creative container activation.
- The Lunar New Year 2020 community event, taking place 30 January on the Crown Street Mall stage and intersection area. This program allowed for artists to show and celebrate the varied creative community in Wollongong;
- *Honk OZ Festival of Street Music* was a three-day outdoor annual music event (9 -11 January 2020), *Honk! Oz* showcased in the Crown Street Mall, alongside Eat Street Food Market on 9 January 2020. On 10 January, the festival featured a gathering of bands and community groups with a parade through the Mall and to the Arts Precinct. This music festival featured alternative community bands and related artists and was supported by The Conservatorium of Music, Wollongong City Council, Merrigong Theatre Company and the Illawarra Folk Club.
- School holidays included a series of participatory activations including a programme of free rock-climbing play;
- The City Centre continued to welcome busking and third-party hirers into the Mall.
- The communications and marketing strategy *'Centre of it All'* in partnership with the GPT Group/Wollongong Central continued this year with a focus on retail, sales and events. Several marketing channels continued to be employed to promote the City Centre including television advertisements, radio advertisements and editorial, signage and printed collateral.



[IMAGES: Honk OZ Festival of Street Music 2020]

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Contribute to the delivery of 'Paint the Town REaD' early literacy program

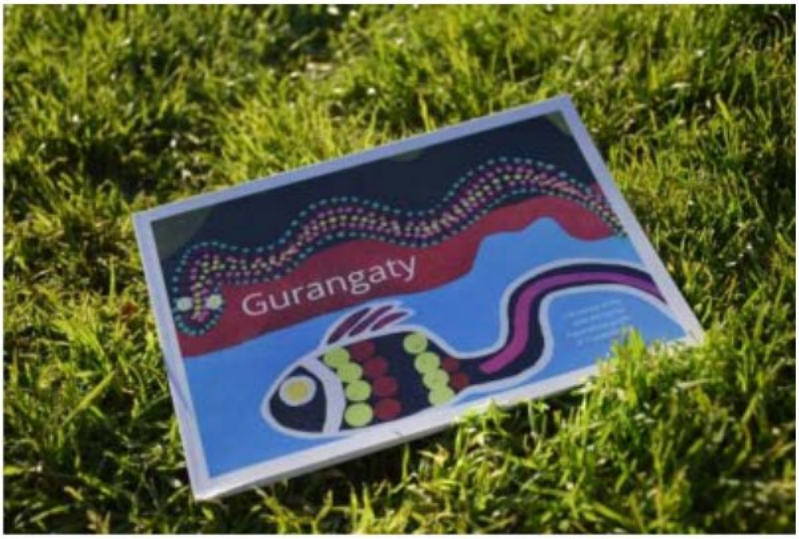
Paint the Gong REaD and *Bright Spark*, the mascot, attended a range of events and activities throughout the year. Highlights include a reading tent at the Port Kembla Moonlight Movies, a reading tent at the Lord Mayor's School Starter Picnic and a reading tent at the New Year's Eve event at Wollongong Harbour.

Council has been working to update and replenish book boxes around the City for children and parents/carers to read in various locations, such as doctor's surgeries. Eleven new organisations requested to host book boxes at their premises this year.

National Paint the Town REaD coordinators teleconference meetings are attended with Council representation. Coordinators from the 54 Paint the Town REaD sites across the country use these meetings to share ideas and resources for supporting families through the COVID-19 restrictions. Information has been shared locally, via the Paint the Gong REaD Facebook page, which has resulted in an increase in members and engagement with the Facebook page.

Alternative methods have been introduced to ensure the Paint the Gong REaD mascot, *Bright Spark*, has remained visible to children in the local government area throughout COVID-19 restrictions. *Bright Spark* read an online story and video to help to show children, parents and carers how to access *Storypark*, an online early learning website.

Bright Spark and the transition to school mascot, *Billy Backpack*, recorded the simultaneous story time book *"Chicken Divas"* with the Lord Mayor. This video was posted on the Library website and the Paint the Gong REaD and Paint the Town REaD coordinators group Facebook pages.



[IMAGE: A local Dreamtime story, Gurangaty – the star of the Paint the Gong Read reading day.]

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Research and assess the applicability of emerging technologies for library service provision

During the year, the libraries embraced emerging technologies allowing for improvements in the customer experience. The latest technology being trialled by the libraries are Live Scanning Wands.

The Library Management System 'Spydus' has had improvements to functionality with the use of bugfixes and enhancements. The improved functionality includes acquisitions, cataloguing, circulation, reporting and serials new barcode scanners arriving in the last quarter. The new barcode scanners provide the ability to scan digital membership cards stored on mobile devices.

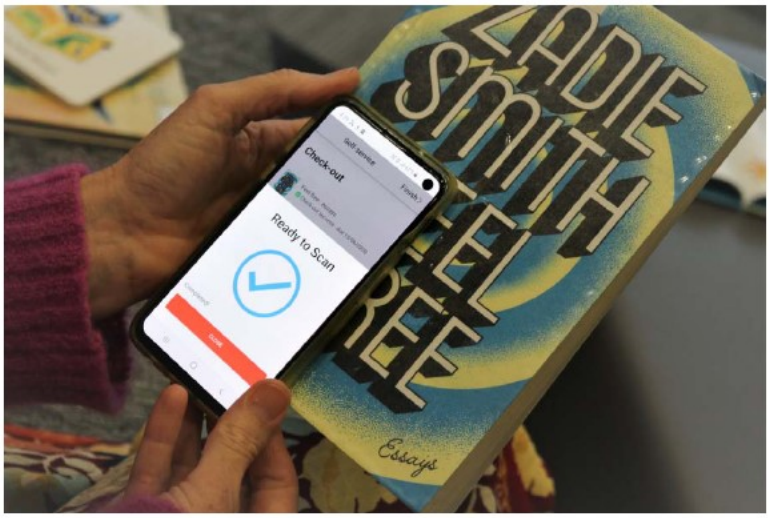
Wollongong City Libraries now has a new app allowing Library members the flexibility to check their loans, look for titles and to access digital content from a single application. The app is Live and can be downloaded from the App Store (iOS) and Google Play (Android).

The Library purchased USB adapters for iPads to allow barcode scanner connectivity for stocktaking. The adapters allow for all standard USB hardware to be connected to iPads, such as thumb-drives and external storage devices. Charging stations for multiple devices were installed across all seven libraries during October. The charging stations were provided by The Friends of the Library due to an increase in requests from customers requiring access to charge their devices in the library.

The daily limits of the public WiFi has been extended to 5gb over a 24 hour period. The access points and controllers were upgraded earlier in the year, providing new hardware and improved customer service.

New look Library membership cards arrived in March. The cards now boast industry standard barcodes having progressed from Code 39, to the fast scanning Code 128.

The Library's online learning service Rocket Languages was limited to only providing lessons for 15 languages. Throughout the year, the Library moved to the Mango Languages online training module which offers access to 70 different languages including English as a second language.



[IMAGE: The new Wollongong City Library app]

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Undertake the City Centre Planning Review and Design Review arising from the Wollongong City Centre – Public Spaces Public Life Implementation Plan

During the year, work progressed on the draft Wollongong City Centre Planning review. On 24 February 2020, Council endorsed the draft Wollongong City Centre Planning Review for public consultation, including the Urban Design Framework and Economic Review.

The draft Plan was exhibited throughout March and April 2020 with an engagement program being adjusted to deliver multiple on-line small group sessions in response to the COVID-19 gathering restrictions. The issues in submissions are now being reviewed to assist in the development of a revised planning policy for the City Centre.

The Urban Design Framework forms part of a comprehensive City Centre Planning Review carried out to understand how the current planning policy aligns with *A City for People*, the Council endorsed vision for the City Centre. It is to guide future planning policy for the City Centre, consolidating Wollongong's position as a regional capital. The framework was prepared in partnership with architecture and economic analysis and forecasting specialists.

The Urban Design Framework includes the following key principles:

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

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



[IMAGE: Draft Wollongong City Centre Urban Design Framework]

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Participate in relevant networks and support opportunities for social enterprise, including the provision of training

During the year, Council developed a social enterprise supplier data base which is available through Council's website for staff and the general community. Information sessions were held for Council staff who undertake purchasing to build awareness of social enterprise supply opportunities. A networking session was held for social enterprise suppliers and Council's key purchasing staff.

Information was shared about what services and supplies these social enterprises can provide and the standard they can deliver. More than 10 social enterprises and a range of purchasing staff from across Council attended. As a result, most recently, social outcomes were included in the specifications for a significant tender of a Council service. This will only increase with opportunities for environmental sustainability, social enterprises and local businesses in general into the future.

Due to COVID-19 restrictions, networking and information sessions planned for the final quarter were postponed.

In partnership with NSW Department of Premier & Cabinet and the University of Wollongong, deliver the Invest Wollongong program to position Wollongong as a superior business location

The Invest Wollongong partnership continues to promote Wollongong as a superior business location.

The new Invest Wollongong brand was launched on 22 October 2019. Over 100 local business leaders, councillors and government representatives attended the rebrand of Advantage Wollongong to Invest Wollongong. A new Invest Wollongong website also went live – which now considers marketing automation and customer relationship management.

Invest Wollongong's social media presence continues to organically grow, with 1,181 followers. This year, there were 80 posts, with the most engaging post attracting 4,760 impressions (cranes in CBD). The most clicked through post was the Invest Wollongong (1,169 clicks) and the most 'liked' post was the Wollongong insert in the Australian Financial Review.

Wollongong sponsored an insert in the Australian Financial Review: Wollongong: Australia's best kept office leasing secret on 27 February 2020. 47,000 hard copies were distributed over Australia showcasing the benefits of working in Wollongong as well as a digital advertising campaign on 'realcommercial.com.au'.

Invest Wollongong hosted a webinar in February targeting the Shared Services Sector titled 'The Professional Services Centre of the Future' in partnership with Auscontact and Dr Steve Nuttall, Director of Research at Fifth Quadrant. NEC General Manager, Martin Braithwaite, also participated. The webinar discussed the findings of the Fifth Quadrant research report including the benefits from businesses relocating to Wollongong.

A second webinar 'Suddenly Remote' hosted by Technology Solutions Chief Director, James Dellow, and remote work specialist, Lisa Tinker, supported the local business community during the COVID-19 pandemic with 120 attending.

The production of new Invest Wollongong videos are under development, which include sector case studies of Easy Agile, Accelo, Cardno, Mercer, NEC and Peoplecare. These videos align to 'Why Wollongong' pitch and tell the story of why these companies are based in Wollongong. To assist with myth busting some common misconceptions about Wollongong and also highlight some of the key differentiators a series of blogs were

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

commissioned, which include the interviews of those who have made the move to Wollongong. A number of old videos were shortened and repurposed under the new Invest Wollongong brand. This includes case study videos of Bisalloy; TCS BI; Unison; Stolway; Kollaras; Microsolve; Ecoheat; iTree and Binary Beer.

The additional supply of A-grade office space means there is an opportunity to reposition Wollongong as an alternative CBD location. The availability of new office stock, combined with Wollongong's large highly skilled commuter pool, provides an opportunity to market the City in a way that has not existed in the past. As such, an Invest Wollongong Office Market Prospectus has been developed, which highlights the substantial commercial leasing opportunities that are coming online within Wollongong over the next two years. The key target audience is external professional and financial services firms, Sydney based tenant representatives/leasing agents and government agencies.

Work with local high schools, TAFE and University of Wollongong to promote Council's Learning Pathway Programs and attract students into the program

The 2020 Cadet, Apprentice and Trainee (CAT) intake was completed with 13 new CATS commencing with the organisation in January 2020. The intake has proven successful as demonstrated in 2019 when Wollongong City Council employees won two awards with Council's Sports Turf Management apprentice named Apprentice of the Year, while a Human Resources Trainee took out the Trainee of the Year award.



[IMAGE: Wollongong City Council's 2020 Cadets, Apprentices and Trainee Intake]

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Performance Measures Q4 2019-2020

- Number of visitations to the tourism information centres* | 42,370 (Q4 2018-2019 – 53,399)
- Tourist Park occupancy rate of cabins* | 53% (Q4 2018-2019 – 59%)
- Occupancy rates of paid on street parking | 72% (Q4 2018-2019 – 76%)
- Tourist parks occupancy rate of unpowered sites* | 21% (Q4 2018-2019 – 36%)
- Tourist parks occupancy rate of powered sites* | 41% (Q4 2018-2019 – 50%)

*Impacted by COVID-19

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Deliver key funded strategies from the Cultural Plan including community cultural development projects

Creative Wollongong provides strategic direction towards the delivery of creative and cultural projects throughout the Local Government Area. This year saw a focus on developing/delivering a range of cultural development projects including; Creative Spaces, (Artist in Residence Studios in the Lower Town Hall), Creative Dialogues, Public Art and Viva la Gong.

Viva la Gong, held on 9 November 2019, successfully delivered against several strategies embedded within the Cultural Plan. Highlights included: embracing our diverse community, (multicultural, Aboriginal, LGBTQI, all abilities, cross-generational performers, stallholders and activations); and providing opportunities (for local makers and traders).

Throughout the year, the Small Cultural Grants and two rounds of Quick Response Grants helped 61 individual organisations 'supporting creatives' (jobs and mentorship for the local creative community), as did the implementation of the *WEAVE* creatives online platform, (with partners Kiama, Shellharbour and Wingecarribee Councils). The *WEAVE* platform will be utilised to promote local creatives with plans to expand across additional categories such as the recent addition of Aboriginal and Torres Strait Islander category. Work during the June quarter focused on developing a marketing plan to promote to artists and potential audiences.

Project planning commenced for the 3-Fest *Create Your World* (0-24yrs) project with the aim 'to provide and promote opportunities for children and young people'. *Create Your World* was developed through cross organisational collaborations, alongside a partnership between Council and UOW's Early Years Discovery Space and the Science Centre, as well as engagement and participatory opportunities for local schools. Postponed due to COVID-19, 26 activities have been designed and the implementation of a short film competition is underway, creating extra content for the final mini festival, rescheduled sometime during 2021.

In addition to Council's regular Public Art renewal projects including Curio Gallery, Ethel Hayton Walkway and Pig Alley, during the year Council also facilitated:

- Fowlers Road Bridge Mural - completed in March 2020;
- Corrimal Poetry in lightboxes project May 2020;
- Two Corrimal Mural Projects - delivered in April and June 2020.

The Wollongong Biennial Acquisitive Sculpture Award was completed and scheduled to launch on 8 April. The exhibition and accompanying public access program has been rescheduled to February 2021 due to COVID-19 impacts. All current artists and works have confirmed for the new dates.

Throughout the year, the Creative Container in the Crown Street Mall was activated via the Renew Wollongong program. A new Creative Wollongong Facebook page has been developed with approximately 1,500 followers engaged within eight weeks. The platform allows Council to support professional and emerging artist-run initiatives across the LGA, supports local community arts organisation and helps promote expression of interests and opportunities for local creatives.

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Deliver the Public Art Strategy

The 2019-2021 Public Art program has been developed in accordance with Council's Public Art strategy with successful completion of many projects throughout the year.

September 2019 saw the launch of the Port Kembla community 'Welcome' mural and community development project at the Macedonian Centre Port Kembla. A new mosaic wall at Coomaditchie (amenity block) was completed in March 2020. The Fowlers Road Bridge mural was also completed in March, with artist BAFCAT and community artists Warwick Keen and Jess Brown.

Other key highlights throughout the year include:

- Community engagement (including school-based visual arts and poetry workshops) and design and implementation of four cuboid solar-powered lightboxes (which will become permanent exhibition boxes near Luke's Place) was completed in May;
- One new mural completed at Corrimal Community Centre;
- Two new large murals delivered in Corrimal (Corrimal Soccer Club / Tennis Club) by artist OX King, completed in June 2020;
- The Curio Gallery renewal exhibition project continues to work with new artists every six weeks.

In the final quarter of the year, planning commenced for a new suspended artwork for Crown Street Mall, (in partnership with City Centre) and the Town Hall Laneway. Development phase work has been completed for *Walking Together on Aboriginal Land* - a reconciliation project. This included establishment of an internal working group, and the development of a project engagement plan. The first stage Grand Pacific Walk Public Sculpture project is underway, with four artists engaged to deliver their design pitches in July 2020. The ongoing maintenance, renewal and decommissioning processes for our Public Art collection continue. An expression of interest process has been developed for the new Public Art Advisory Panel (closing in July) and is currently being promoted.



[Image: Artists Warwick Keen, Bafcat [Mitchel Geurin], and Jess Brown in front of the mural at Karrara Bridge, West Dapto. Image: Bernie Fisher]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Host six major events reflecting priority sectors and contribute to the acquisition of signature events in the city

Destination Wollongong invested in 18 events across the year, with an additional six events either cancelled or rescheduled for the 2020-2021 financial year due to COVID-19 restrictions. Multiple events hit five of our six priority sectors (adventure, arts, sport, food and beverage, motoring), while the postponed 3-Fest would have delivered in the niche technology sector. Additionally, Council, via Destination Wollongong, provided marketing and strategic support for 12 events.

The first half of the financial year saw a range of successful events including: Australian Supercross Championships, Australian Motorcycle Festival, NSW Police & Emergency Services Games, Nutri-Grain Iron Man and Iron Woman Series and the Yours & Owls music festival.

A total of five major events were held during the March 2020 quarter, including the Hockey Australia Indoor Festival, Illawarra Folk Festival, Aquathon, Tribal Clash and the Super Rugby Waratahs Game. Combined, these events contributed an estimated of $8.4 million to the local economy.

During the year, Council delivered a range of annual community events including New Year's Eve Celebrations, the summer *Twilight Movies* program and Australia Day activities. Due to prevailing weather and fire conditions (total fire ban in place), the fireworks component of New Year's Eve was cancelled and the number of attendees was lower than previous years. Council's summer Twilight Movies program was rolled out with three free movie events held at Port Kembla (200 attendees), Russell Vale (300 attendees) and Berkeley (250 attendees). Australia Day activities proceeded on 26 January with thousands of people participating at Wollongong's foreshore area to celebrate. The Australia Day event commenced with the traditional aquathon, however, due to the prevailing weather and bushfire conditions, a decision was made in early January to cancel the fireworks and replace with a light show. More than 40 LED search lights were used to illuminate the harbour as part of the show which also included lights on the break wall, jetty and harbour foreshore. The community celebration also included a special parade along Cliff Road featuring representatives from the local Rural Fire Service, as well as NSW Fire & Rescue and the SES.



[IMAGE: Australia Day lightshow]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Collaborate in joint projects with local Aboriginal organisations and the community

Throughout the year, Council has collaborated on the following joint projects:

- Working in partnership with Careways, Barnardos Warrawong and the Wollongong Northern District Aboriginal Community (WNDAC) to deliver NAIDOC 2019 Week events at Koonawarra, Warrawong and Bellambi which had over 1,850 people in attendance across the events.
- Regular attendance at the Aboriginal Education Consultative Group (AECG) which develops a range of joint projects including a graduation certificate and presentation at schools for Aboriginal children who are moving from pre-school to primary school and the Deadly Awards Ceremony at Waniora Public School, which showcased Aboriginal students who have excelled in an area of study.
- Council representation at Wollongong Northern Districts Aboriginal Community monthly meetings.

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

During the June quarter, discussions were undertaken with Coomaditchie United Aboriginal Corporation (CUAC) regarding the translation of a dream time story into a bi-lingual version with local Aboriginal language. The project will be intergenerational with Elders, children and young people being involved in the workshops.

