



Image: Children on Corrimal Beach

Wollongong City Council

Annual Report 2022 - 2023



Image: Bald Hill Lookout, Stanwell Park



Image: Aboriginal Smoking Ceremony, Blue Mile Tramway, Wollongong

Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which our city is built, Dharawal Country. We recognise and appreciate their deep connection to this land, waters and the greater community. We pay respect to Elders past, present and those emerging and extend our respect to all Aboriginal and Torres Strait Islander people who call this city home. We recognise Aboriginal and Torres Strait Islander people as the first people to live in the area. We respect their living cultures and recognise the positive contribution their voices, traditions and histories make to the city.

Contents

| | |
|---|----|
| Lord Mayor's Message..... | 7 |
| General Manager's Message..... | 8 |
| Welcome to Wollongong City Council's Annual Report 2022-2023 | 10 |
| Our City..... | 11 |
| Integrated Planning and Reporting – Community Strategic Plan and Delivery Program | 14 |
| Values | 15 |
| Our Wollongong Our Future 2032..... | 15 |
| Our Councillors..... | 16 |
| Our Executive | 17 |
| Councillors..... | 18 |
| Attendance at Meetings | 18 |
| Expenses and Provision of Facilities to Councillors | 18 |
| Induction, Training & Ongoing Professional Development..... | 19 |
| Overseas Visits by Councillors and Council Staff | 19 |
| Our Workforce | 20 |
| Gender Pay Gap..... | 21 |
| Delivering everyday..... | 22 |
| Delivering Sustainable Services | 24 |
| Major Capital Works Projects | 25 |
| Council at Work..... | 26 |
| Financial Overview | 27 |
| Awards and Recognition..... | 28 |
| Connecting With Our Community..... | 29 |
| Council's Supporting Document Roadmap..... | 32 |
| 2022 UCI Road World Championships – Wollongong NSW | 34 |

| | |
|---|-----|
| Council's Strategic Priorities..... | 36 |
| Reporting against the Delivery Program 2022-2026 and Operational Plan 2022-2023 | 40 |
| Summary of Progress by Goal | 41 |
| GOAL 1 WE VALUE AND PROTECT OUR ENVIRONMENT | 42 |
| GOAL 2 WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY | 60 |
| GOAL 3 WOLLONGONG IS A CREATIVE, VIBRANT CITY..... | 70 |
| GOAL 4 WE ARE A CONNECTED AND ENGAGED COMMUNITY..... | 78 |
| GOAL 5 WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY..... | 98 |
| GOAL 6 WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT | 118 |
| SUPPORT SERVICES | 124 |
| Statutory Reporting | 135 |
| Index | 175 |



Image: Globe Lane Wollongong



Image: North Beach, Wollongong
Photo Caitlyn Phanith (Unsplash)

Lord Mayor's Message

Reflecting on the 2022-2023 reporting period, I'm proud of Wollongong City Council's achievements in serving our community. We worked hard to deliver our annual Operational Plan despite the significant challenges caused by volatile weather events, high inflation, labour and supply chain issues. As detailed in this report, we maintained our focus on delivering quality services and managing assets worth \$6.4 billion for our community.

With roads being damaged by the major rain events in July and February, significant resources were channelled into the repair works. We responded quickly to ensure complex repairs, such as Harry Graham Drive and Otford Causeway, could be carried out as soon as possible.

Hosting the 2022 UCI Road World Championships – Wollongong NSW, while not without its challenges, proved how well our community rallies together to support events of this scale. The City of Wollongong on Dharawal Country was showcased across the globe as a beautiful 'can do' city. Importantly, it allowed Council to secure additional funding, which has significantly enhanced cycling and active transport infrastructure across our city; the UCI Championships' legacy.

With a focus on delivering upon the Climate Change Mitigation Plan 2020, Council signed a power purchasing agreement with six other NSW councils. This saw the city's streetlights and 17 of Council's largest facilities operating on 100% renewable energy from January 2023. And in our commitment to reduce greenhouse gas emissions within the Local Government Area, we've adopted a new Electric Vehicle Charging Infrastructure on Public Land Policy to guide third-party providers to establish, operate and maintain charging infrastructure on Council-owned or managed land.

During the year Council finalised a number of key strategic documents that offer clear plans to shape our city into the future. The new Wollongong Housing Strategy will enable us to support better housing opportunities through the things we can influence, such as planning controls, development contributions, education and advocacy.

In support of active and healthy lifestyles, Council adopted the Sportsgrounds and Sporting Facilities Strategy 2023-2027. This will help us manage our expansive portfolio of sport and recreation facilities across the Local Government Area. We currently have 67 sporting venues including four athletics tracks, six baseball diamonds, 85 soccer fields and 77 netball courts.

The decisions we make are genuinely informed by the community we serve and in 2022-2023 Council sought feedback and input from the community for over 120 initiatives. I wish to extend a warm thank you to our Wollongong community for your continued input and support. Together we are making Wollongong a great place to live, work and play.

**Wollongong City Lord Mayor
Councillor Gordon Bradbery AM**



Image: North Beach, Wollongong
Photo Caitlyn Phanith (Unsplash)

General Managers Message

I'm proud to present the Annual Report 2022-2023 for Wollongong City Council.

What an incredible year of delivering benefits for the community as we focussed on moving beyond the COVID-19 pandemic while tackling the ongoing challenging weather conditions.

The team at Wollongong City Council are part of our diverse and welcoming community. We're working to deliver a strong program of projects, while maintaining our existing infrastructure of roads, facilities, pools and more.

Biking has been a common theme among the many projects we have delivered this year. Wollongong played host to the 2022 UCI Road World Championships – Wollongong NSW in September; the largest cycling event held in NSW since the Sydney 2000 Olympic Games. This was a huge undertaking for our city and couldn't have been done without community support.

Over 1,230 volunteers banded together to ensure that across the eight days of the event more than 240,000 spectators had the best vantage points to cheer on 670 elite riders from 73 nations. Anyone who attended will know the buzz that was about the city, particularly in the final weekend.

Progress was also made on delivery of key actions within the *Wollongong Cycling Strategy 2030* with the opening of the Illawarra Criterium Track at Unanderra and the bike skills park at Cringila Hills Mountain Bike Park, catering to a wide range of skills and abilities. Significant investment in shared paths and dedicated cycleways to make it safer for kids to get to school and for people of all ages and skill levels to participate in active transport was also delivered.

Further championing an active community, we extensively refurbished 16 of Fred Finch Park's netball courts in time for the 2023 season, completing Stage 1 of the netball court improvements. Work has started to upgrade Beaton Park into a Regional Tennis Hub with 14 new courts, including 8 international standard courts. And we are closer to upgrading the Helensburgh Park multisport facility, with a \$3.2M grant from the NSW Government awarded in November.

Arts, entertainment and culture were front and centre as we once again embraced our togetherness post-COVID-19 pandemic. Spin Fest, a 23-day arts and culture festival, kicked off a calendar of popular community events that showcased our city. It was the perfect way for people to reconnect as it united more than 3,000 people at the North Beach party, and 2,000 people at events in Helensburgh. Luminous Festival, New Year's Eve Fireworks, and Sculpture in the Garden were among the other popular community events, and the Illawarra Performing Arts Centre was given a major upgrade that coincided with its 35th Anniversary.

Supporting our CBD was a focus with Invest Wollongong's new *Investment Prospectus 2023* which profiles growth sectors in the region and promotes the City of Wollongong as a competitive place to do business. Council's buy local campaign, *We Shop the Gong*, was relaunched to encourage community to support local businesses and the local economy.

Activating our suburbs and local places was also a priority during the year, with community connection events held in the southern suburbs. Children and young people helped create Tiny Forests. Connecting Neighbours Grants were made available to support an activity that brings people together. Outdoor dining

fees were waived, providing more opportunities throughout the city, helping to transform our streets as shared spaces.

I'm proud to share that Council's Aboriginal Engagement Framework was recognised by winning an International Association for Public Participation (IAP2) Australasian Core Values Award. And Wollongong Art Gallery showcased Coomaditchie the Art of Place and Reflections exhibitions, which celebrated 30 years of Coomaditchie United Aboriginal Corporation.

We held our focus on road and infrastructure improvements in the West Dapto area to support the long-term population growth of this area. Wongawilli Road and most of the initial phase of West Dapto Road upgrade works are now complete, or nearing the finish line. We are now planning the next stage of works which includes the upgrade of the intersection at Shone Avenue, Wongawilli Road, and West Dapto Road.

Weather continued to challenge our community this year, with flash flooding and unprecedented rainfall leading to some challenging conditions for Council's clean-up crews who worked hard to return our suburbs and public spaces to their original condition, and to repair damage safely, and as quickly as possible.

I would like to thank the team at Wollongong City Council for their achievements this year, and extend my gratitude to the community we serve. We have another exciting year ahead of us, with a diverse range of projects and services so that people and places remain connected, inclusive and cohesive as we grow. I'm looking forward to delivering our very best to keep the City of Wollongong an extraordinary place to live, work and play.

**Wollongong City Council General Manager
Greg Doyle**



Image: Seacliff Bridge

Welcome to Wollongong City Council's Annual Report 2022-2023

About this report

The Wollongong City Council Annual Report provides a summary of our performance over the 2022-2023 financial year against Council's Delivery Program 2022-2026 and Operational Plan 2022-2023.

Council's 33 Services form the foundation of the Delivery Program and Operational Plan, with Services presented under their best fit goal.

This is the first Annual Report against Council's Delivery Program 2022-2026 and has been prepared in accordance with the *Local Government Act 1993*.


How to read this document

The Annual Report comprises five main sections presented as the following:

- An overview of our city, Council and a financial summary
- Strategic Priorities and progress against the Delivery Program 2022-2026 and Operational Plan 2022-2023 through activities and actions within Council's 33 Services
- Additional statutory reporting
- Detailed audited financial statements, including General Purpose and Special Purpose Financial Statements (Attachment A).

Intended Audience

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



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

How to obtain a copy of this document

A copy of this Annual Report and various other Council publications are available on our website:

[Plans and Reports | Wollongong City Council \(nsw.gov.au\)](https://www.wollongong.nsw.gov.au/plans-and-reports)

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

Our City

Located 80 kilometres south of Sydney, Wollongong covers 714 square kilometres and occupies a narrow strip bordered by the Royal National Park to the north, Lake Illawarra to the south, the Pacific Ocean to the east and the Illawarra escarpment to the west.

The name Wollongong originated from the Aboriginal word *woolyungah* meaning five islands.

Archaeological evidence indicates the Aboriginal people have lived here for at least 30,000 years. The area known today as Wollongong was originally inhabited by the Dharawal people (also spelled Tarawal or Thuruwal, who remain the Traditional Custodians of this land.

Dr Charles Throsby first established a settlement here in 1815, bringing down his cattle from the Southern Highlands to a lagoon of fresh water located near City Beach. The earliest reference to Wollongong was in 1826, in a report written by John Oxley, about the local cedar industry. The area's first school was established in 1833, and just one year later the Surveyor-General arrived from Sydney to lay out the township of Wollongong on property owned by Charles Throsby-Smith.

Our local steel industry commenced in 1927 with Charles Hoskins entering into an agreement with the State Government to build a Steelworks at Port Kembla, thereby commencing a long history of steel production that still continues to this day. Operations began in 1930 with one blast furnace of 800 tonnes capacity. In 1936, BHP acquired Australian Iron and Steel Limited and production at Port Kembla increased rapidly. The steel industry was a catalyst for growth for many decades, and laid the foundations for the city's economy, lifestyle and culture. Wollongong is proud of its industry roots and is still known and acknowledged as one of Australia's leading industrial centres. While steel and other manufacturing industries remain an essential part of the local economy, the city has long recognised the need to diversify its economic base. Construction of the

spectacular Sea Cliff Bridge to the north has given more focus to the burgeoning tourism industry, and information technology, hospitality, health services and telecommunications continue to grow as key industries in the region. Wollongong is a diverse community, with people from more than 30 different language groups and 20 different religious groups calling Wollongong home. A deep respect for others' traditions and regular celebrations of diverse customs add to the vibrant tapestry of community life and provide another dimension to our increasingly sophisticated city.

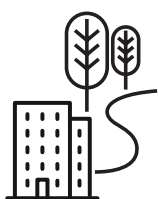
The Wollongong Local Government Area (LGA) is divided into three wards with four Councillors elected to represent each ward. The Lord Mayor is elected by all voters and represents the entire Wollongong LGA.





Image: Flagstaff Point
(Wollongong Head)
Lighthouse

Snapshot of the Wollongong Community



Wollongong is said to originate from the Aboriginal word Woolyungah, meaning Five Islands. The fourth largest city in New South Wales and 11th largest city in Australia in terms of population (ABS - significant urban areas).



The median age of the population of Wollongong was 39 years. We have an ageing population, 18.6% of our community are age 65+.



In 2021, 22.4% of households earned a high household income (\$3,000 per week or more) and 23.7% of households earned a low income (\$0 to \$800 per week).



In November 2022, 5.1% of Wollongong's working age population were eligible to receive jobseeker allowance or youth allowance (excluding students), down from 6.0% in November 2021.



A total of 74.9% of the population of Wollongong stated they were Australian born (4.1% not stated). Of the 21% born overseas the five main countries of birth were UK, North Macedonia, Italy, India and New Zealand.



Separate housing provided accommodation for 66.3% of the Wollongong LGA population; 20.5% occupied a medium density dwelling; while 12.3% occupied high density dwellings. In Wollongong City, 60.9% of households were purchasing or fully owned their home, 23.1% were renting privately, and 6.8% were in social housing in 2021.



There were 216,290 people counted as living in Wollongong (estimated resident population) in 2022. It is projected that the population will increase to 246,042 residents by 2032.

Information was taken from .id Community Demographic Resources 2023, 2021 Australian Bureau of Statistics, Census of Population and Housing, compiled and presented by .id



Image: Children on Corrimal Beach



In 2021, 29.3% were couple families with children compared to 33.2% in 2001.



And 11.2% were one-parent households compared to 10.9% 2001.



25.4% of households were lone person households, with almost half of these people over the age of 65.



In 2021, the median weekly mortgage repayment was \$500 and the median weekly rent payment was \$390 compared to \$500 and \$420 respectively for New South Wales.



Wollongong LGA's unemployment rate was 2.8% in March 2023 compared to 3.3% for New South Wales.



In 2021, there were 6,944 people in the Wollongong LGA who identified as Aboriginal or Torres Strait Islander, representing 3.2% of the total population (estimated resident population).



English was stated as the only language spoken at home by 79.8% of the population. The five most common languages other than English spoken at home are Macedonian, Arabic, Italian, Mandarin and Spanish.



In 2021, 52.2% of people who live in Wollongong indicated they travel to work in a motor vehicle, 1.2% travelled by train, 0.9% travelled by bus and 2.4% used active transport. 0.9% traveled by truck or motorcycle and 15.5% did not work, while 0.3% did not state a method of travel. In 2021, 26.6% of the population worked at home up from 3.5% in 2016.

Information was taken from .id Community Demographic Resources 2023, 2021 Australian Bureau of Statistics, Census of Population and Housing, compiled and presented by .id



Image: Keira Street, Wollongong intersection

Integrated Planning and Reporting – Community Strategic Plan and Delivery Program

Our Community Strategic Plan, Our Wollongong Our Future 2032 includes the community's vision, goals, objectives and strategies for the future. Council's Delivery Program and Operational Plan outlines how those strategies for which it holds responsibility, will be translated into actions, delivered through 33 Council Services.

Council is not solely responsible for the implementation of the Our Wollongong Our Future 2032 Community Strategic Plan. It is the community's Plan, and Council works together with business, government, community groups and individuals to deliver the community's aspirations.

The Delivery Program and Operational Plan is developed utilising the resources available through the Resourcing Strategy 2022-2032.

Reporting To Our Community

Wollongong City Council regularly tracks and monitors the Delivery Program and Operational Plan and reports to the community on progress on a quarterly and annual basis. Council also tracks progress towards the Community Strategic Plan through the State of the City Report. All reports are available on Council's website.



Our Wollongong Our Future 2032

Vision

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

Goals

We value and protect our environment

We have an innovative and sustainable economy

Wollongong is a creative, vibrant city

We are a connected and engaged community

We have a healthy community in a liveable city

We have affordable and accessible transport

Our Values and Purpose

Wollongong City Council is committed to being a local government of excellence that enhances our City's quality of life and environment through effective leadership, community involvement and commitment to service. As a purpose-led, values driven organisation our values are part of everything we do every day and provide the foundation of our organisational culture and guide how we deliver the strategies and actions outlined in the Delivery Program.

We live these values through:

Enabling daily work that encourages collaboration, innovation, interdependence, belonging and inclusion

Living the values in everyday work through behaviours and interactions

Supporting and enabling people to deliver on the promise of an Extraordinary Wollongong

OUR VALUES IN ACTION



SUSTAINABLE
use our community's
resources responsibly



RESPECT
inclusive and considerate



COURAGE
challenge the norm
to be better



INTEGRITY
honest and reliable



ONE TEAM
together we deliver
excellent service

Our Councillors



**Lord Mayor
Councillor Gordon Bradbery AM**

Email
records@wollongong.nsw.gov.au
Phone
(02) 4227 7111

Ward 1



Councillor Mithra Cox

Email
cr.MCox@wollongong.nsw.gov.au
Phone
0425 351 844



Councillor Richard Martin

Email
cr.rmartin@wollongong.nsw.gov.au
Phone
0437 553 175



Councillor Janice Kershaw

Email
cr.JKershaw@wollongong.nsw.gov.au
Phone
0407 383 927



Councillor Cameron Walters

Email
cr.CWalters@wollongong.nsw.gov.au
Phone
0401 558 359

Ward 2



Councillor Cath Blakey

Email
cr.cblakey@wollongong.nsw.gov.au
Phone
0420 618 617



**Councillor Tania Brown
(Deputy Lord Mayor)**

Email
cr.TBrown@wollongong.nsw.gov.au
Phone
0439 524 488



Councillor David Brown

Email
cr.DBrown@wollongong.nsw.gov.au
Phone
0409 897 597



Councillor John Dorahy

Email
cr.jdorahy@wollongong.nsw.gov.au
Phone
0450 917 262

Ward 3



Councillor Elisha Aitken

Email
cr.eaitken@wollongong.nsw.gov.au
Phone
0432 778 334



Councillor Dom Figliomeni

Email
cr.DFigliomeni@wollongong.nsw.gov.au
Phone
0400 055 460



Councillor Linda Campbell

Email
cr.lcampbell@wollongong.nsw.gov.au
Phone
0437 570 708



Councillor Ann Martin

Email
cr.amartin@wollongong.nsw.gov.au
Phone
0435 575 370

Our Executive



Greg Doyle
General Manager



Renee Campbell
Director
Corporate Services



Linda Davis
Director
Planning and Environment



Joanne Page
Director
Infrastructure and Works



Kerry Hunt
Director
Community Services

Councillors

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

Attendance at Meetings

Council has resolved that Councillor attendance at Ordinary and Extraordinary Council meetings, Section 355 Committees, as well as Councillor Briefing sessions, be recorded and reported in the Annual Report. During the year, there were 15 Ordinary Council meetings and two Extraordinary Council meetings held. The agenda and minutes are available on Council's website. In addition, 26 Councillor briefings and two Councillor planning workshops were held.

| Councillor | Council Meetings Attended | Councillor Briefings Attended |
|---|---------------------------|-------------------------------|
| Lord Mayor, Councillor Gordon Bradbery AM | 16 | 21 |
| Councillor Cath Blakey | 16 | 26 |
| Councillor David Brown | 17 | 25 |
| Councillor Tania Brown | 17 | 26 |
| Councillor Mithra Cox | 16 | 19 |
| Councillor John Dorahy | 13 | 22 |
| Councillor Dom Figliomeni | 16 | 24 |
| Councillor Janice Kershaw | 13 | 18 |
| Councillor Ann Martin | 16 | 26 |
| Councillor Cameron Walters | 16 | 21 |
| Councillor Richard Martin | 17 | 25 |
| Councillor Linda Campbell | 17 | 25 |
| Councillor Elisha Aitken | 17 | 26 |

Attendance at Section 355 Committees

| Australia Day Committee | Meetings Held | Meetings Attended |
|---|---------------|-------------------|
| Lord Mayor, Councillor Gordon Bradbery AM | 6 | 6 |
| Councillor Tania Brown | 6 | 4 |

Expenses and Provision of Facilities to Councillors

In accordance with the Local Government (General) Regulation 2021, section 217(1)(a1)(i),(ii),(iii),(iv),(v),(vi),(vii),(viii), the report must include the total cost during the year of the payment of expenses of, and the provision of facilities to Councillors in relation to their civic functions (as paid by the Council, reimbursed to the Councillor or reconciled with the Councillor).

The Lord Mayor and Councillors are paid an annual fee that is within the limit set by the Local Government Remuneration Tribunal.

Council has adopted a policy on the payment of expenses and provision of facilities. The policy is addressed under the Statutory Reporting section. It outlines the services and facilities provided to the Lord Mayor and Councillors to enable them to carry out their civic duties.

The total cost of payment of fees and expenses and provision of facilities to the Lord Mayor and Councillors (from 1 July 2022 to 30 June 2023) is **\$691,477**. This consists of the following:

| | |
|-------------------------|------------------|
| Fees | \$537,130 |
| Expenses and facilities | \$154,347 |

Specific costs as required by Section 217(1)(a1) of the *Local Government (General) Regulation 2021* are as follows:

- ii Provision of dedicated office equipment, including mobile and data plans **\$13,717**
- iii Conferences and seminars **\$33,818**
- iv Other Training and skills development **\$34,382**
- v Interstate travel **\$2,172**
- vii Partner, spouse or accompanying person **\$229**
- viii Care of child or immediate family member **\$47**

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

- a Superannuation paid to Councillors **\$56,400**
- b Attendance at meetings, functions and events **\$8,944**
- c Newspaper subscriptions and other Civic expenses including insignia of office and local government body membership fees **\$4,638**

Induction, Training & Ongoing Professional Development

In accordance with the Local Government (General) Regulation 2021, section 186, the report must include information about induction training and ongoing professional development for Councillors.

- The Lord Mayor and all 12 Councillors have been made aware of professional development opportunities available to them and have been involved in selecting appropriate opportunities to be undertaken towards their professional development.
- Council issued a total of 22 Office of Local Government Circulars to Councillors during 2022–2023.

Councillor attendance during 2022–2023 at seminars and other activities delivered as part of the ongoing professional development program include:

| Detail | Councillors attending | Date/s |
|---|--|---|
| Australian Institute of Company Directors Course | Cr Cath Blakey Cr Elisha Aitken Cr Linda Campbell | Commenced 21 October 2022 (One day per week) Commenced 31 January 2023 |
| Shared Pathways to Diplomacy COP28 City Masterclass | Cr Cath Blakey | 15-19 May 2023 |
| Managing Difficult Stakeholders Workshop | Cr Ann Martin Cr Cameron Walters Cr Cath Blakey Cr Dom Figliomeni Cr Elisha Aitken Cr John Dorahy Cr Linda Campbell Cr Richard Martin Cr Tania Brown | 29 June 2023 |

Overseas Visits by Councillors and Council Staff

There were no overseas visits by Councillors during the 2022-2023 year.

The following overseas visits were taken by staff:

Name and Position: Kerry Hunt, Director Community Services

Name of Conference/Travel and Location: 2022 UCI Mobility & Bike City Forum, Glasgow, Scotland.

Purpose of Travel: To present on Wollongong City Council's journey to becoming a Bike City at the UCI Mobility and Bike City Forum

Dates: 27-28 October 2022

Costs

Registration: Paid for by UCI

Accommodation: Paid for by UCI
Balance paid by Council
\$406.00

Flights: Paid for by UCI

Food: \$205.00

Car Hire/Taxi/Bus: \$163.00

Total Cost: \$774.00

Name and Position: Nathan McBriarty, Traffic and Stormwater Manager (Acting)

Division: Infrastructure Strategy and Planning

Name of Conference/Travel and Location: Mobility and City Planning Study Tour in The Netherlands

Purpose of Travel: The mobility and city planning study tour provided an opportunity to learn different ways to plan cities and mobility.