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Facilitate events occurring for NAIDOC Week, Reconciliation Week and Sorry Day

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

Council contributed to NAIDOC Week 2019 by providing NAIDOC Week grants to assist community groups to facilitate a range of NAIDOC Week celebrations and activities across the local government area. Celebrations were held throughout July and seven community groups received a total of $6,000 from Council to assist. As part of NAIDOC Week 2019, NAIDOC flags were placed in the front entrance of Council's Administration Building and customer service staff wore NAIDOC week scarves as part of their uniform for the week. The Lord Mayor's Elders' Luncheon was held at Dapto Ribbonwood Centre with 18 Aboriginal Elders and their carers in attendance. It was an opportunity to acknowledge the contribution Aboriginal Elders make through their knowledge and wisdom which they generously share with the Aboriginal and wider Wollongong communities. Council, as a member of the organising committee, assisted in the coordination of the Local Government Regional NAIDOC Awards Dinner 2019, hosted by Shoalhaven City Council. Over 350 people attended the evening which is an opportunity to celebrate and recognising the achievements of local Aboriginal Elders, Aboriginal community members and organisations.

During the June 2020 quarter, due to COVID-19 restrictions, planned or supported community activities for Reconciliation Week 2020, Sorry Day 2020 and NAIDOC Week 2020 were postponed or cancelled. In the lead up to, and throughout Reconciliation Week (27 May 2020 - 3 June 2020) an internal campaign was delivered to build awareness of reconciliation and to promote opportunities to be involved in the development of Council's Reconciliation Action Plan.



[Image: NAIDOC event celebrations held in Bellambi in July 2019]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Deliver the Living Books program

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

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

In the final quarter, Living Books events were unable to continue due to COVID-19 restrictions. Council instead have focused on volunteer management and development of an evaluation framework for the program. A range of Living Books events are planned for next quarter, including models for online delivery.

Support newly arrived and refugee communities through the delivery of the Illawarra Refugee Challenge with community partners

During the year, Council coordinated the Illawarra Refugee Challenge in partnership with Multicultural Communities Council of the Illawarra at Illawarra Sports High. The Challenge consisted of six semi-simulated stations in which the students and former refugees conducted discussions, scenarios and roleplaying. Students reviewed the reality of water and food supplies, sanitation and education in a refugee camp.

2019-2020 marks the fifth year students have had the opportunity to gain an understanding of what it would be like to flee your country and leave everything behind, as well as learn about refugee experiences and journeys.

Three peer facilitator training sessions were held with 22 Year 11 students. This prepared the students to be facilitators for the five tours held during the Illawarra Refugee Challenge in August. 211 young people from Years 9 and 10 attended the experience. A highlight this year was the inclusion of nine community members from refugee backgrounds who shared their personal experiences through the tour, helped deliver life experiences of their travels and life in refugee camps, as well as participating in a panel session.



[IMAGE: Students from Illawarra Sports High taking part in the Illawarra Refugee Challenge]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Performance Measures Q4 2019-2020

- Library visitations | 1,076,959 (Q4 2018-2019 – 1,048,701)
- Library – total number of loans* | 1,066,270 (Q4 2018-2019 –1,298,671)
- Library programs: number of programs* | 1,689 (Q4 2018-2019 – 2,360)
- Library programs: number of participants*^ | 105,947 (Q4 2018-2019 – 68,996)

* Impacted by COVID-19
^Change in mode of delivery to include online participants

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Deliver civic activities which recognise and celebrate the city's people

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

- a Lord Mayoral recognition reception celebrating individuals who have contributed to community life in July 2019;
- citizenship ceremonies and the annual Australia Day Citizenship ceremony held at the Town Hall;
- Australia Day Awards presented to the Wollongong Citizen, Young Citizen, Senior Citizen, Community Group Award, Sports Achievement, Outstanding Achievement or Innovation Award and Arts & Cultural Achievement Awards;
- civic activities held including recognition of volunteers and community support provided during Seniors' Week, annual Australia Day Awards Ceremony, Wollongong Citizen of the Year and Senior Citizen of the Year.

During September, a reception for Duke of Edinburgh recipients attended by His Royal Highness, Prince Edward, Earl of Wessex, KG GCVO was held. HRH The Earl of Wessex was in Wollongong in his role as Chair of The Board of Trustees of The Duke of Edinburgh's International Award Foundation, which celebrated its 60th Anniversary of the Award in Australia. The reception at Wollongong Youth Centre provided HRH the opportunity to meet with local young people who were involved in the Award.

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

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

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

During the June 2020 quarter, planned civic activities, including a recognition activity for emergency services and the annual Illawarra Academy of Sport recognition function were unable to proceed due to COVID-19 restrictions. A video message was recorded for the Illawarra Academy of Sport recipients and certificates mailed out.



[IMAGE: HRH The Earl of Wessex, KG, GCVO visits Wollongong]

Resource and support a range of engagement options to provide advice across identified target group

During the year, Council has undertaken initiatives to support people from diverse backgrounds participate in engagement activities. Activities and outcomes include:

- engagement for Minnegang Creek and Kully Bay catchment studies included translated information in Macedonian, Italian and Arabic;
- flood study webpages included a *Google Translate* feature to assist with online translation. As part of Council's role in educating the community about flood risk management, Council staff assisted a primary school group participating in FIRST® LEGO® League with their research project about flooding in Wollongong;
- engagement to inform the development of an Aboriginal Engagement Framework was undertaken and included internal workshops, meetings with local Aboriginal people and organisations and two yarning circles. An emphasis of this engagement is getting to 'know our community and its people'. The Framework is in draft and has been put into practice with positive outcomes and improved relationships with the Aboriginal community;
- engagement for the West Dapto suburb review and naming new West Dapto suburbs provided an opportunity to test engagement methods outlined in the draft Aboriginal Engagement Framework;
- engagement with our Aboriginal community has included phone conversations, meetings with Traditional Custodians and Elders and email communication;
- engagement to inform the development of the draft Disability Inclusion Action Plan 2020-2025 was undertaken and included four community workshops and a survey. The draft Plan will be on exhibition in the first quarter of next financial year;

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

- engagement was undertaken with primary and pre-school children and young people from local high schools regarding a proposed nature playground and Cringila Hills Recreation Masterplan. Interpreters were provided in four languages to support the engagement with the intensive English class at Warrawong High School. Interpreters were also available at the drop-in information session at the Cringila Community Centre. Schools were also emailed the information, videos and details on how to provide feedback. The outcomes of the engagement informed a revision of the Masterplan which was adopted at the Council meeting in March.

During the June 2020 quarter, COVID-19 restrictions impacted traditional methods of engagement. Recognising the importance of continuing service and providing the opportunity for community to inform decision making, research and training was undertaken to introduce new methods of engagement. Engagement methods during this period have included video conferences, online discussion forums, one on one phone calls, online mapping tools, online workshops and webinars.

Publish business papers to Council's website and continue webcasting of Council meetings

Business papers were published to the website according to schedule and all Council meetings for the year were successfully webcast. During the June 2020 quarter, Council achieved its first remotely conducted Council meeting due to COVID-19, which was successfully webcast to the public, ensuring continuity of Council business during the pandemic.

Ensure the implementation of mitigation strategies for fraud/corruption risks identified with immediate focus on the very high/high rated risks

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

Council's Fraud and Corruption Policy is reviewed and updated by the PCC in accordance with rolling three yearly schedule. This review was conducted in April 2019 and the updated Policy was approved by Council in September 2019 following feedback from the ARIC and a period of public exhibition.

The PCC delivers targeted training based on identified risk areas across the organisation to key groups of staff, including most recently in the areas of procurement process and gifts and benefits requirements under the amended Model Code of Conduct. The PCC meets with the NSW Audit Office annually to provide feedback and statistics on fraud and corruption control within the organisation, which to date is deemed satisfactory. This most recently occurred in May 2020. A comprehensive review of Fraud and Corruption Prevention practices was undertaken in May 2020 and a Fraud and Corruption Improvement Plan was adopted for implementation throughout 2020-2021.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Actively engage people with disability and carers in the delivery, evaluation and monitoring of the Disability Inclusion Action Plan 2016-2020

During the year, Council designed and delivered community engagement activities to inform the development of the Disability Inclusion Action Plan 2020-2025. Workshops were held with young school leavers with disability, people with disability, carers and Council officers. A community survey received 178 responses from people with disability or carers of people with disability. Feedback received was used to inform the development of the Disability Inclusion Action Plan 2020-2025. Extensive internal engagement has been undertaken to develop an implementation plan that will guide delivery of the new Plan. The Plan was endorsed by Council for public exhibition on 29 June 2020.

Pilot and evaluate a 'Connecting Neighbours' Grants Program

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

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

During the June 2020 quarter, due to COVID-19 restrictions on public gatherings, the timeframes for project delivery were extended to allow for neighbours to connect safely. A laneway party, zero waste community picnic, pop-up community art exhibition, community movie night, community-led garden projects, community sports day and crafting reusable bags are all initiatives to be implemented through these rounds over the coming months.



[IMAGE: Connecting Neighbours Grant recipients]

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Continue to review and enhance Council's digital customer service and engagement channels in line with strategic objectives

During the year, Council has continued to grow and strengthen the strategic use of its digital channels to speak with and to our community on issues and information that affects their daily lives.

During the June 2020 quarter, likes on the City of Wollongong Facebook page increased to 29,432 at the end of the quarter, a growth of 1.7% from the previous quarter. Twitter followers increased by 1.4% from 6,261 to 6,349. Council had 6,545 Instagram followers at the end of the June quarter, up 3.3% on the previous quarter. Followers on Council's LinkedIn company page saw the most dramatic growth with a 9.3% increase from 7,712 at the end of the previous quarter to 8,430 at the end of June. This growth is consistent with the impact of COVID-19 and a changing jobs market.

The year-on-year percentage increase for the channels are: Facebook up by 12.9%; Twitter up by 7%; Instagram up by 16% and LinkedIn having a 27.9% growth. This increase in LinkedIn is reflective of Council's increased focus on the platform from an organisation perspective.

Moving forward, these platforms will continue to grow. Over the past six months Council's Facebook page has increasingly acted as a 'news' service to our community providing time-critical updates about changes to services and information updates in light of the global health and economic crisis, COVID-19, as well as providing critical information during the 2019-2020 summer bushfire season to residents and visitors.

This year has also seen the launch of a new Wollongong City Council website, the redevelopment of which focused on ease of use and accessibility for community members. The website is mobile responsive, providing better and easier access to information for the growing number of people using mobile devices to access Council information.

The June 2020 quarter saw Council launch its first community e-newsletter. This e-newsletter is a subscription service where individuals can tailor the information they receive to their requirements and interests. The newsletter includes Council-related news items, as well as providing people the opportunity to 'opt-in' to information updates about topics such as sports and recreation, cultural activities or the Wollongong Botanic Garden news. The e-newsletter will supplement the quarterly printed newsletter that is letterbox delivered and provide a more time responsive way to communicate directly with subscribers. It will be issued twice a month and will be supported over the next 12 months by an awareness campaign.



[IMAGE: E-news]

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Performance Measures Q4 2019-2020

- Sick Leave | 7.78 Days (Q4 2018-2019 – 7.46 days)
- Number of Twitter followers for Council | 18,774 (Q4 2018-2019 – 5,929)
- Carers Leave | 0.62 Days (Q4 2018-2019 – 0.64 days)
- Lost Time Injury Frequency Rate | 12.98 (Q4 2018-2019 – 13.62)
- Number of media releases issued | 221 (Q4 2018-2019 – 182)
- Number of Council Facebook page 'likes' | 86,619 (Q4 2018-2019 – 100,945)
- Workers compensation costs as a percentage of payroll | 1.8% (Q4 2018-2019 – 1.53%)
- Telephone calls are answered within 30 seconds | 89 % (Q4 2018-2019 – 86%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 95 % (Q4 2018-2019 – 94%)

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

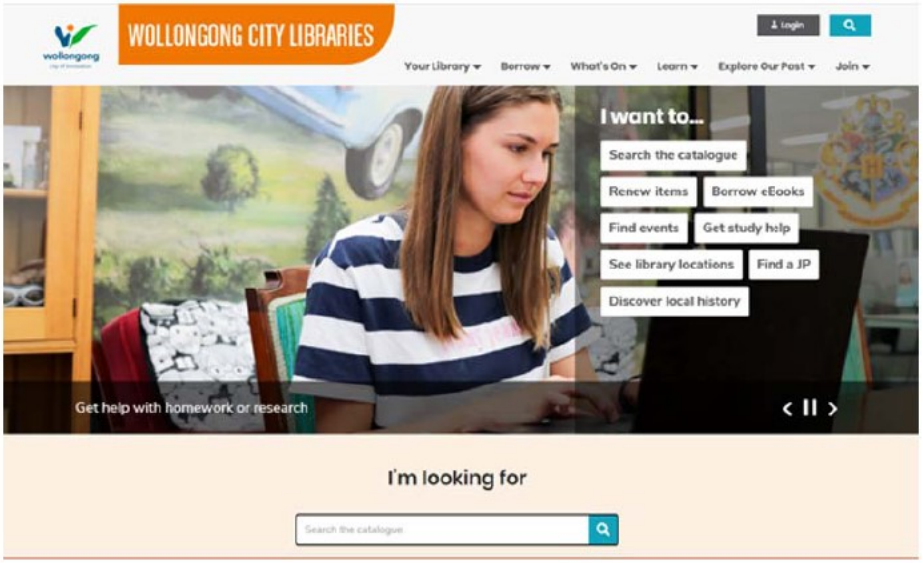
Deliver an updated Wollongong City Libraries Website

During the year, work on the redesign of Wollongong City Libraries website began with a representative website redesign team working closely with media and Information Management and Technology specialists on this project. Work progressed throughout the December 2019 quarter, with a focus on design and software mapping.

The website was launched on time and on budget to the public on 14 February 2020 (Library Lovers' Day). The website was developed in consultation with the community and designed to be more accessible for all, with simpler ways to navigate the site across different devices – PC, laptop, tablet or phone. The website has been refreshed to contemporary standards and meets visual accessibility standards for community members who are vision impaired.

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

The timing of the new website coincided with the onset of the COVID-19 pandemic which meant customers and the community had a more accessible and user-friendly experience with accessing the library online during the shut-down period. This included simpler ways to find what you need across different devices – PC, laptop, tablet or phone. The website supports more than 230,000 visits each year and feedback from the public to date, has been overwhelmingly positive.



[IMAGE: Wollongong City Libraries new website launched in February]

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

In consultation with the community develop the Cringila Hills Masterplan

During the year, Council officers worked to develop the draft Cringila Hills Masterplan which included the exploration and incorporation of mountain bike and BMX opportunities at the Cringila Hills precinct. At its meeting on 16 March, Council adopted the Cringila Recreation Masterplan. This followed supportive community feedback for the concepts in the Masterplan, which was exhibited through November to January. The Masterplan's adoption represents a significant piece of work and a strong desire from the community to activate the site. The multipurpose plan encourages a range of recreational activities to promote a healthy lifestyle. Under the Masterplan, the Cringila Hills precinct will feature a variety of mountain bike trails, a bike skills park and a BMX pump track. A new playground will be installed with a strong focus on nature play, along with park amenity upgrades that will include tree planting, picnic settings and water refill stations.

Formalised walking trails with an accessible walking circuit will also be added to the site. Improvements to the entry of the park will be made with improved car parking, signage, new gates and landscaping incorporated in a Vegetation Management Plan a feature. Development and construction of the multistage project is scheduled to commence during the 2020-2021 financial year.



[IMAGE: Cringila Hills Concept Plan]

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Pursue Playground renewals in accordance with the Play Wollongong Strategy 2014-2024 and adopted Capital Works program

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

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

Other playgrounds renewed during the year include Brownlee Park [Mangerton], Kahn Park [Dapto], Derribong Drive Reserve [Cordeaux Heights], Mount Kembla Oval [Mount Kembla], Harry Henson Park [Corrimal], Leeder Park [Coalcliff] and LB Kelly Park [Austinmer].

A new toddler's playground was also constructed at Kanahooka Park, Kanahooka



[IMAGE: Playspace renewals during 2019/20]

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Support newly arrived and refugee communities through sector development and coordination, community awareness and education

During the year, Council coordinated and facilitated Illawarra Refugee Issues Forum (IRIF) working groups focused on housing and employment. The IRIF housing working group developed a new referral protocol established for The Housing Trust's affordable housing properties and information workshops were planned for local organisations on social housing. Council staff provided support and brokered connections for a young person of Congolese refugee background and delivered a new computer skills program for women of a refugee background.

Throughout the year, Council has taken a lead role in establishing the NSW Culturally and Linguistically Diverse (CALD) Water Safety Network. This group has been established to share information and best practice to reduce the risks of drowning amongst CALD community members across NSW. An initial workshop was held in Wollongong before the inaugural network meeting was held in Sutherland.

During the June 2020 quarter, Council focused on communication and information sharing to ensure local CALD communities are supported in their responses to COVID-19. Council has undertaken rapid and regular dissemination of health-related information and translations to the settlement services sector through Council coordinated Illawarra Refugee Issues Forum (IRIF). Issues identified by IRIF have been shared via the State Joint Party Working Group and State Emergency Advisory Group. Council has provided translated versions of relevant information on Council's website, in addition to plain English promotional materials for Council's draft Delivery Program and Operational Plan.

Coordinate the sports facilities planning priorities program with the Sports and Facilities Reference Group

During the year, the Sports and Facilities Reference Group implemented a new Sports Grants Program to replace the superseded Sports Planning Process. This new grant was launched in August with a record 20 new applications being evaluated against the key focus areas of the Sports Grounds and Sports Facilities strategy 2017-2021. These key areas include increased sports ground capacity; renewal or enhancement of existing sporting Infrastructure with a focus on gender equity; accessibility and storage and investment in infrastructure to support and accommodate emerging sports and independent recreational pursuits. With more than 67 sports fields throughout the City, the new Sports Facilities Grants Program aims to support local sporting groups by providing funding opportunities for capital renewal and enhancement projects on sports grounds and facilities on Council owned and managed land.

A total of 16 successful grant recipients were recorded during the year, totalling $550,000. Of these, 10 projects were delivered during the 2019-2020 financial year.

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Continue the preparation of the housing study

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

Affordable housing considers the needs of various sectors in the community such as the homeless, social housing, students, seniors and people with disability.

On 16 March, Council endorsed the paper for exhibition. The draft paper recommends that Council:

- increase the number of studio and one-bedroom dwellings in the City;
- review Council planning controls in medium density areas to increase the feasibility of development and to provide smaller dwelling types;
- identify precincts to increase medium density housing;
- continue to develop and implement an Affordable Housing Contributions Scheme;
- adopt and implement an affordable rental housing target for the City;
- work with community housing providers and the NSW Land and Housing Corporation to renew and improve and increase social and affordable housing supply

The commencement of the exhibition period was delayed due to COVID-19 and extended from 28 April to 10 July 2020. The issues and comments raised in submissions will assist in the preparation of a draft Housing Strategy.

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Undertake programmed renewal works at Council's rock pools in accordance with the capital works program

Throughout the year, repair works have been completed at the Bellambi rock pool and have commenced at the Towradgi rock pool.

Works at the Bellambi rock pool included the installation of precast concrete wall panels around the internal walls of the pool anchored to rock while shotcreting works around the external walls was used to fill voids. These works improved and maintained the structural integrity of the pool.

A contract has recently commenced to carry out repair works to the concourse area at the Towradgi rock pool. These will include repairs to the pool walls, pool valve protection works, replacement of several concrete slabs and associated works. Works that are currently in progress include the removal of the concourse area concrete slabs and confirmation of material below those slabs. Works are scheduled to be completed during the September 2020 quarter.



IAGE: Members of Bellambi Bluebottles swimming club enjoying the reopening of Bellambi Rock Pool,

Implement, monitor and report on the Disability Inclusion Action Plan 2016-2020

During the June 2020 quarter, access appraisals of Helensburgh, Corrimal, Western Suburbs and Berkeley pools have been undertaken. Planning for International Day of People with Disability - *'Celebration of Ability'* activities has commenced with a focus on ensuring the event can be delivered in a COVID-19 safe manner.