Dates: 14 June – 3 July 2023

Costs

Registration \$5,036.63

Accommodation \$194.82

Flights \$4,607.12

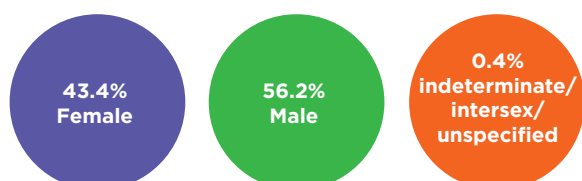
Expenses \$1,010.04

Total Cost \$10,848.61

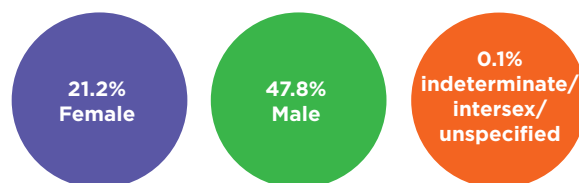
Our Workforce

Includes all permanent, temporary and contract employees as at 30 June 2023

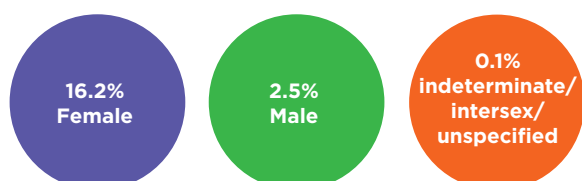
Our workforce is comprised of 1,297 employees



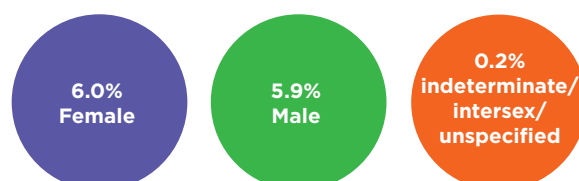
Full time permanent employees - 895



Part time permanent employees - 244



Total temporary employees (full time and part time) - 158





Generations

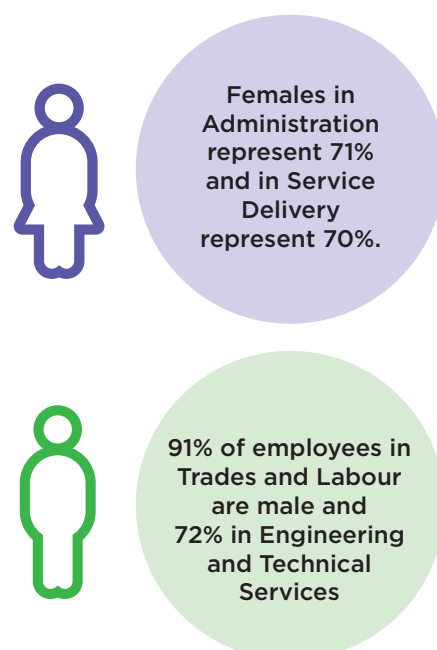
39% of employees are Gen X and represent the highest generational group.

| | Female | Male | Indeterminate/intersex/unspecified |
|---|--------|-------|------------------------------------|
| Baby Boomers (1944 - 1966) | 12.8% | 15.0% | 0% |
| Generation X (1967 - 1980) | 17.6% | 21.3% | 0.1% |
| Generation Y and younger (Post 1981 - 1994) | 9.5% | 14.6% | 0.1% |
| Generation Z (post 1994) | 3.5% | 5.3% | 0.2% |

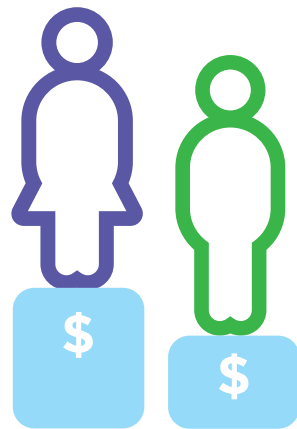
39.7% of employees at Manager Level and above are women

| | Female | Male |
|----------------|---|---|
| CEO | | 100% |
| Director | 100% | |
| Senior Manager | 33.3% | 66.7% |
| Middle Manager | 37.2% | 62.8% |
| |  |  |

Job Families are dominated by



Wollongong City Council Gender Pay Gap



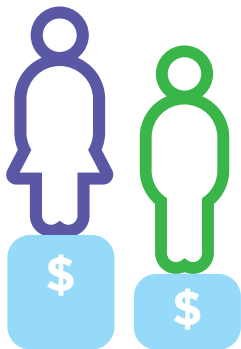
Full time Gender Pay Gap

Wollongong City Council’s full time gender pay gap is 4.95% or \$4,037.63 p.a, in favour of women.



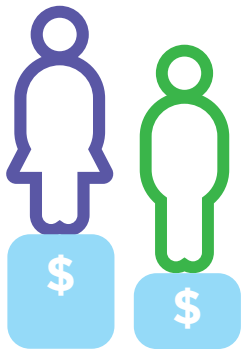
Base Salary Package per Job Family

At Wollongong City Council, a woman’s full time base salary across job family categories, on average is \$1,997.87 or 2.22% a year more than an average man’s



Overall Manager Category

At Wollongong City Council, women in management (leadership) roles are paid \$12,450.48 or 11.6% more than men as a base salary package. This category includes Directors, Senior Managers, other managers, coordinators and supervisors/leading hands.



Total Remuneration Gender Pay Gap

Women in Director and Senior Manager positions at Wollongong City Council are paid \$33,342.20 or 14.66% more than men as a total salary package.

Delivering everyday

Wollongong City Council delivers a diverse range of services for our community everyday. Some of these services – building and repairing roads, rubbish collection and maintenance of public spaces and facilities are recognised as Council’s work.

Others might not be as well known.



6 sites that provide memorial, burial and funeral service facilities



Ran 44 different programs and projects for young people



Seasonal patrols of 17 beaches including North Wollongong year-round



Care, maintenance and lifeguard services at 2 heated pools and 6 free public swimming pools



Manage 285 sports and playing fields and 9 turf wickets



Cleaning and maintenance of 9 ocean rock pools



Facilitating and supporting a wide range of community arts festivals and activations



Manage the Creative Wollongong Studios at Wollongong Town Hall and providing workspaces for local artists



Over 1,200 public bins picked up across the Local Government Area each week with more than 75% of these bins serviced 5 times a week



17 community gardens operating in the Local Government Area with 7 located on Council managed land



Conducted 792 school zone parking patrols at our local primary schools



Expanded the Language Aide pool to basic interpreting in Arabic, Turkish, Farsi and Kurdish



Manage over 300 carparks



1,343 development applications were determined



Inspection of approximately 33,100 metres of stormwater pipe and 1,441 stormwater pits



90,000 attendances across all program areas including group exercise, learn to swim, competitive and social swimming, athletics, tennis, squash, fitness, table tennis and badminton across two commercially operated recreation centres



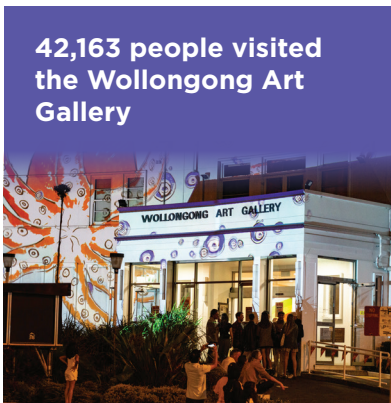
Food Organics Garden Organics (FOGO) program continues to divert organic material from landfill, with a total 37,000 tonnes of food organics and garden organics material processed



351 environmental program events/workshops held



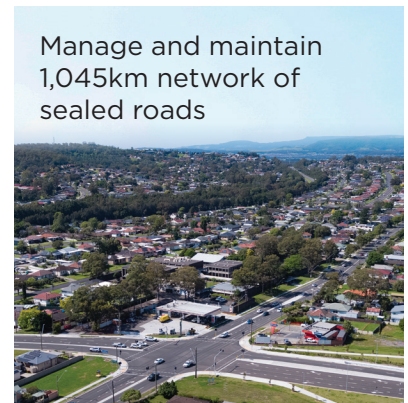
42,163 people visited the Wollongong Art Gallery



7 libraries with 494,795 visitors, loaning 1,314,102 items



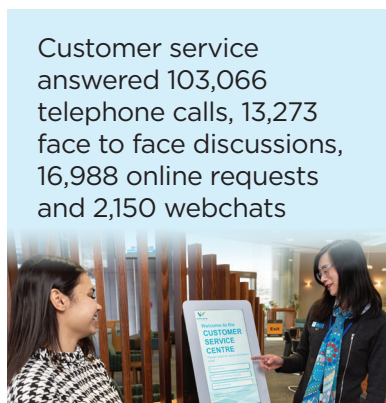
Manage and maintain 1,045km network of sealed roads



Manage over 620kms of footpaths and cycleways



Customer service answered 103,066 telephone calls, 13,273 face to face discussions, 16,988 online requests and 2,150 webchats



Supported 23 Cadets, two apprentices, 12 trainees and six school based trainees through our Cadet, Apprentice, Trainee and School-based Trainee (CATS) program



Delivering Sustainable Services

In accordance with the Local Government Act 1993, section 428(3) and the Integrated Planning and Reporting Guidelines Essential Element 5.3

Council has a strong history of reviewing services as part of its continuous improvement practices. Early in the 2022–2023 year, the design of a Service Optimisation Program commenced, which supports our continuous improvement approach. The methodology and approach builds on industry best practice and introduces an evidence-based approach to the prioritisation of services to be included in the program.

The program philosophy focuses on three key elements – assessing service delivery to ensure it:

1. is sustainable, relevant, aligned with community need and provides value,
2. delivers a good customer experience, and
3. operates efficiently and effectively.

Each year, Council will consider services for review under the Program. The service chosen to be part of program in 2023–2024 is Development Assessment.

The focus of this optimisation will be to review the “customer experience around access to information related to the Development Application process”. Tools and templates to support Service Managers through the Program have been developed. Training is also being designed for key stakeholders, due to be rolled out in 2023–2024.

Each review will result in an improvement plan, and progress will be reported in Council’s Quarterly Review Statements and Annual Report.

Community and stakeholder engagement will be critical to the success of the program. The Service Optimisation Program will use information from recent community and stakeholder engagement activities, including the Community Satisfaction Survey and Community Wellbeing Survey results. Where community and stakeholder service level expectations are not able to be identified, Council may undertake additional engagement activities. We are committed to providing best practice engagement based on our principles of engagement and guided by the International Association for Public Participation (IAP2).

Image: Corrimal Library



Major Capital Works Projects

\$91.1M

**Capital
Works
Program**

**561 projects
delivered**

**\$59.2M spent
on renewing
and replacing
assets**

**\$31.9M spend
on Capital
Works (new)**

Wollongong City Council is the custodian of infrastructure, property, plant and equipment assets with a gross value of approximately \$6.4B, and a net carrying value of \$3.7B on behalf of the community. During 2022-2023, Council delivered a capital works program worth \$91.1M across 561 projects throughout the Local Government Area. This includes \$59.2M on renewing and replacing existing assets and \$31.9M on upgrading, constructing or purchasing new assets.

Council received a further \$39.1M of contributed assets such as roads and drainage from new subdivisions constructed by developers. The following is a summary of the 2022-2023 expenditure program, highlighting some of the major projects undertaken during the year:

| | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|-----------------------|---------|---------|---------|---------|
| Capital Works* | \$89.8M | \$77.8M | \$89.7M | \$91.1M |

Major Capital Projects*

| | |
|--|---------|
| IPAC Upgrade | \$12.0M |
| West Dapto Road - Stage 1B | \$3.5M |
| North Wollongong Beach, Seawall Renewal Stage 1 | \$2.9M |
| Harry Graham Drive, Kembla Heights – Feb 2022 Disaster Repair | \$2.2M |
| Lake Heights Road #25 to #35, Retaining Wall | \$2.0M |
| Fred Finch Park Netball Court Realignment | \$1.8M |
| Wongawilli Road and Culvert Upgrade | \$1.8M |
| North Wollongong Surf Life Saving Club, Ground Floor | \$1.5M |
| 35-37 Balfour Road, Retaining Wall | \$1.5M |
| Avondale Road, Huntley Road to the entry Gates of Huntley Heritage | \$1.3M |
| Warrawong Library & Community Centre | \$1.1M |
| Grand Pacific Walk - Clifton | \$1.1M |
| Crown Street; Corrimal Street to Kembla Street North and South sides | \$1.0M |
| Fairy Creek Shared Path; Reserve Street to Foley Street via Gilmore Street | \$0.7M |
| Fisherman's Beach Access Ramp | \$0.6M |
| Multipurpose Criterium Track, Unanderra | \$0.5M |

Projects across multiple locations^

| | | |
|--------------------------------------|--------------|---------|
| Footpaths And Cycleways | 105 projects | \$19.5M |
| Parks, Gardens and Sportsfields | 54 projects | \$6.1M |
| Roads And Related Assets | 180 projects | \$22.2M |
| Carparks | 18 projects | \$1.8M |
| Buildings | 57 projects | \$19.9M |
| Stormwater And Floodplain Management | 83 projects | \$3.8M |
| Beaches And Pools | 9 projects | \$1.2M |
| West Dapto | 14 projects | \$8.8M |
| Commercial Operations | 17 projects | \$0.5M |
| Library Books | 1 project | \$1.3M |
| Waste Facilities | 11 projects | \$1.1M |
| Plant And Equipment | 2 projects | \$2.1M |
| Public Art | 1 project | \$0.1M |
| Information Technology | 5 projects | \$1.1M |
| Fleet | 1 project | \$1.1M |
| Land Acquisitions | 3 projects | \$0.7M |

* Expenditure quoted above refers to the actual expenditure for 2022 - 2023, not the total cost of the project

^ Number of projects refers to the number of projects Council spent money on and not necessarily constructed in 2022 - 2023

Council at Work

Council's revenue for 2022-2023 was \$403.3M, with the majority of revenue coming from general rates and annual charges. This funding supported more than 33 services and programs, as well as new investment in operational and strategic priorities for the city. The following information provides an overview of Council's revenue and expenditure in 2022-2023.

Where does the money come from?

| | % | Total \$'000 403,283 |
|---|-----|-------------------------|
| Rates and Annual Charges | 55% | 222,072 |
| User Fees and Charges and Other Revenue | 10% | 39,777 |
| Rental Income | 2% | 6,093 |
| Grants and Contributions – Capital Purposes | 17% | 66,775 |
| Grants and Contributions – Operating Purposes | 14% | 55,030 |
| Interest and Investment Revenue | 1% | 6,069 |
| Other revenues | 2% | 7,467 |

Where is the money spent? Expenditure by Service



Financial Overview

Key Indicators

\$39.4M Available Funds

Amount of funds Council has earned but not allocated to specific expenditure

\$60.6M Net Operating Result

(\$6.1M) Operating result pre-capital

Long term viability of Council

\$91.1M Capital Expenditure vs \$95.2M Budget

Full year Capital expenditure vs allocated budget

Financial Highlights

\$222.1M Rates and Annual Charges

\$403.1M Total income from continuing operations

\$121.7M Total Grants and Contributions provided for capital and operating purposes

\$33.6M Commonwealth government funded grants

\$32.1M State government funded grants

\$342.5M Total expenses from continuing operations

\$38.9M in Contributed Assets recognised

\$3.8B Net Assets

\$26.2M invested in new capital works **\$64.8M** invested in renewing existing

\$6.4B Gross replacement costs of Infrastructure, Property, Plant and Equipment managed by Council

\$82.8M Total cash, cash equivalents and investments held not subject to external restrictions

\$177.1M Total cash, cash equivalents and investments held

\$10.3M Net increase in cash, cash equivalents and investments held over the year

Awards and Recognition

Throughout 2022-2023, Wollongong City Council was recognised for a number of awards including:

| Name of Award | Brief description of Award | Awarding Body |
|---|--|----------------------------------|
| 2023 NSW Local Government Excellence Awards | Partnership and Collaboration - Increasing Cyber Maturity and Resilience Across the Illawarra Shoalhaven (Highly Commended). | LG Professionals NSW |
| 2023 NSW Local Government Excellence Awards | Dux of Intensive Residential Courses for Finance. | LG Professionals NSW |
| Sustainable Wollongong 2030 | Excellence in the Environment Awards - Local Sustainability. | LGNSW |
| Innovation in Outreach Services 2021 | Recognising diverse high-quality programs and services provided by public libraries across New South Wales. | NSW Public Libraries Association |
| Women in Local Government | Celebrates the contribution of women to local government in NSW. | NSW Office of Local Government |
| International Association for Public Participation IAP2 Australasian Core Values Award | Recognising outstanding projects and organisations that are at the forefront of community engagement. | IAP2 |
| NSW Sustainable Communities - Tiny Towns Awards - <i>Operation Nappy Program</i> | Recognising projects around litter, waste management, recycling, heritage, community spirit and other environmental areas. | Keep Australia Beautiful NSW |
| NSW Sustainable Communities - Tiny Towns Awards - <i>Response to Climate Change</i> | Recognising projects around litter, waste management, recycling, heritage, community spirit and other environmental areas. | Keep Australia Beautiful NSW |
| NSW Sustainable Communities - Tiny Towns Awards - <i>Community Spirit and Inclusion Award</i> | Recognising projects around litter, waste management, recycling, heritage, community spirit and other environmental areas. | Keep Australia Beautiful NSW |
| NSW Sustainable Communities - Tiny Towns Awards - <i>Overall Population Winner</i> | Recognising projects around litter, waste management, recycling, heritage, community spirit and other environmental areas. | Keep Australia Beautiful NSW |
| Park of the Year | Cringila Hills Recreation Park. | Parks and Leisure NSW |

Connecting With Our Community

Our Wollongong Our Future Community Strategic Plan is the community's Plan, and Council works together with business, government, community groups and individuals to deliver the community's aspirations.

The Delivery Program and Operational Plan have been prepared in response to community engagement and feedback and Council's legislative responsibilities.

Throughout 2022–2023, many online and face to face engagement methods have been used to hear the thoughts and ideas of our community about a range of Council's plans, projects and policies.

Community engagement undertaken throughout 2022–2023 includes:

| Project name | Date |
|--|---------------------------|
| Southern Suburbs Community Centre and Library | Ongoing |
| Youth Services Programs | July - ongoing |
| Rock Fishing Safety | June/July 2022 |
| Draft Wollongong DCP 2009 Chapter C3 Boarding Houses | June/July 2022 |
| Draft Wollongong Development Contributions Plan 2022 | June/July 2022 |
| Wollongong Foreshore Infrastructure and Parking | June/July 2023 |
| Wollongong Coastal Management Program – Scoping Study | June/July 2022 |
| Learning City Project – Phase 2 | June - August 2022 |
| Unanderra playground – children's engagement | July 2022 |
| Fisherman's Beach signage – Hill 60 | July 2022 - June 2023 |
| Pedestrian refuge works at Blackall Street, Bulli | July 2022 |
| Shared path reconstruction works at Five Islands Road, Cringila | July 2022 |
| Alcohol Free Zones Review | May - August 2022 |
| Figtree Oval playground- children's engagement | August 2022 |
| Draft Compliance and Enforcement Policy | July/August 2022 |
| Wollongong DCP Draft Chapter E16: Bush Fire Management and Updated Bush Fire Prone Land Mapping | July/August 2022 |
| Draft Planning Agreement: Corrimal Coke Works | July/August 2022 |
| Draft Neighbourhood Plan – Duck Creek and Marshall Vale Precincts, Marshall Mount – Wollongong Development Control Plan 2009 | July/August 2022 |
| 2022 UCI Road World Championships – Wollongong NSW | July - September 2022 |
| Wollongong Coastal Management Program – (Scoping Study) | July - October 2022 |
| Globe Lane Working Group | July 2022 - June 2023 |
| Let's talk about public art | August 2022 |
| Footpath works at Allan Street, Wollongong | August 2022 |
| Final plans for Beaton Park tennis court upgrades | August/September 2022 |
| Draft Neighbourhood Plan – Elm Park Precinct, Avondale/ Marshall Mount | August/September 2022 |
| Wilga Street, Corrimal Block Study | August/September 2022 |
| Mall event business engagement including World Cup Soccer event in Globe Lane | August - November 2022 |
| CCTV Code of Practice | September 2022 |
| Draft Planning Proposal – Cleveland Road Precinct, West Dapto Urban Release Area | September/October 2022 |
| Draft Sportsgrounds and Sporting Facilities Strategy 2023-2027 | September/October 2022 |
| Industrial Lands Review – Business Survey | September - November 2022 |
| Draft Stuart Park and JP Galvin Park Master Plan | September - November 2022 |
| Helensburgh Library – Open for Lunch! | October 2022 |
| Hearing the needs of young people in Bellambi | October 2022 |

| Project name | Date |
|--|-------------------------------|
| Roundabout Upgrade Works at Pioneer Road and Bellambi Lane, Bellambi | October 2022 |
| Improvement and reconstruction works at Thirroul Beach opposite 21 Cliff Parade, Thirroul | October 2022 |
| Maintenance works at Bulli Rural Fire Station | October 2022 |
| Bus Stop Works at Barnes Street, Berkeley | October 2022 |
| Managing flood risk in the Mullet Creek Catchment | August - November 2022 |
| Former Port Kembla Public School Site – Draft Planning Proposal and Draft Development Control Plan | October/November 2022 |
| Warrawong Streetscape Upgrade | October/November 2022 |
| Revised Swimming Pool Safety Barrier Council Policy and Inspection Program Procedure | August - November 2022 |
| Managing Flood Risk in the Towradgi Creek Catchment | October/November 2022 |
| Draft Housing Strategy | October - December 2022 |
| Draft Retail and Business Centres Strategy | October - December 2022 |
| Climate Change Mitigation Plan | October - December 2022 |
| Stuart Park Master Plan Aboriginal engagement | November 2022 |
| Proposed pedestrian refuge and road safety upgrade works at Dapto, at the intersection of Jerematta and Mulda Street | November 2022 |
| Bus stop upgrade works at Gladstone Avenue, Wollongong | November 2022 |
| Kerb ramp and footpath works at Church Street, Wollongong | November 2022 |
| Proposed shared path upgrade works between Homestead Drive and Jenali Place, Horsley | November 2022 |
| Draft Planning Proposal – Bluescope Woods Residential Estate and Bluescope Employment Hub: Kembla Grange | November/December 2022 |
| Greenhouse Park Remediation | November/December 2022 |
| Tree Management Policy and Development Control Plan Chapter Review | November/December 2022 |
| Compliance Cost Notice Charge - Proposal | November/December 2022 |
| Draft Asbestos Policy | November/December 2022 |
| Wollongong City Council Business Survey | November/December 2022 |
| West Dapto Leisure and Recreation Centre | November 2022 – January 2023 |
| Draft Planning Proposal – Former Corrimall Coke Works Site Foreshore Building Line Map Amendment | December 2022 |
| Youth Week in Wollongong | November – April 2023 |
| Footpath Works at Beatson Street, Wollongong | December 2022 |
| Children's crossing works at Lewis Drive, Figtree | December 2022 |
| Upgrade works at Wisemans Park and Gipps Road | December 2022 |
| Raised pedestrian crossing works at Cummins Street, Unanderra | December 2022 |
| Pedestrian facility improvement works on George Street, Berkeley. | December 2022 |
| Carpark upgrade works at Corbett Avenue, Thirroul | December 2022 |
| Road improvement works at Walker Lane, Helensburgh | December 2022 |
| Pop-up cycleways final survey | December 2022 - January 2023 |
| Outdoor dining trial, Wollongong CBD | December 2022 - February 2023 |
| Draft Planning Agreements Policy | December 2022 - February 2023 |
| The Grove, Austinmer – road safety community page | December 2022 - March 2023 |
| Creek bank protection works at Whartons Creek, Bulli | January 2023 |
| Survey works along Cleveland and Fowlers Road, Cleveland/Huntley. | January 2023 |
| Site investigation works at Marshall Mount/Yallah/Avondale Area. | January 2023 |
| Bus stop improvement works at Coachwood Drive, Unanderra | January 2023 |
| Bus stop and footpath upgrade works at Mangerton Road, Wollongong | January 2023 |
| Footpath works at Gilmore Street, West Wollongong | January 2023 |
| Gwynneville upgrade projects | January 2023 |
| West Dapto Social Infrastructure Needs Assessment | January/February 2023 |
| Social Infrastructure Future Directions Plan 2022- 2036 | January/February 2023 |
| Gwynneville upgrades – Wiseman Park, Gipps Rd, Throsby Dr and Foley St | January/February 2023 |
| Globe Lane wayfinding construction | January - April 2023 |

| Project name | Date |
|---|----------------------|
| State of the Childrens Report – children’s engagement | February 2023 |
| Electric Vehicle Charging Infrastructure Policy | February/March 2023 |
| Young Leaders program – co-design | March 2023 |
| William Beach Reserve Artwork | March 2023 |
| Carpark reconstruction works at Darcy Wentworth Carpark, Warrawong | March 2023 |
| Shared path works at George Tate Close, Woonona | March 2023 |
| Bus stop works at Keira Street, Gipps Street and Church Street, Wollongong | March 2023 |
| Footpath and raised pedestrian crossing works along St Johns Avenue and Woodlawn Avenue, Mangerton | March 2023 |
| Roundabout upgrade works at Mt Keira Rd and Spring Street intersection | March 2023 |
| Development Control Plan - Chapter B4 - planning controls for development in retail and business centres. | March 2023 |
| Revised Code of Business Ethics | March 2023 |
| Illawarra Feral Deer Management Program - Wongawilli | March 2023 |
| Piccadilly Centre Frontage – Proposed Footpath Upgrade | March 2023 |
| Trinity Row shared path and picnic shelter | March/April 2023 |
| Mountain bike trail supporting infrastructure in Balgownie | March/April 2023 |
| Lower Mall Food and Beverage Business Working Group | March - June 2023 |
| Kembla Community Visioning | March 2023 – current |
| Cringila Hills shared path stage 2 | April 2023 |
| Shared path upgrade works at Princes Highway, Russell Vale | April 2023 |
| Remedial works at Towradgi Surf Life Saving Club | April 2023 |
| Remedial works at Cringila Multipurpose Centre | April 2023 |
| Mount Keira Road Safety Upgrade | April/May 2023 |
| Mountain Bike Trail Supporting Infrastructure in Kembla Heights | April/May 2023 |
| Safer Cities: Her Way | March - May 2023 |
| Draft Delivery Program 2022-2026 and Operational Plan 2023-2024 | April/May 2023 |
| Development in Centres – Development Control Plan Chapter B4 Update | April/May 2023 |
| Revised Community Engagement Strategy | April/May 2023 |
| Helensburgh Pool Upgrade | April/May 2023 |
| Council-related Development Documents and Revised Community Participation Plan | April/May 2023 |
| Draft Crown Reserves Plan of Management for 32 Crown Reserves | April - June 2023 |
| Social Infrastructure Needs – Area 7 | May 2023 |
| Bus stop and footpath improvement works at Coachwood Drive and Waples Road, Unanderra | May 2023 |
| Bulli Rural Fire Service Station roof replacement and associated works | May 2023 |
| Revised Risk Management Framework | May/June 2023 |
| Bulli Showground Draft Master Plan | May/June 2023 |
| Draft Planning Proposal for ‘Miala’ House and Dairy Complex | May/June 2023 |
| Mullet Creek / William Beach signage | June 2023 |
| Causeway replacement at Hacking River, Otford Road, Otford | June 2023 |
| Hill 60 Reserve, Port Kembla - Stage 1 Works - accessible viewing area and marine rescue car park | June 2023 |
| Remedial works at Koonawarra Community Centre | June 2023 |
| Sports field lighting works at Helensburgh Park | June 2023 |
| Footpath works at Princes Highway, Bulli | June 2023 |
| Draft Wollongong City-Wide Development Contributions Plan 2023 | June/July 2023 |
| Improving transport options and access to foreshore and recreation areas | June/July 2023 |
| Speak. Share. Change. – engagement with young people | May - June 2023 |

Council's Supporting Document Roadmap

Council refers to its adopted strategies and plans as Supporting Documents. These direction setting documents support the development of the Community Strategic Plan, Council's Resourcing Strategy, Delivery Program and Operational Plans.

These documents include goals, strategies and actions specific to project or location. However, until the actions are enabled through resourcing and included in the Delivery Program and Operational Plan, they remain aspirational.

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

Community Services and Facilities

Wollongong City Libraries Strategy 2017-2022
Wollongong Community Safety Plan 2021-2025
Creative Wollongong 2019-2024
Cultural Tourism Strategy 2018
Disability Inclusion Action Plan 2020-2025
Economic Development Strategy 2019-2029
Framing Our Future - Wollongong Art Gallery Strategic Plan 2020-2025
Places for People – Wollongong Social Infrastructure Planning Framework 2018-2028
Places for the Future: Social Infrastructure Future Directions: 2023-2036
Animating Wollongong Public Art Strategy 2022-2032
Public Toilets Strategy 2019-2029
Reconciliation Action Plan 2021-2023
Destination Wollongong Major Events Strategy 2021-2026
Tourist Parks Improvement Strategy & Master Plan 2017-2022

Corporate Governance and Internal Services

Our Resourcing Strategy 2032
Long Term Financial Plan 2022-2032
Asset Management Strategy 2022-2032
Workforce Management Strategy 2022-2026
Information Management and Technology Strategy 2021-2024

Environment

Sustainable Wollongong 2030: A Climate Healthy City Strategy
Climate Change Mitigation Plan 2020
Climate Change Adaptation Plan 2022
Illawarra Biodiversity Strategy
Urban Greening Strategy 2017-2037

Waste and Resource Recovery Strategy 2022
Lake Illawarra Coastal Management Program 2020-2030
Coastal Zone Management Plan 2017

Stormwater Management Plans

Floodplain Risk Management

Planning

Council Community Land
Wollongong City Centre Urban Design Framework
Wongawilli Village Centre
Community Participation Plan 2020
Corrimal Town Centre Plan
Dapto Town Centre Plan
Figtree Town Centre Plan
Helensburgh Town Centre Plan
Heritage Strategy and Action Plan 2019-2023
Keiraville - Gwynneville Implementation Plan 2014-2016
Keiraville Gwynneville Access and Movement Strategy 2020
Mt Keira Summit Park, Plan of Management (2020)
Port Kembla Town Centre Plan
Port Kembla 2505
Sandon Point and McCauley's Beach Plan of Management 2015
Stanwell Park Reserve and Bald Hill Plan of Management (2021)
Thirroul Village Centre Plan
Unanderra Town Centre Plan
Warrawong Town Centre Plan
West Dapto Vision 2018
Heritage Strategy and Action Plan 2019
Wollongong Housing Strategy 2023
Wollongong Local Strategic Planning Statement 2020
Wollongong Retail and Business Centre Strategy 2023

Recreation and Open Space

Masterplans including:

- Beaton Park
- Blue Mile
- Botanic Garden and Plan of Management
- Bulli Showground
- Corrimal Heated Pool
- Cringila Hills Recreation
- Draft Bellambi Foreshore
- Figtree Oval
- Grand Pacific Drive
- Hill 60
- Kembla Grange Cemetery
- King George V Oval
- Memorial Gardens
- Stuart Park
- JP Galvin Park

Plans of Management including:

- Beaton Park
- Coledale Beach Reserve
- Council Community Land Judbooley Parade Windang
- Mount Keira Summit Park Plan of Management
- Sandon Point and McCauleys Beach Crown Lands
- Sandon Point and McCauleys Beach Vegetation Management Plan
- Stanwell Park and Bald Hill
- Wollongong Botanic Garden
- Wollongong City Foreshore

Sportsgrounds and Sporting Facilities Strategy 2023-2027

The Future of Our Pools Strategy 2014-2024

Wollongong Play Strategy 2014-2024

Fairy Creek Corridor, Master Plan

Cringila Hills Recreation, Master Plan

Beaton Park Regional Precinct Master Plan 2018-2038

Beach and Foreshore Access Strategy 2019-2028

Transport Services and Infrastructure

Wollongong Cycling Strategy 2030

City of Wollongong Pedestrian Plan 2017-2021

Inner City Parking Strategy 2010-2026

Wollongong City Centre Access and Movement Strategy 2023

Keiraville Gwynneville Access and Movement Strategy 2020

Supporting Document Roadmap

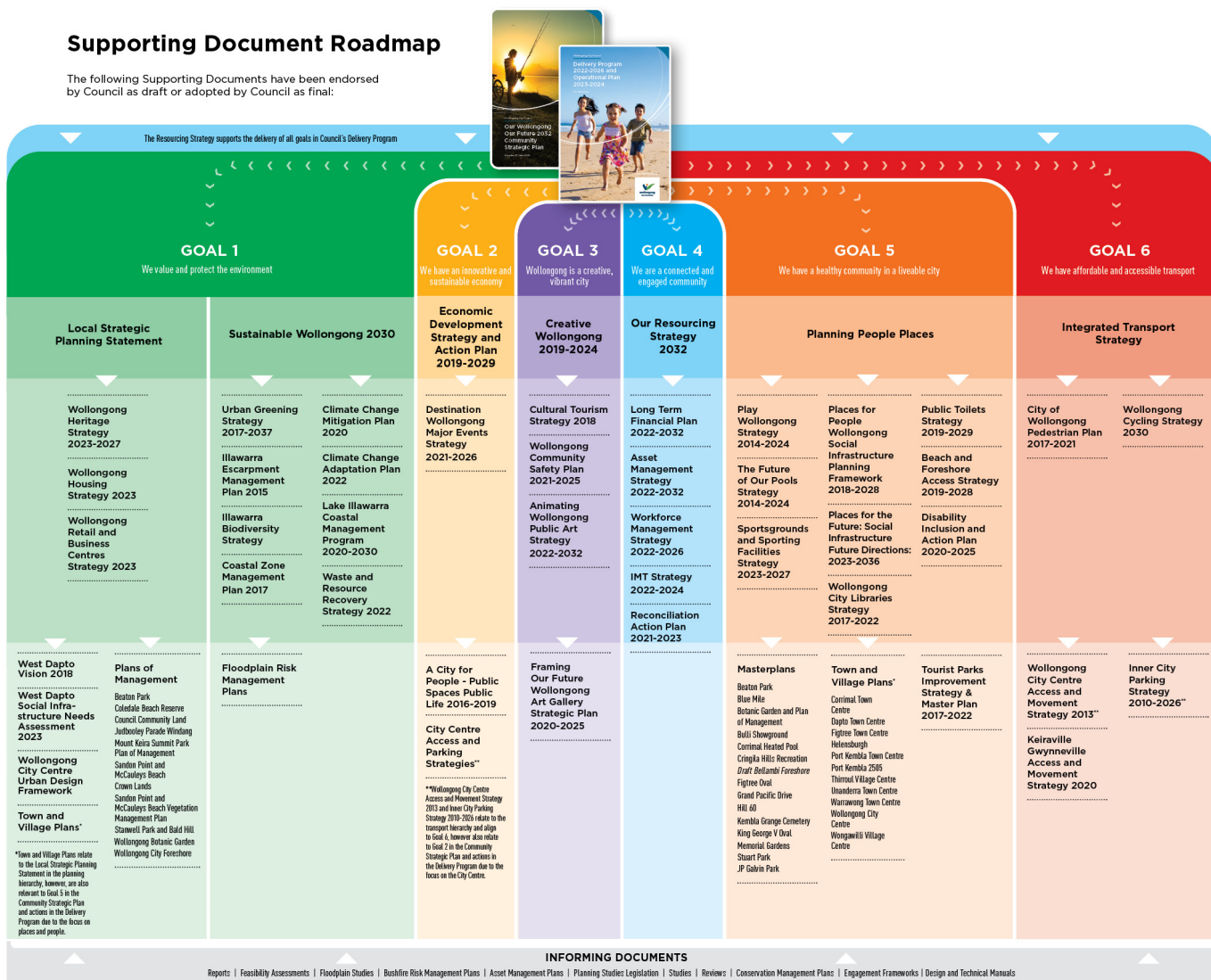
The following Supporting Documents have been endorsed by Council as draft or adopted by Council as final:

GLOBAL, FEDERAL & STATE LEGISLATION & FRAMEWORKS

HIGH LEVEL STRATEGY

LOCAL GOVERNMENT AREA FOCUSED STRATEGIES

LOCATION SPECIFIC



2022 UCI Road World Championships – Wollongong NSW

In partnership with Local Organising Committee, Wollongong 2022 Ltd, Council supported and delivered the 2022 UCI Road World Championships – Wollongong NSW. This prestigious global, Olympic scale event was the largest event ever hosted by the city and featured over 670 riders from 65 countries competing in championship races over eight days and welcomed over 240,000 spectators.

Council delivered *Spin Fest*, a city wide celebration involving a free program of live music, art, entertainment, food and a beach party. Legacy outcomes from hosting the event include attraction of funding to support active transport infrastructure, increasing opportunities for participation in cycling and sport, developing education programs for cyclists and tourism opportunities.



2022 UCI Road World Championships – Wollongong NSW finishing line.



Spin Fest Beach Party, North Wollongong Beach.



Women's Champion, Annemiek van Vleuten.



Men's Champion, Remco Evenepoel (centre), 2nd Christophe Laporte (Left) and 3rd Michael Matthews (right).



Spin Fest Beach Party, North Wollongong Beach.

COUNCIL'S STRATEGIC PRIORITIES

Localised
Suburbs and
Places

Sustainable
Wollongong

Active
Transport and
Connectivity

Business and
Investment

West Dapto

To focus Council's attention, Councillors identified five key focus areas for the life of the Delivery Program. These are known as the Council's Strategic Priorities.

Localised Suburbs and Places

Our localised suburbs and places will be well planned so that they are liveable and safe. This includes important transport infrastructure and footpaths, as well as the necessary facilities and spaces being available for a variety of uses for communities. We will endeavour to maintain and protect the unique character of our local areas and encourage community spirit and civic pride through appropriate activities and land uses.

Sustainable Wollongong

Achieving a sustainable future and addressing a changing climate are a significant focus during this Council term. Our program includes the implementation of key priorities including reducing emissions, reducing waste to landfill, continuing urban greening and protecting our natural environment.

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. We will continue to

facilitate the upgrade of our public transport, bicycle networks, pedestrian access routes and safety around our schools. This focus will see further investment into our footpaths and cycle ways, complementing our commitment to our suburbs and places.

Business and Investment

We will continue to grow the Wollongong economy through jobs growth, 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, world class university and suburb liveability. We will work with key stakeholders including peak business groups and state and federal governments to further promote our city and attract greater investment in infrastructure and other key assets.

West Dapto

West Dapto will continue to be developed over the next 30 to 40 years and we will keep working in collaboration with key agencies to provide the infrastructure needed to support West Dapto's existing and growing community and employment lands of the urban release area. This will include coordinated planning for access improvements including new roads and bridges as well as parks and community facilities needed to support the expected 19,500 total housing lots and 8,500 jobs at full development.

Strategic Priorities – Progress Update

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 2022-2026. A summary of progress made in 2022-2023 is outlined below.

Localised Suburbs and Places

During the year community connecting events were held in West Dapto and intergenerational cycling events were held in the southern suburbs. Children and young people helped create Tiny Forests in Dapto, Tarrawanna and Wollongong Botanic Gardens and children from Cringila Public School participated in building a Gunyah (traditional Aboriginal hut) at Cringila Hills playground.

The *Classic Games Mornings* for older people at Wollongong, Warrawong and Corrimal libraries and outdoor fitness sessions in Helensburgh continued to be delivered.

The *Artward* Artist in Residence program was delivered in Helensburgh, Corrimal, Windang, Puckey's Estate, Wiseman's Park and Bellambi Lagoon and murals were painted on traffic signal boxes throughout the Local Government Area.

Connecting Neighbours Grants were available throughout the year to support an activity that connected people to each other, with a special program offered to celebrate the UCI Road World Championships – Wollongong NSW event in September 2022.

Paint the Gong REaD mascot, *Bright Spark*, Birthday was held in Dapto and a live music event was held for young people at Corrimal High School and reading tents were at various locations.

Women, girls and NSW Police participated in place-based workshops in Wollongong, Port Kembla and Dapto, as part of the Safer Cities: Her Way project to determine safety interventions.

The CBD along with local main streets have been activated by increased outdoor dining opportunities and the successful delivery of street as shared spaces.

Sustainable Wollongong

A Scoping Study identifying the priorities and focus of a Coastal Management Program (CMP) was endorsed by Council on 20 March 2023. A grant funding application has been made to commence Stage 2 technical studies of the CMP preparation.

The *Luv the Lake* litter program involved pop-up kiosks and community clean-ups. This resulted in an estimated 1,200 kilograms of litter removed from the foreshore and a 40% reduction in instances of litter across targeted sites. Bathymetric surveying of the Lake was completed and will be used to inform future management actions.

The draft Urban Heat Strategy was prepared and endorsed for public exhibition at the June 2023 Council meeting. Council has advocated for improvements in fuel efficiency standards, participated in the *Invest Wollongong Clean Energy Expo* and certain small-scale electricity sites have been transferred to the NSW Government electricity contract delivering 100% green power for those sites.

Community engagement and internal staff engagement to determine appropriate abatement pathways for the next Climate Change Mitigation Plan were completed.

Council adopted the Development Control Plan Chapters E17 and Tree Management Policy and Procedures; and the Electric Vehicle Charging Infrastructure on Public Lands Policy. The Electrify Wollongong campaign was launched in June 2023 on Council's website.

Strategic Priorities – Progress Update

Active Transport and Connectivity

Council has awarded the contract for the Lake Illawarra Active Transport Masterplan which is funded by the NSW Government Resources for Regions Program. The Masterplan set out a scope for completing the journey around the lake. The document will identify the roles and responsibilities addressing the fragmented ownership and will guide infrastructure to be consistent, convenient, safe and inviting for all path users. The project is scheduled to have a draft by December 2023.

Council continues to participate in *National Walking and Cycling Participation Survey* in 2023.

Four e-bikes have been procured to be included within Council's fleet to support active transport options for Council officers to attend site meetings, and to inspect share paths as a user.

Council was successful with *Get NSW Active* Grant Funding for the design of Grand Pacific Walk Headlands Avenue to Coledale Avenue.

Business and Investment

This year saw the release of the new *Investment Prospectus 2023*, a successful digital marketing campaign undertaken targeting external stakeholders and raising awareness of Wollongong as a desirable alternative CBD location for business. *Invest Wollongong* continued to participate in and host various events including *Tech Connect* targeted towards Wollongong's start-ups, a hospitality event for The 2022 UCI Road World Championships - Wollongong NSW at the Old Wollongong Courthouse, and end of year event at Lang's Corner.

During the year, there were a number of significant announcements in the Clean Energy sector including; Illawarra being declared as one of five Renewable Energy Zones; NSW Ports revealed concept plans for a large-scale facility at Port Kembla's Outer Harbour and the NSW Government announcement of funding under the Hydrogen Hub Program to construct a 10-megawatt electrolyser to facilitate at least four refuelling stations in and around the Illawarra.

Council hosted its annual *Doing Business with Council* procurement showcase on 18 May 2023, with around 180 businesses attending and learning more about the opportunities available for doing business with Council over the next year. The release of the Rider Levett Bucknall (RLB) Crane Index found there was 15 cranes in Wollongong - a figure higher than Newcastle, Hobart, Darwin and the Central Coast.

Invest Wollongong attended the *2023 Australian International Airshow* in Avalon, showcasing the region with the newly updated Defence Industry Directory. *Invest Wollongong* also facilitated a range of ongoing major investment enquiries.

West Dapto

During 2022-2023 staff continued to focus resources on ensuring improved outcomes for the Urban Release Area, West Dapto, as one of Council's five strategic priorities.

Infrastructure Planning remains a core priority and the 26 June 2023 adoption of the Infrastructure Delivery Program 2023-2027 reflects Council's ongoing commitment to infrastructure planning and delivery through the identification of 13 West Dapto Specific projects from decision to construction at a total of \$31M. Work on the draft West Dapto Development Contributions Plan 2024 progressed to scope and cost of infrastructure at West Dapto informed by projects such as the urban upgrade of Wongawilli and West Dapto Roads.

Strategic Priorities – Progress Update



Delivery of strategic priorities at West Dapto benefitted from the successful securing of grant funding by Council staff, including:

- Work progressed on the urban upgrade of West Dapto Road, funded under the NSW Housing Acceleration Fund.
- Progress has been made on the Northcliffe Drive Extension Strategic Business Case Project during the financial year. The business case received a high rating as part of the State government's assurance review process. Council staff will continue to work with the State seeking investment in a final business case. This project was funded under the State Planning Agreement grant program.
- Work has commenced on the West Dapto Centres Master planning project, a strategic planning exercise funded under the NSW Regional Housing Strategic Planning fund. This project will set the direction of outcomes for the future Town Centre at Marshall Mount and future Village Centre referred to as "Fowlers" with stage 3 of West Dapto.

The Mullet Creek Floodplain Risk Management Study and Plan 2023 was adopted by Council in May 2023 which was led by Council in partnership with the NSW Department of Planning and Environment. The Study will guide planning decision within the Mullet Creek catchment.

During 2022-2023, development of residential lots continued at West Dapto along with supporting land use planning decisions and assessments. Since West Dapto commenced a total of 2,673 residential lots have been approved and 2,236 subdivision certificates issued. Neighbourhood plans assessments throughout stage 5 of West Dapto and a major rezoning application is being assessed within stage 3 of West Dapto.

Ongoing discussions are continuing with NSW Government counterparts about a variety of key issues including NSW Department of Education, Transport for NSW, NSW Department of Planning and Environment and service providers such as Sydney Water.

We value and protect our environment

We have an innovative and sustainable economy

Wollongong is a creative, vibrant city

We are a connected and engaged community

We have a healthy community in a liveable city

We have affordable and accessible transport

Community Strategic Plan

Resourcing Strategy

Delivery Program and Operational Plan delivered through 33 Council Services

Development Assessment

Emergency Management

Environmental Services

Land Use Planning

Natural Area Management

Regulatory Compliance

Stormwater Services

Waste Management

City Centre Management

Economic Development

Tourist Parks

Cultural Services

Engagement, Communications and Events

Aged & Disability Services

Community Programs

Corporate Strategy

Integrated Customer Service

Libraries

Property Services

Youth Services

Aquatic Services

Botanic Garden & Annexes

Community Facilities

Leisure Centres

Memorial Gardens & Cemeteries

Parks & Sportfields

Public Health & Safety

Transport Services






Support Services

Employee Services, Financial Services, Governance & Administration, Infrastructure Strategy & Support, Information Management & Technology



Summary of Progress by Goal

Status of Actions as at 30 June 2023

| Status | | Goal 1 | Goal 2 | Goal 3 | Goal 4 | Goal 5 | Goal 6 | Support Services | Total |
|---|---|----------------|-----------------|---------------|----------------|----------------|--------------|------------------|------------------|
| On-Track Action is progressing as planned |  | 88% (35/40) | 100% (12/12) | 90% (9/10) | 94% (33/35) | 81% (38/47) | 86% (6/7) | 83% (15/18) | 88% (148/169) |
| Complete Action or project achieved as planned |  | 8% (3/40) | 0% (0/12) | 10% (1/10) | 6% (2/35) | 8.5% (4/47) | 0% (0/7) | 0% (0/18) | 6% (10/169) |
| Deferred A decision has been made to reschedule the timing of the project or actions |  | 2% (1/40) | 0% (0/12) | 0% (0/10) | 0% (0/35) | 2% (1/47) | 14% (1/7) | 11% (2/18) | 3% (5/169) |
| Not scheduled to commence The action was not due to commence during the reporting quarter |  | 0% (0/40) | 0% (0/12) | 0% (0/10) | 0% (0/35) | 0% (0/47) | 0% (0/7) | 0% (0/18) | 0% (0/169) |
| Delayed Unforeseen event has changed the timing of a project or action |  | 2% (1/40) | 0% (0/12) | 0% (0/10) | 0% (0/35) | 8.5% (4/47) | 0% (0/7) | 6% (1/18) | 3% (6/169) |

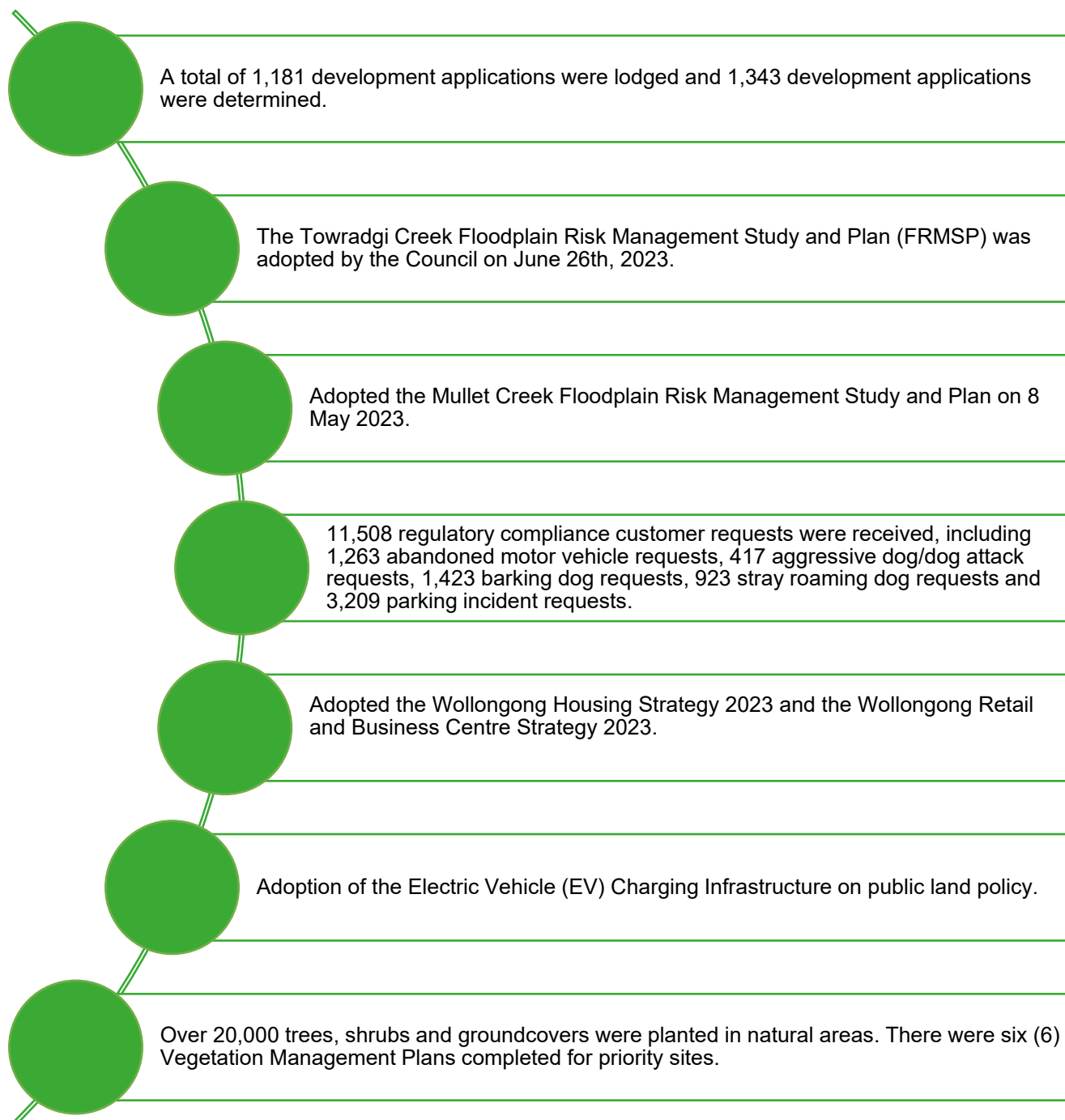
Result shown as number of actions.

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Objectives

We will work together to reduce emissions and the effects of a changing climate.
Our natural environments are protected and our resources will be managed effectively.
Development is well planned and sustainable and we protect our heritage.

Key Achievements



Annual Highlights



Farmborough Road primary School students learning about Urban Greening.



Installation of new electric vehicle charging infrastructure at Stewart Street East Carpark, facilitated by the Electric Vehicle Charging Infrastructure on Public land Council Policy.



Hooka Point, Berkeley. Volunteers from across Council's volunteering programs, teamed up with Hooka Point Bushcare, Council staff and contractors to plant 2,000 native trees at Hooka Point.



Nareena Hills Public School students creating posters of a greener future for Wollongong, as part of the Global Climate Change Week poster competition.



Wollongong Botanic Garden Tiny Forest growth in just 5 months. This is part of many Tiny Forests being planted across Wollongong.

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Development Assessment

Responsibility Manager Development Assessment and Certification

About this Service

The service undertakes assessment and determination of planning matters to facilitate balanced planning outcomes to serve the current and future community. This includes development applications, construction certificates, complying development, building and subdivision certificates, pre-lodgement advice, managing panels, Fire Safety Statements and upgrades, building compliance inspections, audits on completed buildings, providing expert evidence in Land and Environment Court Appeals and advice to Council and stakeholders in all aspects of the development assessment process.





Annual Progress Update

Council continued to assess a diverse range of development applications. A total of 1,181 development applications were lodged and 1,343 development applications were determined during the year. Pre-lodgement advice was provided for a variety of stakeholders. Council also continued to provide a service as a Principal Certifying Authority for buildings and subdivisions as an alternative option to the private sector.

Council worked with the Design Review Panel to achieve design excellence through providing advice on 51 matters. The Wollongong Local Planning Panel considered 26 matters, Southern Regional Planning Panel determined six matters and was briefed on a further six applications.