During the year, Council staff facilitated internal Autism Awareness training for over 150 staff. This training has increased staff awareness and understanding of Autism Spectrum Disorder and how to support and work with people with autism.

In late 2019, Council ran an eight-week work experience pilot for six students from Aspect South Coast School for Autism. The students worked at a variety of Council sites and in a range of teams. This included the Botanic Gardens, Beaton Park, working with the Foreshore crew, Youth Services at the Wollongong Youth Centre and in the Council Administration Building with the Community Development team. Council is working with disability service providers and other local governments on a collaborative approach to increase employment opportunities across the region for people with disability.

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Continue the 'I belong in the Gong' Safety Initiative

'I Belong in the Gong', is a partnership campaign with NSW Police, the business sector, Wollongong Liquor Accord and Council funded by NSW Department of Communities and Justice (DCJ). The campaign promotes the message that all people are welcome in the city and the safety and well-being of all community members helps promote a friendly, inclusive or happy place. As part of the next phase of the campaign, a lighting audit of the Wollongong Central Business District (CBD) was undertaken. The lighting audit was conducted in the late evening, with a Crime Prevention Through Environmental Design (CPTED) specialist consultant and Wollongong NSW Police. Following the lighting audit, a report and action plan was developed, resulting in several priorities for lighting and wayfinding across the CBD being identified. A cross divisional Council working group assessed and determined actions for implementation, including creative ways of lighting these spaces which are site appropriate.

During the June 2020 quarter, priorities from the lighting audit have been implemented including the installation of creative lighting in Pig Alley, Wollongong and lighting behind Wollongong Youth Centre. Planning is also underway to install a phone charging station in the Crown Street Mall. These initiatives will improve safety for people in the CBD, particularly those enjoying Wollongong's night life options.



[IMAGE: I Belong in the Gong safety initiative]

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Incorporate child-friendly and age-friendly principles in design, planning and service delivery with the community

During the year, Council worked in partnership with Vision Australia to design and install a Braille Map for Luke's Place all-inclusive playground in Corrimal. The Braille Map was launched by the Lord Mayor at an event on 11 December 2019. The event was attended by representatives from Vision Australia and Guide Dogs Australia, children who are blind and have low vision, parents, teachers and adults who are blind and/or have low vision.

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

During November, Council hosted the 15th Lord Mayor's School Starter Picnic at MacCabe Park, Wollongong. The event saw over 600 people attend, including 189 children who were starting school in 2020. Special guests, Transition to School experts, Professor Sue Dockett, Professor Bob Perry and their PhD students from Norway attended the event to join in the celebrations. They have been involved in the Picnic since the inaugural event 15 years ago. Twenty organisations in attendance provided activities and experiences for the children and families that attended including Fire and Rescue, Ambulance Services, Rotary Club, Vision Australia, Aboriginal Art and Weaving, Multicultural activities and more. An AUSLAN interpreter assisted with the official part of the morning.



[IMAGE: Local children at the unveiling of the Braille map at Luke's Place Playground, Corrimal, 11 December 2019.

GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Performance Measures Q4 2019-2020

- Community Transport trips* | 87,892 (Q4 2018-2019 – 126,008)
- Direct-Run District Level Community Facilities visitation* | 162,708 (Q4 2018-2019 – 286,880)
- Utilisation of Direct-Run District Level Community Facilities* | 28,247 Hours (Q4 2018-2019 – 37,862)
- Social Support hours of service* | 32,891 Hours (Q4 2018-2019 – 39,609)
- Total Visits commercial heated pools: Corrimal* | 115,919 (Q4 2018-2019 – 116,666)
- Total Visits commercial heated pools: Dapto* | 65,867 (Q4 2018-2019 –76,045)
- Utilisation/visitation at pools* | 900,029 (Q4 2018-2019 – 1,282,194)
- Utilisation/visitation at beaches | 1,218,812 (Q4 2018-2019 – 1,234,643)

*Impacted by COVID-19

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Complete the construction of the Fowlers Road extension to Fairwater Drive

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

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

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

It is expected the road link project will service 3.3 million motorists each year (approximately 9,000 per day). The project has created 100 direct jobs and 500 indirect jobs and was funded by: $10 million from the Commonwealth Government; $22.5 million from the NSW Government – Restart NSW Illawarra Infrastructure Fund; $3.229 million in interest subsidised loans through the NSW Government; $600,000 design grant from the NSW Government and approximately $37.9 million from Council, largely through developer contributions.



[IMAGE: Fowlers Road extension to Fairwater Drive project

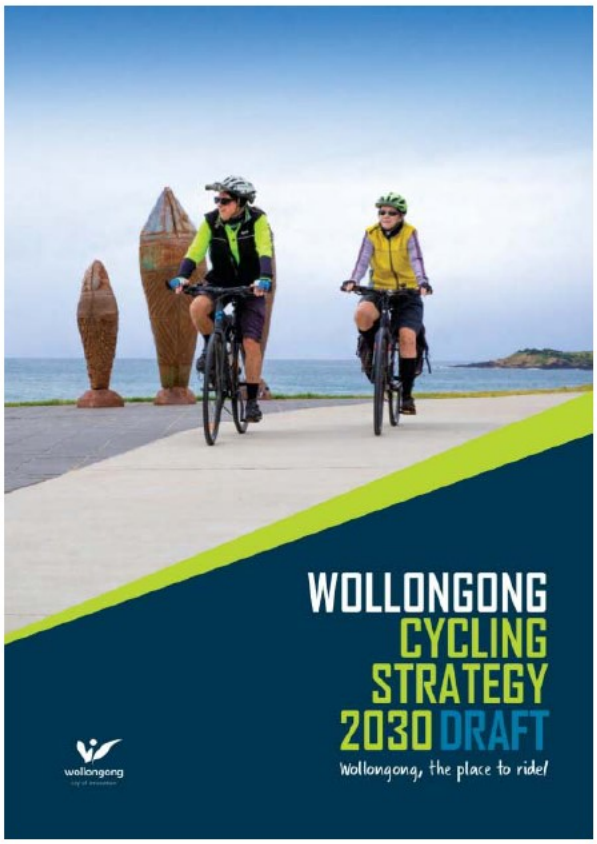
GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Review and update the Wollongong Bike Plan

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

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

Proposed actions of this Strategy planned to be delivered in the 2020-2021 financial year have been included in Council's final Delivery Program 2018-2022 and Operational Plan 2020-2021. All actions that are proposed to be delivered in 2021-2022 and beyond will be considered in future planning and budgeting processes. The inclusion of 2020-2021 projects will further provide significant funding opportunities for construction ready projects through the ability to identify priorities based on studies.



[Image: Draft Wollongong Cycling Strategy 2030]

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Council to work with key agencies and partners to progress the provision of an effective and integrated regional transport network

During the year, Council continued to liaise with key NSW Government Agencies on an ongoing basis in relation to significant transport projects. These included City Centre projects; Albion Park Rail Bypass and the upgrade of the M1 Princes Motorway/Old Mount Ousley Road intersection. Council is reviewing the West Dapto Structure Plan and liaising with NSW Government Agencies to resolve access issues. Council is also implementing priority actions for bus stops/bus zones to ensure compliance with the Disability Discrimination Act requirements.

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

Promote access to Community Transport services to meet the needs of eligible consumers

Community Transport (Wollongong – Shellharbour) provides a range of services to support frail older people and those who are transport disadvantaged to continue living independent, active members of the community and to access essential services. Demand continues to grow, with an average of 300 new referrals per quarter. During the year, Community Transport received 1,097 new referrals, despite the outbreak of COVID-19; slightly lower than the 1,391 new referrals received the previous year. With strong customer demand and referral numbers, staff continue to promote the service at sector meetings within the region where possible.

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Implement footpath and cycleway improvement programs

During the year, significant works were planned, underway and constructed to deliver continual improvements in Council's footpath and cycleway networks. While details of specific locations are provided in Council's Infrastructure Delivery Program, the commitment to footpaths and cycleway improvements was demonstrated through the significant budget increase in 2019-2020.



[Image: New footpath completed along Crown Lane and Regent Street, Wollongong

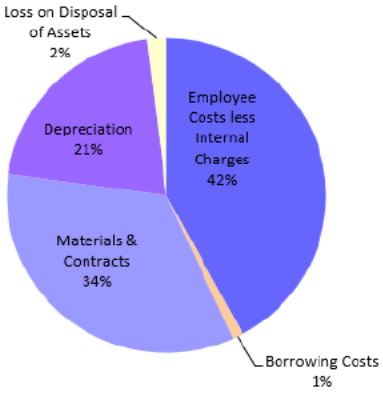
Performance Measures Q4 2019-20

- Delivery of Council's Capital Program | 93% (Q4 2018-2019 – 98%)

How we performed against our budgets

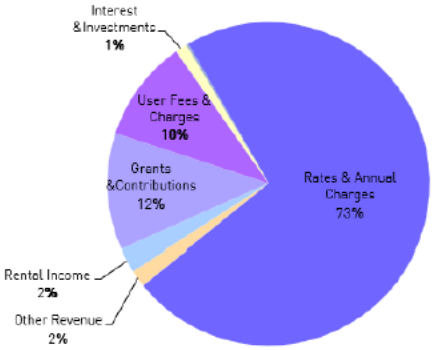
Budget 2019-2020

The graph below shows Council's expenses from ordinary activities by expense type for the year:



Expense Type ($'M)	Current Budget	Pre Audit Actuals 30 June 2020
Employee Costs less Internal Charges	118.9	122.9
Borrowing Costs	3.0	3.1
Materials & Contracts	99.6	99.4
Depreciation	62.2	60.8
Loss on Disposal of Assets	0.3	5.7
Total	**284.0**	**291.9**

The graph below shows Council's revenue from ordinary activities by revenue type for the year:



Income Type ($M)	Current Budget	Pre Audit Actuals 30 June 2020
Rates & Annual Charges	203.0	203.1
Other Revenue	9.9	4.8
Rental Income		6.7
Grants &Contributions	22.4	32.7
User Fees & Charges	27.0	28.7
Interest &Investments	3.5	3.4
Share of Interest in Joint Venture	0.0	0.6
Total	**265.8**	**280.0**

Report of Chief Financial Officer

The results presented in this Annual Review are unaudited. The overall result for the year ending 30 June 2020 is positive compared to budget for all key performance indicators.

The Total Funds Result (annual movement in Available Funds) indicates an improvement of $14.6M that is inclusive of the early payment of part of the Financial Assistance Grant for 2020-2021 ($9.M) in June 2020. The remaining improvement of $4.7M is broadly due to an improvement against the provisions for COVID-19 impacts in the last quarter of 2019-2021 $2.5M, improvements across a number of centrally held budgets and contingency $2.0M and a net savings in other Service budgets $0.2M. This improvement provides additional capacity for the future and opportunity to reinstate some funding that has been redirected towards emergency COVID-19 requirements.

Council's strategy to manage the currently estimated financial implications of COVID-19, as outlined in the Adopted Operational Plan 2020-2023, includes the redirection of funds held for future investment (Strategic Projects $4M and Property Investment $5M) and the use of Council's Available Funds that are held for unexpected loss ($5.1M). This strategy also makes provision for the reinstatement of funds drawn from the Property Investment Fund and the Available Funds by planning for an improvement program of $2M annually over six years commencing 2020-2021.

The long-term financial projections do not include a planned reimbursement for Strategic Projects Restricted Asset although annual improvements against budget are traditionally directed to this restriction when available.

The following table and commentary provide a summary view of the results for the key performance indicators with more detail on full financial performance and implications contained through this report

Table 1

RESULT YEAR ENDING 30 JUNE 2020	Original Budget	Revised Budget	YTD Actual	Variation
	$M	$M	$M	$M
KEY MOVEMENTS	**1-Jul**	**30-Jun**	**30-Jun**	**30-Jun**
Operating Revenue	273.0	265.7	280.0	14.3
Operating Costs	(282.4)	(283.9)	(291.9)	(8.1)
Operating Result [Pre Capital]	**(9.4)**	**(18.2)**	**(11.9)**	**6.3**
Capital Grants & Contributions	42.9	30.4	47.5	17.1
Operating Result	**33.5**	**12.2**	**35.5**	**23.4**
Funds Available from Operations	**56.7**	**48.8**	**60.6**	**11.8**
Capital Works	**99.8**	**96.6**	**90.3**	**6.3**
Contributed Assets	**6.7**	**6.7**	**21.2**	(14.4)
Transfer to Restricted Cash	1.4	5.4	5.4	0.0
Borrowings Repaid	7.9	7.9	7.9	(0.0)
Funded from:				
- Operational Funds	56.7	48.8	60.6	11.8
- Other Funding	49.5	49.3	60.2	10.9
Total Funds Surplus/(Deficit)	**(9.7)**	**(18.6)**	**(4.0)**	**14.6**

Report of Chief Financial Officer

Council has achieved positive variations compared to budget for all three key result areas: Operating Result [pre capital] shows a favourable result of $6.3M, the Funds Available from Operations $11.8M and the Total Funds results of $14.6M.

OPERATING RESULT [pre capital]

The Operating Deficit [pre capital] $11.9M represents improvement against budget of $6.3M made up of both funds and non-funds variations.

The non-funds variations include a number of large abnormal revaluation and reclassification accounting treatments and a loss on disposal of assets that reflects under-depreciation (or over-estimated useful lives) of infrastructure assets replaced during the year. As these variations do not impact on the Funds results, they generally do not impact the underlying capacity of Council into the future.

The major variations are summarised broadly below with further details provided through this report. Favourable variations are identified as (F) and Unfavourable as (U):

Non-Funds Variations (no Fund impact) $5.8M (U)

• Revaluation of waste facility provisions for remediation	$5.5M (F)
• Revaluation of Council's Kembla Terrace Investment Property	$2.2M (U)
• Revaluation of employee leave entitlements	$1.6M (U)
• Revaluation of Workers' compensation provisions	$0.3M (U)
• Revaluation Joint Venture Insurance Pools	$0.6M (F)
• Reclassification of prior year WIP as operational	$4.6M (U)
• Loss on disposal of assets	$5.3M (U)
• Depreciation Expense for ordinary course of financial year	$1.7M (F)
• Employee on costs	$0.4M (F)

Funded Variations (no Fund impact) $1.7 M (F)

These are variations in operational projects that are funded from restricted assets or the transfer of projects from the capital budget to operational budget to comply with accounting treatments. These variations include:

• Specifically Funded Projects - in progress at end of year (net)	$0.8M (F)
• Other Funded Projects	$1.8M (F)
• Timing of operational grant income	$0.3M (U)
• Interest income applicable to restricted assets	$0.4M (U)
• Accounting Standards & net result domestic waste	$0.2M (U)

Funds Improvements $10.4 (F)

• Financial Assistance Grant early payment	$9.9M (F)
• Operational Projects	$0.6M (F)
• Centrally controlled expenses & specific projects	$2.0M (F)
• Internal Charges	$2.8M (U)
• Various Other	$0.9M (F)
• Reclassification of current year expenditure from capital to operational	$2.7M (U)
• COVID-19	
– income & associated expenditure	$2.9M (F)
– Bad and doubtful debts	$0.4M (U)
	$6.3M (U)

Report of Chief Financial Officer

OPERATING RESULT

The surplus Operating Result $35.5M is an improvement of $23.4M compared to budget that includes the above variations, plus the capital grant transferred from operational ($0.9M) and the recognition of additional contributed assets ($14.4M) and West Dapto Developer Contribution Income ($1.8M).

FUNDS AVAILABLE FROM OPERATIONS

The Funds Available from Operations excludes non-funds variations and capital income but includes the variation in funds expended that are not included in the Operating Result.

• Funds improvement	$10.4M (F)
• Employee Leave Entitlements paid	$ 1.4M (F)
	$11.8M (F)

CAPITAL PROGRAM

Council had a revised annual capital works program of $96.6M and reported actual capital expenditure of $90.3M [$6.3M (F)]. This variation consists of $2.7M of expenditure reclassified to operating, $0.1M savings and $3.5M of funded projects unspent inclusive of a land purchase of $1.5M that did not settle as anticipated before 30 June 2020. In addition, Council recognised $21.2M of contributed assets compared to a budget of $6.7M.

FUNDS RESULT

The Total Funds Result (annual movement in Available Funds) negative $4.0M is an improvement of $14.6M against budget.

• Available from Operations improvement, plus	$11.8M (F)
• Unfunded improvement in the Capital Program	$ 2.8M (F)
	$14.6M (F)

This result generally reflects the variation in capacity that Council has achieved over the year, although in the current year $9.9M of this variation is the result of the early payment of the Financial Assistance Grant that will reduce next year's capacity so doesn't provide a net improvement. $2.5M of the improvement is directly related to late changes to Council's budget that provided for potential COVID-19 impacts. These adjustments along with impacts forecast for 2020-2021 were budgeted to be funded from the Strategic Projects Restricted Asset (SPRA), Property Investment Fund and Available Funds.

While there have been improvements against estimates in the 2019-2020 year, the level of confidence in future estimates remains low and it is therefore recommended, at this stage, that Council transfer this year's savings into the SPRA provide additional restricted capacity for future impacts of COVID-19 or to be considered for future projects.

Based on the approval of the transfer to SPRA, the improved result would also provide for an improvement to Available Funds of $2.2M that will help offset some of the deterioration in Available Funds due to COVID-19 adjustments and provide flexibility in restoration of those funds from future programs. Further consideration of the future program requirements will be made at the September Quarterly Review when there may be more information relating to the ongoing impacts of COVID-19.

Report of Chief Financial Officer

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS	Original Budget 2019/20 $M	December QR 2019/20 $M	March QR 2019/20 $M	Actual Ytd June 2020 $M
Total Cash and Investments	130.0	138.1	129.0	157.5
Attributed to:				
External Restrictions				
Developer Contributions	42.0	28.7	30.5	35.1
Specific Purpose Unexpended Grants	1.1	14.7	5.3	3.2
Special Rates Levy City Centre	0.1	0.1	0.1	0.3
Unexpended Loans	1.7	2.8	2.2	3.0
Domestic Waste Management	14.2	14.2	14.2	14.2
Private Subsidies	5.8	6.1	6.1	6.2
Housing Affordability	11.0	11.1	11.1	11.0
Stormwater Management Charge	2.2	1.1	1.4	1.9
Total External Restrictions	78.0	78.8	70.8	74.7
Internal Restrictions				
Property Investment Fund	8.9	9.0	7.9	7.9
Strategic Projects	28.9	34.2	38.0	42.9
Sports Priority program	0.6	0.5	0.8	0.9
City Parking strategy	2.2	2.2	2.2	2.2
MacCabe Park Development	1.4	1.4	1.4	1.4
Darcy Wentworth Park	0.2	0.2	0.2	0.2
Waste Disposal Facility	(1.4)	(0.6)	(0.6)	0.6
Telecommunications Revenue				
West Dapto additional rates	5.4	5.9	5.7	6.1
Natural Areas	0.2	1.1	1.1	0.2
Lake Illawarra Management Fund	0.2	0.3	0.3	0.3
Total Internal Restrictions	46.7	54.3	57.0	62.7
Available Cash	5.3	5.0	1.1	20.1
Net Payable & Receivables	10.5	10.3	9.7	5.3
Payables	(25.4)	(25.7)	(25.5)	(34.5)
Receivables	24.6	23.8	23.1	27.4
Other	11.2	12.2	12.2	12.4
Available Funds	15.7	15.3	10.9	25.4

Report of Chief Financial Officer

Long Term Financial Projections

The long term financial projections contained in the following tables reflect the adopted Operational Plan 2020-2021 that included anticipated impact of COVID-19 measures and restrictions introduced by various levels of government to control the spread of the virus and a relief package to business, residents and other customers of Council that were envisaged to be required at that time. The estimates are based on the restrictions in place at 30 April and are expected to have substantial impacts for a period of time into 2020-2021 and a sustained period of recovery throughout the year.