Council engaged NSW planning on grant funded projects including Faster Local Approvals for development applications which has seen improved determination times for land subdivision applications as well as integration of Council's technology with the NSW planning portal to provide a more streamlined administration of the development assessment process.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Engage with NSW Government, agencies, development/building industry and the broader community to achieve improved development outcomes | On-Track  | Engagement with the Department of Planning and Environment on <i>Faster Local Approvals</i> and the evolution of the NSW Planning Portal integration with Council systems. Various meetings were held with the Southern Regional Planning Panel on pending and current applications and potential process improvements. |
| Administer Design Review Panel in relation to key sites or significant development | On-Track  | Council continues to work with the Design Review Panel to achieve design excellence in the assessment and determination of Development Applications for significant projects across the Local Government Area. The Panel provided advice on a total of 51 matters during 2022-2023. |
| Administer the Wollongong Local Planning Panel | On-Track  | Council continues to work with the Wollongong Local Planning Panel to finalise the assessment and determination of Development Applications. The Panel considered a total of 26 applications during 2022-2023. Meetings have been held monthly and operations refined in a post COVID-19 environment. Panel concurrence with staff recommendations remain high, with the panel concurring staff recommendations on 23 of the 26 applications during the year. |
| In conjunction with the Department of Planning, Industry and Environment administer the Southern Regional Planning Panel | On-Track  | Council and the Panel focused on efficient and early reporting to deliver best outcomes for urban development proposals and applications. The Panel determined six matters and was briefed on a further six applications during the year. |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Emergency Management

Responsibility *Manager Infrastructure Strategy and Planning*

About this Service




The service provides support in the planning and preparation for significant emergencies that may impact the safety and security of residents and visitors to the city. This involves Council's operational response to support Emergency Service Agencies during incidents and emergencies.

Annual Progress Update

Council has endeavoured to prioritise emergency management throughout the year, fulfilling its role of providing executive support to the Illawarra Local Emergency Management Committee in accordance with the Illawarra Emergency Management's Memorandum of Understanding (MOU).

The Emergency Management Officer (EMO) has played a crucial role in various projects aimed at enhancing the city's resilience. These include the development of a comprehensive recovery operations plan to address the impacts of future weather events and the facilitation of dam safety exercises for the Council's managed prescribed dams. By focusing on these initiatives, Council demonstrates its commitment to proactive emergency planning and ensuring the safety of the community.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Collaborate with Shellharbour City Council and Kiama Municipal Council under the Illawarra Emergency Management Memorandum of Understanding | On-Track  | Council continues to collaborate with Shellharbour City and Kiama Municipal Councils per the current Illawarra Memorandum of Understanding (MOU). The Memorandum outlines the collaboration to support the Illawarra Local Emergency Management Committee (LEMC) by providing the services of LEMC chair, executive support to the committee and Local Emergency Management Officer (LEMO) duties. Shellharbour City Council and Kiama Council Local Emergency Management Officers provided coverage for the Wollongong Council Local Emergency Management Officer during the UCI Road World Cycling Championships. |
| Prepare resilience and response plans to respond to unforeseen events | On-Track  | Council has undertaken project work to develop Natural Disaster Response and Recovery plans, working in collaboration with the NSW Reconstruction Authority. The Emergency Management Service contributed to the development of the Urban Heat Strategy and the design of community centres evacuation requirements. Council engaged with various stakeholders to identify suitable community buildings that can serve as places of refuge during extreme weather events. Council actively participated in a post-event review following the Tallawarra Substation Fire and conducted a site familiarisation program involving emergency services and the asset owner. Research commenced to develop a safety exercise specifically tailored for Council's prescribed dams. |
| Continue to progress design and construction of a new Wollongong State Emergency Services unit | On-Track  | Council has maintained a collaborative partnership with the State Emergency Service (SES) to address SES requirements across the Local Government Area. Council and SES have been actively assessing suitable site locations and determining the necessary functions and designs for the proposed units in Dapto, Wollongong and the Northern Suburbs. |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Regulatory Compliance

Responsibility *Manager Regulation + Enforcement*

About this Service

This service involves environment and development compliance, animal control and parking in accordance with statutory requirements and Council Policy. Providing education programs and information to raise community awareness also forms part of this service.



Annual Progress Update

Council implementing programs including the management of companion animals, illegal parking compliance and the management of public amenity issues, such as abandoned motor vehicles.

The 2022-2023 year saw a total of 11,508 customer requests received, including 1,263 abandoned motor vehicle requests, 417 aggressive dog/dog attack requests, 1,423 barking dog requests, 923 stray roaming dog requests and 3,209 parking incident requests.

Compliance projects aimed at addressing illegal camping were carried out with a focus on the public holidays. A coordinated approach with communication and compliance to support the UCI Road World Championships was carried out. The implementation of the Public Spaces (Unattended Property) Act 2021 involved significant process changes related to managing abandoned motor vehicles, articles and unattended animals.



Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Maintain a proactive surveillance and inspection program of known dumping hot-spots and implement education and awareness raising programs aimed at reducing illegally dumped waste | On-Track  | Council conducted 551 investigations of illegal dumping incidents within the Local Government Area. Ongoing collaboration with the Department of Communities and Justice Housing has continued with proactive hotspot patrols to educate the community and decrease illegal dumping incidents in the Local Government Area. The Cordeaux and Mount Keira – Enhanced Surveillance and Clean Up Project was completed in the June 2023 quarter, focusing on illegal dumping in escarpment areas. As a result, dumping incidents have been reduced within the project area by 41.5% compared to the previous 12 months. The project was jointly funded by the NSW Environmental Protection Authority (EPA). |
| Maintain a proactive compliance program for companion animals in public places | On-Track  | Council officers conducted a proactive companion animal compliance program. This included engagement and educational activities to provide dog owners with an awareness of their responsibilities under the Companion Animals Act 1988 and the Council Dogs on Beaches and Parks Policy. Dog access signage was upgraded at Sandon Point, McCauley's Beach, Scarborough Beach, Wombarra Beach, Coniston Beach, Thomas Gibson Park, MacCabe Park and Beaton Park. The Tiered Beach Patrol Program and the Summer Beach Patrol Program was implemented, conducting 1,907 proactive patrols. As a result of these patrols, 850 actions were taken, including issuing fines, warnings and educational conversations with dog owners. Education stalls were set up at Coledale Rock Platform, Wombarra Beach, Bellambi Beach, Sandon Point and City Beach, The Blue Mile, Port Kembla Beach, the Animal Welfare League Mobile Vet Services event in Kully Park and the West Wollongong Rotary Clubs <i>Paws4aCause</i> Dog Show at JJ Kelly Park. |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Regulatory Compliance Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Develop and implement an education and awareness raising program regarding swimming pool barriers | On-Track  | <p>The swimming pool safety barrier program included social media messaging to promote swimming pool safety and an educational booklet was distributed to schools throughout the Wollongong Local Government Area to assist in promoting the importance of swimming pool safety barrier compliance.</p> <p>Work continued to ensure private swimming pools are compliant. Compliance certificate applications for private swimming pools were processed, notices and orders to rectify non-compliant pools and responding to customer service requests.</p> <p>During the year, officers processed over 100 compliance certificate applications, responded to 274 customer service requests and issued 30 notices and orders to rectify swimming pools not compliant with the Swimming Pool Act 1992.</p> |
| Undertake targeted compliance of subdivision and residential building sites for sediment and erosion control, hours of operation, waste management and dust control | On-Track  | <p>Throughout the 2022-2023 year, 411 building site inspections were conducted with 212 educational discussions occurring, 33 fines issued and 92 written and verbal warnings issued regarding non-compliances for erosion and sediment control, waste management and hours of operation. Council's Building Sites Compliance Program continued with a focus on proactive building sites inspections and education regarding erosion and sediment control, waste management and hours of operation.</p> |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Stormwater Services

Responsibility Manager Infrastructure Strategy and Planning

About this Service




This service strategically plans for a coordinated approach to floodplain risk management and stormwater management including protection of waterways, beaches, lakes, lagoons and creeks. This service manages and maintains 835 kilometres of drainage and associated infrastructure assets across the city that aim to be safe, efficient, effective and sustainable.

Annual Progress Update

Council adopted the Mullet Creek Floodplain Risk Management Study and Plan on 8 May 2023 and the Towradgi Creek Floodplain Risk Management Study and Plan on 26 June, 2023. These studies will guide floodplain risk management decisions.

Thirteen flood related projects have been designed, acknowledging challenges and unexpected obstacles, such as natural disasters in 2022, have caused some delay in achieving planned delivery timeframes. In response, Council has prioritised pipe relining projects to ensure asset renewal programs continue to progress.


Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Develop and implement the Floodplain Risk Management Plans including Voluntary Purchase Scheme | On-Track  | <p>Council adopted the Mullet Creek Floodplain Risk Management Study and Plan on 8 May 2023. The report and associated flood data can be publicly accessed, with the aim to provide a better understanding of flood behaviour, flood risk and wiser decision making for the Mullet Creek catchment.</p> <p>The Towradgi Creek Floodplain Risk Management Study and Plan (FRMSP) was adopted by Council on 26 June 2023. This adoption is a positive step forward in effectively managing flood risks and ensuring the safety and well-being of the community in the Towradgi Creek catchment.</p> <p>Remaining Floodplain Risk Management Studies and Plans continue to progress, with some delays due to consultant workload and recent storm events across NSW.</p> |
| Plan and deliver stormwater maintenance, renewal and upgrade works | On-Track  | Sixteen stormwater asset renewal projects and six projects involving upgraded or new infrastructure were constructed during the 2022-2023 year. Construction of four asset renewal and two water quality projects are underway. Designs for 13 projects were also completed. Programmed pit lid repairs are behind schedule. |
| Deliver rolling program of flood and stormwater infrastructure condition and safety inspections | On-Track  | <p>Stormwater pipe Closed Circuit Television (CCTV) and pit inspections continued during 2022-2023 year.</p> <p>Inspections undertaken were a combination of scheduled and ad hoc inspections required to investigate issues raised by the community. Monthly surveillance inspections for Council's Declared Dams were also completed in accordance with obligations under the Dam Safety Act 2015. Approximately 33,100 metres of stormwater pipe and 1,441 stormwater pits were inspected throughout 2022-2023 providing Council with a better understanding of the condition of the network. This information has been used to support asset maintenance and renewal planning activities in the future.</p> |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Stormwater Services Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Enhance the management of Council owned water and wastewater assets | On-Track  | Managed water systems continue to be monitored via telemetry with early warning alerts mitigating potential events. |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Environmental Services

Responsibility Manager City Strategy

About this Service

This service involves Council working with the community in relation to local climate change mitigation, adaptation, monitoring and reporting, environmental education, volunteer management and partnerships, waste minimisation and environmental advocacy.

Annual Progress Update

The Bushcare Program continues playing a vital role in restoring riparian areas and bushland. This year volunteers have had opportunity to participate in best practice workshops and cultural awareness/caring for country programs delivered in partnership with the Illawarra Local Aboriginal Land Council. Key bushcare milestones include 20 years' service to the Bellambi Dunes group and the Rotary Club of Wollongong celebrated 100 years' service with a tree planting ceremony at Greenhouse Park. Clean up Australia Day involved 46 groups who participated to remove rubbish from natural areas across the city. The Rise and Shine program continued to focus on removal of problematic waste from natural areas and riparian zones.


A range of policies have been updated including the Tree Management Policy and review of Development Control Plan Chapters E17 and E18, that aim to protect vegetation and increase tree canopy in line with the Urban Greening Strategy. A review of Council's Asbestos Policy and Electric Vehicles on Public Land Policy were also undertaken during the year.

Tree planting activities continue to focus on high need/low canopy suburbs with street tree plantings and parkland plantings a focus for Council. The Tiny Forest program launched in partnership with local schools celebrated a one year anniversary with extraordinary results in vegetation growth, and engagement at a local level.

Council has continued the Illawarra Feral Deer Management Program for the removal of deer across the Local Government Area and installed deer exclusion fencing to protect natural areas in high priority areas. Grant funded programs focused on Lake Illawarra improvements including the *Luv the Lake* program which aims to increase community participation, pride, respect and ownership of the lake and its surrounds to tackle litter. The Lake Illawarra Catchment monitoring program continues to measure water quality and estuary health monitoring.

Council is supporting the Illawarra Local Aboriginal Land Council with the commencement of a three year natural area rehabilitation program at Purrah Bay and Muddy Bay to restore both coastal salt marsh and Swamp Oak Forest Endangered Ecological Plant Communities.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Deliver commitments made under the Global Covenant of Mayors and support Council's climate emergency declaration | On-Track  | Major actions achieved throughout this reporting year include the renewable power purchase agreement, partnering to upgrade of LED streetlights, adoption of the Electric Vehicle (EV) Charging Infrastructure on public land policy and increased landfill diversion rates. Projects initiated included the development of the sustainable buildings program, Regional Energy Strategy through the Illawarra Shoalhaven Joint Organisation, and Electric Vehicle charging infrastructure feasibility projects. All Global Covenant of Mayors milestone badges and compliance have been maintained. |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Environmental Services Continued




Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Prepare the Climate Change Mitigation Plan 2023-2030 | On-Track  | Preparation of the draft Climate Change Mitigation Plan (CCMP) 2023-2030 progressed with comprehensive community engagement undertaken. The current program is on track to fulfill the Global Covenant of Mayors' initiative which has adoption of the revised CCMP due in late 2023. |
| Implement priority actions from the Climate Change Adaptation Plan 2022 | On-Track  | A consultant was engaged and a draft Urban Heat Strategy was developed in consultation with internal and external stakeholders. On 26 June 2023, Council endorsed the draft Urban Heat Strategy for public exhibition. |
| Coordinate Council's waste, volunteer, environmental and conservation programs, activities and events | On-Track  | <p>The Summer Foreshore Parks Enhanced Cleansing and Public Place Recycling project commenced and involves roaming education for residents and visitors to Wollongong's foreshores about litter, additional bins and recycling with a highlight on coffee cups. Ongoing priority waste education workshops included webinars, Chemical Cleanout and waste drop off events, Plastic Free July campaign, National Tree Day event, Volunteer recognition events and Clean Up Australia Day event.</p> <p>A concentrated 'FOGO Roadshow' educational program was completed. Summer walks and talks were very popular with Bushcare volunteers including best practice and cultural awareness workshops. A Poem Forest planting in collaboration with Red Room Poetry and Farmborough Road Public School at Allans Creek was a successful new venture as part of our Urban Greening Strategy. Rise and Shine program and World Enviro Day events were completed.</p> <p>Waste wise event management plan approach was reviewed. Garden waste drop off events were held at Berkeley, Corrimal and Helensburgh.</p> <p>National Volunteer week was celebrated with a recognition event for Botanic Garden, Rise and Shine and Natural Areas volunteers at the Towri Centre.</p> <p>The Green Team delivered their first online webinar through one of the larger Strata managers across the region to discuss FOGO at multi-unit dwellings. Two competitions to promote FOGO to residents and students were completed. Other FOGO initiatives included a FOGO Roadshow from 26 June.</p> <p>A new Recycling talk was developed for adults with the first delivery to 100 Probus attendees at Dapto. Large scale events attended by the Green Team included Saltwater Festival at Warrawong and Thirroul Seaside Festival.</p> |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Environmental Services Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Implement priority actions of the certified Coastal Management Program for Lake Illawarra | On-Track  | <p>The Coastal Management Program for Lake Illawarra continues to be delivered. All milestones for active grant funded projects are on track.</p> <p>A Community Engagement and Participation Strategy was finalised, which includes a program of activities to promote community involvement in Lake initiatives to be implemented over the coming years.</p> <p>Litter prevention initiatives undertaken at hotspot locations as part of the <i>Luv the Lake</i> EPA campaign were successful in achieving up to a 40% reduction in key littered items between February and June 2023.</p> <p>Water quality monitoring continued at 21 sites around the Lake catchment. Stage 2 weed removal and revegetation works over 37 hectares of Lake foreshore reserve areas were completed, with 3,000 native seedlings planted over the last year.</p> <p>Sediment and erosion controls at development sites has improved significantly as a result of educational and enforcement initiatives delivered during the 2022-2023 year.</p> |
| Develop a Coastal Management Program for the Open Coast | On-Track  | <p>A scoping study was prepared to identify the priorities of the Coastal Management Program (CMP) for the Wollongong coastline.</p> <p>Council endorsed the Wollongong Coastal Management Program Scoping Study, allowing work to progress to Stage 2 of the process. A grant application was lodged with the NSW Government Coastal and Estuary Program for funding to undertake the Stage 2 coastal hazard studies to include: coastal hazards mapping; littoral rainforest and coastal wetlands mapping; identification of Aboriginal heritage values and assets, vulnerability assessment and options assessment for management of windblown sand at Port Kembla Beach.</p> |
| Council support local food security outcomes through advocacy, sponsorship, partnering and local initiatives | On-Track  | <p>Council continues to deliver a range of services to promote food security within Wollongong. These include delivery of education on food waste avoidance, facilitation of enquiries relating to community gardens, and publication of the Low Cost and Free Meals Directory.</p> <p>Public interest in communal gardening activities is supported by Council's Community Gardens Policy. There are currently 17 community gardens operating in our local government area with seven located on Council managed land.</p> |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Natural Area Management

Responsibility Manager Open Space + Environmental Services

About this Service




This service includes the management of natural areas under Council care and control. Activities undertaken as part of this service include restoration of natural areas, weed management, pest management, bushfire management as well as the conservation of endangered ecological communities and threatened species. These activities are funded through a combination of Council's own operating funds, external grants, partnerships with other organisations and the support of community volunteers.

Annual Progress Update

During the year, a new tender panel of ecological contractors was established with 61 active contracts across the city. There were a total 166 active restoration sites across the city, including Bushcare sites. Volunteers contributed 9,289 hours with an estimated value of \$278,000.

Over 20,000 trees, shrubs and ground-covers were planted in natural areas. Six vegetation Management Plans were completed for priority sites. The Vertebrate Pest management program continued with Council supporting South-East Local Land Services in the Illawarra Feral Deer Management Program, while Council led the Myna Bird Program and the control of rabbits and foxes.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Coordinate natural area restoration works at priority sites | On-Track  | A tender panel of ecological contractors was established with 61 active contracts across the city. There were a total 166 active restoration sites across the city, including Bushcare sites. Volunteers contributed 9,289 hrs with a value of \$278,000. Over 20,000 trees, shrubs and ground-covers were planted in natural areas. There were six Vegetation Management Plans completed for priority sites. The Vertebrate Pest management program continued with Council supporting South-East Local Land Services in the Illawarra Feral Deer Management Program, while Council led the Myna Bird Program and the control of rabbits and foxes. |
| Continue implementation of priority actions from the Dune Management Strategy | On-Track  | Dune management continued across the Local Government Area with vegetation management occurring across patrolled beaches. Works as part of the Sydney Water Agreement have commenced at City Beach, Perkins Dunes and East Corrimal in accordance with the Vegetation Management Plans for each site. Safety continued to be a key focus following storm activity throughout the year, with erosion scarps managed as required to ensure public safety for beach users. |
| Implement annual bushfire hazard reduction works program for Asset Protection Zones on Council managed lands | On-Track  | Council implemented all requirements of the Illawarra Bushfire Risk Management Plan in managing eight Fire trails and 62 Asset Protection Zones. The 2022-2023 RFS funded works were completed with the outcomes of new funding pending. A review was conducted of all Council's Asset Protection Zones and fire trails ensure they remain contemporary. Council coordinated the work of FiReady volunteers in helping maintain fuel loads behind houses at eleven sites on Council land. A highlight for the year was the ecological burn conducted at Puckeys Estate which was five years in the planning and occurs approximately every 15 years. |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Waste Management

Responsibility *Manager Open Space + Environmental Services*

About this Service

Waste management includes the environmentally responsible, customer focused resource recovery, recycling and solid waste management. The service includes community education programs, waste collection and recycling, operation of the Wollongong Waste and Resource Recovery Park, public domain waste collection and facilities cleaning.





Annual Progress Update

Environmental compliance at Council's waste management facility continues to improve with upgrades to the site's stormwater and leachate management systems assisting through another year with significant rainfall events. The Vegetation Management Plan has seen improved vegetation cover on the boundaries of the site and significant project design has been completed in readiness for construction of the next landfill cell which will be operational mid-2025.

Commercial waste received increased during the year, whilst the Food Organics Garden Organics (FOGO) program continues to divert organic material from landfill, with a total 37,000 tonnes of FOGO material processed. Residents using the FOGO service continue to utilise this service well, with contamination of the FOGO stream at 1% and well below the NSW average. Landfill gas extraction has continued across the site with 19,042 tonnes of carbon dioxide equivalent methane removed from the landfill.

Council approved an extension to the current waste collection services contract and a joint tender proposal with Shellharbour City Council will secure waste collection services for residents well into the next decade.



Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Continue to monitor environmentally sustainable actions for charitable waste | Complete  | Since the introduction of Waste Management Plans for Community Service Organisations including charities, over 500 tonnes of charity waste have been diverted from Whytes Gully landfill compared to the previous financial year. |
| Implement a research and development program targeting waste diversion from landfill with the University of Wollongong | Complete  | University of Wollongong (UOW) completed its research project into Automated Waste Contamination Detection. The project focused on plastic bags as a contamination source and delivered a 63% detection accuracy related to white plastic bags in recycling collected. Council will continue to investigate technology applications to assist in reduced waste contamination. |
| Deliver options for a Food Organics Garden Organics (FOGO) trial for multi-unit dwellings | Delayed  | Council is working with the Environmental Protection Authority to determine the best way to progress this project given the challenges experienced. FOGO services continue to be expanded in multi-unit dwellings through normal service delivery. |
| Deliver a Food Organics Garden Organics (FOGO) program across the LGA | On-Track  | Waste audits completed in February indicate that 74% of households are participating in FOGO program. 37,000 tonnes of FOGO material were collected and diverted from landfill during the 2022-2023 year. |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Waste Management Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Continue to educate the community on waste principles – avoid, reduce, reuse, recycle to increase waste diversion from household waste streams | On-Track  | Green Team delivered their first webinar through one of the larger strata Managers across the region promoting the Food Organics Garden Organics program (FOGO). Two competitions were held to promote FOGO to residents and students. Commencement of a FOGO Roadshow, waste education and data capture at Helensburgh, Berkeley and Corrimal as part of Green Waste drop off events and a new recycling talk was developed for adults with first delivery to 100 attendees at Dapto. |
| Continue to develop and implement the landfill gas management system at Whytes Gully | On-Track  | The monthly average of carbon dioxide equivalent avoided was 1,596 tonnes which equates to over 19,000 tonnes per year. Planning continues with Council's supplier regarding the expansion and enhancement of the overall landfill gas capture system. |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Land Use Planning

Responsibility Manager City Strategy

About this Service

Land Use Planning manages the plans, policies and certificates that help our community understand the role and function of land within Wollongong. The team undertakes detailed studies to make longterm plans for how we can live, work and play sustainably, protecting what we value and ensuring development contributes to great places for our community.

Annual Progress Update

Council focused on the establishment of strategic land use policies for the Local Government Area. This included the adoption of the Wollongong Housing Strategy in February 2023, adoption of the Wollongong Retail and Business Centres Strategy in March 2023 and endorsement of the draft Industrial Lands Strategy for public exhibition in June 2023.


A range of Planning Proposals were progressed over the year, including endorsement to rezone the former Port Kembla Public School site for residential development and another to amend the foreshore building line at Corrimal Coke Works to enable development consistent with the zoning and master plan for the site. A draft Planning Proposal to heritage list Miala House at Marshall Mount was exhibited through May-June 2023 and another three draft Planning Proposals were supported to progress, including proposals to:

- permit an Outdoor Recreation - Miniature Railway use at Stanwell Tops
- increase development opportunities at Wilga Street, Corrimal
- review zonings of large residential sites on the Illawarra Escarpment foothills as identified in the adopted Wollongong Housing Strategy.

A range of Development Control Plan amendments were made through the year including a site-specific Development Control Plan (DCP) chapter to guide development of the former Port Kembla Public School site (February 2023), a revised DCP chapter E17 Preservation and Management of Trees to align with the adopted Tree Management Policy (April 2023) and a revised DCP chapter B4 Retail Centres and Peripheral Sales Centres (June 2023).

Other policies and plans progressed during the year include the adoption of an updated Planning Agreement Policy and endorsement of an updated draft City Wide Development Contributions Plan for public exhibition. Approximately 6,969 Planning Certificates were issued during the year which are necessary to support property transactions across the Local Government Area.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Local Government Area Wide Retail Centres Study and South West Sydney Development Impacts Study | On-Track  | <p>The Retail and Business Centres Strategy was adopted by Council on 20 March 2023. Implementation has commenced with Council adopting the updated DCP chapter B4 Development in Centres and Peripheral Sales Centres.</p> <p>The South-West Sydney Development Impacts Study progressed with a consultant report in preparation. The report will include information relating to the current and projected visitation patterns for selected popular locations in the Wollongong Local Government Area, owned or managed by Council. Detailed Place Audits for 10 locations will also be included.</p> |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Land Use Planning Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Prepare a Local Government Area Industrial Lands Study | On-Track  | On 26 June 2023, Council endorsed the draft Industrial Lands Study for community feedback. The formal exhibition process will commence in the September 2023 quarter. Following the exhibition period, any submissions received will be considered and the Study reported to Council for finalisation. |
| Review the Local Strategic Planning Statement | On-Track  | <p>The Wollongong Housing Strategy and Wollongong Retail and Business Centres Strategy were recently adopted by Council. The draft Industrial Lands Study was also endorsed by Council for public exhibition. All three documents will inform a review of Council's Local Strategic Planning Statement.</p> <p>Review of the Local Strategic Planning Statement will align with preparation of the draft Illawarra-Shoalhaven City Plan by the Department of Planning and Environment.</p> |
| Continue the review of West Dapto Land Release Area by developing a Local Infrastructure Plan | On-Track  | Development of the West Dapto Local Infrastructure Plan is being informed by the West Dapto Social Infrastructure Needs Assessment and preparation of the revised West Dapto Development Contributions Plan. Both pieces of work progressed during the 2022-2023 year with public exhibition of the draft West Dapto Social Infrastructure Needs Assessment occurring in February 2023. |
| In collaboration with key agencies, facilitate the West Dapto Review Committee to deliver the West Dapto Urban Release Area | On-Track  | The West Dapto Review Committee continue to provide governance arrangements for delivery of the West Dapto Urban Release Area. The Committee is Chaired by the Lord Mayor and includes Ward 3 Councillors. The NSW Department of Planning and Environment has an ongoing invitation to attend committee meetings. Several standard items are presented to the Committee for information. Any issues requiring strategic input from the Committee are highlighted by staff and discussed at meetings. |
| Review West Dapto recreation needs in line with the bi-annual review of the West Dapto Development Contribution Plan | On-Track  | The West Dapto Social Infrastructure Needs Assessment was adopted by Council. The document will guide decision making around social infrastructure for the West Dapto community and includes a list of actions for implementation. |
| Progress the City Centre Planning Strategy | Deferred  | In December 2020, Council resolved to defer the draft City Centre Planning Strategy pending progression of other informing projects. Two major studies were raised as actions in the Council resolution. One of the supporting strategies, the Wollongong Retail and Business Centres Strategy was adopted by Council in early 2023. The City Centre Movement and Place Plan (Access and Movement Study) is being prepared in conjunction with the Wollongong Integrated Transport Strategy with a draft report expected by the end of 2023. |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Land Use Planning Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Develop and install the Sandon Point Aboriginal Place Interpretive Strategy and Indigenous Art Project | On-Track  | Four interpretive signs have been erected as part of the Sandon Point Aboriginal Place Interpretive Strategy. Consultation is continuing with stakeholders on the proposed installation of artworks that tell appropriate stories relating to the Aboriginal place and culture. |
| Finalise the development of the Housing Strategy and commence implementation on initial priorities | Complete  | <p>On 27 February 2023, Council adopted the Wollongong Housing Strategy, which had been exhibited in 2022. Several actions have commenced with Council resolving to prepare and exhibit a draft Planning Proposal for certain properties in the Illawarra Escarpment foothills in April 2023.</p> <p>In May 2023, Council also resolved to exhibit the draft Wollongong City-Wide Development Contribution Plan incorporating a development contributions incentive mechanism for developments that provide emergency, accessible and affordable rental housing.</p> |

GOAL 1 | WE VALUE AND PROTECT OUR ENVIRONMENT

Measuring Success

| Measure | Target/Desired Trend | Comparative Data Where Available – June 2022 | Result |
|---|----------------------|--|--------------|
| Development Assessment | | | |
| Outstanding DAs < 90 days | 200 | 319 | 155 |
| Outstanding DAs >90 days | 50 | 118 | 122 |
| Median net determination days | 50 | New Measure | 39 |
| Environmental Services | | | |
| Participation rate in education programs [#] | Increase | New Measure | 8,700 |
| Tonnes of waste collected from clean-up activities [#] | Decrease | 60 | 34.53 |
| Net zero emissions from Council operations by 2030 (tonnes of Carbon Dioxide equivalent) | Zero by 2030 | New Measure | 129.6K TC02e |
| [#] Figures (including comparatives) have been prepared on an accumulative, annual basis. | | | |
| Natural Area Management | | | |
| Participation rate in environmental programs [#] | Increase | 21,526* | 66,468 |
| Number of volunteers worked at Bushcare, Dunecare and FIReady sites [#] | Increase | 374* | 939 |
| [#] Figures (including comparatives) have been prepared on an accumulative, annual basis. *Comparative result impacted by COVID-19. | | | |
| Waste Services | | | |
| Waste diverted from landfill (percentage) | Increase | New Measure | 53% |
| Waste Education Workshops and Events - number [#] | Increase | New Measure | 271 |
| Waste Education Workshops and Events - Participants [#] | Increase | New Measure | 19,616 |
| Waste Removed from Our Creek and Waterway SQIDs and Trash Racks | Decrease | New Measure | 146 Tonnes |
| Recycling Contamination In Public Waste Bins | Decrease | New Measure | 64% |

[#] Figures have been prepared on an accumulative, annual basis.

Performance measures from the Delivery Program are reported in the Quarterly Review where data is available on a quarterly or annual basis. Performance measures that are tracked every two years will be reported in the State of the City Report.

GOAL 2 | WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Objectives

The region's industry base continues to diversify and local employment opportunities increase.

Wollongong is established as the regional capital of the Illawarra-Shoalhaven.

We are leaders in innovation and sustainable research and development of new industries.

Key Achievements



Annual Highlights



“Wander Wollongong – Art”, a new self-guided tour of galleries, studios and local art in the City of Wollongong, May 2023 Ethel Hayton Walkway.



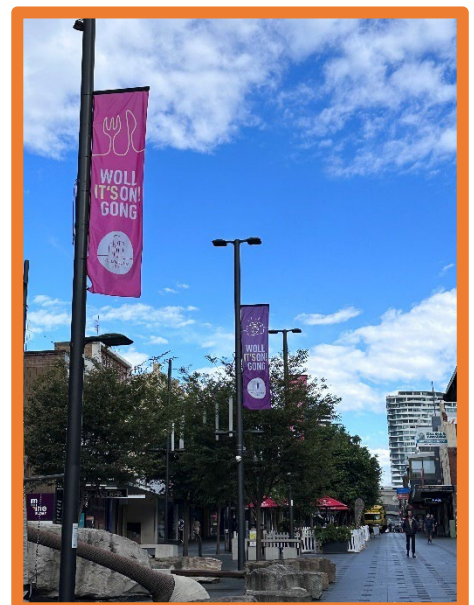
‘Doing Business with Council’ information session held in May 2023.



2022 Christmas display in Crown Street Mall, Wollongong.



The new Wollongong Investment Prospectus 2023 includes a range of updates including Clean Energy, Wollongong CBD and the local technology sector.



Launch of the What's on in Wollongong marketing campaign.

GOAL 2 | WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

City Centre Management

Responsibility Manager Community Cultural and Economic Development

About this Service


From Wollongong Station to the foreshore, City Centre Management supports revitalisation of the City Centre through the coordination and delivery of a range of strategies in collaboration with various stakeholders. The service also ensures the smooth operation of the City Centre, particularly Crown Street Mall, which is funded by the Special Mall Levy. This includes day-to-day management, security, CCTV operations, graffiti removal, events and activation opportunities and marketing.

Annual Progress Update

Activation strategies focused on attracting visitors back into the Wollongong CBD post lifting of COVID-19 restrictions. This was done through vibrant activations, improvements to amenity within the Crown Street Mall, and promoting the Wollongong City Centre experience. Key activations included the implementation of the Globe Lane Creative Wayfinding Project with signage and seating, *SpinFest*, Christmas 2022 and Wander Wollongong – Art Project.

A precinct-based approach has been implemented to gain an understanding of the different business environments within the Wollongong Central Business District. A Lower Crown Street and a Globe Lane Food and Beverage Working Group have been established. These Working Groups allow for a collaborative approach to information-sharing, identifying business opportunities and improvements to the visitor experience.




Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Deliver increased City Centre marketing and activation initiatives to support local and regional economic recovery in response to COVID-19 | On-Track  | <p>Outdoor dining support continued to be a focus area.</p> <p>The extended live entertainment program to complement the 2022 UCI Road World Championship – Wollongong NSW event, <i>SpinFest</i>, was staged throughout Wollongong CBD. The <i>Luminous</i> Festival included community activities, creative programming and lighting projections. The Christmas 2022 activities included working with 25 businesses within the Crown Street Mall to decorate and add vibrancy to business shopfronts. The <i>We Shop the Gong</i> buy local campaign was reactivated in November 2022 and widely promoted.</p> <p>Marketing and activation focused on promoting businesses and engaging new audiences, reaching more than 620,000 people and directly engaging viewers more than 68,000 times. Key communication included local business promotion and <i>Wander Wollongong – Art</i> which showcased the rich artistic talent found within the Wollongong CBD. The initiative featured 16 venues including studios, galleries and creative spaces as well as a selection of public art.</p> |

GOAL 2 | WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

City Centre Management Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Implement a range of pilot projects and activation initiatives across the City Centre precincts | On-Track  | <p>Music continued to be a focus through the staging of live outdoor DJ performances, the <i>Live@Lunch</i> music program and additional Crown Street Mall busking sites.</p> <p>The Crown Lane temporary road closure and outdoor dining areas were extended due to positive business feedback. Other initiatives included working with businesses to pilot the Globe Lane World Cup Soccer 'fan zone' event, additional outdoor dining spaces in Crown Street Mall/Lower Crown Street and delivery of the <i>Autumn Family Fun</i> weekend in partnership with Wollongong Central, featuring amusements and entertainment.</p> <p>Throughout the year, Lunar New Year was celebrated, rainbow-themed projections were displayed in Globe Lane and Crown Lane for WorldPride. Celebrating Reconciliation Week, the Nandhi Ngara event was launched in the Crown Street Mall featuring community performances and banners created by local school children and pre-schoolers.</p> |
| Deliver an integrated marketing campaign that reflects the 'city experience' | On-Track  | <p>To support local economic recovery, a key focus continued to be on leveraging and engaging with Wollongong CBD's social media following, to promote both the CBD experience and businesses. Marketing campaigns included the promotion of the <i>SpinFest</i> celebration as part of the 2022 UCI Road World Championship – Wollongong NSW event, <i>Luminous Festival</i>, <i>Christmas 2022</i>, <i>What's on in Wollongong</i>, and <i>Wander Wollongong – Art</i>.</p> <p>Other marketing mediums used to enhance these campaigns included radio advertising, media releases, outdoor banners, signage and dressing. Over the year, social media followers and engagement have continued to increase with Wollongong CBD's social content reaching over 620,000 people.</p> |
| Develop and implement City Centre Wayfinding | On-Track  | <p>The Globe Lane Creative Wayfinding Project was completed in April 2023. The combination of creative and vibrant bespoke seating together with illuminated signage has elevated the profile of Globe Lane as a destination. The feasibility study into Ethel Hayton Walk as the next creative wayfinding location is being progressed.</p> |

GOAL 2 | WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Economic Development

Responsibility Manager Community Cultural and Economic Development

About this Service



This service promotes sustainable economic development across the Wollongong Local Government Area through implementation of the Economic Development Strategy 2019-2029. The service contributes to a number of economic development programs and initiatives in partnership with business, government, the University of Wollongong and a range of business and industry stakeholders.

Annual Progress Update

Council facilitated 76 new business and investment enquiries throughout the 2022-2023 year.

Council continues to facilitate many longer-term ongoing projects, via Council's Major Project process.




Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Deliver the Economic Development Strategy 2019-2029 | On-Track  | <p>Latest job numbers saw 64% of the Local Government Area-wide 10,500 jobs target (2027-2028) achieved this year, resulting in 6,370 additional jobs since 2019.</p> <p>Advocacy continued throughout the year on a number of key projects, including enhanced transport connectivity, employment lands and business attraction projects. BlueScope announced the appointment of Bjarke Ingels Group to develop a master plan for the company's 200 hectares of surplus industrial land. Within the Wollongong CBD, the new Lang's Corner building, Wollongong's largest ever commercial office building opened and Mercer Financial Services joined in September as their major tenant.</p> <p>Council hosted its annual <i>Doing Business with Council Procurement showcase</i> on 18 May 2023, with around 180 businesses attending.</p> |
| Continue to support growth of our local small business sector | On-Track  | <p>Council continued its enhanced business engagement via the monthly newsletter to over 10,000+ local businesses. Council hosted its annual <i>Doing Business with Council Procurement</i> event in May 2023 as well as endorsing the revised CBD Night-time Economy Policy during the June quarter.</p> <p>The 2022 Business Survey was undertaken and indicated while some of our local businesses have experienced declines in growth during 2022, they are generally optimistic about future performance. The survey also provided insights on a range of issues impacting businesses across the Local Government Area.</p> <p>Council sponsored the 'Excellence in Innovation' award category at the annual Business Illawarra Awards and was the major sponsor of the i3Net Manufacturing Showcase event.</p> |

GOAL 2 | WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Economic Development Continued



Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Work with other levels of government and the business community to respond to the post COVID-19 pandemic economic recovery | On-Track  | <p>Council continued to support local business through its Buy Local Campaign, <i>We Shop the Gong</i>, in the leadup to Christmas 2022. The program encourages residents to think local first, buy local and support local businesses. The campaign ran via Facebook and Instagram reaching 93,119 people in the target audience. Several Outdoor Dining initiatives continued support for local economic recovery post COVID-19, providing additional dining areas outdoors and waiver of outdoor dining fees across the Local Government Area.</p> <p>In a new collaboration between Council and <i>Enterprise Plus</i>, the June Quarter saw the promotion of a 'business health check' available for local businesses. The health checks will provide free advice on a range of topics for businesses.</p> |
| In partnership with NSW Government and the University of Wollongong, deliver the Invest Wollongong program | On-Track  | <p><i>Invest Wollongong</i> continued to facilitate a number of significant enquiries in the clean energy sector. <i>Invest Wollongong</i> also facilitated a range of visiting international delegations during the year.</p> <p><i>Invest Wollongong</i> also participated in the development of the Regional Defence Strategy by KPMG in collaboration with Business Illawarra and a range of other key stakeholders.</p> <p><i>Invest Wollongong</i> released the new Investment Prospectus 2023, profiling key sectors such as technology, clean energy and advanced manufacturing. A successful digital marketing campaign was delivered, targeting external stakeholders and raising awareness of Wollongong as a desirable alternative CBD location for businesses. Council launched new videos profiling 'Scalapay', 'FinoComp' and the Wollongong CBD.</p> <p><i>Invest Wollongong</i> continued to participate in and host various events, including Tech Connect, targeted towards Wollongong's start-ups, a hospitality event for the 2022 UCI Road World Championships – Wollongong NSW at the Old Wollongong Courthouse and end of year event in Mercer's offices at Lang's Corner.</p> |
| Deliver against the five pillars of the Destination Wollongong Funding Agreement 2021-2026 including: Marketing, Major Events, Business Visitor Economy, Tourism Infrastructure and Product Development and Cycling | On-Track  | <i>Destination Wollongong</i> continued to deliver work regarding the Grand Pacific Drive, Wollongong as a Bike City, facilitating a range of business events and conferencing and social media campaigns highlighting the Wollongong Local Government Area as a key destination. |

GOAL 2 | WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Economic Development Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Seek funding for key iconic tourism infrastructure | <p>On-Track</p>  | <p>Council submitted applications for a range of grants and funding initiatives, aiming to enhance resilience, upgrade facilities and preserve important heritage sites. Other highlights included successful grant applications for Illawarra Performing Arts Centre upgrades, Helensburgh Park Multisport Facility upgrades, refurbishment of Fred Finch Netball Courts, Berkeley and amenity and lighting upgrades at Lindsay Mayne Park, Unanderra.</p> <p>During the June quarter, Council awaited the outcomes of several grant applications including: the Flood Recovery and Resilience Grant for the Bellambi Gully Flood Mitigation Scheme Stage Three, the Community Asset Program for the Towradgi Surf Club Reroof, the Infrastructure Betterment Fund for the Betterment of The Avenue, Figtree Culvert – Debris Control Structure and the Caring for State Heritage Grant for Diggies Cafe.</p> |
| Support the ongoing development of key target sectors | <p>On-Track</p>  | <p>Council continued to work in collaboration with a range of stakeholders across various key target sectors including Clean Energy, Technology, Manufacturing and Knowledge Services. Council has also been working closely with Screen Illawarra regarding the development of an industry strategy for the sector locally.</p> |

GOAL 2 | WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Tourist Parks

Responsibility Manager Property + Recreation

About this Service

Wollongong City Tourist Parks provide beachside accommodation for visitors to the Wollongong Local Government Area. Our Tourist Parks are located at Bulli, Corrimal and Windang, and include annual sites and tourist accommodation. The three Tourist Parks compete in a commercial environment and operate accordingly to ensure they remain commercially viable and provide an acceptable return to Council.


Annual Progress Update

Tourist Parks experienced significant growth throughout the year with occupancy levels of cabins above 63% and site occupancy above 50%, equating to a return of over \$2M to Council.

Three new cabins were also welcomed at Windang Tourist Park in October from Council's long-standing TAFE partnership. The Tourist Parks also played host to a number of teams and officials during The 2022 UCI Road World Championships – Wollongong NSW event in September and welcomed over \$350,000 of Stay NSW and Parents NSW Vouchers provided by the NSW government to stimulate the economy post COVID-19.

The June quarter saw staff working towards five yearly licence to operate as well as finalising compliance to 200 plus annual site holders. Work continued on the implementation of Council's marketing strategy to ensure occupancy continues to remain strong through the quieter winter months.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Contribute to the promotion of tourism in the Wollongong Local Government Area through the management of Council's three tourist parks at Bulli, Corrimal and Windang | On-Track  | Occupancy fell slightly as the winter months commenced, however, the parks saw record occupancies during the year. Works completed centred around grounds and cabin maintenance to ensure all sites are well prepared for the busy summer season. |

GOAL 2 | WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Measuring Success

| Measure | Target/Desired Trend | Comparative Data Where Available – June 2022 | Result June 2023 |
|--|----------------------|--|------------------|
| City Centre Management | | | |
| Number of People Movements Within Crown Street Mall [^] | 1,000,000 (annual) | New Measure | - |
| [^] Data unavailable due to system outage. | | | |
| Economic Development | | | |
| Business Enquiries Facilitated [#] | Increase | 81 | 75 |
| [#] Figures (including comparatives) have been prepared on an accumulative, annual basis. | | | |
| Tourist Parks | | | |
| Tourist Park occupancy rate of cabins | Greater than 60% | 68% | 63% |
| Tourist parks occupancy rate of powered sites | Greater than 50% | 39% | 43% |

Performance measures from the Delivery Program are reported in the Quarterly Review where data is available on a quarterly or annual basis. Performance measures that are tracked every two years will be reported in the State of the City Report.



Image: Bulli Beach Tourist Park

GOAL 3 | WOLLONGONG IS A CREATIVE, VIBRANT CITY

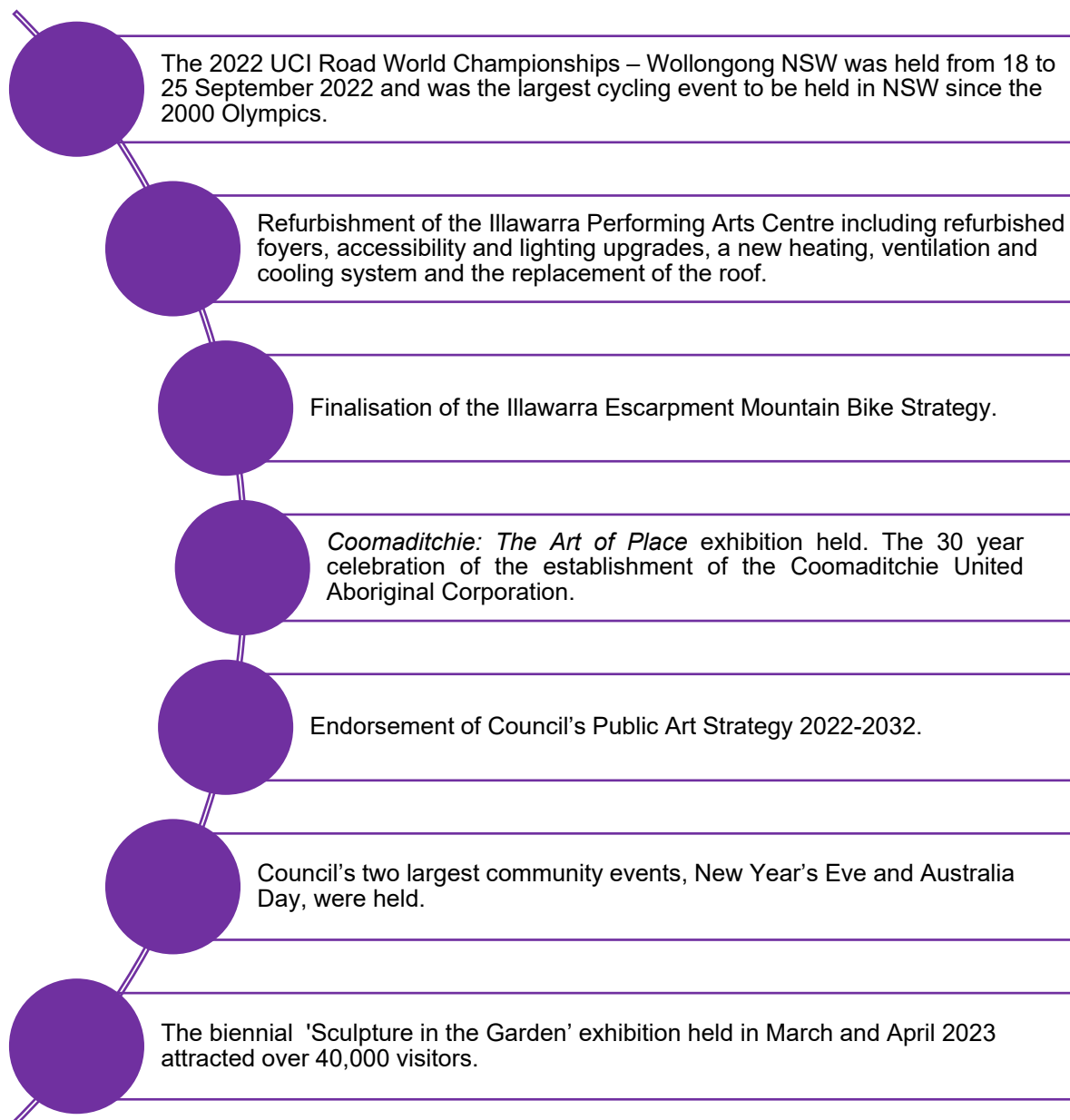
Objectives

Creative, cultural industries are fostered and thriving.

Community have access to the arts, and participation in events and festivals is increased.

Strong diverse cultures are supported.

Key Achievements



Annual Highlights



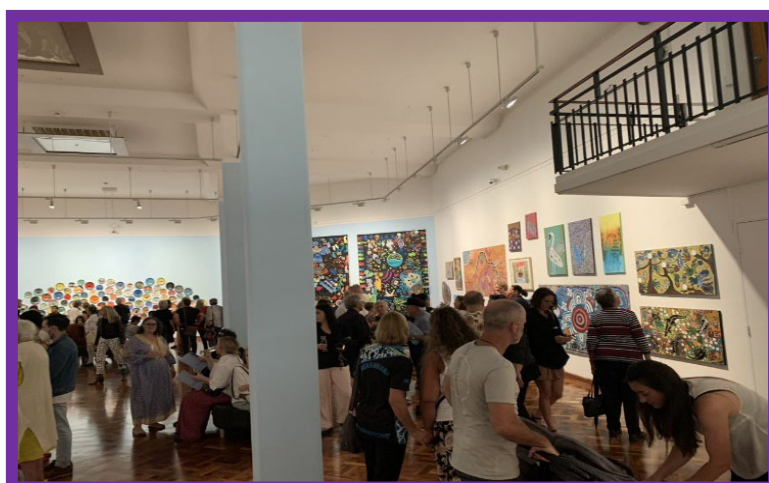
Hooka Point Berkeley, work commenced on replacing the aging timber deck of the jetty and footbridge artworks.



Australia Day Award winners L to R: Nyan Thit Tieu, Sally Stevenson AM and Shannon Fox were named Senior Citizen, Citizen and Junior Citizen of the Year respectively.



Artist James Gulliver in front of his new mural making a colourful splash at Wollongong's MacCabe Park.



Coomaditchie: The Art of Place exhibition at Wollongong Art Gallery. Artworks by Coomaditchie artists and photographed by Bernie Fischer.

GOAL 3 | WOLLONGONG IS A CREATIVE, VIBRANT CITY

Engagement, Communication and Events

Responsibility Manager Community Cultural and Economic Development

About this Service

The service is responsible for internal and external communications including media, community engagement, delivery of major community events (in particular New Year's Eve and Australia Day), management of Sister City Relations, coordination of Council's Financial Assistance Policy and the provision of graphic design, digital content, print and signage needs for the organisation.

Annual Progress Update



A diverse range of online engagement tools were explored and implemented to increase accessibility and hear the voices of our harder to reach community members.

The Community Engagement Policy was updated to reflect Council's commitment to social justice principles of equity, access, participation and rights. This was supported with over 1,700 signage, print, graphic design and audio-visual jobs to assist the organisation in communicating with the community. Council's two largest community events, New Year's Eve and Australia Day, were held, with the New Year's Eve event hosting the largest crowds seen in four years.

The 2022 UCI Road World Championships – Wollongong NSW was held from 18 to 25 September 2022 and was the largest cycling event to be held in NSW since the 2000 Olympics.

Communication with the community was enhanced throughout the year with more audiences reached on social media. Further refinements to the organisational Communications Strategy were made with a view to enhance Council's unique voice in the community.





Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| In conjunction with the Local Organising Committee, prepare for and support the delivery of the 2022 UCI Road World Championships – September 2022 | Complete  | In September 2022, Wollongong hosted the 2022 UCI Road World Championships – Wollongong NSW. During the June quarter, the Host City Post Event Summary, reporting on impacts and legacies of the event, was endorsed by Council. |
| Host six major events reflecting priority sectors and contribute to the acquisition and management of signature events | On-Track  | Destination Wollongong estimated in 2022-2023 major events contributed \$27M in economic benefit to the area. Wollongong hosted a variety of events throughout the year such as: Gridiron NSW State Challenge, Wollongong Triathlon Festival, National Dancesport Championships, Crossfit Downunder, MS Sydney to Gong Ride, Illawarra Folk Festival, For The Love (music festival), Australian Surf Rowers' League, NSW Senior Amateur Champs & Foursomes Medal (Golf), Southern Cross FRC Regional (Robotics), Australian Volleyball Tour and the St Helens/Dragons International Trial (rugby league), New South Wales Junior Surfing Titles, World Series Darts, New South Wales and Australian Junior Road Cycling Championships and the Australian Masters Road Cycling Championships |

GOAL 3 | WOLLONGONG IS A CREATIVE, VIBRANT CITY

Engagement, Communication and Events Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Deliver civic activities which recognise and celebrate the city's people | On-Track  | Council delivered a number of civic receptions and events including: Mayoral Welcome Reception for the UCI Road World Championships, Freedom of Entry for HMAS Wollongong, hosting the Consul General of India, presentation of Keys to the City to the late Professor Justin Yerbury AM, the Australia Day Awards and Australia Day Citizenship Ceremony and the Illawarra Academy of Sport Scholarship Reception, recognising young, up and coming athletes. |
| Deliver a diverse range of community engagement opportunities to receive feedback and guide Council's services | On-Track  | Council carried out many engagement projects to provide an opportunity for the community to have input, including: <ul style="list-style-type: none"> • Warrawong Town Centre, • Draft Public Art Strategy, • Draft Sportsgrounds and Sporting Facilities Strategy 2023-2027, • Business Centres Strategy, • Draft Stuart Park Master Plan, • Several plans and policies were also placed on public exhibition and targeted engagement was undertaken with local Aboriginal communities. |
| Engage with the local community regarding the Draft Illawarra Escarpment Mountain Bike Strategy | On-Track  | In partnership with the National Parks and Wildlife Service, the Illawarra Escarpment Mountain Bike Strategy was finalised and engagement has been undertaken on the concepts for supporting infrastructure. |
| Develop and deliver an organisational marketing framework and Council-wide marketing and branding strategic objectives | On-Track  | Further refinements were made to the organisational Communications Strategy and marketing campaigns for Council activities were developed to promote, inform and educate the community. Marketing and advertising campaigns are now part of Council's ongoing activities to bolster community awareness and understanding about Council activities and services. |

GOAL 3 | WOLLONGONG IS A CREATIVE, VIBRANT CITY

Cultural Services

Responsibility Manager Community Cultural and Economic Development

About this Service



This service delivers Wollongong Art Gallery, cultural programs, infrastructure such as public art, exhibitions and events to the community. The service also engages in community cultural development programs, including advocacy for and support of the creative industries sector, development of artists and performance opportunities.