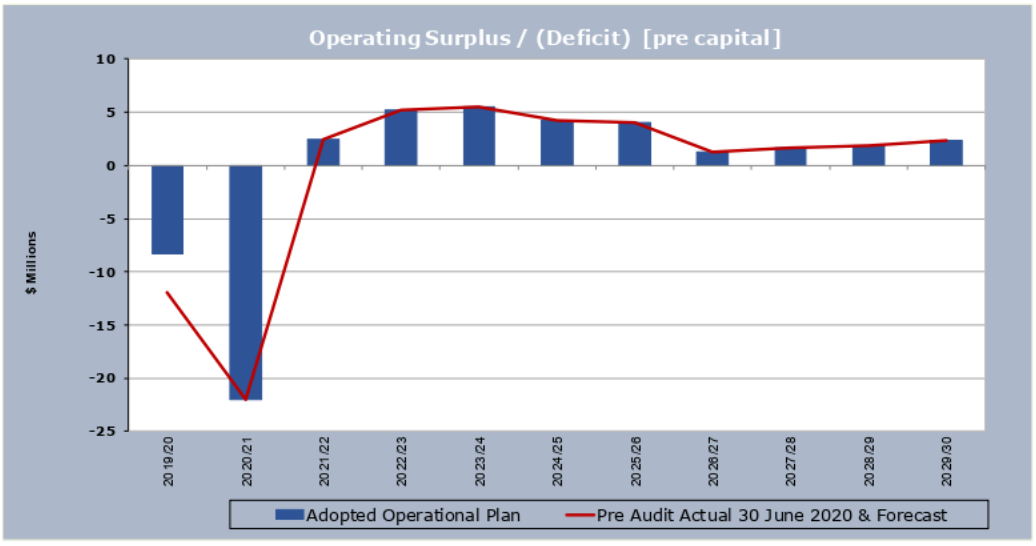
These assumptions will be extremely sensitive to actual restrictions and community responses, the duration and nature of the recovery phase and any longer-term changes that may be required in the way services are delivered. These developments will need to be carefully monitored and continually reassessed and changes made to forecasts through the annual planning and quarterly review processes.

Future year forecasts are unchanged at this stage as the improvements in the actual result compared to budget for the year ending 30 June 2020 are not considered to be of a recurrent nature at this time. It should also be noted that some of the improvement has been due to projects that were in progress at the end of the year and will require reintroduction into future period budgets and may result in a potential deterioration in forecast results. These will be reviewed during the September Quarterly Review in the context of capacity to deliver the adopted program along with any reintroduced projects. The first quarter of 2020-2021 may also provide more definitive information on COVID-19 impacts.

Long Term Operating Surplus/(Deficit) [pre capital]

The Operating Result [pre capital] provides an indication of the long term viability of Council. In broad terms, a deficit from operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew existing assets over the longer term. While this measure is important, it does include timing issues and impacts from specific transactions and operations which make it less accurate in demonstrating current performance. The Funds Available from Operations below is a more accurate indicator of current financial performance.

Table 3



***Note**: 2019-2020 result for Adopted Operational Plan had been adjusted for consistency for the early payment of first two instalments of the 2020-2021 Financial Assistance Grant as this had been removed from the 2020-2021 projections prior to adoption of these but after adoption of March Quarterly Review as a result of timing of this announcement.*

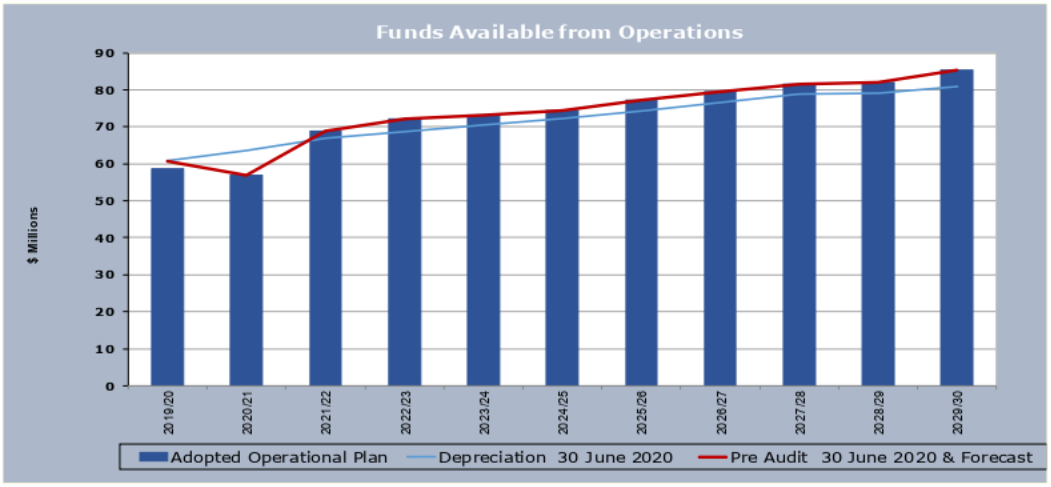
Report of Chief Financial Officer

Funds Available from Operations

The matching of Funds Available from Operations with Council's asset renewal target (currently depreciation over the long term) is a primary target of Council to provide for effective renewal of assets and growth in assets.

The following graph shows the forecast depreciation expenses compared to Funds Available from Operations. This indicator demonstrates the capacity to generate sufficient funds from operations to meet that level of asset renewal requirement. The graph currently shows Council slightly exceeding its target of providing Funds from Operations equal to depreciation. Funding requirements and depreciation estimates will continue to be reviewed over time.

Table 4



Available Funds

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue and provide flexibility to take advantage of opportunities that may arise from time to time. Council's Financial Strategy has a target to achieve and maintain an Available Funds position between 3.5% and 5.5% of operational revenue [pre capital].

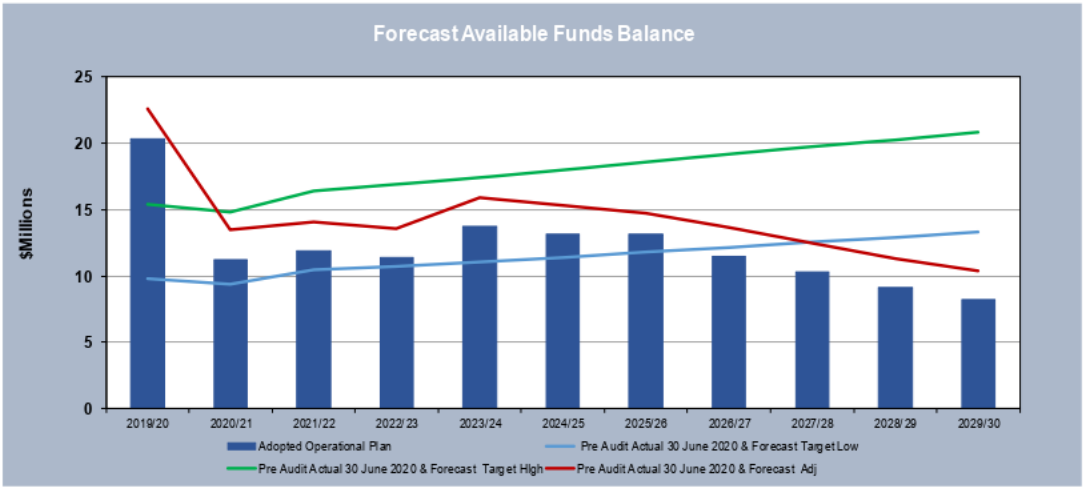
The Available Funds remain within Council's Financial Strategy target of 3.5% to 5.5% of operational revenue [pre capital]. The target range for Available Funds at June 2020 is between $9.8M and $13.3M (lower range) and between $15.4M and $20.9M (upper range) over the life of the Long Term Financial Plan.

The graph below provides the levels of Available Funds along the targeted upper and lower levels, along with the impact of the COVID-19 response in the earlier years and the planned recovery as the savings program is implemented.

The revised forecasts are inclusive of the assumption that $2.5M of the $4.7M underlying improvement at 30 June 2020 is transferred to Strategic Projects internally restricted cash.

Report of Chief Financial Officer

Table 5



Report of Chief Financial Officer

Table 6

WOLLONGONG CITY COUNCIL
1 July 2019 to 30 June 2020

	20GLBUD Original Budget $'000	20GLBUD Current Budget $'000	20GLACT Actual YTD $'000	Actual to Current Variance $'000
Income Statement				
Income From Continuing Operations				
Revenue:				
Rates and Annual Charges	202,991	205,040	205,118	78
User Charges and Fees	33,665	27,039	28,695	1,656
Interest and Investment Revenues	4,882	3,512	3,359	(153)
Other Revenues	10,598	9,862	4,793	(5,069)
Rental Income	0	0	6,735	6,735
Grants & Contributions provided for Operating Purposes	20,840	20,379	30,726	10,347
Grants & Contributions provided for Capital Purposes	42,927	30,358	47,473	17,115
Other Income:				
Share of Interest in Joint Venture	0	0	555	555
Total Income from Continuing Operations	**315,903**	**296,190**	**327,455**	**31,265**
Expenses From Continuing Operations				
Employee Costs	134,742	136,823	137,847	1,025
Borrowing Costs	2,722	3,012	3,052	40
Materials, Contracts & Other Expenses	97,916	101,247	101,248	2
Depreciation, Amortisation + Impairment	66,276	62,198	60,845	(1,353)
Internal Charges (labour)	(17,558)	(17,901)	(14,935)	2,965
Internal Charges (not labour)	(1,694)	(1,696)	(1,819)	(123)
Profit/Loss on Disposal of Assets		347	5,686	5,340
Total Expenses From Continuing Operations	**282,404**	**284,029**	**291,924**	**7,895**
Operating Result	**33,499**	**12,161**	**35,531**	**23,369**
Operating Result [pre capital]	**(9,429)**	**(18,197)**	**(11,942)**	**6,255**
NET SURPLUS (DEFICIT) [Pre capital] %	10.6%	4.1%	10.9%	74.7%
Funding Statement				
Net Operating Result for the Year	**33,499**	**12,161**	**35,531**	**23,369**
Add back :				
- Non-cash Operating Transactions	84,272	84,559	91,295	6,736
- Restricted cash used for operations	16,491	19,653	17,126	(2,527)
- Income transferred to Restricted Cash	(63,420)	(53,238)	(69,492)	(16,254)
- Payment of Right of Use Leases	0	0	(377)	(377)
- Payment of Accrued Leave Entitlements	(14,162)	(14,331)	(12,902)	1,430
Net Share Joint Venture using Equity Method			(555)	(555)
Funds Available from Operations	**56,680**	**48,804**	**60,627**	**11,822**
Borrowings repaid	(7,913)	(7,913)	(7,934)	(21)
Advances (made by) / repaid to Council	0	0	0	0
Operational Funds Available for Capital Budget	**48,767**	**40,892**	**52,693**	**11,801**
CAPITAL BUDGET				
Assets Acquired	(99,795)	(96,598)	(90,326)	6,271
Contributed Assets	(6,726)	(6,726)	(21,156)	(14,430)
Transfers to Restricted Cash	(1,431)	(5,431)	(5,431)	0
Funded From :-				
- Operational Funds	48,767	40,892	52,693	11,801
- Sale of Assets	1,292	2,078	958	(1,120)
- Internally Restricted Cash	14,029	6,143	5,904	(239)
- Borrowings	0	0	0	0
- Capital Grants	7,353	8,659	8,206	(453)
- Developer Contributions (Section 94)	16,867	22,044	20,088	(1,956)
- Other Externally Restricted Cash	3,490	4,163	2,590	(1,573)
- Other Capital Contributions	6,483	6,194	22,478	16,284
TOTAL FUNDS SURPLUS / (DEFICIT)	**(9,672)**	**(18,582)**	**(3,997)**	**14,585**

Report of Chief Financial Officer

Table 7

MAJOR VARIATIONS YTD compared to Budget $'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
REVENUES FROM ORDINARY ACTIVITIES				
Rates & Annual Charges				
Business Rates			(87)	
Domestic Waste Charges	165			**78**
User Charges & Fees and Other Revenues				
Reclassification to Rental Income for new reporting standards				
Property leases	(4,966)			
Vehicle leaseback payments	(701)			
Community Facilities & Libraries	(639)			
Wollongong Waste & Resource Recovery Park	(215)			
Recreation Facilities	(103)			
Tourist Parks	(101)			
Other	(10)			
COVID-19 income reduction		3,387		
Domestic Waste Charges	(42)			
Change in recognition timing of development income			(67)	
Various Other		45		**(3,413)**
Interest and Investment Income				
COVID-19 income reduction		42		
Investment Income	(394)		199	**(153)**
Rental Income				
Reclassification from Other Revenue & User Charges	6,735			**6,735**
Share of Interest in Joint Venture - Westpool Insurance	555			**555**
EXPENSES FROM ORDINARY ACTIVITIES				
Employee Costs				
Revaluation of Employee Leave Entitlements provision	(1,569)			
Revaluation of Workers Compensation provision	(284)			
Conferences and Training		811		
Workers Compensation Expense		244		
Domestic Waste	7			
On-costs - non cash	399			
Other			(633)	**(1,025)**

Report of Chief Financial Officer

Table 7 (cont'd)

MAJOR VARIATIONS YTD compared to Budget $'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
Materials, Contracts & Other Expenses				
Waste Facility Remediation provision adjustment	5,558			
Insurance provision adjustment	4			
Revaluation investment property - Kembla Terraces	(2,180)			
Prior Year WIP capital expensed	(4,612)			
Current Year Capital reclassified as maintenance	(2,657)			
Recognition Volunteer Lifeguard Services	(599)			
Payment of Right of Use Leases	377			
Domestic Waste	(170)			
COVID-19 additional expenditure				
EPA Levy (offset by higher level of income)			(451)	
Bad and Doubtful Debts increase in provision			(421)	
Royalties on tourist park income			(55)	
Projects in Progress to be considered for reintroduction				
Supporting Documents & Studies	632	201		
Non recurrent projects in progress other than studies	2,051	612		
Budget offset for projects in progress introduced in Sept 2019	(1,908)	(797)		
Recurrent projects not fully expended	73	546		
Other projects not fully expended (funded/partially funded)				
Community Transport & Social Support	644			
Otford Tunnel No.6 Cycleway Feasibility	170			
Lake Illawarra various projects	170			
Other funded projects	455			
West Dapto operational	350	185		
Other projects and activities				
Rates growth funds		694		
Street lighting		288		
Fuel		167		
Innovation		100		
Various other		575		**2**
Borrowing Costs				
Interest on Right of Use Assets new accounting standards	(65)			
LIRS loans interest		25		**(40)**
Depreciation				
Depreciation for ordinary course of financial year	1,735			
Depreciation Right of Use Asset new standards reporting requirements	(382)			**1,353**
Internal Charges				
Internal Labour Recovery			(2,917)	
Marketing and Printing Charges			(320)	
Plant Hire Charges Capital Recovery		395		**(2,842)**
Profit & Loss on Disposal of Assets				
Replacement of civil assets with residual book value	(5,654)			
Replacement of Plant with Sale Price but fully depreciated	314			(5,340)

Report of Chief Financial Officer

Table 7 (cont'd)

MAJOR VARIATIONS YTD compared to Budget $'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
Grants & contribution - Operating				
Financial Assistance		9,888		
Pensioner Rates Subsidy				
Voluntary Purchase Scheme Funding reclassified as capital grants				
Recognition Volunteer Lifeguard Services (notional estimate)	599			
Other	(282)			
Direct Grants		142		**10,347**
Operating Variation [pre capital]	**(6,540)**	**17,549**	**(4,754)**	**6,255**
Capital Grants & Contributions				
Developer Contributions				
City Centre & City Wide	1,706			
West Dapto	3,305			
Contributed Assets & planning agreements	14,430			
Timing other capital grants	(2,326)			**17,115**
Operating Variation [post capital]	**10,575**	**17,549**	**(4,754)**	**23,370**
FUNDING STATEMENT				
Non Cash Expenses				
Tip Remediation Provision Adjustment	(5,558)			
Workers Compensation Provision	284			
Depreciation	(1,353)			
Leave Liability including Provision Adjustment	1,569			
Loss on Disposal of Assets	5,340			
Kembla Terraces Fair Value	2,180			
prior year WIP Expensed	4,612			
Employee On-costs	(399)			
Insurance Provision Adjustment	(4)			
Interest Right of Use Assets	65			
Other				**6,736**
Restricted Cash Used for Operations				
Projects in progress				
Projects in progress	(2,683)			
Provision for reintroduced projects Sept 2019	1,908			
Other projects in progress	(1,861)			
Funding Adjustments Prior Years		85		
Other		24		**(2,527)**
Income Transferred to Restricted Cash				
Contributed Assets	(14,430)			
Developer Contributions	(5,011)			
Other Contributions & Grants	2,607			
Interest on Restricted Assets Transferred to Reserves	394			
Domestic Waste	40			
Bus replacment		99		
Other		47		**(16,254)**
Payment of Right of Use Leases	(377)			**(377)**
Payment of Accrued Leave Entitlements		1,430		**1,430**
Net Share Joint Venture using Equity Method	(555)			**(555)**
Borrowings Repaid			(21)	**(21)**
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL	**(2,657)**	**19,234**	**(4,775)**	**11,802**
CAPITAL BUDGET				
Capital Program Lower Expenditure		3,614		
Capital Program Lower Funding			(3,487)	
Capital reclassified as operational	2,657			
Contributed Assets/Planning Agreement	(14,430)			
Contributed Assets/Planning Agreement Income Recognised	14,430			
				2,784
TOTAL FUNDS SURPLUS/(DEFICIT)	**0**	**22,848**	**(8,262)**	**14,585**

Report of Chief Financial Officer

Manager Project Delivery Division

Commentary on 2020 EOFY Capital Budget Report

On 24 June 2019, Council approved a Capital budget for 2019-2020 of $98.80M which has been adjusted each month since then. By the end of June 2020, the approved Capital Budget has been decreased to $96.6M as a result of multiple funding and Council revenue funding adjustments throughout the year which have been reported in prior months. Council achieved expenditure at the end of June 2020 of $90.3M compared to the final budget of $96.6M.

Program	Final expenditure vs Budget - Commentary on Significant Variations
Roadworks	A number of road pavement reconstruction and road resurfacing projects either completed under budget or not fully completed by 30 June.
Bridges, Boardwalks and Jetties	Uralba Street bridge substantially completed by 30 June which is two months ahead of schedule.
West Dapto Infrastructure Expansion	Extension of Fowlers Road bridge is practically complete but delayed in finalising costs due to ongoing negotiations re outstanding variations to contract scope of works.
Footpaths	A number of footpath projects over allocated budget primarily due to their location in town and village centres which created additional traffic control costs and lower productivity. Two additional footpath projects were also accelerated from 2020-2021 and one project was not constructed due to delays with environmental approvals.
Cycle/Shared Paths	Two new share way projects constructed along busy main roads required both night shift works and additional traffic control which resulted in costs in excess of allocated budget.
Commercial Centre Upgrades – Footpaths and Cycleways	The City Centre Wayfinding signage project Stage 1 which was not originally budgeted for in 2019-2020 was delivered.
Carpark Construction/ Formalising	One project final costs significantly less than allocated budget due to identification of operational costs which were then transferred to Operational budget. One project delayed due to decision to install solar lighting in lieu of mains power.
Floodplain Management	A number of flood debris control project outsourced designs running behind schedule resulting in lower expenditure when compared to allocated budget.
Stormwater Management	A number of construction projects underway but not completed by 30 June. One project expenditure completed however costs were significantly reduced due to transfer of expenditure from Capital to Operational. Multiple pipe reline projects completed for less than the allocated budget.
Cultural Centres (IPAC, Gallery, Townhall)	Two projects at Wollongong Gallery not completed by 30 June due to planning approval delays. One project completed however expenditure removed due to transfer of expenditure from Capital to Operational.
Administration Buildings	A number of projects under and over budget expenditure due to works in progress up to and after 30 June.
Community Buildings	Warrawong CC&L design expenditure rephased due to delays in engaging architect earlier in the program.
Play Facilities	Several projects completed under allocated budget.