Annual Progress Update

Throughout the year, Council continued to focus on revitalising our cultural landscape post the lifting of COVID-19 restrictions. Key highlights included the endorsement of Council's Public Art Strategy 2022-2032, administering the Small Cultural Grants Program, which saw a record number of applicants, *Sculpture in the Garden* exhibition, *Luminous Festival*, 'Coomaditchie: The Art of Place' exhibition celebrating the 30-year anniversary of the Coomaditchie United Aboriginal Corporation and *SpinFest* celebrating the 2022 UCI Road World Championships – Wollongong NSW event.

The refurbished Illawarra Performing Arts Centre re-opened to the public. The project included refurbished foyers, accessibility and lighting upgrades, a new heating, ventilation and cooling system and the replacement of the roof.



Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Deliver annual community cultural development festival | On-Track  | Planning for the delivery of a contemporary Multicultural Festival – <i>Culture Mix</i> - commenced and is scheduled for Saturday, 21 October 2023. The Festival is part of Council's commitment to celebrating Wollongong's diverse multicultural community. The free one-day event aims to be an inclusive, accessible and a family friendly outdoor event, full of vibrant music, dance, workshops, installations and food from around the world and is funded in partnership with the NSW State Government. |
| Deliver key strategies from Creative Wollongong Implementation Plan 2019–2024 | On-Track  | <p>The 'Sculpture in the Garden' exhibition was held in March and April 2023 and attracted over 40,000 visitors. The biennial acquisitive sculpture prize was won by local artist Deborah Redwood for her sculpture, 'Banksia'. 'Banksia' will be permanently installed in the Wollongong Botanic Garden.</p> <p>Other key achievements included the 'Hooka Park Place of Healing' renewal project, 'Artward' artist in residence program and Youth Services Artist in residence, cycling exhibition by Sam St Jon, Breakwater Battery Collection audit and catalogue, free Creative Dialogue workshops, WEAVE artist network directory in partnership with three local councils, and the induction of new artists into the Creative Wollongong Studios. The annual Small Cultural Grants program and other grant programs have assisted creatives in delivering a range of activities to enliven our city and help build our creative industries.</p> <p>Two community festivals Luminous and Spin Fest were held in the Wollongong CBD.</p> |

GOAL 3 | WOLLONGONG IS A CREATIVE, VIBRANT CITY

Cultural Services Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Facilitate the Lower Town Hall as a creative space | On-Track  | <p>The refurbished Lower Town Hall studios received two intakes of artists during 2022-2023. A total of 16 artists have been provided with the opportunity to develop and deliver their creative skills.</p> <p>Six new artists selected through an Expression of Interest process were inducted in April. As part of the <i>Wander Wollongong</i> Art initiative, two open days were held at the Lower Town Hall studios in late June. Approximately 150 visitors came to see the studios and meet the artists.</p> |
| Implement priorities from Framing our Future: Wollongong Art Gallery Strategic Plan 2020-2025 | On-Track  | <p>During 2022-2023 Wollongong Art Gallery acquired 82 new art works to the collection, presented nine new exhibitions in the main program, 11 community exhibitions, 16 exhibition openings and 10 Council and <i>After Dark</i> events. Over 300 education and public program activities were delivered, with total visitation reaching 44,736.</p> <p>The Gallery contributed to the <i>Luminous Festival</i>, where over four days and nights the Gallery offered a festival of creativity which included light projections and an all-ages program of live music.</p> <p>During the June Quarter, the exhibition, <i>Coomaditchie: The Art of Place</i>, which was the 30-year celebration of the establishment of the Coomaditchie United Aboriginal Corporation continued to be a highlight. A modified version of the exhibition will be exhibited at the Sydney Living Museum in March 2024.</p> |

GOAL 3 | WOLLONGONG IS A CREATIVE, VIBRANT CITY

Measuring Success

| Measure | Target/Desired Trend | Comparative Data Where Available – June 2022 | Result June 2023 |
|--|----------------------|--|---------------------|
| Cultural Services | | | |
| Wollongong Art Gallery Partnership Projects Engaging With First Nations And CALD Communities | 2 per annum | New Measure | 32 |
| Subsidised Artist Studio Space - Opportunities Accessed | 6 per annum | New Measure | 6 |
| Wollongong Art Gallery visitation [#] | Increase | 49,475* | 44,449 [^] |
| IPAC and Town Hall Visitation [#] | Increase | New Measure | 98,803 |

[#] Figures (including comparatives) have been prepared on an accumulative, annual basis

* Comparative result includes 19,188 online visits due to COVID-19 restrictions.

[^]Result June 2023 is for onsite visitation only

| | | | |
|--|----------|-------------|--------|
| Engagement, Communications and Events | | | |
| Followers, Reach and Engagement Across Council's Social Media Channels | Increase | New Measure | 71,382 |

Performance measures from the Delivery Program are reported in the Quarterly Review where data is available on a quarterly or annual basis. Performance measures that are tracked every two years will be reported in the State of the City Report.



Image: Globe Lane Wollongong

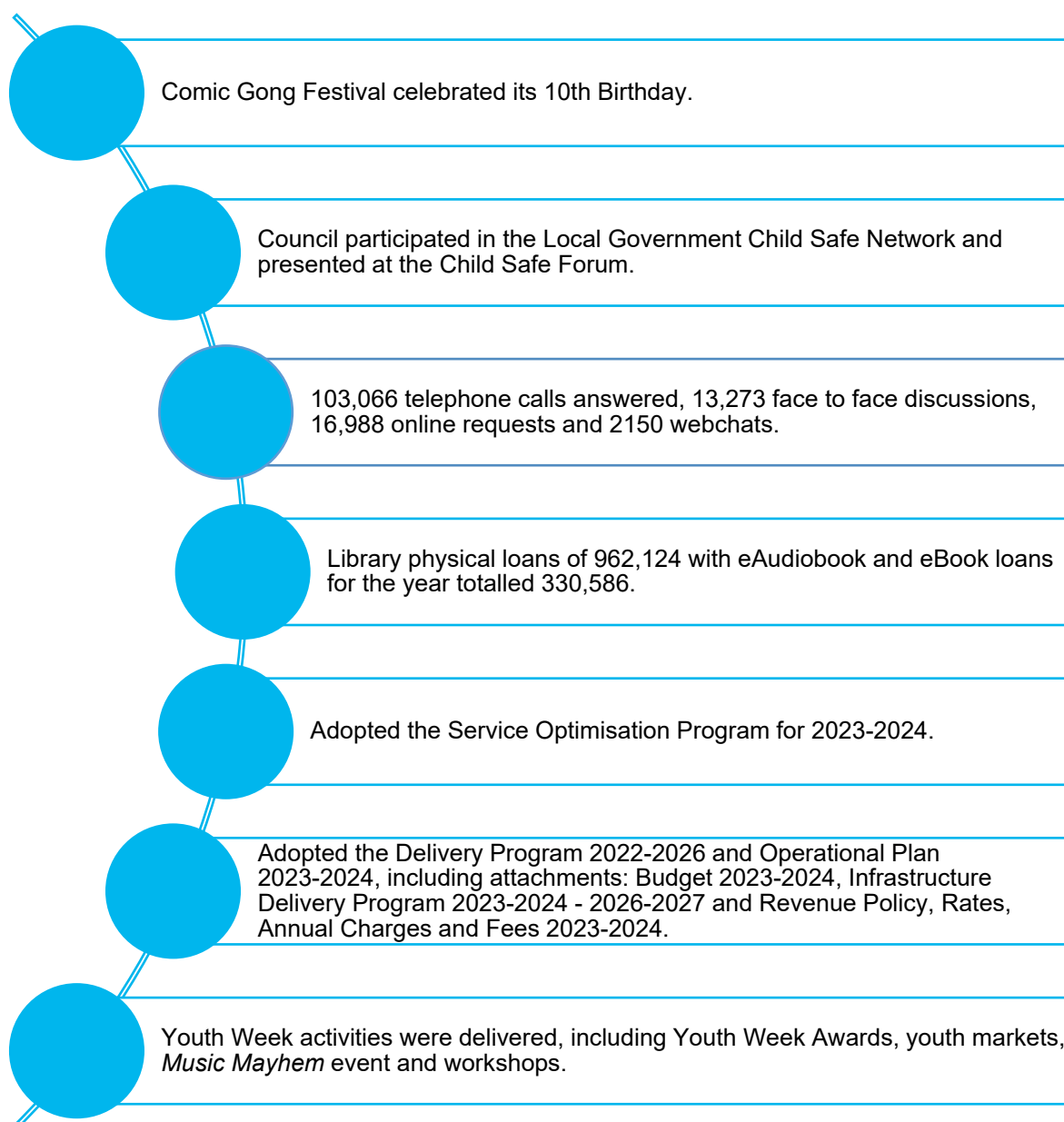
GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Objectives

Residents have easy and equitable access to information and play an active role in the decisions that affect our city.

There is greater awareness and understanding of Local Aboriginal and Torres Strait Islander culture, heritage and histories. Our Council is accountable, financially sustainable and has the trust of the community.

Key Achievements



Annual Highlights



Refugee Week celebrated at the Wollongong Town Hall.



Reconciliation Week – Celebrating the launch of the Nandhi Ngara banners in Crown Steet Mall.



Promoting social procurement community workshops (as shown) with a local business reupholstering the Library's Story Time Chair.

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Integrated Customer Service

Responsibility *Manager Governance + Customer Service*

About this Service

Provision of professional and efficient customer service experiences with Council through a variety of methods.




Annual Progress Update

Throughout the year, customer service answered 103,066 telephone calls, engaged in 13,273 face to face discussions, responded to 16,988 online requests and 2,150 webchats.

Customer Service received record levels of requests and enquiries with significant call volumes relating to the 2022 UCI World Road Cycling Championships – Wollongong NSW. Staff absorbed the higher level of calls while upskilling in UCI related matters. High call volumes were also experienced throughout the year due to the migration of Property and Rating to the new OneCouncil system. Customer service verified thousands of users of Council's online customer portal registrations.

2022-2023 saw a continued focus on identifying process and rostering efficiencies. Process efficiencies have been found that releases 15 more staff hours per week for frontline customer service.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Upgrade Customer Contact Centre System | On-Track  | Council is nearing completion of a Tender process for the system. Shortlisted tenderers are progressing through the process with a decision by the Tender Assessment Panel to be made early in the 2023-2024 financial year. |
| Review and enhance Council's digital customer service and engagement channels with a focus on inclusion and participation | On-Track  | Work continued on expanding digital options for customers to interact with Council. A review of OneCouncil workflows behind online forms is being undertaken to ensure the request is being directed to the most appropriate team to facilitate the timeliest response. |
| Identify and implement customer service improvement opportunities | On-Track  | <p>Customer service improvement opportunities continue with the promotion of our online services. Highlights include: adjustments to allocation to resourcing to improve service levels for digital channels, modifying the 'On Hold' messaging in response to customer trends and verification of thousands of Council's online customer portal registrations.</p> <p>Customer Service has commenced the development of a project scope to outline a multi-year customer experience review and improvement program.</p> |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Property Services

Responsibility *Manager Property + Recreation*

About this Service




This service manages over 450 leases and licenses on behalf of Council and includes the management, development, maintenance and disposal of Council owned property in order to meet Council's statutory requirements and contribute to the expansion of Council's revenue base. Leases and licenses also ensure the effective management and coordination of community and business use of Council's public spaces, buildings and facilities.

Annual Progress Update

The core business of Property Services has been ongoing throughout the year with a view to constantly strive for improvement. Functions such as leasing, licencing, acquisition and disposal of lands, acting as roads authority, provision of landowner's consent, managing Council's CBD parking contracts and outdoor dining are progressing well. Property Services continued to prioritise a customer focused approach in terms of day to day work.

Property Services continued to provide property related advice and assistance to other areas of Council in relation to Council projects.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Review, update and deliver the Property Strategy | On-Track  | Ongoing review of Council's property portfolio and have progressed a review of Council's CBD land holdings in addition to Council's land rationalisation list noting this information will inform the overall strategy of the review. The additional review is required specifically in light of the changing economic environment in recent years to ensure information and associated positions remains current. |
| Finalise Land Title requirements for the transfer of private land occupied by Russell Vale Golf Course | On-Track  | An assessment of the land title requirements has been carried out to understand future implications and liabilities in relation to the land being considered following a meeting with relevant stakeholders. This matter continues to progress. |
| Continue to undertake Council's surplus land review | On-Track  | Council continued to liaise with relevant stakeholders to progress the sale of properties identified as part of the review. Since the action commenced, Council has progressed the reclassification and sale of eight properties with 27 being identified to be retained following internal consultation. |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Aged and Disability Services

Responsibility Manager Library and Community Services

About this Service


Council works in partnership with government, community and business organisations to provide services for older people, people with disability and their carers, to support them to maintain quality of life and continue to live independently in the community. This includes direct provision of Community Transport Services to people aged over 65 years, or those who are transport disadvantaged to maintain access to essential services and participation in community life. Council also directly delivers Social Support Services, including respite, home maintenance, group and individual support programs, which enhance the quality of life of older people living in our community.

Annual Progress Update

Aged and Disability Services continued to focus on recovery and rebuilding services following COVID-19 and confirmation from funding bodies of continuity of funding through to June 2024. Service reactivations have included: reconnecting with volunteers and customers who had withdrawn from services due to vulnerability to the virus, recalibrating safety requirements and reviewing service processes and structures to position these services for the future. Improvements are reflected in the increased number of outputs delivered throughout the year compared to the previous year. A highlight from the year includes the trial of new fortnightly bus outings to various destinations to enable customers to socialise with their peers.

At the Volunteering Expo held in May as part of the National Volunteer Week Celebration, 28 people registered their interest in volunteering with Council services, with 17 of those committed to join the volunteer pool. A continued focus during the year has been to promote the service to the local Aboriginal community. Council has engaged with local Elders, Aboriginal specific community groups and service providers who work closely with the Aboriginal Community in Wollongong and Shellharbour.




Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Support the delivery of programs providing social connection for frail aged people and their carers | On-Track  | <p>Throughout the year, the range of social activities being offered to frail older people and their carers has been broadened. Those included bus outings to shopping malls, shows at the Wollongong Town Hall and lunch at local clubs, Wollongong Art Gallery and the launch of an Op Shop Trail program. Feedback from those participating in these new programs has been very positive.</p> <p>Results of a customer satisfaction survey were released, with 76% of those who responded to the survey rating themselves 'very satisfied' with services. The survey confirmed the value to our clients of a wider program of social outings and forward service planning, based on these results is underway.</p> <p>A Cottage Respite weekend was held in March at the Stanwell Tops Conference Centre to provide respite for carers to support them in their caring role.</p> |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Aged and Disability Services Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Deliver Community Transport Services across the Wollongong and Shellharbour Local Government Areas to connect older people to social and recreational activities | On-Track  | Community transport services continued to focus on activities to increase the number of trips delivered to the community with a focus on rebuilding its customer base post COVID-19. Highlights for the year include the introduction of new bus trips to connect older people with social events and outings including Merrigong Theatre's Music in the Morning concert, trips to the Sea Cliff bridge, and ten pin bowling. A recent focus on reconnecting with the local Aboriginal community. Engagement commenced with the local Elders, the Aboriginal specific community groups and service providers who work closely with the Aboriginal Community in Wollongong and Shellharbour to promote access. A cultural awareness information session for staff and volunteers was also delivered to assist us in delivering culturally responsive and safe services to this community. |
| Promote access to community transport services to meet the needs of eligible consumers | On-Track  | During the 2022-2023 year, community transport has deployed several marketing strategies to promote access to the service. This included website updates, several social media posts and the updating of promotional materials, as well as presentations to community groups, attendance at the Child and Family Interagency and a stand at the Shellharbour Seniors' Expo as part of Seniors' Week celebrations. In addition, the Community Transport website has been reviewed, updated, refreshed and transferred to a Wollongong City Council platform as a major project. |
| Continue to investigate options for alternative service delivery models for Community Transport, in response to Commonwealth and NSW Government policy | On-Track  | The Commonwealth Government continues to implement reform of the aged care sector in response to the recommendations of the Royal Commission into Aged Care. However, final details of the new funding and service model for the community care sector have not been released. Based on information to date, it is anticipated the new model will entail significant change to existing service funding model and delivery arrangements. Council has accepted the extension of the current funding contract until June 2024, with a further extension to 30 June 2025. |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Community Programs

Responsibility Manager Community Cultural and Economic Development

About this Service

Community programs deliver support to people living in Wollongong Local Government Area. These services deliver community programs, building community capacity and wellbeing related to target groups and communities. Language Services (Interpreter Service and Language Aides), volunteer services, placemaking, community safety and social planning.

Annual Progress Update

Throughout the year, language services continued with the language aid pool expanded to include basic interpreting in Arabic, Turkish, Farsi and Kurdish. Key documents were translated including waste services, beach safety, collateral for the *250 Stories* project (children's literacy program) and prevention of older person abuse resources.

Advice was provided to increase access and inclusion at events including appropriate infrastructure and accessible information.

Community safety audits were conducted and internal advice related to social impact and crime prevention through environmental design was provided on a range of development, pre-lodgement and event applications. Information sessions were delivered on the 2021 census data results.



Children were engaged to inform the designs for Unanderra Park and Figtree Oval playgrounds, the draft Stuart Park Master Plan, Tiny Forests, climate change and the State of the Children Report.

Children and Family Services Sector Interagency and Illawarra Refugee Issues Forums meetings were convened.

The Nandhi Ngara project was launched during Reconciliation Week and children and young people took part in the Kembla Community Visioning engagement.




Access advice was provided for Crown Street footpath renewal, accessible drinking fountain installations and *Culture Mix* cultural festival.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Continue to review and adapt the Volunteering Illawarra program in line with changes to funding contracts and the volunteering sector | Complete  | Volunteering Illawarra services closed in August 2022. Throughout the year, Council continued to deliver some aspects of the service through activities such as the Volunteering Expo and ongoing support to community groups who deliver other services to the community as part of the implementation of aged care reforms. |
| Initiate opportunities and projects to support the community specifically in response to COVID-19 pandemic | On-Track  | Throughout the year, research into the impacts of COVID-19 on local services was undertaken. The findings indicated the need for digital inclusion for our vulnerable communities and a community of practice was established to address digital disadvantage. |





GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Community Programs Continued

| Operational Plan 2022-2023 Update | | |
|--|---|--|
| Actions | Status | Comment |
| Implement the Child Safe Implementation Plan | On-Track  | <p>Throughout the year, the Child Safe Responding and Reporting Procedure and the Volunteer Management Policy were updated and an organisational risk assessment developed. A series of videos to promote child safety were developed and work was undertaken with the Office of the Children's Guardian to develop a local government training program.</p> <p>Council participated in the Local Government Child Safe Network and presented at the Child Safe Forum.</p> <p>Child safe posters were displayed in Council facilities, guidelines for online interactions with children and young people were finalised and the Office of the Children's Guardian child safe self-assessment was undertaken.</p> |
| Deliver the Reconciliation Action Plan 2021-2023 | On-Track  | <p>During the 2022-2023, the <i>Dharawal People, Places and Stories</i> short films were launched and <i>Coomaditchie: The Art of Place</i> exhibition was held at Wollongong Art Gallery. Other highlights included the Ngaraba-aan Trail blades installation at Fisherman's Beach, Port Kembla. Aboriginal artists were also engaged in the Hooka Creek refurbishment and Mullet Creek interpretative panels.</p> <p>To celebrate Reconciliation and NAIDOC week, Nandhi (Look) Ngara (Listen) was launched. Libraries delivered themed story times and Aboriginal collections and resources were promoted.</p> <p>A two-day Reconciliation Conference was delivered which fostered connections between Aboriginal Elders and organisations and Curjio was contracted to assist with cultural and creative input for the upcoming <i>Culture Mix</i> festival.</p> |
| Deliver a range of community development activities and programs that focus on diversity, access, inclusion, and capacity building | On-Track  | <p>During 2022-2023, community connecting events in West Dapto and intergenerational cycling events were held. Other events and initiatives included <i>Living Books</i>, the Illawarra Refugee Challenge, the Lord Mayor's School Starter Picnic, the Reconciliation Conference, the <i>250 Stories</i> project launched as well as a campaign to raise awareness of elder abuse within multicultural communities.</p> <p>A <i>Living Books</i> event was delivered and the Illawarra Refugee Challenge commenced. Refugee Week 2023 celebrations were held at the Wollongong Town Hall. Newly arrived and former refugees came together to share in performance, workshops and food.</p> |



GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Community Programs Continued

| Operational Plan 2022-2023 Update | | |
|---|---|---|
| Actions | Status | Comment |
| Deliver the Disability Inclusion Action Plan 2020-2025 | <p>On-Track</p>  | <p>The Accessible and Inclusive Event Guidelines were finalised and made available to event organisers. The <i>Spin Fest Beach Party</i> featured Auslan interpreters for the duration of the event to complement the Auslan and mobility viewing areas.</p> <p>To celebrate International Day of People with Disability, workshops and an exhibition launch with an Auslan interpreter were delivered with the d/Deaf community at Wollongong Art Gallery.</p> <p>A range of support opportunities for social enterprises that provide employment for people with disability were delivered.</p> <p>People with disability and their family, friends and carers were engaged at the disabled surfers' event at Port Kembla beach.</p> <p>Diversity Awareness and Autism Awareness sessions were provided to Council staff.</p> <p>The Easy English Tree Permit Application was updated, a community social procurement workshop was held, a new beach wheelchair hire agreement was completed and the Disability Inclusion Action Plan evaluation framework was finalised.</p> |
| Provide support and participate in the Illawarra Domestic and Family Violence Trauma Recovery Centre Consultative Working Group | <p>On-Track</p>  | <p>Council continued to support and participate in the Illawarra Domestic and Family Violence Trauma Recovery Centre Consultative Working Group.</p> |
| Deliver the Council Resolution for Affordable Housing (targeting of commonwealth funding) | <p>On-Track</p>  | <p>Three rounds of Affordable Housing tender grant funding are being managed to ensure appropriate delivery. Round 3 tender grant funding will be allocated in the second half of 2023.</p> |
| Explore opportunities to work in partnership with other relevant agencies that provide services for the homeless | <p>On-Track</p>  | <p>Council staff continued to work with Housing NSW, Wollongong Homeless Hub and Housing Services, Mental Health Assessment Team and NSW Police to connect homeless people with accommodation service providers to meet their needs.</p> <p>The Rough Sleeper count was conducted in February 2023. Council participated as a member of the working group.</p> <p>Planning commenced to improve coordination of short-term accommodation services for rough sleepers across Wollongong.</p> |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Community Programs Continued

| Operational Plan 2022-2023 Update | | |
|---|--|--|
| Actions | Status | Comment |
| Deliver the Community Safety Action Plan 2021-2025 | On-Track  | <p>Graffiti removal kits were distributed to the community and Council's graffiti removal program continued to remove graffiti from non-Council assets. Graffiti prevention murals have been completed by a diverse range of artists on traffic signal boxes.</p> <p><i>Reclaim the Night</i> event was held, a review of Alcohol Free Zones completed and community safety audits were conducted across the Local Government Area. Community Safety Audits were conducted at Edney Laneway, Rawlinson Laneway, Helensburgh Branch Library, and MacCabe Park.</p> <p>Engagement was conducted with women, girls and NSW Police for the <i>Safer Cities: Her Way</i> project to determine interventions.</p> |
| Advocate for accessible and appropriate medical services are available to the community | On-Track  | <p>Council meets on a biannual basis with Illawarra Shoalhaven Local Health District representatives. These meetings are an opportunity to provide advocacy on behalf of the community, updates on relevant projects and strengthen networks and working relationships.</p> <p>A meeting held in November 2022 with Council and Illawarra Shoalhaven Local Health District (ISLHD) staff shared project updates including the urban heat study, social inclusion initiatives, Council's Climate Mitigation Plan and discussed draft Council strategies on public exhibition. ISLHD gave a presentation on the health risks associated with vaping and the impacts on local schools and youth, as well as a COVID-19 update.</p> <p>A meeting held in March 2023 saw the sharing of project updates including the Draft Delivery Program 2022-2026 and Operational Plan 2023-2024 and public exhibition process, an update on the Urban Heat Strategy, West Dapto Draft Social Infrastructure Needs Assessment and a local area public health update.</p> |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Libraries

Responsibility *Manager Library and Community Services*

About this Service

Wollongong City Libraries deliver information, learning outcomes and access to resources for residents and visitors to the Wollongong Local Government Area. The service is delivered from seven libraries and 10 street libraries across the city, through the Home Library Service and a range of online services.