Report of Chief Financial Officer

Program	Final expenditure vs Budget - Commentary on Significant Variations
Recreation Facilities	Two projects over allocated budget due to increase in scope of work being completed
Whytes Gully New Cells	Two projects over allocated budget due to increase in scope of work being completed.
Whytes Gully Renewal Works	Several projects delayed and reprogrammed to the next financial year.
Helensburgh Rehabilitation	Costs and delays associated with seeking complex approvals.
Motor Vehicles	Purchase of additional vehicles brought forward in programme.
Major Plant (trucks, backhoes etc)	Delays in overseas supply for several items of plant due COVID-19 trade disruptions.
Information Technology	Delays in specification, selection and purchasing of mobile inspection technology.
Land Acquisitions	Delay in finalising purchase of 3 land parcels in West Dapto.
Contingency	Contingency utilised to manage variations across the capital delivery programme.

Report of Chief Financial Officer

Table 8

CAPITAL PROJECT REPORT
1 July 2019 to 30 June 2020

ASSET CLASS PROGRAMME	$'000 CURRENT BUDGET EXPENDITURE	$'000 CURRENT BUDGET OTHER FUNDING	YTD EXPENDITURE	$'000 VARIATION EXPENDITURE
Roads And Related Assets				
Traffic Facilities	2,856	(1,259)	4,135	(1,279)
Public Transport Facilities	299	0	311	(12)
Roadworks	17,250	(2,321)	14,843	2,408
Bridges, Boardwalks and Jetties	2,073	0	1,619	454
TOTAL Roads And Related Assets	**22,478**	**(3,580)**	**20,907**	**1,571**
West Dapto				
West Dapto Infrastructure Expansion	20,025	(20,024)	19,392	633
TOTAL West Dapto	**20,025**	**(20,024)**	**19,392**	**633**
Footpaths And Cycleways				
Footpaths	8,015	(2,827)	8,128	(113)
Cycle/Shared Paths	2,873	(1,384)	2,906	(33)
Commercial Centre Upgrades - Footpaths and Cycleway	2,912	(15)	2,999	(87)
TOTAL Footpaths And Cycleways	**13,800**	**(4,226)**	**14,033**	**(234)**
Carparks				
Carpark Construction/Formalising	953	(190)	784	168
Carpark Reconstruction or Upgrading	1,149	(5)	1,151	(2)
TOTAL Carparks	**2,101**	**(195)**	**1,935**	**166**
Stormwater And Floodplain Management				
Floodplain Management	1,906	(1,035)	1,738	168
Stormwater Management	6,620	(85)	5,314	1,306
Stormwater Treatment Devices	521	0	517	3
TOTAL Stormwater And Floodplain Mar	**9,046**	**(1,120)**	**7,569**	**1,477**
Buildings				
Cultural Centres (IPAC, Gallery, Townhall)	898	0	597	301
Administration Buildings	1,064	(4)	1,075	(11)
Community Buildings	5,650	(107)	5,324	326
Public Facilities (Shelters, Toilets etc.)	163	0	161	2
Carbon Abatement	0	0	0	0
TOTAL Buildings	**7,774**	**(111)**	**7,158**	**616**
Commercial Operations				
Tourist Park - Upgrades and Renewal	1,466	0	1,463	2
Crematorium/Cemetery - Upgrades and Renewal	269	0	270	(1)
Leisure Centres & RVGC	280	0	267	13
TOTAL Commercial Operations	**2,015**	**0**	**2,001**	**14**
Parks Gardens And Sportfields				
Play Facilities	1,394	(425)	1,327	67
Recreation Facilities	167	(40)	288	(122)
Sporting Facilities	2,647	(1,020)	2,477	171
TOTAL Parks Gardens And Sportfields	**4,208**	**(1,485)**	**4,092**	**116**
Beaches And Pools				
Beach Facilities	168	0	60	108
Rock/Tidal Pools	2,125	0	2,137	(12)
Treated Water Pools	1,558	0	1,436	122
TOTAL Beaches And Pools	**3,851**	**0**	**3,634**	**218**

Report of Chief Financial Officer

CAPITAL PROJECT REPORT
1 July 2019 to 30 June 2020

ASSET CLASS PROGRAMME	$'000 CURRENT BUDGET EXPENDITURE	$'000 CURRENT BUDGET OTHER FUNDING	YTD EXPENDITURE	$'000 VARIATION EXPENDITURE
Natural Areas				
Natural Area Management and Rehabilitation	0	0	0	0
TOTAL Natural Areas	**0**	**0**	**0**	**0**
Waste Facilities				
Whytes Gully New Cells	1,680	(1,680)	1,685	(5)
Whytes Gully Renewal Works	715	(715)	333	382
Helensburgh Rehabilitation	521	(521)	546	(25)
TOTAL Waste Facilities	**2,916**	**(2,916)**	**2,564**	**352**
Fleet				
Motor Vehicles	1,483	(517)	1,497	(14)
TOTAL Fleet	**1,483**	**(517)**	**1,497**	**(14)**
Plant And Equipment				
Portable Equipment (Mowers etc.)	127	(64)	112	14
Mobile Plant (trucks, backhoes etc.)	2,790	(737)	2,595	195
TOTAL Plant And Equipment	**2,917**	**(802)**	**2,708**	**209**
Information Technology				
Information Technology	1,005	(60)	934	71
TOTAL Information Technology	**1,005**	**(60)**	**934**	**71**
Library Books				
Library Books	1,221	0	1,230	(9)
TOTAL Library Books	**1,221**	**0**	**1,230**	**(9)**
Public Art				
Art Gallery Acquisitions	105	0	97	8
TOTAL Public Art	**105**	**0**	**97**	**8**
Emergency Services				
Emergency Services Plant and Equipment	28	0	28	0
TOTAL Emergency Services	**28**	**0**	**28**	**0**
Land Acquisitions				
Land Acquisitions	2,142	(1,587)	547	1,594
TOTAL Land Acquisitions	**2,142**	**(1,587)**	**547**	**1,594**
Non-Project Allocations				
Capital Project Contingency	(575)	0	0	(575)
Capital Project Plan	58	0	0	58
TOTAL Non-Project Allocations	**(516)**	**0**	**0**	**(516)**
GRAND TOTAL	**96,598**	**(36,624)**	**90,326**	**6,271**

Report of Chief Financial Officer

Supporting Documents

Substantial progress has been made in the delivery of the wide range of studies and supporting documents that were included in the 2019-2020 Budget. A number of projects were in progress at 30 June that will require reintroduction of remaining budget to allow completion in future periods. It was recognised at the March Quarterly Review that there would be a significant challenge organisationally for these projects to be delivered in full in the current reporting period. The table below shows current year expenditure along with projects that are included in future year forecasts. The addition of projects in progress to the 2020-2021 forecasts will create an ambitious target that will need to be monitored on an ongoing basis and, where required, budget changes may be considered through the 2020-2021 Quarterly Review process.

Supporting Documents - Planning Studies & Investigations						
Service & Project	2019/20 Current Budget $'000	2019/20 Actual $000's	2019/20 Variance $'000	2020/21 Adopted Forecast $'000	2021/22 Adopted Forecast $'000	2022/23 Adopted Forecast $'000
Corporate Strategy				**20**	**192**	**417**
Centralised Studies & Plans					142	417
Community Strategic Plan Review				20	50	
Infrastructure Planning & Support				**100**	**104**	**107**
Management of Councils Water Supply & Waterwaste Infrastruct				100	104	107
Land Use Planning	**389**	**240**	**(149)**	**375**	**557**	**340**
West Dapto Review Demographic and Economic Planning	13	13				
West Dapto Flood Risk Review	51	8	(43)	74	57	0
West Dapto Review Structure Plan	8	19	11	5		
West Dapto Review WaterCycle Masterplan				25	50	
West Dapto Infrastructure Delivery Prog Review	45	31	(14)			
West Dapto DCP Review 2019	18	4	(14)			
Housing Study	20	15	(5)			
Sandon Point Aboriginal Heritage Impact Permit		11	11			
Port Kembla 2505 Study	61	43	(18)			
Tourism Accommodation Review Planning Controls	10		(10)	40		
Industrial Land Planning Controls Review					30	30
Heritage Asset Management Strategy	2	2	0	18		
Helensburgh Town Centre Planning Study	26	20	(5)			
Bulli Town Centre Planning Study						
City Centre Planning Review	105	66	(39)	15		
City Wide LEP Review					100	100
Mt Keira Masterplan & Plan of Mgmt.		4	4			
Development of Crown Land Plans of Management	30	2	(28)	123	125	90
Landscape development plan for West Dapto - for riparian cor					120	
Battery Park, Smiths Hill & Flagstaff Hill Forts Heritage Co						120
LGA Wide Retail Centres Study				75	75	0
Communications, Engagement, Events and Signa	**132**	**58**	**(74)**			
Suburb/Place Name Signage Strategy	62		(62)			
Generic Event DA various sites	70	58	(12)			

Report of Chief Financial Officer

Supporting Documents - Planning Studies & Investigations (cont)						
Service & Project	2019/20 Current Budget $'000	2019/20 Actual $000's	2019/20 Variance $'000	2020/21 Adopted Forecast $'000	2021/22 Adopted Forecast $'000	2022/23 Adopted Forecast $'000
Stormwater Services	**946**	**537**	**(410)**	**1,025**	**663**	**657**
Floodplain Management Studies	169	64	(104)	344	374	657
Review of Towradgi Creek FRMS	80	11	(69)	70		
Review of Hewitts Creek FRMS	80	7	(73)	70		
JJ Kelly Park Land Form Modification Plans	15	14	(1)			
	81	79	(2)			
Duck Creek Flood Study	15	8	(7)			
Review of Collins Creek Flood Study	33	33				
Review of Allans Creek Flood Study	54	51	(3)			
Review of Wollongong City Flood Study	26	26				
Review of Fairy Cabbage Tree Creek Flood Study	94	92	(2)			
Kully Bay Flood Study	33	26	(7)			
Minnegang Creek Flood Study Review	42	25	(17)			
Gurungaty Causeway Lowering Works	60	59	(1)			
Review of Allans Creek FRMS	40	29	(11)	100	30	
Review of Fairy Cabbage Creeks FRMS	40	1	(39)	100	30	
Investigation of Flood Mitigation Options	24	1	(23)	41		
ARR Testing	20	3	(17)			
Community Education				40		
DCP Review	10	6	(4)	60		
FLIA Automation	30		(30)	70		
Review of Duck Creek FRMS				40	30	
Review of Collins Creek FRMS				50	50	
Review of Wollongong City FRMS				40	30	
Review of Brooks Creek FRMS					40	
Review of Minnegang Creek FRMS					40	
Review of Kully Bay FRMS					40	
Environmental Services	**70**	**24**	**(46)**	**138**		
Biocertification for West Dapto	25	19	(6)			
City Beach Dune Contamination Management	35	5	(30)			
Climate Change Risk Assessment & Adaption Plan	10		(10)	48		
Climate Change Action Team				90		
Natural Area Management				**25**	**26**	**26**
Vegetation Management Plans for High Priority Natural Areas				25	26	26
Transport Services	**331**	**189**	**(142)**	**314**	**257**	**66**
Corrimal Traffic Study and Access Movement	41	12	(30)			
Accessible Car Parking and Bus Stops audit	42	21	(22)			
Access and Movement Strategy Review	38	49	11			
City Centre Parking Surveys - EMS Report					69	
Foreshore Parking Strategy	15	11	(4)			
Integrated Transport Strategy					50	50
City Centre Parking Strategy	28	14	(14)	40		
Bellambi Foreshore Precinct Plan	50	33	(17)	120	122	
Wollongong LGA Feasibility Studies	15	11	(4)	15	15	15
Wollongong City Pedestrian Plan						
Gwynneville/Keiraville Access & Movement Study	12	15	3			
Real Time Parking Information Signage	38		(38)			
Lake Illawarra Shared Path Masterplan	31	10	(21)	89		
Towradgi Creek Shared Path Feasibility Investigations	20	14	(6)	50		

Report of Chief Financial Officer

Supporting Documents - Planning Studies & Investigations (cont)						
Service & Project	2019/20 Current Budget $'000	2019/20 Actual $000's	2019/20 Variance $'000	2020/21 Adopted Forecast $'000	2021/22 Adopted Forecast $'000	2022/23 Adopted Forecast $'000
Community Facilities	**73**	**11**	**(62)**			
Social Infrastructure Supporting Document	30	2	(28)			
Integrated Facilities Planning	9	9				
Facilities Planning Development	34		(34)			
Cultural Services						**120**
Art Gallery 2nd Entrance Design						120
Botanic Garden and Annexes	**21**	**10**	**(11)**			
Botanic Garden Masterplan/Asset Mgmt. Plan	1		(1)			
Mt Keira Summit Park	20	10	(9)			
Parks and Sportsfields	**261**	**249**	**(12)**	**60**	**46**	
Cringila Hills Site Assessment	16	12	(3)			
Hill 60 CMP and Aboriginal HIL	50	87	36			
Blue Mile Masterplan - update					46	
Fred Finch Park - Landscape Masterplan	10		(10)	25		
Cringila Park Playground Design and Consultation	185	149	(36)			
King George V Oval Landscape Masterplan				35		
Governance and Administration		**29**	**29**			
West Dapto Infrastructure Delivery Prog Review		29	29			
Property Services				**55**		
Bulli Showground Masterplan				55		
Total Expenditure *	**2,222**	**1,346**	**(878)**	**2,113**	**1,845**	**1,733**

*Expenditure shown above is for full project cost. A number of projects are supported from external grant funds or internal restrictions

Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL

Balance Sheet

	Actual 2019/20 $'000	Actual 2018/19 $'000
Current Assets		
Cash Assets	56,051	25,187
Investment Securities	97,423	114,579
Receivables	21,667	36,620
Inventories	381	337
Current Contract Assets	5,669	0
Other	10,572	11,879
Assets classified as held for sale	0	0
Total Current Assets	191,763	188,602
Non-Current Assets		
Non Current Cash Assets	4,000	15,000
Non-Current Receivables	0	0
Non-Current Inventories	5,972	5,948
Property, Plant and Equipment	2,655,487	2,570,098
Investment Properties	5,000	5,000
Westpool Equity Contribution	3,484	2,929
Intangible Assets	254	440
Right-Of-Use Assets	1,790	0
Total Non-Current Assets	2,675,987	2,599,470
TOTAL ASSETS	2,867,750	2,788,072
Current Liabilities		
Current Payables	30,592	35,020
Current Contract Liabilities	3,571	0
Current Lease Liabilities	341	0
Current Provisions payable < 12 months	13,272	14,697
Current Provisions payable > 12 months	47,811	43,517
Current Interest Bearing Liabilities	5,260	7,934
Total Current Liabilities	100,849	101,168
Non-Current Liabilities		
Non Current Payables	0	385
Non Current Interest Bearing Liabilities	12,439	17,497
N/C Lease Liabilities	1,519	0
Non Current Provisions	39,776	47,054
Total Non-Current Liabilities	53,734	64,936
TOTAL LIABILITIES	154,583	166,104
NET ASSETS	2,713,167	2,621,969
Equity		
Accumulated Surplus	1,360,923	1,329,991
Asset Revaluation Reserve	1,214,858	1,153,123
Restricted Assets	137,386	138,856
TOTAL EQUITY	2,713,167	2,621,969

Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL
CASH FLOW STATEMENT
as at 30 June 2020

	YTD Actual 2019/20 $ '000	Actual 2018/19 $ '000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Rates & Annual Charges	203,414	198,536
User Charges & Fees	29,485	35,009
Interest & Interest Received	4,130	4,859
Grants & Contributions	68,394	74,808
Other	25,886	28,663
Payments:		
Employee Benefits & On-costs	(118,396)	(116,018)
Materials & Contracts	(72,791)	(76,382)
Borrowing Costs	(910)	(1,096)
Other	(46,162)	(34,751)
Net Cash provided (or used in) Operating Activities	**93,050**	**113,628**
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts:		
Sale of Investments	69,835	61,106
Sale of Infrastructure, Property, Plant & Equipment	958	1,920
Payments:		
Purchase of Investments	(41,173)	(59,267)
Purchase of Investment Property	(1,998)	-
Purchase of Infrastructure, Property, Plant & Equipment	(81,561)	(110,976)
Net Cash provided (or used in) Investing Activities	**(53,939)**	**(107,217)**
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Proceeds from Borrowings & Advances	-	-
Payments:		
Repayment of Borrowings & Advances	(7,935)	(7,715)
Repayment of Finance Lease Liabilities	(312)	-
Other Financing Activity Payments	-	-
Net Cash Flow provided (used in) Financing Activities	**(8,247)**	**(7,715)**
Net Increase/(Decrease) in Cash & Cash Equivalents	30,864	(1,304)
plus: Cash & Cash Equivalents and Investments - beginning of year	126,610	156,126
Cash & Cash Equivalents and Investments - year to date	**157,474**	**154,822**

WOLLONGONG CITY COUNCIL
CASH FLOW STATEMENT
as at 30 June 2020

	YTD Actual 2019/20 $ '000	Actual 2018/19 $ '000
Total Cash & Cash Equivalents and Investments - year to date	**157,474**	**154,822**
Attributable to:		
External Restrictions (refer below)	75,470	77,657
Internal Restrictions (refer below)	62,675	61,203
Unrestricted	19,329	15,962
	157,474	**154,822**
External Restrictions		
Developer Contributions	35,099	36,768
RMS Contributions	350	46
Specific Purpose Unexpended Grants	3,568	3,354
Special Rates Levy Wollongong Mall	214	135
Special Rates Levy Wollongong City Centre	49	40
Local Infrastructure Renewal Scheme	274	1,867
Unexpended Loans	2,686	3,470
Domestic Waste Management	14,216	13,763
Private Subsidies	6,167	5,761
West Dapto Home Deposit Assistance Program	10,987	10,785
Stormwater Management Service Charge	1,860	1,668
Total External Restrictions	**75,470**	**77,657**
Internal Restrictions		
Property Investment Fund	7,889	8,416
Strategic Projects	42,900	44,015
Sports Priority Program	938	644
Car Parking Strategy	2,195	1,629
MacCabe Park Development	1,440	1,290
Darcy Wentworth Park	171	171
Garbage Disposal Facility	561	(638)
West Dapto Development Additional Rates	6,067	5,076
Southern Phone Natural Areas	173	267
Lake Illawarra Estuary Management Fund	341	333
Total Internal Restrictions	**62,675**	**61,203**

Report of Chief Financial Officer

The Quarterly Budget Review Statement (QBRS) requirements issued by the Office of Local Government in December 2010 require Council to provide additional information that is included in the following schedules and this report should be read in conjunction with these.

The QBRS guidelines require councils to provide a listing of contracts that have been entered into during the Quarter that have yet to be fully performed. Details of contracts, other than contractors that are on a council's preferred supplier list that have a value equivalent of 1% of estimated income from continuing operations or $50K, whichever is the lesser, are required to be provided.

Contract Listing
Budget Review for Quarter ended June 2020

Contractor	Contract Detail & Purpose	Contract Value $000's	Commencement Date	Duration of Contract	Budgeted Y/N
Community Resources Limited (trading as Green Connect)	Waste Wise Events Service Provision	297	14/04/2020	2019/24	Y
Commonwealth Bank of Australia	IVR, Web and Parking Payments	449	2/05/2020	2019/23	Y
Dynamic Civil	Towradgi Pool Concourse Slab Replacement and Associated Works	971	16/04/2020	2019/21	Y
Liberty Industrial Pty Ltd	Demolition of former MRF Building	116	20/05/2020	2019/20	Y
Batmac Construction	Austinmer Beach Amenities Refurbishment	1,022	5/05/2020	2019/21	Y
The RIX Group Pty Ltd	Rehabilitation of Embankment Scour - Kurraba Road Woonona	341	2/06/2020	2019/21	Y
Interflow Pty Ltd	Pipe Relining - Bellevue, Lake Heights & Nimbin	165	13/04/2020	2019/20	Y

The QBRS guidelines also require councils to identify the amount expended on consultancies and legal fees for the financial year. Consultants are defined as a person or organisation that is engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally, it is the advisory nature of the work that differentiates a consultant from other contractors.

Consultancy and Legal Expenses
Budget Review for Quarter ended June 2020

Expense	Expenditure YTD $000's	Budgeted (Y/N)
Consultancies	4,576	YES
Legal Fees	905	YES

STATEMENT OF CHIEF FINANCIAL OFFICER

All investments held at 30 June 2020 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 30 June 2020.

Year to date cash and investments are reconciled with funds invested and cash at bank.

BRIAN JENKINS
CHIEF FINANCIAL OFFICER

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018- 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1.1.1.1 Implement programs and events which facilitate community participation to improve natural areas	100%	0%	0%	0%	0%
1.1.1.2 Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented	78%	0%	11%	11%	0%
1.1.2.1 Protect and conserve the health and biodiversity of our waterways and coast	100%	0%	0%	0%	0%
1.1.2.2 The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively	100%	0%	0%	0%	0%
1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	100%	0%	0%	0%	0%
1.1.3.2 Establish effective urban stormwater and floodplain management programs	100%	0%	0%	0%	0%
1.2.1.1 Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint	88%	0%	0%	0%	12%
1.2.1.2 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%
1.2.1.3 Methods to reduce emissions are investigated and utilised	100%	0%	0%	0%	0%
1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018 - 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1.3.1.1 Impacts from development on the environment are assessed, monitored and mitigated	100%	0%	0%	0%	0%
1.3.1.2 Develop planning controls and Town Centre and Neighbourhood Plans with regard to the economic, social and environmental impacts	60%	0%	0%	40%	0%
1.3.2.1 Carry out best practise assessment for urban development proposals and applications	100%	0%	0%	0%	0%
1.3.2.2 Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas	50%	0%	0%	0%	50%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	100%	0%	0%	0%	0%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%
1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	100%	0%	0%	0%	0%
2.1.1.1 Build on partnerships which enable the retention of local talent	67%	0%	0%	33%	0%
2.1.2.1 Ensure that Wollongong is attractive for business expansion, establishment and relocation.	100%	0%	0%	0%	0%
2.1.2.2 Progress implementation of the City for People and its accompanying Implementation Plan	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018- 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.1.3.1 Support regional activities and partnerships that promote business investment and jobs growth	100%	0%	0%	0%	0%
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	100%	0%	0%	0%	0%
2.1.5.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release Area	100%	0%	0%	0%	0%
2.2.1.1 The development of renewable energy products and services is supported	100%	0%	0%	0%	0%
2.2.1.2 Partnership opportunities in research and development are expanded	0%	0%	100%	0%	0%
2.2.2.1 In conjunction with partner organisations support the development of innovative industries	100%	0%	0%	0%	0%
2.2.3.1 Undertake major refurbishment works in the city centre	100%	0%	0%	0%	0%
2.3.1.1 Pursue initiatives that promote the region as a place to holiday to domestic and international markets	100%	0%	0%	0%	0%
2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure	100%	0%	0%	0%	0%
2.3.2.1 Market and promote events in the city centre	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018 - 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.3.2.3 Improve policies and systems to support the revitalisation of the city centre	100%	0%	0%	0%	0%
2.3.3.1 Continue to grow Wollongong's attractiveness to attract signature events and festivals	100%	0%	0%	0%	0%
2.4.1.1 Ensure Wollongong is attractive to research and development companies and organisations	100%	0%	0%	0%	0%
2.4.1.2 Implement a range of programs that incorporate learning and development	100%	0%	0%	0%	0%
2.4.2.1 Implement programs to ensure Wollongong becomes a Smart City	100%	0%	0%	0%	0%
3.1.1.1 Promote Made in Wollongong to become a well-known brand	100%	0%	0%	0%	0%
3.1.1.2 The visibility of our cultural diversity is increased	100%	0%	0%	0%	0%
3.1.1.3 Encourage the integration of urban design and public art	100%	0%	0%	0%	0%
3.1.1.4 Deliver sustainable and successful events and festivals through Council investment and delivery of the Events Strategy	67%	0%	17%	16%	0%
3.1.1.5 Encourage Sports Associations to conduct regional, state and national events in the city	50%	0%	50%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018 - 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
3.1.2.1 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	80%	0%	0%	20%	0%
3.2.1.1 Provide support to existing and emerging artists and performers	100%	0%	0%	0%	0%
3.2.1.2 Seek funding for the promotion of heritage sites, museums and galleries to the community and visitors	100%	0%	0%	0%	0%
3.2.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct	34%	0%	33%	33%	0%
3.2.3.1 Support the coordination of an externally funded calendar of activities delivered across the City	100%	0%	0%	0%	0%
3.3.2.1 Deliver and support a range of projects and programs which build harmony, understanding and cultural awareness	100%	0%	0%	0%	0%
4.1.1.1 Ensure an effective community engagement framework that connects the community to Council decision making	100%	0%	0%	0%	0%
4.1.1.2 Improve community understanding and awareness of Council decisions	100%	0%	0%	0%	0%
4.1.2.1 Ensure the NBN is rolled out across the Wollongong LGA	100%	0%	0%	0%	0%
4.1.3.1 Council continue to partner with our local Aboriginal community	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018- 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	75%	0%	0%	25%	0%
4.2.1.2 Support community participation in community activities	100%	0%	0%	0%	0%
4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	100%	0%	0%	0%	0%
4.2.2.1 Continue to participate and contribute to an integrated community service network	100%	0%	0%	0%	0%
4.2.3.1 Support a range of projects and programs in the city	100%	0%	0%	0%	0%
4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance	100%	0%	0%	0%	0%
4.3.1.2 Build a workplace culture that is safe, engaged, responsive and professional	88%	0%	0%	12%	0%
4.3.2.1 Effective and transparent financial management systems are in place	100%	0%	0%	0%	0%
4.3.2.2 Continue to pursue alternative funding options to deliver financially sustainable services and facilities	100%	0%	0%	0%	0%
4.3.2.3 Improve the efficiency of supply management in order to achieve operational efficiencies	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018- 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
4.3.2.4 Deliver the Asset Management Strategy and Improvement Plan 2012-17	100%	0%	0%	0%	0%
4.3.3.1 Coordinate a service review program with a focus on business development and improvement	100%	0%	0%	0%	0%
4.3.3.2 Working together, levels of service are established and service continuously improve and offer best value for money	100%	0%	0%	0%	0%
5.1.1.1 Partner with community based organisations in the provision of services	100%	0%	0%	0%	0%
5.1.1.2 Continue to undertake social, land use and environmental planning activities that assists in service planning	88%	0%	12%	0%	0%
5.1.2.1 Partner with agencies and health authorities to support improvements to the region's medical services	100%	0%	0%	0%	0%
5.1.3.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation	100%	0%	0%	0%	0%
5.1.3.2 Carry out commercial business management of Council's operational lands	100%	0%	0%	0%	0%
5.1.4.1 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	83%	0%	0%	0%	17%
5.1.4.2 Review planning controls for priority locations	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018- 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
5.1.4.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	100%	0%	0%	0%	0%
5.1.4.4 Develop and implement public health, amenity and safety regulatory programs and reviews that assist in improving compliance with legislative requirements	67%	0%	0%	0%	33%
5.1.5.1 Increase opportunities to enhance library multimedia and online services	100%	0%	0%	0%	0%
5.1.5.2 Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	100%	0%	0%	0%	0%
5.1.6.1 Facilitate a range of programs and activities which improve food security and support local food systems	100%	0%	0%	0%	0%
5.2.1.1 Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	100%	0%	0%	0%	0%
5.2.1.2 Investigate the future provision of Aquatic Services across the local government area and implement improvements	60%	0%	0%	0%	40%
5.2.1.3 Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet community needs	91%	0%	9%	0%	0%
5.2.1.4 Develop a Regional Botanic Garden of Excellence	80%	0%	20%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018 - 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
5.2.1.5 Provide statutory services to appropriately manage and maintain our public spaces	80%	0%	0%	0%	20%
5.2.1.6 Implement Council's Planning, People, Places Strategy	67%	0%	0%	33%	0%
5.2.2.1 Deliver a range of programs and recreational pursuits for older people	100%	0%	0%	0%	0%
5.3.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	100%	0%	0%	0%	0%
5.3.2.1 In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality enhanced access to services	100%	0%	0%	0%	0%
5.4.1.1 Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	50%	0%	0%	0%	50%
5.4.1.2 Facilitate a range of partnerships and networks to develop community safety initiatives	100%	0%	0%	0%	0%
5.4.2.1 Delivery projects and programs to reduce crime in the Wollongong Local Government Area	100%	0%	0%	0%	0%
5.5.1.1 Well maintained assets are provided that meet the needs of the current and future communities	100%	0%	0%	0%	0%
5.5.1.2 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018 - 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
5.5.1.3 Coordinate an access improvement program through pre-planning and renewal activities	100%	0%	0%	0%	0%
6.1.1.1 Support the delivery of the Gong Shuttle Bus as an affordable transport option	100%	0%	0%	0%	0%
6.1.2.1 Implement a variety of projects and programs to encourage sustainable transport throughout the LGA	100%	0%	0%	0%	0%
6.1.3.1 Plan and implement an integrated and sustainable transport network	100%	0%	0%	0%	0%
6.1.4.1 Facilitate the integration of public amenities and transport with local communities	67%	0%	0%	0%	33%
6.2.1.1 Work with partners to reduce travel time between Sydney and Western Sydney with Wollongong	100%	0%	0%	0%	0%
6.3.1.1 Plan and implement projects to improve connectivity	83%	0%	0%	0%	17%
6.3.2.1 Deliver sustainable transport asset renewal programs and projects	100%	0%	0%	0%	0%
6.3.3.1 Investigate the option for disruptive transport technologies and the impact on the future transport network	100%	0%	0%	0%	0%
6.3.4.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018- 2021

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
6.3.5.1 Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation	100%	0%	0%	0%	0%
Total Annual Deliverable Progress	92%	0%	2%	3%	3%

File: FI-914.05.001 Doc: IC20/346

ITEM 11 JULY 2020 FINANCIALS

The July 2020 financial results are not necessarily indicative of full year performance as it represents a small portion of the year with the phased budget patterns continuing to be refined.

Actual results for July compared to phased budget are favourable over the key performance indicators. The Operating Result [pre-capital] and the Funds Available from Operations show favourable variances of $4.1M and $2.0M respectively while the Funds Result shows a favourable variance of $3.0M.

Council has expended $5.0M on its capital works program representing 5% of the annual budget. The year to date budget for the same period was $6.5M.

RECOMMENDATIONS

1 The financials be received and noted.

2 Council approves the proposed changes to the Capital Budget.

REPORT AUTHORISATIONS

Report of: Brian Jenkins, Chief Financial Officer
Authorised by: Renee Campbell, Director Corporate Services - Connected + Engaged City

ATTACHMENTS

1 Income and Funding Statement - July 2020
2 Capital Project Report - July 2020
3 Balance Sheet - July 2020
4 Cash Flow - July 2020

BACKGROUND

This report presents the Income and Expense Statement, Balance Sheet and Cash Flow Statement for July 2020. Council's current budget has a Net Funding (cash) deficit of $9.1M, an Operating Deficit [pre capital] of $22.0M and a capital expenditure of $93.4M.

The following table provides a summary view of the organisation's overall financial results for the year to date.

FORECAST POSITION	Original Budget	Revised Budget	YTD Forecast	YTD Actual	Variation
	$M	$M	$M	$M	$M
KEY MOVEMENTS	**1-Jul**	**31-Jul**	**31-Jul**	**31-Jul**	
Operating Revenue	269.0	269.0	22.0	24.3	2.4
Operating Costs	(291.0)	(291.0)	(24.8)	(23.2)	1.7
Operating Result [Pre Capital]	**(22.0)**	**(22.0)**	**(2.9)**	**1.2**	**4.1**
Capital Grants & Contributions	35.5	35.5	2.0	1.1	(1.0)
Operating Result	**13.4**	**13.4**	**(0.8)**	**2.3**	**3.1**
Funds Available from Operations	**56.9**	**56.9**	**3.9**	**5.9**	**2.0**
Capital Works	**93.4**	**93.4**	**6.5**	**5.0**	**1.5**
Contributed Assets	**11.6**	**11.6**	**-**	**-**	-
Transfer to Restricted Cash	1.4	1.4	0.1	0.1	0.0
Borrowings Repaid	5.2	5.2	-	-	-
Funded from:					
- Operational Funds	56.9	56.9	3.9	5.9	2.0
- Other Funding	45.6	45.6	1.5	1.0	(0.5)
Total Funds Surplus/(Deficit)	**(9.1)**	**(9.1)**	**(1.2)**	**1.8**	**3.0**

Financial Performance

The July 2020 Operating Result [pre-capital] shows a favourable variance compared to phased budget of $4.1M that is largely due to greater operating income ($2.4M) and lower expenditure trends across a range of areas ($1.7M).

The Operating Result shows a positive variance of $3.1M compared to budget. This includes the net variation above, decreased by a lower level of capital income of $1.0M. This is mainly due to West Dapto Developer Contributions.

The Funds Available from Operations indicate a favourable variation of $2.0M. This result excludes variations in non-cash transactions and transfers to and from Restricted Assets but includes the cash payments for Employee Entitlements to represent the operational budget variations that may impact our funding.

Funds Result

The Total Funds result as at 31 July 2020 shows a favourable variance of $3.0M compared to phased budget that includes the improvement of $2.0M in Funds Available from Operations and net capital underspend of $1.0M.

Capital Budget

At the end of July, the capital program shows an expenditure of $5.0M compared to a phased budget of $6.5M. The lower level of capital expenditure of $1.5M compared to phased budget is partially offset by lower level of funding of $0.5M.

The July review of capital proposes an increase of $2.1M that largely relates to the timing of works and is fully offset by a corresponding increase in funding.

Available Cash

CASH, INVESTMENTS & AVAILABLE FUNDS				
		Actual 2019/20 $M	Original Budget 2020/21 $M	Actual Ytd July 2020 $M
Total Cash and Investments	$M	157.5	114.2	134.1
Less Restrictions:				
External	$M	74.7	73.7	76.1
Internal	$M	62.7	39.0	62.2
Total Restrictions		137.4	112.7	138.3
Available Cash	$M	20.1	1.6	(4.2)
Adjusted for :				
Payables		(30.6)	(26.2)	(21.1)
Receivables		21.7	23.7	35.7
Other		14.2	12.5	16.8
Net Payables & Receivables		5.3	10.1	31.4
Available Funds	**$M**	**25.4**	**11.6**	**27.2**

Council's cash and investments decreased during July 2020 to holdings of $134.1M compared to $157.5M at the end of June 2020. While the available cash is in deficit, this is expected to reverse through the receipt of the first rates instalment in September and use of restricted cash in the provision of certain functions. While the Available Cash is in deficit, the remaining restrictions are held against receivables instead of cash itself.

Although the revised due date of the first rates instalment (30 September 2020) will prolong the higher debt levels, there is confidence that Council will continue to collect significant levels of rating income as it falls due throughout the COVID-19 period.

The Available Funds position excludes restricted cash. 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.

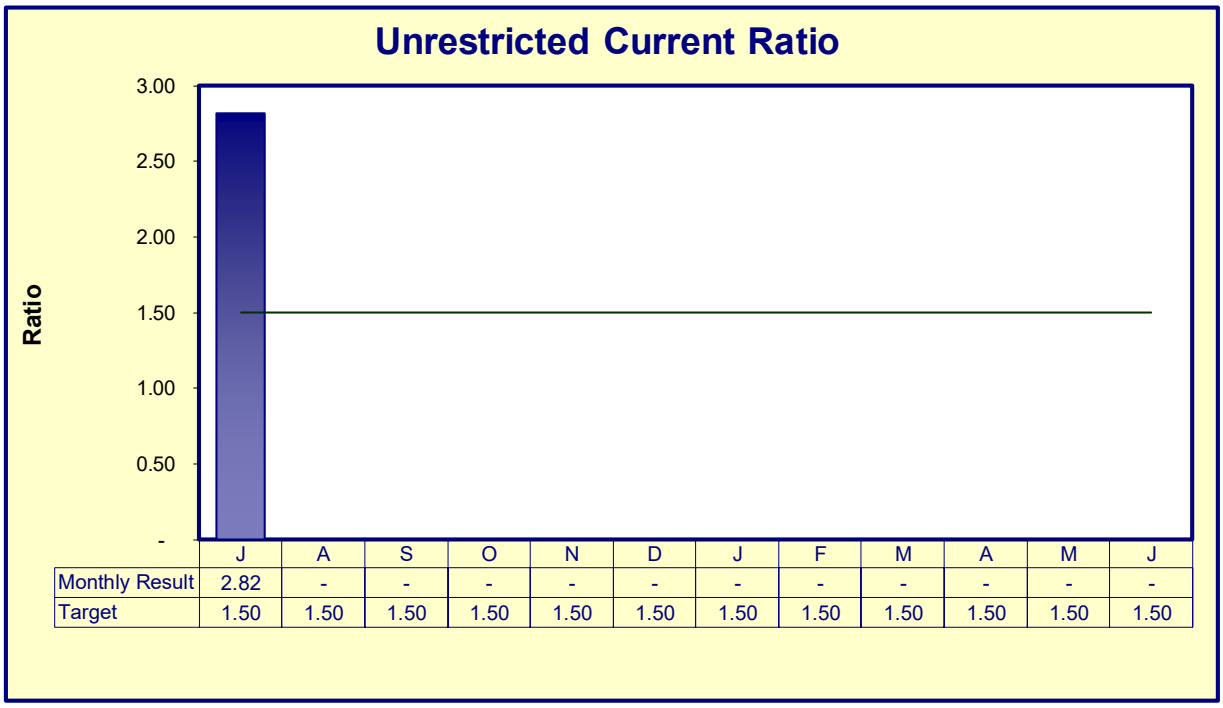
Receivables

Receivables are the amount of money owed to Council or funds that Council has paid in advance. At July 2020, receivables totalled $35.7M compared to receivables of $21.7M at June 2020. The difference relates largely to rates recognised as income and the timing of remittances.

Payables

Payables (the amount of money owed to suppliers) of $21.1M were owed at July 2020 compared to payables of $30.6M at June 2020. The decrease relates to payments made of creditors during July and lower levels of accrued expenditure.

The Unrestricted Current Ratio is intended to disclose the ability of an organisation to satisfy payment obligations in the short term from the unrestricted activities of Council. Council's current ratio exceeds the Local Government Benchmark of >1.5:1.



	J	A	S	O	N	D	J	F	M	A	M	J
Monthly Result	2.82	-	-	-	-	-	-	-	-	-	-	-
Target	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50

Council continues to have financial strength in its low level of borrowing. The industry measure of debt commitment is the Debt Service Ratio that measures the proportion of revenues that are required to meet annual loan repayments.

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.

Council's Debt Service Ratio forecast for 2020-2021 is a target of <4% and remains low in comparison to the Local Government's benchmark ratio of <20%.

Assets

The Balance Sheet shows that $2.9B of assets (written down value) are controlled and managed by Council for the community as at 31 July 2020. The 2020-2021 capital works program includes projects such as the West Dapto Infrastructure Expansion, civil asset renewals including roads, car parks and buildings and purchase of library books. Council has expended $5.0M on its capital works program representing 5% of the Annual Budget. The year to date budget for the same period was $6.5M.

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:

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-2021
Strategy	4 Year Action	Operational Plan Actions
4.3.2 Resources (finance, technology, assets and people) are effectively managed to ensure long term financial sustainability	4.3.2.1 Effective and transparent financial management systems are in place	Monitor and review achievement of Financial Strategy
		Continuous budget management is in place, controlled and reported
		Provide accurate and timely financial reports monthly, quarterly and via the annual statement
		Manage and further develop a compliance program to promote awareness and compliance with Council's procurement policies and procedures and other related policies

CONCLUSION

The financial result at the end of July is positive across the leading indicators. Included in this is recognition of the impact of the COVID-19 pandemic and it is not considered that the July trends are necessarily indicative of full year performance as they represent only a small portion of the year.

WOLLONGONG CITY COUNCIL

1 July 2020 to 30 June 2021

	21GLBUD Original Budget $'000	21GLBUD Current Budget $'000	21GLPHAS YTD Budget $'000	21GLACT Actual YTD $'000	Actual v Phase Variance $'000
Income Statement					
Income From Continuing Operations					
Revenue:					
Rates and Annual Charges	208,445	208,445	17,704	17,710	6
User Charges and Fees	27,034	27,034	677	2,295	1,618
Interest and Investment Revenues	2,343	2,343	196	295	99
Other Revenues	9,498	9,498	555	544	(12)
Rental Income	0	0	0	358	358
Grants & Contributions provided for Operating Purposes	21,679	21,679	2,840	3,133	293
Grants & Contributions provided for Capital Purposes	35,460	35,460	2,011	1,082	(929)
Profit/Loss on Disposal of Assets	0	0	0	0	(0)
Total Income from Continuing Operations	304,459	304,459	23,984	25,417	1,433
Expenses From Continuing Operations					
Employee Costs	140,635	140,635	12,302	12,797	(495)
Borrowing Costs	2,374	2,374	202	187	15
Materials, Contracts & Other Expenses	104,493	104,493	8,643	6,442	2,201
Depreciation, Amortisation + Impairment	63,702	63,702	5,410	5,143	268
Internal Charges (labour)	(18,432)	(18,432)	(1,565)	(1,243)	(323)
Internal Charges (not labour)	(1,733)	(1,733)	(147)	(176)	29
Total Expenses From Continuing Operations	291,038	291,038	24,844	23,150	1,695
Operating Result	13,421	13,421	(860)	2,267	3,127
Operating Result [pre capital]	(22,039)	(22,039)	(2,872)	1,185	4,057
NET SURPLUS (DEFICIT) [Pre capital] %	4.4%	4.4%	(3.6%)	8.9%	218.3%
Funding Statement					
Net Operating Result for the Year	13,421	13,421	(860)	2,267	3,127
Add back:					
- Non-cash Operating Transactions	82,363	82,363	7,092	6,712	(381)
- Restricted cash used for operations	29,815	29,815	2,532	1,315	(1,218)
- Income transferred to Restricted Cash	(54,169)	(54,169)	(3,619)	(3,102)	517
- Payment of Right of Use Leases	0	0	0	0	0
- Payment of Accrued Leave Entitlements	(14,533)	(14,533)	(1,261)	(1,249)	12
Net Share Joint Venture using Equity Method	0	0	0	0	0
Funds Available from Operations	56,897	56,897	3,884	5,942	2,058
Borrowings repaid	(5,242)	(5,242)	0	0	(0)
Advances (made by) / repaid to Council	0	0	0	0	0
Operational Funds Available for Capital Budget	51,655	51,655	3,885	5,942	2,058
CAPITAL BUDGET					
Assets Acquired	(93,359)	(93,359)	(6,470)	(4,988)	1,482
Contributed Assets	(11,562)	(11,562)	0	0	0
Transfers to Restricted Cash	(1,447)	(1,447)	(123)	(121)	2
Funded From :-					
- Operational Funds	51,655	51,655	3,885	5,942	2,058
- Sale of Assets	1,801	1,801	3	0	(3)
- Internally Restricted Cash	13,371	13,371	415	390	(25)
- Borrowings	0	0	0	0	0
- Capital Grants	4,762	4,762	101	132	31
- Developer Contributions (Section 94)	11,931	11,931	827	210	(617)
- Other Externally Restricted Cash	1,170	1,170	81	104	23
- Other Capital Contributions	12,559	12,559	132	131	(0)
TOTAL FUNDS SURPLUS / (DEFICIT)	(9,119)	(9,119)	(1,149)	1,801	2,951

Manager Project Delivery Division

Commentary on July 2020 Capital Budget Report

On 29 June 2020, Council approved a Capital budget for 2020-2021 of $93.4M. As at the end of July 2020, the approved Capital Budget is proposed to be increased by $2.1M due primarily to the introduction of additional external funding and corresponding budget in the Roadworks Program, West Dapto Access Infrastructure Expansion, Footpaths and Land Acquisitions Programs. Council achieved expenditure at the end of July 2020 of $5.0M compared to the phased budget expenditure of $6.5M.

Program	Major Points of change to Capital Budget
Traffic Facilities	Reallocate NSW Govt Regional Roads funding form Traffic Facilities Program to Roadworks Program.
Roadworks	Reallocate NSW Govt Regional Roads funding form Traffic Facilities Program to Roadworks Program for existing and new projects. Introduce additional NSW Govt Regional Roads funding for new project. Reallocate budget from Bridges, Boardwalks and Jetties Program to Roadworks Program. Reallocate budget from Capital Contingency to Roadworks Program.
Bridges, Boardwalks and Jetties	Reallocate budget from Bridges, Boardwalks and Jetties Program to Roadworks Program.
West Dapto Infrastructure Expansion	Introduce additional Section 94 West Dapto funding for the Fowlers Rd to Fairwater Drive Extn project.
Footpaths	Rephase Strategic Projects Reserve funding for multiple existing projects in the Footpaths Program.
Stormwater Management	Reallocate budget from Capital Budget Contingency to Stormwater Management Program for an existing project.
Cultural Centres (IPAC, Gallery, Townhall)	Reallocate budget from Community Buildings Program to Cultural Centres (IPAC, Gallery, Townhall) Program.
Community Buildings	Reallocate budget from Community Buildings Program to Cultural Centres (IPAC, Gallery, Townhall) Program.
Land Acquisitions	Reintroduce Loan Infrastructure Funding and Sect 94 West Dapto funding from West Dapto Infrastructure Expansion Program to Property Acquisition Program for proposed land parcel acquisitions from Wollongong Coal. This transaction was scheduled for settlement in June 2020 however did not settle as planned due to delays from the vendor - Wollongong Coal.
Contingency	Reallocate budget to and from Capital Contingency as per above details.

CAPITAL PROJECT REPORT

as at the period ended 31 July 2020

ASSET CLASS PROGRAMME	$'000 CURRENT BUDGET EXPENDITURE	$'000 CURRENT BUDGET OTHER FUNDING	$'000 WORKING BUDGET EXPENDITURE	$'000 WORKING BUDGET OTHER FUNDING	YTD EXPENDITURE	$'000 VARIATION EXPENDITURE	$'000 VARIATION OTHER FUNDING
Roads And Related Assets							
Traffic Facilities	2,375	(1,313)	2,024	(963)	(504)	(350)	350
Public Transport Facilities	335	0	335	0	1	0	0
Roadworks	10,316	(1,154)	11,433	(1,556)	627	1,117	(402)
Bridges, Boardwalks and Jetties	2,010	0	1,980	0	216	(30)	0
TOTAL Roads And Related Assets	**15,035**	**(2,467)**	**15,772**	**(2,518)**	**340**	**737**	**(52)**
West Dapto							
West Dapto Infrastructure Expansion	7,695	(7,695)	8,031	(8,031)	43	336	(336)
TOTAL West Dapto	**7,695**	**(7,695)**	**8,031**	**(8,031)**	**43**	**336**	**(336)**
Footpaths And Cycleways							
Footpaths	7,214	(2,684)	7,330	(2,800)	369	116	(116)
Cycle/Shared Paths	4,065	(2,025)	4,065	(2,025)	261	(0)	0
Commercial Centre Upgrades - Footpaths and Cyclew	5,547	(2,082)	5,547	(2,082)	216	0	0
TOTAL Footpaths And Cycleways	**16,826**	**(6,791)**	**16,942**	**(6,907)**	**846**	**116**	**(116)**
Carparks							
Carpark Construction/Formalising	915	(200)	915	(200)	10	(0)	0
Carpark Reconstruction or Upgrading	1,565	(280)	1,565	(280)	83	(0)	0
TOTAL Carparks	**2,480**	**(480)**	**2,480**	**(480)**	**93**	**(0)**	**0**
Stormwater And Floodplain Management							
Floodplain Management	1,980	(270)	1,971	(261)	6	(9)	9
Stormwater Management	2,290	(335)	2,754	(335)	445	464	0
Stormwater Treatment Devices	185	(185)	185	(185)	0	0	0
TOTAL Stormwater And Floodplain M	**4,455**	**(790)**	**4,911**	**(781)**	**450**	**456**	**9**
Buildings							
Cultural Centres (IPAC, Gallery, Townhall)	1,010	0	1,090	0	18	80	0
Administration Buildings	1,935	0	1,935	0	152	(0)	0
Community Buildings	13,247	(1,814)	13,167	(1,814)	539	(80)	(0)
Public Facilities (Shelters, Toilets etc.)	230	0	230	0	0	(0)	0
TOTAL Buildings	**16,422**	**(1,814)**	**16,422**	**(1,814)**	**709**	**(0)**	**(0)**
Commercial Operations							
Tourist Park - Upgrades and Renewal	870	0	870	0	141	(0)	0
Crematorium/Cemetery - Upgrades and Renewal	265	0	265	0	3	0	0
Leisure Centres & RVGC	170	0	170	0	4	0	0
TOTAL Commercial Operations	**1,305**	**0**	**1,305**	**0**	**148**	**(0)**	**0**
Parks Gardens And Sportfields							
Play Facilities	2,610	(770)	2,610	(770)	3	(0)	(0)
Recreation Facilities	2,661	(1,761)	2,661	(1,761)	(64)	(0)	0
Sporting Facilities	2,143	(850)	2,143	(850)	68	0	(0)
Lake Illawarra Foreshore	100	0	100	0	0	0	0
TOTAL Parks Gardens And Sportfield	**7,514**	**(3,381)**	**7,514**	**(3,381)**	**7**	**0**	**(0)**

CAPITAL PROJECT REPORT

as at the period ended 31 July 2020

	$'000		$'000			$'000	
	CURRENT BUDGET		WORKING BUDGET			VARIATION	
ASSET CLASS PROGRAMME	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING	YTD EXPENDITURE	EXPENDITURE	OTHER FUNDING
Beaches And Pools							
Beach Facilities	828	0	828	0	10	0	0
Rock/Tidal Pools	970	0	970	0	370	(0)	0
Treated Water Pools	1,480	0	1,480	0	27	(0)	0
TOTAL Beaches And Pools	**3,278**	**0**	**3,277**	**0**	**408**	**(0)**	**0**
Waste Facilities							
Whytes Gully New Cells	2,690	(2,690)	2,690	(2,690)	120	(0)	(0)
Whytes Gully Renewal Works	620	(620)	620	(620)	(1)	0	0
Helensburgh Rehabilitation	500	(500)	500	(500)	69	(0)	0
TOTAL Waste Facilities	**3,810**	**(3,810)**	**3,810**	**(3,810)**	**188**	**(0)**	**(0)**
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							
Portable Equipment (Mowers etc.)	100	(27)	100	(27)	11	(0)	0
Mobile Plant (trucks, backhoes etc.)	4,280	(826)	4,280	(826)	42	(0)	0
TOTAL Plant And Equipment	**4,380**	**(853)**	**4,380**	**(853)**	**53**	**(0)**	**0**
Information Technology							
Information Technology	2,134	0	2,134	0	2	(0)	0
TOTAL Information Technology	**2,134**	**0**	**2,134**	**0**	**2**	**(0)**	**0**
Library Books							
Library Books	1,251	0	1,251	0	148	(0)	0
TOTAL Library Books	**1,251**	**0**	**1,251**	**0**	**148**	**(0)**	**0**
Public Art							
Art Gallery Acquisitions	100	0	100	0	0	0	0
TOTAL Public Art	**100**	**0**	**100**	**0**	**0**	**0**	**0**
Emergency Services							
Emergency Services Plant and Equipment	20	0	20	0	0	(0)	0
TOTAL Emergency Services	**20**	**0**	**20**	**0**	**0**	**(0)**	**0**
Land Acquisitions							
Land Acquisitions	2,750	(2,700)	4,386	(4,336)	1,550	1,636	(1,636)
TOTAL Land Acquisitions	**2,750**	**(2,700)**	**4,386**	**(4,336)**	**1,550**	**1,636**	**(1,636)**
Non-Project Allocations							
Capital Project Contingency	2,103	0	954	0	0	(1,149)	0
Capital Project Plan	0	0	0	0	0	0	0
TOTAL Non-Project Allocations	**2,103**	**0**	**954**	**0**	**0**	**(1,149)**	**0**
Not Applicable							
Not Applicable	0	0	0	0	2	0	0
TOTAL Not Applicable	**0**	**0**	**0**	**0**	**2**	**0**	**0**
GRAND TOTAL	**93,359**	**(31,729)**	**95,490**	**(33,860)**	**4,988**	**2,131**	**(2,131)**

WOLLONGONG CITY COUNCIL

Balance Sheet

	Actual 2020/21 $'000	Actual 2019/20 $'000
Current Assets		
Cash Assets	**36,538**	56,050
Investment Securities	**93,598**	97,422
Receivables	**35,678**	21,668
Inventories	**397**	381
Current Contract Assets	**5,607**	5,669
Other	**11,550**	10,572
Assets classified as held for sale	**0**	0
Total Current Assets	**183,367**	191,761
Non-Current Assets		
Non Current Cash Assets	**4,000**	4,000
Non-Current Receivables	**0**	0
Non-Current Inventories	**5,972**	5,972
Property, Plant and Equipment	**2,655,086**	2,655,487
Investment Properties	**5,000**	5,000
Westpool Equity Contribution	**3,484**	3,484
Intangible Assets	**246**	254
Right-Of-Use Assets	**1,790**	1,790
Total Non-Current Assets	**2,675,577**	2,675,987
TOTAL ASSETS	**2,858,944**	2,867,748
Current Liabilities		
Current Payables	**21,066**	30,592
Current Contract Liabilities	**1,706**	3,571
Current Lease Liabilities	**341**	341
Current Provisions payable < 12 months	**13,469**	13,272
Current Provisions payable > 12 months	**47,811**	47,811
Current Interest Bearing Liabilities	**5,260**	5,260
Total Current Liabilities	**89,653**	100,848
Non-Current Liabilities		
Non Current Payables	**0**	0
Non Current Interest Bearing Liabilities	**12,439**	12,439
N/C Lease Liabilities	**1,519**	1,519
Non Current Provisions	**39,899**	39,775
Total Non-Current Liabilities	**53,858**	53,734
TOTAL LIABILITIES	**143,511**	154,582
NET ASSETS	**2,715,433**	2,713,166
Equity		
Accumulated Surplus	**1,361,850**	1,360,922
Asset Revaluation Reserve	**1,214,858**	1,214,858
Restricted Assets	**138,726**	137,386
TOTAL EQUITY	**2,715,433**	2,713,166

WOLLONGONG CITY COUNCIL
CASH FLOW STATEMENT
as at 31 July 2020

	YTD Actual 2020/21 $ '000	Actual 2019/20 $ '000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Rates & Annual Charges	1,093	203,414
User Charges & Fees	3,284	29,485
Interest & Interest Received	502	4,130
Grants & Contributions	4,894	68,993
Other	107	25,886
Payments:		
Employee Benefits & On-costs	(12,623)	(118,396)
Materials & Contracts	(7,029)	(73,390)
Borrowing Costs	(63)	(910)
Other	(8,771)	(46,162)
Net Cash provided (or used in) Operating Activities	**(18,606)**	**93,050**
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts:		
Sale of Investments	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	958
Deferred Debtors Receipts	-	-
Payments:		
Purchase of Infrastructure, Property, Plant & Equipment	(4,733)	(83,558)
Purchase of Interests in Joint Ventures & Associates	-	-
Net Cash provided (or used in) Investing Activities	**(4,733)**	**(82,600)**
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Proceeds from Borrowings & Advances	-	-
Payments:		
Repayment of Borrowings & Advances	-	(7,935)
Repayment of Finance Lease Liabilities	-	(312)
Net Cash Flow provided (used in) Financing Activities	**-**	**(8,247)**
Net Increase/(Decrease) in Cash & Cash Equivalents	(23,339)	30,865
plus: Cash & Cash Equivalents and Investments - beginning of year	157,475	126,610
Cash & Cash Equivalents and Investments - year to date	**134,136**	**157,475**

WOLLONGONG CITY COUNCIL
CASH FLOW STATEMENT
as at 31 July 2020

	YTD Actual 2020/21 $ '000	Actual 2019/20 $ '000
Total Cash & Cash Equivalents and Investments - year to date	**134,136**	**157,475**
Attributable to:		
External Restrictions (refer below)	76,148	75,470
Internal Restrictions (refer below)	62,196	62,675
Unrestricted	(4,208)	19,330
	134,136	**157,475**
External Restrictions		
Developer Contributions	35,742	35,099
RMS Contributions	343	350
Specific Purpose Unexpended Grants	3,870	3,568
Special Rates Levy Wollongong Mall	276	214
Special Rates Levy Wollongong City Centre	82	49
Local Infrastructure Renewal Scheme	277	274
Unexpended Loans	2,689	2,686
Domestic Waste Management	13,872	14,216
Private Subsidies	6,087	6,167
West Dapto Home Deposit Assistance Program	11,001	10,987
Stormwater Management Service Charge	1,909	1,860
Total External Restrictions	**76,148**	**75,470**
Internal Restrictions		
Property Investment Fund	7,300	7,889
Strategic Projects	42,631	42,900
Sports Priority Program	963	938
Car Parking Stategy	2,189	2,195
MacCabe Park Development	1,453	1,440
Darcy Wentworth Park	171	171
Garbage Disposal Facility	827	561
West Dapto Development Additional Rates	6,148	6,067
Southern Phone Natural Areas	173	173
Lake Illawarra Estuary Management Fund	341	341
Total Internal Restrictions	**62,196**	**62,675**

File: FI-914.05.001 Doc: IC20/345

ITEM 12 STATEMENT OF INVESTMENT - JULY 2020

This report provides an overview of Council's investment portfolio performance for the month of July 2020.

Council's average weighted return for July 2020 was 2.44% which was above the benchmark return of 0.11%. This result was primarily due to positive marked to market valuation of the aggregated floating rates notes and the aggregated NSW TCorp Hourglass facilities. The remainder of Council's portfolio continues to provide a high level of consistency in income and a high degree of credit quality and liquidity.

RECOMMENDATION

Council receive the Statement of Investment for July 2020.

REPORT AUTHORISATIONS

Report of: Brian Jenkins, Chief Financial Officer
Authorised by: Renee Campbell, Director Corporate Services - Connected + Engaged City

ATTACHMENTS

1 Statement of Investment - July 2020
2 Investment Income Compared to Budget 2020-2021

BACKGROUND

Council is required to invest its surplus funds in accordance with the Ministerial Investment Order and Division of Local Government guidelines. The Order reflects a conservative approach and restricts the investment types available to Council. In compliance with the Order and Division of Local Government guidelines, Council adopted an Investment Policy on 10 December 2018. The Investment Policy provides a framework for the credit quality, institutional diversification and maturity constraints that Council's portfolio can be exposed to. Council's investment portfolio was controlled by Council's Finance Division during the period to ensure compliance with the Investment Policy. Council's Audit, Risk and Improvement Committee's (ARIC) role of overseer provides for the review of Council's Investment Policy and the Management Investment Strategy.

Council's Responsible Accounting Officer is required to sign the complying Statement of Investment contained within the report, certifying that all investments were made in accordance with the Local Government Act 1993 and the Local Government Regulation 2005.

Council's investment holdings as at 31 July 2020 were $134,895,248 (Statement of Investment attached) [26 July 2019 $132,821,559].

Council's average weighted return for July 2020 was 2.44% which was above the benchmark return of 0.11%. This result was primarily due to positive marked to market valuation of the aggregated floating rates notes and the aggregated NSW TCorp Hourglass facilities. The remainder of Council's portfolio continues to provide a high level of consistency in income and a high degree of credit quality and liquidity. The global markets are still experiencing unprecedented turmoil and volatility in the wake of COVID-19 and may still provide uncertainty for the foreseeable future.

At 31 July 2020, year to date interest and investment revenue of $295,001 was recognised compared to the year to date budget of $166,161.

Council's 22 floating rate notes had a net increase in value of $131,938 for July 2020.

Council holds two Mortgaged Backed Securities (MBS) that recorded a net increase in value of $1,662 for July 2020. The coupon margins on these investments reflect pre-Global Financial Crisis (GFC) pricing. For example, the Emerald A is paying 45 basis points over the BBSW where a comparative investment is now paying 100 basis points over the BBSW. This is reflected in the coupon rates on both

these investments. While the maturity dates are outside Council's control, the investment advisors had previously indicated that capital is not at risk at that stage and recommended a hold strategy due to the illiquid nature of the investment.

Council has two investment holdings under the NSW TCorp Hour Glass Facility: the Long-Term Growth Facility and the NSW TCorpIM Cash Fund. The Long-Term Growth recorded a net increase in value of $32,756 and the Cash Fund recorded a net increase in value of $28,440 in July 2020. The fluctuation in the Long-Term Growth Facility is a reflection of the current share market volatility both domestically and internationally and is diversified across a number of different asset classes that have differing risk and return characteristics. The TCorp Cash Fund generally provides relatively stable returns with low potential for capital loss while maintaining high levels of liquidity, similar to an at call account, and only invests in Australian cash and fixed interests.

At their August 2020 meeting, the Reserve Bank of Australia (RBA) maintained the official cash rate at the record low of 0.25%. The RBA will continue to assess the outlook and adjust policy as needed to foster sustainable growth in demand and inflation outcomes consistent with the inflation target over time.

The current investment portfolio complies with Council's Investment Policy which was endorsed by Council on 10 December 2018. Council's Responsible Accounting Officer has signed the Statement of Investment contained within the report, certifying that all investments were made in accordance with the Local Government Act 1993 and the Local Government Regulation 2005.

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:

Community Strategic Plan	Delivery Program 2018-2022	Operational Plan 2020-2021
Strategy	4 Year Action	Operational Plan Actions
4.3.2 Resources (finance, technology, assets and people) are effectively managed to ensure long term financial sustainability	4.3.2.1 Effective and transparent financial management systems are in place	Monitor and review achievement of Financial Strategy
		Continuous budget management is in place, controlled and reported
		Provide accurate and timely financial reports monthly, quarterly and via the annual statement
		Manage and further develop a compliance program to promote awareness and compliance with Council's procurement policies and procedures and other related policies

CONCLUSION

The investments for July 2020 recorded an average weighted return above the annualised Bloomberg Bank Bill Index Benchmark and performed favourably when compared to the year to date budget.

WOLLONGONG CITY COUNCIL
STATEMENT OF INVESTMENT
31 July 2020

DIRECT INVESTMENTS

Investment Body	Rating	Purchase Price $	Fair Value of Holding $	Security	Purchase Date	Maturity Date	Interest / Coupon Rate
NAB Professional Maximiser	A1+	-	8,954,230	Prof Fund A/c	31/07/2020	31/07/2020	0.65%
NAB General Fund	A1+	-	710,434	General A/c	31/07/2020	31/07/2020	
Bank of Queensland Ltd	Moodys A3	3,000,000	3,000,000	T/Deposit	24/08/2018	24/08/2020	3.00%
Bank of Queensland Ltd	Moodys ST P-2	2,000,000	2,000,000	T/Deposit	28/02/2020	28/08/2020	1.60%
Members Equity Bank Ltd	S&P ST A2	4,000,000	4,000,000	T/Deposit	28/02/2020	28/08/2020	1.60%
Commonwealth Bank of Australia Ltd	S&P ST A1+	5,000,000	5,000,000	T/Deposit	13/09/2019	7/09/2020	1.63%
Members Equity Bank Ltd	S&P BBB	2,000,000	2,000,000	T/Deposit	14/09/2018	14/09/2020	2.82%
IMB Ltd	S&P ST A2	2,000,000	2,000,000	T/Deposit	25/11/2019	23/10/2020	1.50%
IMB Ltd	S&P ST A2	1,000,000	1,000,000	T/Deposit	28/11/2019	29/10/2020	1.50%
National Australia Bank Ltd	S&P ST A1+	1,030,000	1,030,000	T/Deposit	19/11/2019	18/11/2020	1.46%
IMB Ltd	S&P ST A2	2,000,000	2,000,000	T/Deposit	28/11/2019	26/11/2020	1.50%
Bank of Queensland Ltd	Moodys A3	3,000,000	3,000,000	T/Deposit	14/03/2019	14/12/2020	2.73%
IMB Ltd	S&P ST A2	3,000,000	3,000,000	T/Deposit	20/12/2019	18/12/2020	1.50%
Westpac Banking Corporation Ltd	S&P AA-	5,000,000	5,000,000	T/Deposit	23/12/2019	23/12/2020	1.48%
Members Equity Bank Ltd	S&P ST A2	3,000,000	3,000,000	T/Deposit	6/03/2020	31/12/2020	1.25%
Bank of Queensland Ltd	Moodys A3	3,000,000	3,000,000	T/Deposit	21/02/2019	19/02/2021	2.80%
Bendigo & Adelaide Bank Ltd	Moodys A3	2,000,000	2,000,000	T/Deposit	28/11/2019	24/02/2021	1.55%
Bank of Queensland Ltd	Moodys ST P-2	2,000,000	2,000,000	T/Deposit	6/03/2020	1/03/2021	1.40%
Westpac Banking Corporation Ltd	S&P AA-	2,000,000	2,000,000	T/Deposit	6/03/2020	8/03/2021	1.00%
Bendigo & Adelaide Bank Ltd	Moodys A3	2,000,000	2,000,000	T/Deposit	28/11/2019	25/06/2021	1.55%
Westpac Banking Corporation Ltd	S&P AA-	2,000,000	2,000,000	T/Deposit	2/12/2019	2/12/2021	0.98%
Westpac Banking Corporation Ltd	S&P AA-	2,000,000	2,000,000	T/Deposit	6/03/2019	6/03/2024	2.83%
Total			60,694,664				

WOLLONGONG CITY COUNCIL
STATEMENT OF INVESTMENT
31 July 2020 continued

Bond and Floating Rate Note Securities

DIRECT INVESTMENTS

Investment Body	Rating	Purchase Price $	Fair Value of Holding $	Security	Purchase Date	Maturity Date	Interest / Coupon Rate
Bendigo & Adelaide Bank Ltd	Fitch A-	2,000,000	2,005,660	FRN	18/08/2015	18/08/2020	1.20%
Suncorp Bank	S&P A+	1,500,000	1,504,050	FRN	20/10/2015	20/10/2020	1.35%
National Australia Bank Ltd	S&P AA-	1,000,000	1,005,300	FRN	5/11/2015	5/11/2020	1.18%
Newcastle Permanent Building Society Ltd	S&P BBB	500,000	503,015	FRN	26/02/2019	26/02/2021	1.20%
Suncorp Bank	S&P A+	2,000,000	2,017,140	FRN	12/04/2016	12/04/2021	1.49%
AMP Bank Ltd	S&P BBB+	2,000,000	2,012,280	FRN	24/05/2016	24/05/2021	1.45%
Westpac Banking Corporation Ltd	S&P AA-	3,000,000	3,031,830	FRN	3/06/2016	3/06/2021	1.27%
ANZ Banking Group Ltd	S&P AA-	2,000,000	2,025,020	FRN	16/08/2016	16/08/2021	1.23%
Credit Union Australia Ltd	S&P BBB	1,200,000	1,212,480	FRN	6/09/2018	6/09/2021	1.35%
AMP Bank Ltd	S&P BBB+	1,500,000	1,503,975	FRN	10/09/2018	10/09/2021	1.18%
Westpac Banking Corporation Ltd	S&P AA-	1,500,000	1,510,530	FRN	16/11/2018	25/10/2021	0.83%
Credit Union Australia Ltd	Moodys Baa1	1,000,000	1,012,870	FRN	4/03/2019	4/03/2022	1.33%
AMP Bank Ltd	S&P BBB+	3,000,000	2,995,020	FRN	30/03/2017	30/03/2022	1.15%
Suncorp Bank	S&P A+	1,500,000	1,520,610	FRN	30/08/2017	16/08/2022	1.07%
Bendigo & Adelaide Bank Ltd	Fitch A-	3,000,000	3,027,270	FRN	12/12/2019	12/09/2022	0.95%
Bank Australia Limited	S&P BBB	4,000,000	3,988,960	FRN	2/12/2019	2/12/2022	1.00%
ANZ Banking Group Ltd	S&P AA-	1,000,000	1,018,190	FRN	9/05/2018	9/05/2023	1.00%
National Australia Bank Ltd	S&P AA-	3,000,000	3,057,450	FRN	26/09/2018	26/09/2023	1.03%
Westpac Banking Corporation Ltd	S&P AA-	1,500,000	1,532,535	FRN	16/11/2018	16/11/2023	1.05%
ANZ Banking Group Ltd	S&P AA-	2,000,000	2,047,720	FRN	6/12/2018	6/12/2023	1.13%
National Australia Bank Ltd	S&P AA-	2,000,000	2,039,980	FRN	19/06/2019	19/06/2024	1.03%
Macquarie Bank	Moodys A2	2,000,000	2,023,560	FRN	12/02/2020	12/02/2025	0.93%
Emerald Reverse Mortgage Trust	S&P AAA	526,228	389,961	MBS	17/07/2006	21/08/2051	0.54%
Emerald Reverse Mortgage Trust	Fitch AA	2,000,000	1,233,260	MBS	17/07/2006	21/08/2056	0.84%
Total			**44,218,666**				

Managed Funds

MANAGED FUNDS

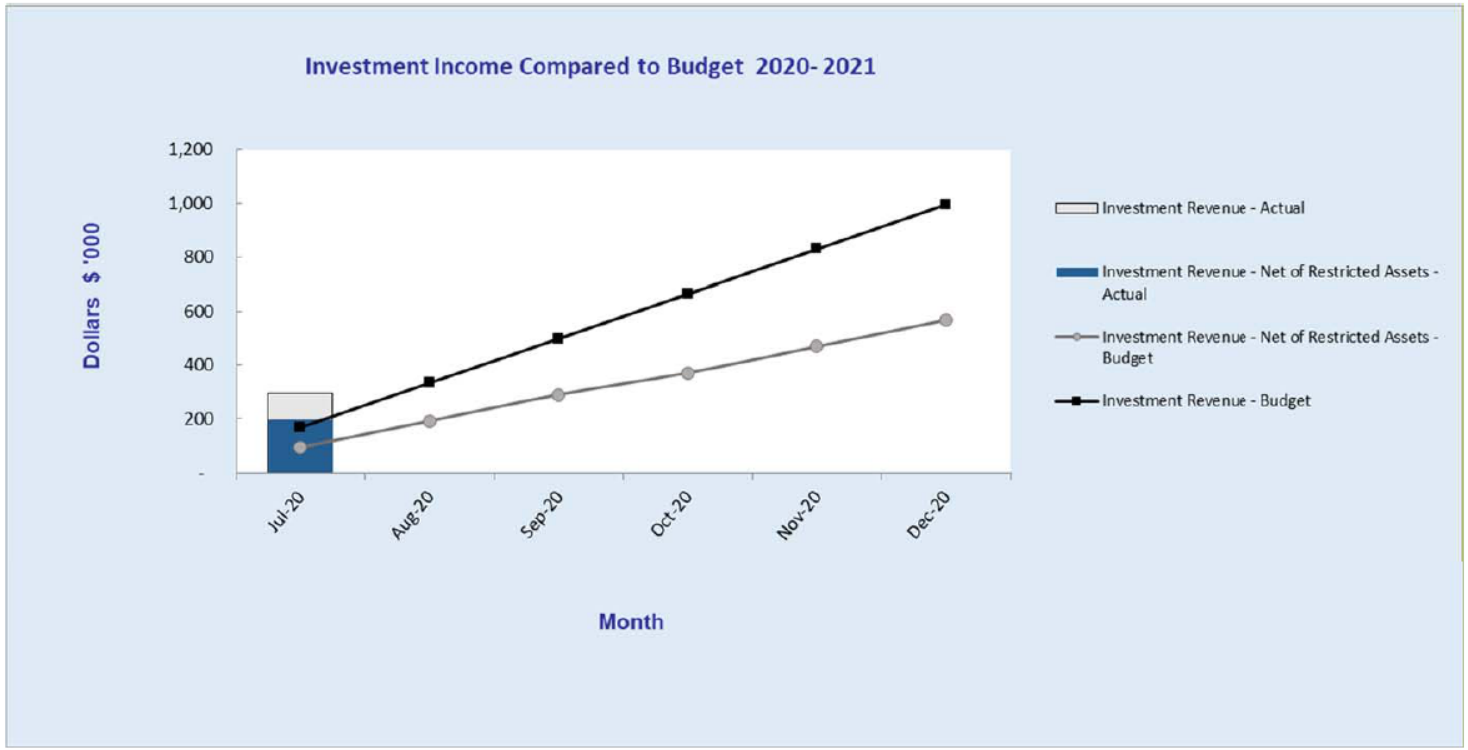
Investment Body	Rating	Purchase Price $	Fair Value of Holding $	Purchase Date	Monthly	FYTD (Actual)
TcorpIM Cash Fund Facility	N/A	27,641,947	**27,641,947**	28/06/2019	0.08%	0.08%
Tcorp Long Term Growth Facility Trust	N/A	1,773,197	**2,339,971**	13/06/2007	1.42%	1.42%
Total			**29,981,918**			

TOTAL INVESTMENTS **$ 134,895,248**

* The maturity date provided is the weighted-average life of the security. This is the average amount of time that will elapse from the date of security's issuance until each dollar is repaid based on an actuarial assessment. Assessments are carried out on a regular basis which can potentially extend the life of the investment. Current assessments anticipate an extension of life of the investment.

This is to certify that all of the above investments have been placed in accordance with the Act, the regulations and Council's Investment Policies.

Brian Jenkins
RESPONSIBLE ACCOUNTING OFFICER


Investment Income Compared to Budget 2020- 2021
Dollars $ '000
1,200
1,000
800
600
400
200
-
Jul-20
Aug-20
Sep-20
Oct-20
Nov-20
Dec-20
Month
Investment Revenue - Actual
Investment Revenue - Net of Restricted Assets - Actual
Investment Revenue - Net of Restricted Assets - Budget
Investment Revenue - Budget

File: GCS-80.06.02.01.025 Doc: IC20/356

ITEM 13 NOTICE OF MOTION - COUNCILLOR MITHRA COX - SAFETY AROUND SCHOOLS PILOT PROJECT

Councillor Cox has submitted the following Notice of Motion –

"I formally move that Wollongong City Council –

1 Develop a pilot project to improve pedestrian safety around schools. This should include but not be limited to consideration of the following treatments in the walking vicinity of schools -
   a Lowering of speed limits to 30kph
   b Adding zebra crossings
   c Prioritising footpaths and cycleways on school routes
   d Other traffic calming treatments.
2 Work with the Walking, Cycling and Mobility Reference Group to -
   a Prioritise which works can begin in this financial year within existing budget
   b Determine works to begin in the 2021/22 financial year
   c Develop a budget proposal for works to be prioritised in the 2021/22 financial year."

Background provided by Councillor Cox:

Austroads have recently released new guidelines for streets as shared spaces, making it easier to get approval for pedestrian treatments like zebra crossings. In the past, state guidelines have been a barrier to installing pedestrian crossings.

The walking vicinity for schools is around 2km. Children who live 2.3km or further away from school are eligible for bus passes.

Earlier this year, MPs Ryan Park and Paul Scully conducted community surveys about pedestrian safety around schools, identifying many school communities with substandard pedestrian safety and suggestions for improvement.

Many school children are unable to walk to school without a parent because it is too dangerous for them to cross roads which have no safe crossing points. Even with adults present, it feels unsafe for many people.

Many school communities have asked Council to install pedestrian crossings but are still waiting for these improvements.

File: GCS-80.06.02.01.025 Doc: IC20/362

ITEM 14 NOTICE OF MOTION - COUNCILLOR CATH BLAKEY - BRANDY AND WATER CREEK CLEAN UP

Councillor Cath Blakey has submitted the following Notice of Motion –

"I formally move that Wollongong City Council –

1 Note the pollution event on Sunday 9 August 2020 from the South 32 Dendrobium mine at Mt Kembla.

2 Note the pollution event has impacted the downstream water way of Brandy and Water Creek in Figtree, which is part of the American Creek and Allans Creek catchment.

3 Thank the local residents who have spent many hours volunteering at the Brandy and Water Creek Bushcare site conducting weed removal, planting native vegetation and undertaking works to improve bank stability and aquatic ecology.

4 Write to the Minister for the Environment to appeal for a robust and comprehensive investigation of the breach of the Dendrobium water discharge license, including a comprehensive clean-up of the pollution residue, and public and transparent reporting on the quantity and quality of the pollutants, and what actions are being undertaken to prevent further pollution incidents.

5 Write to the NSW Treasurer to ensure that the NSW Environment and Protection Authority is sufficiently resourced to ensure robust and comprehensive regulation of pollution controls."

Background provided by Councillor Blakey:

South 32 owns and operates the Dendrobium metallurgical coal mine at Mt Kembla. The NSW Environment and Protection Authority regulates the water discharge license for the mine and investigates any compliance failure. On Monday 10 August 2020, South 32 informed the EPA of a water discharge license breach when a stormwater pipe failed, sending an as yet undisclosed volume of coal slurry down the Brandy and Water Creek, and it's downstream tributaries. The pollution incident was also reported by WIN TV with footage from residents of Darragh Drive, Figtree.

The Wollongong Council area has numerous active and historic coal mines with detention ponds and emplacement areas. In the past, some pollution incidents have resulted in prosecutions such as the $30,000 fines against Wollongong Coal Limited after turbid (sediment-laden) water was discharged from the Russell Vale coal mine to Bellambi Gully in November 2016. However, in other areas there have been clean up notices issues that required extensive remediation work such as the Centennial Coal's Clarence Colliery pollution incident into the Wollangambe River in 2015. In this case the clean-up methods to remove any coal fines, and limit downstream movement of any coal fines included the strategic placement and maintenance of in-stream barriers, and removal of coal fines using hand tools and a small suction pump.

Further information on the Wollamgambe River incident can be found on the following websites -

- www.epa.nsw.gov.au/newsletters/epa-connect-newsletter/spring-october-2017/coal-spill-into-world-heritage-area-costs-clarence-colliery-more-than-3-million
- www.centennialcoal.com.au/News/Latest-News/Media-Statement-Wollangambe-River-Clean-Up-Underway

Information regarding the Bellambi Gully pollution incident can be found on the following website -

- www.epa.nsw.gov.au/news/media-releases/2017/epamedia17090601