Annual Progress Update

The annual Comic Gong Festival was delivered, celebrating its 10th birthday with a family friendly event at Corrimal Library where Comic Gong began as well as a Cosplay Ball in the Wollongong Town Hall. Attendees enjoyed dancing to the DJ and the band with their brass instruments and popular songs. The cosplay competitions were a highlight of the evening, with attendees proudly wearing their costumes.


During the year, 19 oral history stories were added to the collection, 930 Illawarra Mercury photographs were scanned and catalogued, 36 people were interviewed and added to the Illawarra Stories collection, 96 story transcripts were completed by volunteers and staff and 1,197 negatives were digitised and prepared for cataloguing. Seventeen donations were received this year. One extensive donation includes a wide variety of images, documents, reports, maps and other materials relating to the coal industry in the Illawarra.

Promotional campaigns such as the Reading Challenge, Book Week and Winter Book Sale were delivered as well as giveaways and regular promotions. A renewed focus was utilising Instagram as a platform distinct from Facebook, resulting in strong follower growth from a younger audience.

The year's physical loans of 962,124 represents the highest consistent loan rate prior to COVID-19. Audiobook and eBook loans for the year totalled 330,586. The online collections continued to be prioritised and marketed to customers, with increased budget being allocated and additional content and extra copies of high demand titles being purchased in digital formats.



714 surveys were completed by customers using the in-library feedback tablets, with an average customer satisfaction rating across the libraries of 92%.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Deliver the annual Comic Gong Festival | On-Track  | <p>The annual Comic Gong Festival was delivered in a different format to previous years through three smaller events. A Comic Gong Cosplay Catch up event on 4 May, with the Star Wars theme (May the 4th Be With You) held.</p> <p>A Comic Gong Family Fun Day was held at Corrimal Community Centre and Library to mark the 10th anniversary of Comic Gong. The craft, colouring, acrobatic skills, face painting, a photobooth, dancers and cosplay competitions focused on young children up to 12 years.</p> <p>The Cosplay Ball was held in the Town Hall Music Lounge on 19 May. The 120 attendees enjoyed dancing to the DJ and the band, with their brass instruments and popular songs. The Cosplay Competitions were a highlight of the evening.</p> |




GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Libraries Continued

| Operational Plan 2022-2023 Update | | |
|---|---|---|
| Actions | Status | Comment |
| Implement the Wollongong Learning City Project based on the United Nations Educational, Scientific and Cultural Organisation framework and principles | On-Track  | <p>The Community Education Evaluation Framework was piloted within Council and adopted in the Library to evaluate community learning programs. Council contributed to the University of Wollongong's Global Climate Change Week program in November 2022, curating a catalogue of climate change resources, hosting a film night and an 'Act Now for a Plastic Free Future' event at Thirroul Library.</p> <p>Extensive community engagement was undertaken during June-August 2022, including a general community survey, service provider survey and 49 community engagement activities: focus groups, briefings and events. Results and key findings were collated into a preliminary Community Engagement Report and presented to external stakeholders in October. Findings will inform the next steps of drafting a Wollongong Learning Strategy and Plan in further consultation with stakeholders.</p> <p>A new Project Leader was appointed during the June quarter and will continue to work with internal and external stakeholders towards developing a Learning City Strategy and Plan. The project aims to see Wollongong become a United Nations Educational, Scientific and Cultural Organisation (UNESCO) Learning City in 2024.</p> |
| Deliver learning programs for employment, digital inclusion, innovation and creativity from 'The Lab' digital learning space | On-Track  | <p>Programs throughout the year were delivered by the Illawarra Historical Society, hosting monthly historical talks, young writers' program from South Coast Writers, the Cosplay Society held monthly sewing sessions, Illawarra Family History Group with a monthly speaker program, mindfulness programs with Beyond Blue, Young Gamers with Youth on Youth and Game On with a local board gaming group.</p> <p>A community volunteer continues to deliver Tech Help one-on-one sessions, with the Library offering over the phone support and more detailed assistance to more complex Information Technology enquiries. Recent <i>Tech Savvy</i> sessions focused on job searching and identity theft. <i>Tech Savvy</i> sessions were also held at Bellambi Neighbourhood Centre.</p> <p>School holiday activities included: for 12-18 year olds in <i>The Lab</i>, <i>Craft for a Cause</i> and 13 <i>Club Sew</i>.</p> |



GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Libraries Continued

| Operational Plan 2022-2023 Update | | |
|--|---|---|
| Actions | Status | Comment |
| Deliver customer driven, evolving library collections | On-Track  | <p>The year's physical loans of 962,124 represents the highest consistent loan rate since prior to COVID-19. Audiobook and eBook loans for the year totalled 330,586 confirming that online loans have remained at the rates established during COVID-19 related library closures.</p> <p>The online collections continued to be prioritised and marketed to customers with increased budget being allocated and additional content and extra copies of high demand titles being purchased in digital formats. Customer recommendations for purchase are further facilitated by the newly acquired <i>Hoopla</i> platform. Customers placed 164,029 reservations during the 2022-2023.</p> <p>The LGBTQI+ and English as a second language collections continued to be developed.</p> |
| Investigate opportunities to enhance Library opening hours | On-Track  | <p>From 3 January 2023, the Helensburgh Library was opened throughout the lunch hour each weekday following extensive community consultation and data analysis.</p> <p>After hours access investigations commenced for Helensburgh Library. Council staff liaised with local police and undertook a crime prevention audit of Helensburgh Library during late afternoon/early evening opening hours and is now preparing a Development Application.</p> |
| Deliver tailored library programs to facilitate access and participation of people with disability | On-Track  | <p>Highlights throughout the year include delivery of a Sensory Garden as part of the <i>Luminous Festival</i>, an Aboriginal experience held with an Auslan interpreter for the deaf community and a Samba experience for the vision impaired community.</p> <p>International Day of People with Disability was celebrated across two libraries.</p> <p>Sessions of Vision Impaired <i>Yarners</i> were held. <i>Sensory Storytime</i> was renamed <i>Welcome Hour</i> as part of a review to encourage families along to join in activities that support the development of social play in an inclusive library space. All libraries welcomed groups from various National Disability Insurance Scheme (NDIS) providers to join in pre-school story times. Corrimal Library welcomed a group of high school students from the <i>Kickstart for Life</i> program (a program designed for students with a NDIS plan) for a tour of the library.</p> |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY



Libraries Continued

| Operational Plan 2022-2023 Update | | |
|--|---|--|
| Actions | Status | Comment |
| Review and deliver the Wollongong City Libraries Marketing Strategy | On-Track  | <p>Comic Gong 2023 was celebrated with a twist, with three events celebrating the joy of pop culture and Cosplay. A proactive marketing plan effectively managed the public's understanding and expectations. Positive customer feedback was received for the Comic Gong Cosplay Ball held in the Town Hall.</p> <p>An audit of physical and digital signage was completed, resulting in the removal of obsolete signage from libraries.</p> <p>Expressions of Interest were sought from community artists to create an engaging artwork for a new Street Library (also known as a Book Box) being installed at Luke's Place Playground in Corrimal. A marketing campaign for participation in the National Simultaneous Storytime (NSS) resulted in positive media and social media engagement and strong attendance at NSS events across the libraries.</p> |
| Investigate and deploy enhancements to library multimedia, digital services and technology | On-Track  | <p>Promotional campaigns such as the Reading Challenge, Book Week and Winter Book Sale, were delivered using structured communications plans, giveaways, regular promotions and enhanced collaboration between Council areas.</p> <p>There was a renewed focus on Instagram as a platform distinct from Facebook, resulting in strong follower growth from a younger audience. A digital social media/promotions calendar was implemented to track project delivery and standardise post times for audience retention. New digital social media and poster templates were designed to streamline promotional delivery and refine our digital presence. Multimedia hardware including microphones, lighting and accessories were also purchased enabling more significant video projects, such as those for National Simultaneous Storytime and Harmony Week, to test audience interest.</p> <p>Staff implemented a streamlined marketing request form and program master list to enhance workflow; installed temporary signage templates as an interim minor rebrand solution and investigated remote update capability for library check-out machine promotions to increase the visibility of programs for all locations.</p> |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Libraries Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Collect, analyse and review customer feedback to continually improve the Wollongong City Library customer experience | On-Track  | <p>New customer feedback tablets, with a new question set, were implemented across all libraries resulting in an increase in the number of surveys completed each month. Average customer satisfaction for all libraries is 87%. Results are positive across all questions – with staff performance and service having the highest rating with an average of 92% satisfaction. 57% of respondents selected 'Very Likely' to recommend the library experience to people in their lives. New posters are being designed to prompt customers to leave additional free text feedback.</p> <p>Program evaluation ran throughout the year across regular programs and events, school holiday activities and special events. From the 153 surveys completed, 94% of customers advised they learned something new from attending the program or event. 100% of respondents advised the experience was accessible, inclusive and safe.</p> |
| Deliver library programs that recognise and reflect the cultural diversity of our community | On-Track  | <p>Libraries delivered a range of experiences recognising community cultural diversity, including: NAIDOC Week Storytimes at Corrimal Library, Gumaara workshops at Unanderra, Warrawong, Wollongong and Dapto Libraries and at Stanwell Park Children's Centre</p> <p>During Refugee Week, a range of programs were held across the libraries including a Persian craft workshop, a guest talk at Corrimal Library, a Burmese <i>Tech Savvy</i> and parenting session, Strategic and Community Assistance to Refugee Families Homework Club, high school tutoring and <i>Let's Chat</i> and a school visit from the Intensive English Class from Warrawong High School at Wollongong and Warrawong Libraries.</p> <p>Warrawong Library continues to offer space to newly arrived community members for English conversation and Australian Citizenship Test tips. Illawarra Shoalhaven Multicultural Health Service provided flu shots for the local refugee community in <i>The Lab</i>.</p> |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Youth Services

Responsibility Manager Community Cultural and Economic Development

About this Service



Youth Services provides a program of recreation, cultural and education activities to meet the needs of young people aged 12-24 at Wollongong Youth Centre and across the Wollongong Local Government Area. These programs build social connections and inclusion, community engagement, information and referrals. Council funds the Neighbourhood Youth Work Program (NYWP) in Port Kembla, Berkeley and surrounds, to support the needs of young people in the community.

Annual Progress Update

During 2022-2023, a program of activities was provided for young people aged 12-24, including sector support. This included coordination of the Wollongong Youth Network and funding and support provided for the Neighbourhood Youth Work Program.

Speak. Share. Change. was delivered at six high schools and Wollongong Youth Centre. Students met with the Lord Mayor and General Manager to discuss ideas. Youth Week activities were delivered, including Youth Week Awards, youth markets, *Music Mayhem* event and workshops. International Day against Homophobia, Biphobia, Intersexism and Transphobia Day at the University of Wollongong and Intensive English Centre assembly were attended to provide information about Youth Services programs and activities.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Deliver a range of youth development opportunities with a focus on engagement, inclusion, skill development, sector development and support. | On-Track  | A range of youth development opportunities were delivered, including <i>Rainbow League</i> ; Girls Café for young women from culturally and linguistically diverse backgrounds, <i>Crafts and Chat</i> , Dungeons and Dragons, Fit Youth, Bundaleer Connect, <i>Teenz Connect</i> and workshops on sport, art, mindfulness, mental health, work readiness, resume writing and cooking. New programs included a fitness program for young women, resume writing and cooking workshops. |
| Provide opportunities for young people to develop skills, experience and exposure in creative industries | On-Track  | Weekly workshops were delivered including guitar, cartooning, comic book and sound and lighting. A fully equipped music rehearsal space is available and a weekly performance space hosted bands, open mic nights, world music nights and DJ. <i>Team Ignite</i> provided a platform for young people to inform live music, production activities and events at Wollongong Youth Centre. A new 'I love Wollongong because...' exhibition was curated by Warrawong High School students for Refugee Week. |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Corporate Strategy

Responsibility *Chief Financial Officer*

About this Service

This service prepares and reports progress on the Community Strategic Plan, Delivery Program and Operational Plan. We report progress to the Councillors and our community in a timely and accessible way. Coordinate an organisational approach to Supporting Document (Strategy and Plan) development. Coordinate organisational research as well as facilitate, advise and support management in a timely, accurate and accountable strategic and corporate reporting. Respond as required to policy change and local government reform.

Annual Progress Update


A significant achievement in 2022-2023 was the adoption of Council's Delivery Program 2022-2026 and Operational Plan 2023-2024 on the 26 June.

The Project Management Framework was refreshed during the year and will continue to be rolled out and promoted throughout the organisation.

The Service Optimisation Program for 2023-2024 was adopted as part of the adoption of the Delivery Program and Operational Plan. During the year, significant work occurred on determining the methodology to be used for the optimisation process.

Four Quarterly Review Statements were prepared and adopted by Council and the Annual Report 2021-2022 was delivered.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Coordinate the preparation and review of Council's Operational Plan | On-Track  | Council adopted the Delivery Program 2022-2026 and Operational Plan 2023-2024, including attachments: Budget 2023-2024, Infrastructure Delivery Program 2023-2024 - 2026-2027 and Revenue Policy, Rates, Annual Charges and Fees 2023-2024. This was the culmination of nine months of work, including a cross organisational review of all Supporting Documents and strategic planning workshops held with Councillors in December 2022 and February 2023. This led to the development of a Draft Delivery Program and Operational Plan, which was endorsed by Council to be placed on public exhibition for 28 days from 5 April to 2 May 2023. 205 submissions were received from the community during the exhibition period that informed the finalisation of the Plan. |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--------------------------------------|---|---|
| Develop a Service Review methodology | <p>Complete</p>  | <p>Council embarked upon developing a Service Review program. In June 2022, staff commenced design of the Service Optimisation Program which supports Council's continuous improvement approach. The approved methodology and approach builds on industry best practice and introduces an evidence-based approach to the prioritisation of services to be included in the program. The June 2023 quarter saw the following activities undertaken: development of a range of tools and templates to support staff through the optimisation process, training design commenced, engagement of a consultant to deliver training to key stakeholders, significant engagement occurred across the organisation to increase awareness and understanding of what the Program aims to achieve and investigation into a suitable system to track program progress.</p> <p>The Service Optimisation Program will commence during 2023–2024.</p> |

GOAL 4 | WE ARE A CONNECTED AND ENGAGED COMMUNITY

Measuring Success

| Measure | Target/Desired Trend | Comparative Data Where Available – June 2022 | Result June 2023 |
|---|----------------------|--|------------------|
| Aged and Disability Services | | | |
| People Over 65 Using Community Transport – Number [#] | Increase | New Measure | 15,153 |
| Hours of Social Support Provided to People Aged Over 65 [#] | Maintain | 11,853* | 21,392 |
| Integrated Customer Service | | | |
| Telephone calls are answered within 30 seconds | 80% | 87% | 80% |
| Correspondence Met to Target | 80% | 92% | 93% |
| Libraries | | | |
| Library visitations* | Increase | 947,207 [^] | 964,827 |
| Library - membership | Increase | New Measure | 79,957 |
| Library – total number of loans [#] | Increase | 744,327* | 1,292,710 |
| Library programs: number of programs [#] | Increase | 758* | 1,979 |
| Library programs: number of participants [#] | Increase | 16,529* | 39,343 |
| Property Services | | | |
| Occupancy rates of commercial buildings | 90% | 96% | 96% |
| Youth Services | | | |
| Wollongong Youth Services - participation of young people in programs and projects [#] | 24,000 | New Measure | 24,788 |

[#] Figures (including comparatives) have been prepared on an accumulative, annual basis.

* Comparative figures impacted by COVID-19. [^]Includes online participants.

Performance measures from the Delivery Program are reported in the Quarterly Review where data is available on a quarterly or annual basis. Performance measures that are tracked every two years will be reported in the State of the City Report.



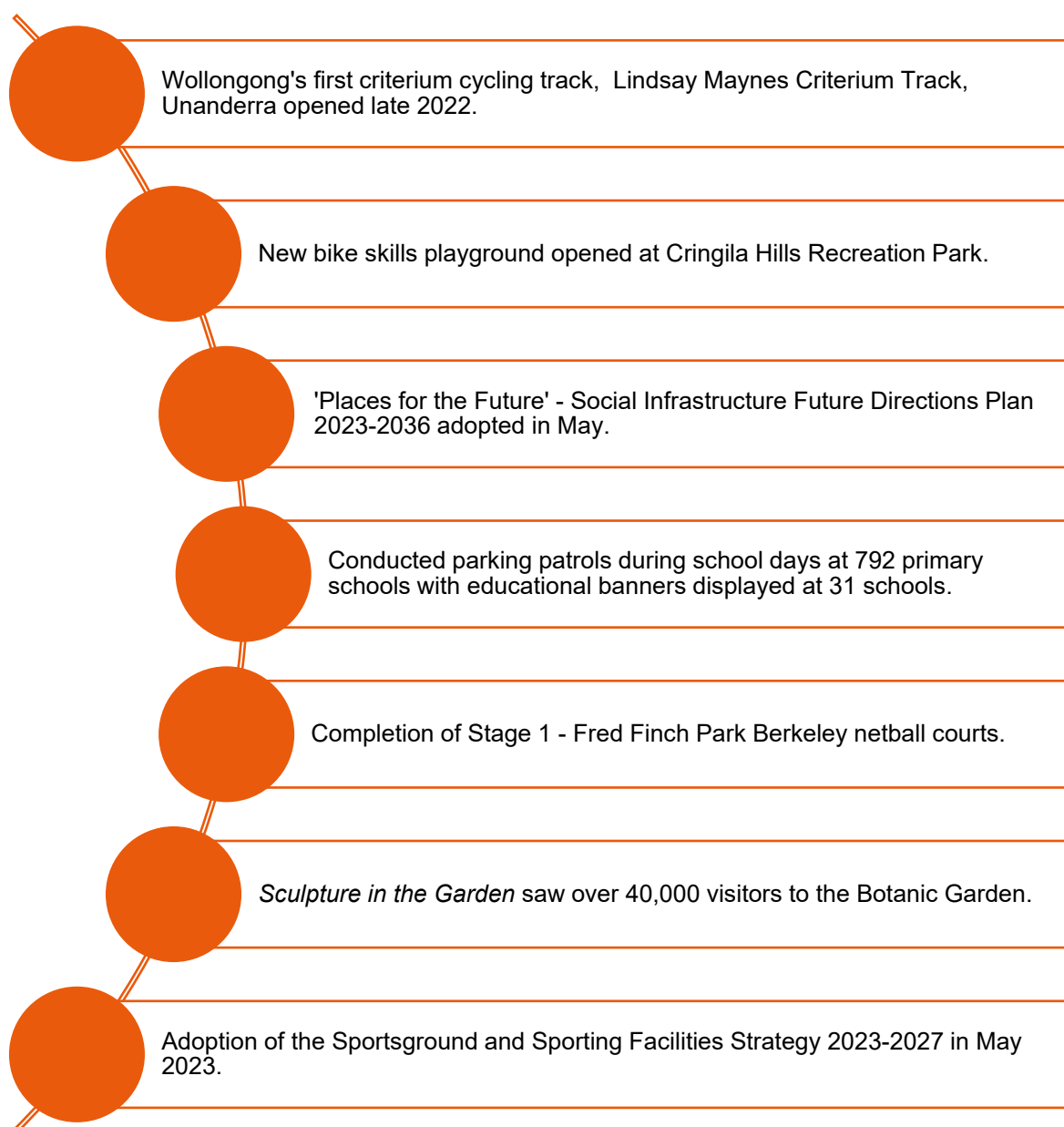
Image: Kids enjoying reading at Corrimal Library

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Objectives

There is an increase in the physical and mental health and wellbeing of our community. Our community participation in recreation and lifestyle activities increases. Residents have improved access to a range of affordable housing options. Suburbs and places are liveable and safe.

Key Achievements



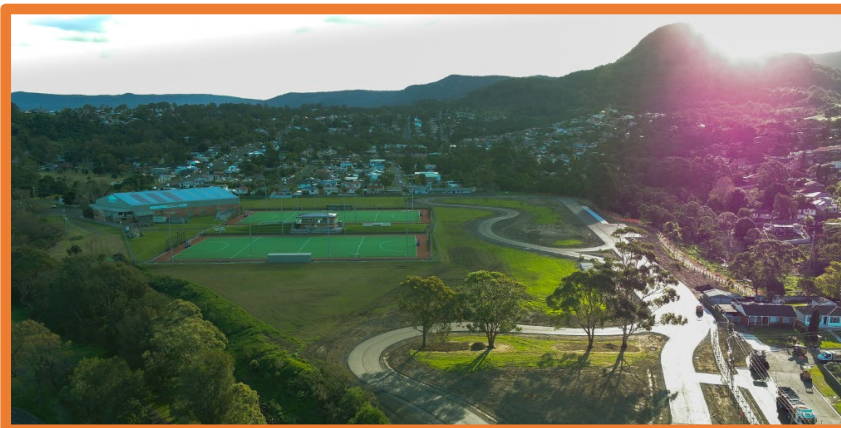
Annual Highlights



Cringila Hills Recreation Park - Pump track takes out the prestigious Park of the Year awards at the Parks and Leisure Australia NSW Conference Awards.



Kembla Heights Community Hall reopening celebration following the refurbishment of kitchen and bathroom facilities and access improvements.



Wollongong's first criterium cycling track, Lindsay Maynes Park Unanderra.



New playground installed at Guest Park, Fairy Meadow.

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Public Health and Safety

Responsibility Manager Regulation + Enforcement

About this Service

This service conducts and manages the registration, inspections and monitoring of regulated public and environmental health premises including public swimming pools and On-site Sewerage Management systems with the aim of ensuring compliance. The service provides environmental and public health related assessment and referrals as part of the development assessment process. It also involves the development of environmental and public health policies, community education programs and customer information.



Annual Progress Update

During 2022-2023, staff inspected 153 skin penetration premises, completed 127 inspections of on-site wastewater systems, 15 sex industry premises inspections, 163 cooling tower audits and processed related risk-management plans. 72 Development Application referrals were processed. Staff received 1,570 customer requests that resulted in 137 compliance actions being undertaken to rectify non-compliances and protect the safety of our community and prevent environmental harm.

Work progressed on the on-site wastewater program to ensure all on-site sewerage management systems in the Local Government Area are approved and operating in an environmentally safe and healthy manner.

Staff completed a food allergen survey with local business in conjunction with the NSW Food Authority. Assistance is being provided to the Food Authority by conducting a survey of commercial food business to determine the effectiveness of dishwasher sanitising cycles. Work on the mosquito trapping project coordinated by NSW Health's Environmental Health branch to deploy and collect mosquito


Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Inspect all medium and high-risk food premises annually | On-Track  | A total of 1,892 inspections of medium and high-risk food businesses were completed with 33 improvement notices issued to businesses in accordance with the Food Act 2003. Council's food surveillance program remains on track to meet requirements under the Food Act 2003 (NSW) and NSW Food Authority's Food Regulation partnership. |
| Maintain inspection programs for public swimming pools, places of shared accommodation and mortuaries | On-Track  | Water sampling of 30 public swimming pools were conducted, identifying and following up a number of non-compliances which were mostly minor in nature. 23 places of shared accommodation were inspected throughout the year and a total of six mortuaries were inspected, all showing a high level of compliance. |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Public Health and Safety Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Implement a community safety and parking awareness raising programs based on scheduled patrols of schools and identified high risk areas | On-Track  | <p>Patrols were conducted of primary schools, with 792 patrols conducted on school days with educational banners displayed at 31 schools. A total of 1,057 actions were undertaken during these patrols, including issuing fines, warnings and engaging in educational conversations with parents and caregivers. These efforts have greatly improved community safety and parking awareness in school zones across the Local Government Area.</p> <p>Considerable planning of parking compliance service was undertaken in preparation for the 2022 UCI Road World Championships – Wollongong NSW event. Throughout the event, staff delivered parking compliance services from 7:00 am to 7:00 pm each day with a risk-based approach taken to education and compliance action.</p> |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Community Facilities

Responsibility *Manager Library and Community Services*

About this Service

This service manages and operates 56 Council-owned community facilities across the Wollongong Local Government Area. This includes Neighbourhood Centres, Senior Citizens' Centres, Childcare Centres, Libraries, Community Centres and Community Halls. The service provides accessible community spaces to support the delivery of a diverse range of community programs, activities and events. The service also manages a number of 'direct-run' Council facilities, supporting community development and enabling community groups to develop and deliver community services. The service includes long-term social infrastructure planning and managing a range of functions associated with the maintenance, design, replacement or refurbishment of new and existing community facilities.

Annual Progress Update

Community Facilities continue to rebuild community participation and hire post COVID-19. District facilities at Dapto Ribbonwood, Corrimal and Thirroul recorded strong interest in bookings.

Community events hosted throughout the year included Rainbow Storytime, Dapto Ribbonwood Centre celebrated 21 years since opening, Australia Day Citizenship Ceremonies, Voting Centres on polling and pre-polling days for the NSW State Election, Harmony Day celebrations and Vietnamese Luna New Year and Citizenship ceremonies at Corrimal.


A range of facility upgrades and improvements were completed at Corrimal, Dapto and Thirroul to improve the customer experience. Building works have been completed at Kembla Heights Community Hall and Corrimal Community Preschool. Facility upgrades and improvements included installation of hearing loop technology at Coalcliff Community Hall, new art installation and replacement of the floor at Darkes Forest Community Hall.

Waste reduction strategies were implemented. Community recycling stations have been installed, new bins purchased to help divert waste away from landfill, increase recycling and use of the Food Organics Garden Organics (FOGO) program by acting as the community pick-up point for FOGO caddies and liners. Social procurement options were used to refurbish furniture at Thirroul and assets from Helensburgh Community Centre have been recycled for use at other Council facilities.

Assistance was provided to licensees impacted by flooding to undertake clean-up works, tidy up gardens and install carpark signage. Fee reductions were also provided during the year.

Engagement was held with the community across a range of issues including Needs Analysis study for Planning Area 7 (Figtree, Unanderra, Kembla Grange and Cordeaux Heights). The 'Places for the Future Social Infrastructure Future Directions Plan 2023-2036' was adopted by Council on 8 May 2023.







Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|--|---|
| Plan for a new Community Centre and Library at Warrawong to serve Wollongong's southern suburbs | Delayed  | Demolition of existing structures is scheduled for March 2024. Construction drawings and pre-tender estimate is nearing completion while options to re-house existing tenants are continuing. A submission to the Office of Local Government's Capital Works Guidelines is underway with consultant firm engaged to look at economic indicators. Council continues to advocate for NSW and Commonwealth funding for the project. |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Community Facilities Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Plan for a new Community Centre and Library to meet the needs of the community in Helensburgh and surrounding suburbs | Delayed  | Council has received approval to exhibit a draft Plan of Management that would enable the site on Helensburgh Park to be used for the purpose of an integrated Community Centre and Library with the Helensburgh Swimming Pool amenities project. Refinement and finalisation of the scope of the Centre continues. |
| Progress planning and construction of Wongawilli Hall extension and refurbishment | On-Track  | Concept design has commenced and progressing, however, potential structural issues with the floor and walls have seen the concept design process placed on hold until a full building condition report can be undertaken. The condition report will inform the concept design. |
| Complete Community Needs Analysis for City Centre Social Infrastructure | Complete  | Community needs analysis to understand the social infrastructure needs of people living in the Wollongong CBD was completed in October 2022. Findings of this assessment have informed the development of the Places for the Future Social Infrastructure Future Directions Plan: 2022-2036. |
| Complete Social Infrastructure Feasibility Studies at Bong Bong Road, Yallah/Marshall Mount and Figtree | On-Track  | The project to complete a needs analysis study for Planning Area 7 (Figtree/Unanderra/Kembla Grange/Cordeaux Heights) commenced in March 2023 with the appointment of a consultant. Studies for social infrastructure at Bong Bong Road and Yallah/Marshall Mount will be informed by the West Dapto needs analysis study completed in November 2022. These studies are scheduled to be completed in 2023-2024 (Bong Bong Road) and 2024-2025 (Yallah/Marshall Mount). |
| Develop and deploy 'Places for People' Forward Directions Plan 2022-2036 (Implementation Plan) | On-Track  | The Draft 'Places for the Future' - Social Infrastructure Future Directions Plan 2023-2036 was endorsed by Council on 12 December 2022 for public exhibition during January-February 2023. Results of the public exhibition were reported to Council in May 2023, with the Plan subsequently adopted. An implementation approach has been developed and the plan deployed within Council. A key outcome is to have newly identified projects placed onto the Infrastructure Delivery Program list of unfunded projects for future Council consideration. |
| Complete Community Needs Analysis for social, cultural and recreational infrastructure for emerging West Dapto communities | On-Track  | The Draft West Dapto Community Facilities and Open Space community needs analysis was endorsed for public exhibition by Council in November 2022. It was placed on public exhibition in January-February 2023. The results of the exhibition were reported to Council in July 2023 and subsequently adopted. |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Memorial Gardens and Cemeteries

Responsibility *Manager Property + Recreation*

About this Service



This service provides memorial, burial and funeral service facilities at six sites across the Local Government Area.

Annual Progress Update

Staff continued the implementation of education sessions, providing valuable advice to our community through groups such as the Rotary Club, UA3 and Men's Shed. Staff conducted a number of memorial services to commemorate significant days such as Christmas and Anzac Day, with activities well attended. Staff continued to identify new areas for development with new headstone beams laid in a number of sections across the cemetery network. At Scarborough and Bulli, new sites were also identified for 'at need' sales, giving the local community opportunity to bury within their immediate area. In total, staff have completed over 800 burials or ash placements this year and a further 400 sites were reserved for future use.

New burial beams at Kembla Grange Cemetery were completed as well as the first burials at Scarborough and Bulli Cemetery following the identification of new sites. In total, 50 sites have been made available with the identification of further sites currently being explored. New headstone beams have been constructed at Wollongong Lawn Cemetery, providing an additional three years of space for the community. Concept plans were also finalised for the Aboriginal and Children's sections at Kembla Grange.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Manage Council's commercial businesses to optimise service delivery at Wollongong Memorial Gardens and cemeteries | On-Track  | The identification of vacant sites at a number of closed cemeteries was a priority for staff during the year. Over 50 sites are now available for at-need burials at Bulli and Scarborough Cemeteries with over 200 under investigation. A review of systems and processes continued in preparation for the introduction of the Cemeteries Interment Scheme which will require the cemeteries to meet identified standards in order to be licensed and to continue operating. Construction of new beams and gardens were also completed to ensure sites remained available to meet the ongoing needs of the community. A 'Friends of the Cemeteries' group has also been established to include opportunities across all Council sites. |
| Reinstate the Cemetery at Waterfall (Garrawarra) | Deferred  | This project is currently on hold pending a decision by the NSW National Parks & Wildlife Service regarding taking ownership of the site from Council. |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Aquatic Services

Responsibility Manager Property + Recreation

About this Service

Wollongong City Council operates 17 patrolled beaches, two heated swimming pools at Dapto and Corrimal, six free public swimming pools located at Helensburgh, Thirroul, Western Suburbs (Unanderra), Continental Baths Wollongong, Port Kembla and Berkeley. We have nine ocean rock pools situated at Coalcliff, Wombarra, Coledale, Austinmer, Bulli, Woonona, Bellambi, Towradgi and Wollongong Gentleman's pool. Aquatic Services also provides ocean and pool lifeguard services and surf education programs.

Annual Progress Update



Council's eight outdoor swimming pools enjoyed one of the busiest summer periods seen for the last 10 years.

During The 2022 UCI Road World Championships – Wollongong NSW event, the Continental Pool summer operational hours were brought forward to ensure the community and visitors were able to use this community asset. Council staff worked closely with Destination Wollongong to install a large banner on the floor of the Continental pool to promote Wollongong during the event.

A number of pools were closed for the winter period, due for reopening in September. Corrimal and Dapto heated pools continued to operate throughout winter. Minor works were completed during the winter shutdown period of the seasonal pools, ready for the 2023-2024 summer season.

Council will continue to review and improve on the reliability of ocean pools to ensure facilities are fit for purpose.






Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Plan, design and complete the renewal of the downstairs Lifesaving building of North Wollongong Surf Life Saving Club | Complete  | Construction of the Lifesaving building at North Wollongong Surf Lifesaving Club was completed this year. Minor works and defects are continuing to be managed moving forward, with the Club able to provide essential lifesaving services moving into the 2023-2024 season. Approvals are underway to install a natural gas connection point to the building, as well as an Aboriginal cultural heritage assessment at the building entry point on the ground floor. |
| Plan, design and undertake renewal works at Council's Community, Commercial Pools and Ocean Rock Pools in accordance with the Infrastructure Delivery Program | On-Track  | Council completed the replacement of intake lines at the Continental Pool, Wollongong and installed an accessible ramp at Port Kembla Pool. Council is currently seeking community input into the future form of Helensburgh Pool following the award of a \$3.24M grant from the NSW Government. The grant will contribute towards the refurbishment of the pool and sportsfield lighting at the adjoining Helensburgh Park. Short term repairs at the Western Suburbs Toddlers Pool have proven successful and will ensure continuity of service while a review of the design and procurement method for the water play space is undertaken. |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Aquatic Services Continued


Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Implement funded actions from The Future of Our Pools Strategy 2014-2024 | On-Track  | Community consultation was completed on the Helensburgh Swimming Pool redevelopment. The community was supportive of the plan to redevelop the swimming pool with input being provided by the community on the toddler play area and the size and number of lanes being provided. Engagement of an architect will progress in the September 2023 quarter. |
| Implement funded actions from the Beach and Foreshore Access Strategy 2019-2032 | On-Track  | Council delivered a new access ramp at Port Kembla Beach. This access ramp allows beach users to safely enter the sand from an accessible ramp from the promenade. This ramp allows easier access for beach users to the accessible facilities adjacent to Port Kembla Swimming Pool building. Accessible beach mats continue to be provided across a number of beaches in the Local Government Area. Work continued to improve the booking process for beach wheelchairs, with an online booking solution being explored for the upcoming 2023-2024 summer period. |
| Design and construct a boat storage shed for North Wollongong Surf Lifesaving Club | On-Track  | Council has provided a temporary option for consideration by North Wollongong Surf Lifesaving Club for surf boat storage. This temporary solution enables investigations to continue and source a suitable longer-term solution. |
| Explore and deploy Smart Technology options to better obtain and utilise attendance and event data to inform Lifeguard services provision | On-Track  | Staff are now collecting data from several collection points with relation to equipment. These data collection points are currently placed on 'Beach Closed' signs, red and yellow flags, rescue boards and jet skis across six beaches. Council continues to work with the NSW Department of Planning in relation to the installation of Smart people counting technology with the goal of collecting accurate real-time data to inform service levels and improvements. |
| Progress concept plans, investigations and detailed designs for a Community Recreation & Aquatic Centre at Cleveland to service the Southern Suburbs | On-Track  | Council continues to work on progressing the opportunities plan for the Community Recreation and Aquatic Centre in West Dapto to support service provision for the Southern Suburbs. Conceptual plans are currently being completed to identify a suitable layout and sighting of the new facilities. |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Aquatic Services Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|--|--|
| Design and implement the North Wollongong Beach Seawall Renewal | Delayed  | Works continued on the construction of Stage 1 of the seawall at North Wollongong Beach. The foundation system buried rock armouring and reinforced concrete support system which underpins the final precast seating bleachers were completed. The beach vehicle access ramp and associated stairway is substantially complete and works have commenced off site on the precast bleachers, with installation scheduled for July 2023. |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Botanic Garden and Annexes

Responsibility Manager Open Space + Environmental Services

About this Service

The Botanic Garden and Nursery Service involves managing and promoting the conservation, education, recreation and aesthetic values of the main 30-hectare site in Keiraville, including the maintenance of the Gleniffer Brae grounds and the three natural area annexes of Mt Keira, Puckey's Estate and Korrungulla Wetland. Environmental education programs and interpretation are conducted at the Discovery Centre.

Annual Progress Update

Fifty-one Botanic Garden tours and events were held with an overall visitation of 316,608 and the nursery distributed 66,203 local native plants.

Highlights included Sculpture in the Garden, Sunset Cinema, Botanic Gardens Day and 50th Birthday celebrations with ceremonial tree plantings. Conservation highlights included the installation of a *Tiny Forest* and new Cycad collection with assistance of The Friends and benefactors.


Urban Greening initiatives included coordination of the national *Poem Forest* project which sees a tree planted in Wollongong for every poem written by school pupils, resulting in up to 5,000 tree plantings.

The Living Collections Database at the Botanic Garden now has 3,910 plants listed covering 932 Taxon which making the living collections more accessible to our visitors and supporting scientific/conservation work with other Botanic Gardens and partner organisations. The Discovery Centre saw an increase in participation rates from schools and education was assisted by volunteers from the Friends of Wollongong Botanic Garden.

Sculpture in the Garden concluded on 30 April, seeing over 40,000 visitors. Surveys conducted found that 20% of the participants had never visited the Garden before.

Botanic Gardens Day celebrating the conservation work of botanic gardens nationwide was held 28 May, with several hundred people participating.




Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Deliver priority actions from the Urban Greening Strategy Implementation Plan 2017-2021 | On-Track  | <p>Strong community collaboration and support for Urban Greening has been achieved during the year. Council is the primary partner of the National Poetry Red Room prize that results in a new tree planted in Wollongong for every poem submitted nationwide. Planting of these trees in partnership with local school children is also a benefit as demonstrated by the recent mass tree planting by Farmborough Road Public School students at Allan's Creek.</p> <p>The Tiny Forest Program delivered in partnership with local schools has improved the community's appreciation and understanding of the importance of trees.</p> <p>A highlight of the year was the adoption by Council of a new integrated Tree Management Policy and plain English Customer Guide. This provides a consistent incentive-based approach to tree management across both private and public areas and is expected to encourage more new trees, which is critical for Council in meeting its canopy cover targets.</p> |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Botanic Garden and Annexes Continued



Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Enhance Botanic Garden visitor experience with programs, interpretation, education and events | <p>On-Track</p>  | <p>To support the 2022 UCI Road World Championships – Wollongong NSW event, a key focus was on presentation and promotion. Banners were installed on the fence line, planter pots placed at entrances and supporting messaging on the live television broadcasts, website and social media.</p> <p>The Botanic Garden events included the Wollongong Conservatorium of Music's 50th Birthday music event held in September 2022 attracting approximately 1,000 attendees over two days. Botanic Gardens staff and volunteers gathered with the Lord Mayor to plant a ceremonial 50th Birthday Tree and view the time capsule to be opened in 2071. The Sunset Cinema held a successful season of attendance with 22 screenings between 15 December to 11 March 2023.</p> <p><i>Sculpture in the Garden</i> was held from 18 March to 30 April 2023, seeing over 40,000 visitors. The <i>Poem Forest</i> competition commenced in March with an urban greening focus. Council is the partnering host and aims to see 5,000 trees planted in our Local Government Area.</p> <p>The Botanic Garden hosted an environmental Volunteers' Week celebration combining with Bushcare and Rise and Shine in May 2023.</p> <p>The Cycad collection was completed on 25 May 2023 with a special media launch ahead of the Botanic Gardens Day event.</p> <p>Botanic Gardens Day celebrating the conservation work of Botanic Gardens nationwide was held 28 May, with several hundred people participating.</p> |
| Finalise the review of the Botanic Garden Plan of Management and Masterplan | <p>On-Track</p>  | <p>The Botanic Garden Plan of Management has been adopted by Council and the Gleniffer Brae Conservation Management Plan was endorsed by Heritage NSW. The Botanic Garden Masterplan will be presented to Council for adoption with the Gleniffer Brae Conservation Management Plan following stakeholder consultation.</p> |
| Implement priority actions from the Botanic Garden Masterplan | <p>On-Track</p>  | <p>Two capital projects remain in design phase for a new fully accessible amenities block and new rainforest boardwalk with accessible pathway.</p> <p>Investigations commenced for a planned refurbishment of the Nursery production glasshouses. The draft Botanic Garden Masterplan will be reconfirmed with stakeholders prior to being considered for adoption by Council.</p> |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Botanic Garden and Annexes Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Facilitate future uses of Gleniffer Brae | On-Track  | Council received endorsement of the Gleniffer Brae Conservation Management Plan in March 2023. Council is undertaking stakeholder engagement and finalisation of the Botanic Garden Masterplan. This process is also reviewing future alternate uses for Gleniffer Brae. |
| Implement actions arising from the Mt Keira Summit Park Plan of Management | On-Track  | Council's partnership with The Illawarra Aboriginal Land Council continued at Djeera/Mt Keira Summit Park. Plant expertise was provided by the Botanic Garden nursery staff to support on site vegetation works. |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Leisure Centres

Responsibility *Manager Property + Recreation*

About this Service





This service involves the provision of commercially operated recreation centres at Beaton Park Wollongong and Lakeside Leisure Kanahooka.

Annual Progress Update

This year has been one of recovery and the reintroduction of all programs following two years of COVID-19 interruptions. The centres continue to deliver on programs targeted to specific community groups including seniors (15 group exercise classes per week), juniors (over 800 enrolled students in Learn to Swim each week and fitness classes for 12–18 year olds) as well as the general community (over 100 group exercise classes per week). The centres also introduced fitness information sessions designed to educate our community on making good health decisions and also took fitness to the community, delivering classes at community centres as well as at Council's outdoor fitness equipment for free.

Significant recovery across all programs was achieved, with attendance only 10% below pre COVID-19 levels. Over 90,000 attendances were recorded across all program areas including group exercise, learn to swim, competitive and social swimming, athletics, tennis, squash, fitness, table tennis and badminton.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|--|
| Provide a variety of affordable senior programs at the Leisure Centres | On-Track  | Leisure Centres continued with the development of innovative classes for our senior community. Four specialised classes were run each week including yoga, active seniors, aquarobics and <i>Health Moves Plus</i> (a low to moderate intensity workout). Staff have visited local community centres this year to deliver programs directly to seniors. |
| Develop a concept plan for the Beaton Park Regional Precinct | On-Track  | A review of the studies undertaken as part of the work for the Master Plan is currently underway to ensure they remain contemporary. |
| Pursue the renewal and relocation of Beaton Park Tennis Courts in accordance with the Beaton Park Master Plan | On-Track  | The finalisation of the design for the tennis court renewal was completed during 2022-2023 and a contractor was engaged. Works commenced in June 2023, with the tennis courts to be completed by June 2024 and ancillary works by October 2024. |
| Increase utilisation of Council's recreation and leisure assets | On-Track  | Leisure centres recovery post COVID-19 closures and restrictions continued during 2022-2023 with the first full year of trade completed. There has been an increase in attendance of over 80% on the previous year, reaching 316,000 across both sites in 2022-2023. |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Parks and Sports Fields

Responsibility *Manager Property + Recreation*

About this Service

This service operates 493 parks, 65 sports fields, 220 playing fields, 7 outdoor fitness stations, 9 turf wickets and 154 playgrounds across the Wollongong Local Government Area and includes Russell Vale Golf Course. Provision of passive access to community parks and playgrounds and affordable and equitable access to sports fields and facilities. Service planning for the creation of enhanced public amenity and recreational opportunities. These services are supported through facilitating casual hire and bookings of parks and sports fields. Twenty-two sports fields are licensed by volunteer or semi-professional sporting clubs.





Annual Progress Update

Council received a total of 4,340 bookings with the largest number of cancellations taking place in the September quarter of 2022 due to wet weather.

A number of park improvements were completed. The Cringila Hills Mountain Bike Pump Track, Skills Park and Illawarra Criterium track were opened. In May 2023, The Cringila Hills Recreation Park won the prestigious Park of the Year award at the Parks and Leisure NSW Conference.






Council has supported a number of events that have taken place on our sports fields and parks which include a Rock Fishing Safety Workshop at King George V Oval, Port Kembla as well as a number of music festivals at Thomas Dalton Park, Fairy Meadow.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Involve children in the design of public art features within key regional play space renewals | Complete  | Eighty-eight local children were engaged about what they would like to see at a new playground at Unanderra. Through engagement with 63 local children and as part of the redevelopment of Figtree Playground, it was determined the existing piece of public art would be retained as part of the redeveloped play space now completed. Council engaged with several schools to support the delivery of the Stuart Park and JP Galvin Park Master Plan. This Plan has now been adopted by Council. |
| Collaborate with Destination Wollongong to encourage local sporting associations to host and facilitate events | On-Track  | Council has worked with Destination Wollongong on several event opportunities including Football Australia Youth League, Veterans Women's Cricket Event and the Gridiron Championships. |
| Implement the Figtree Oval Recreational Master Plan 2016-2029 | On-Track  | Council continues to implement the Figtree Oval Master Plan through the renewal of the playground as part of the 2022-2023 renewal program. Council also worked with the local sporting groups regarding a proposed design for the new amenities building. |
| Finalise the Bulli Showground Master Plan | On-Track  | Community engagement has taken place with a further report proposed to be presented to Council for adoption later this year. Council officers met with several stakeholders as well as attended local events as part of the exhibition period for this plan. |





GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Parks and Sports Fields Continued

| Operational Plan 2022-2023 Update | | |
|---|---|---|
| Actions | Status | Comment |
| Implement the Landscape Master Plan recommendations for Hill 60 Reserve, Port Kembla | On-Track  | Council finalised the detailed Plan for Stage 1A of the Hill 60 Landscape Master Plan, with public exhibition commencing June 2023. Construction will commence in 2023-2024. |
| Develop and implement the Landscape Master Plan for Stuart and Galvin Parks, North Wollongong | On-Track  | The Master Plan was adopted by Council on 20 March 2023. Council completed a tender process for the construction of all the abilities playground at Stuart Park with this work to be undertaken during 2023-2024. |
| Progress the staged realignment of the outdoor netball courts at Fred Finch Park, Berkeley | On-Track  | Stage 1 works, involving the extensive refurbishment of 16 courts, was successfully completed in February 2023. Council continues to progress Stage 2 of Fred Finch Netball Courts which will include the resurfacing of eight netball courts, painting and line marking as well as the extension of lighting and sound infrastructure to incorporate these courts. Works will be undertaken during 2023-2024. |
| Implement the Landscape Master Plan for King George V Oval, Port Kembla | On-Track  | Council continues to work with several stakeholders for the commencement of three projects during 2023-2024. These projects include a permanent Skate Park within King George V Oval, irrigation and drainage for the football field and renewal of the existing cricket fencing surrounding the main cricket field. Each project will be delivered over the next 18-24 months. These projects have been funded through the Port Kembla Community Infrastructure Funding program. |
| Provide in principle support to the Illawarra United Stingrays in their planning for a home ground location | On-Track  | Council staff continue to support the Illawarra United Stingrays in planning for their home ground. Council issued a proposed licence agreement for the outer fields of JJ Kelly Park in 2022, however, is yet to be finalised. Additional information was also provided related to potential site constraints. Staff continue to meet with representatives from the Illawarra United Stingrays. An action has been included in Council's adopted Operational Plan 2023-2024, 'Finalise the draft licence agreement with Illawarra Stingrays for a home ground at JJ Kelly Park, Wollongong.' |





GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Parks and Sports Fields Continued

| Operational Plan 2022-2023 Update | | |
|--|---|--|
| Actions | Status | Comment |
| Collaborate with Destination Wollongong and the Australian Baseball League to establish Wollongong as a home base location for a National Baseball League team | On-Track  | Council has completed initial investigations of electrical capacity for Fred Finch Baseball fields to determine suitability for future site improvements. Council continues to collaborate with Destination Wollongong and the Australian Baseball League. |
| Progress the planning and development of a Wollongong City Centre Skate Park | On-Track  | <p>Council has completed initial site investigations for the Wollongong City Centre Skate Park, with community consultation to take place on the design and elements of the skate park during the first half of 2023-2024.</p> <p>Council was successful in securing funding through the NSW Government Places to Play program for \$300,000 to support delivery of the project.</p> |
| Preparation of the Bellambi Foreshore Precinct Plan | Delayed  | <p>Investigations are continuing into land ownership and planning constraints, including meetings with the Land and Housing Corporation who own significant parcels of land in this area.</p> <p>Council has engaged with stakeholders regarding the cultural significance of the area to inform the development of the Master Plan. Measures have been implemented to improve the protection of culturally significant areas.</p> <p>Plans have been prepared for the renewal of amenities at Bellambi Boat Ramp and a building contractor has been engaged to carry out these works during 2023-2024.</p> <p>Investigations and design are underway to repair the jetty adjacent to the boat ramp.</p> |
| Implement key projects identified in the Cringila Hills Recreation Master Plan | On-Track  | <p>Council has completed a number of improvements at Cringila Hills in line with the Master Plan. These included the pump track, mountain bike skills area and the mountain bike track as well as other facility improvements such as parking. Stage 2 of the pathways improvements were completed, which included an additional 1,575m of pathway.</p> <p>Council will continue to work with the community on the management and operations of Cringila Hills Park and investigate funding opportunities for further improvements in line with the Master Plan.</p> |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Parks and Sports Fields Continued

| Operational Plan 2022-2023 Update | | |
|--|---|--|
| Actions | Status | Comment |
| Develop and implement the Sportsgrounds and Sporting Facilities Strategy 2022-2026 | On-Track  | <p>Council adopted the Sportsground and Sporting Facilities Strategy 2023-2027 in May 2023.</p> <p>The document has been used to inform the new round of Sports Grants which opened in July 2023. This will allow sporting groups to apply for funding to support improvements at Council owned or managed sporting facilities.</p> <p>The new Strategy supports the continued development of sporting infrastructure as well as supporting participation across the Local Government Area.</p> |
| Manage the multi-use criterium cycle track at Lindsay Maynes Park, Unanderra | Complete  | <p>The Lindsay Maynes Criterium Track opened in late 2022. This track has been developed to support the Wollongong Cycling Strategy 2030 and provide a safe space for the community and visitors to cycle on a criterium track within the Wollongong Local Government Area.</p> <p>Council continues to work with the cycling community and club enabling events and bookings to take place at the track.</p> <p>Future works include the delivery of public facilities to support the continued use of the criterium track for events and bookings.</p> |
| Undertake feasibility assessments for sports field drainage and irrigation across priority sites | On-Track  | <p>Three priority site investigations were undertaken at Lakelands Oval, Judy Masters Park and Cawley Park in regards to sports field drainage. Council was successful in obtaining funding for two sites from the NSW Football Legacy Fund provided by the NSW Office of Sport. This includes Cawley Park \$118,250 and Judy Masters Park \$63,846.</p> <p>Investigation works will inform the tender package that will be finalised in the September 2023 quarter.</p> |
| Implement recommendations of the Public Toilets Strategy 2019-2029 to improve accessibility | On-Track  | <p>Council continues to plan for future public toilets as part of the strategy to improve accessibility.</p> <p>Bellambi boat ramp public toilets are continuing to progress, with works to be undertaken during 2023-2024.</p> <p>Planning continues for new amenities at the Unanderra Criterium Track and Figtree Oval, which will provide additional and improved accessible toilet facilities.</p> |

GOAL 5 | WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

Measuring Success

| Measure | Target/Desired Trend | Comparative Data Where Available – June 2022 | Result June 2023 |
|--|----------------------------|--|------------------|
| Aquatic Services | | | |
| Total Visits commercial heated pools: Corrimal [#] | At least 180,000 per annum | 101,299* | 151,809 |
| Total Visits commercial heated pools: Dapto [#] | At least 180,000 per annum | 47,924* | 77,161 |
| Botanic Garden and Annexes | | | |
| Wollongong Botanic Garden - Visitation [#] | At least 400,000 per annum | New Measure | 316,608 |
| Community Facilities | | | |
| Utilisation of Direct-Run District Level Community Facilities (hours) [#] | Increase | 22,332* | 32,413 |
| Direct-Run District Level Community Facilities visitation [#] | Increase | 124,753* | 203,546 |
| Community Hall/ Centre - Hours of Use [#] | Increase | New Measure | 9,917 |
| Community Halls/Centres - Visitation [#] | Increase | New Measure | 46,732 |

[#] Figures (including comparatives) have been prepared on an accumulative, annual basis.

* Comparative figures impacted by COVID-19.

Performance measures from the Delivery Program are reported in the Quarterly Review where data is available on a quarterly or annual basis. Performance measures that are tracked every two years will be reported in the State of the City Report.



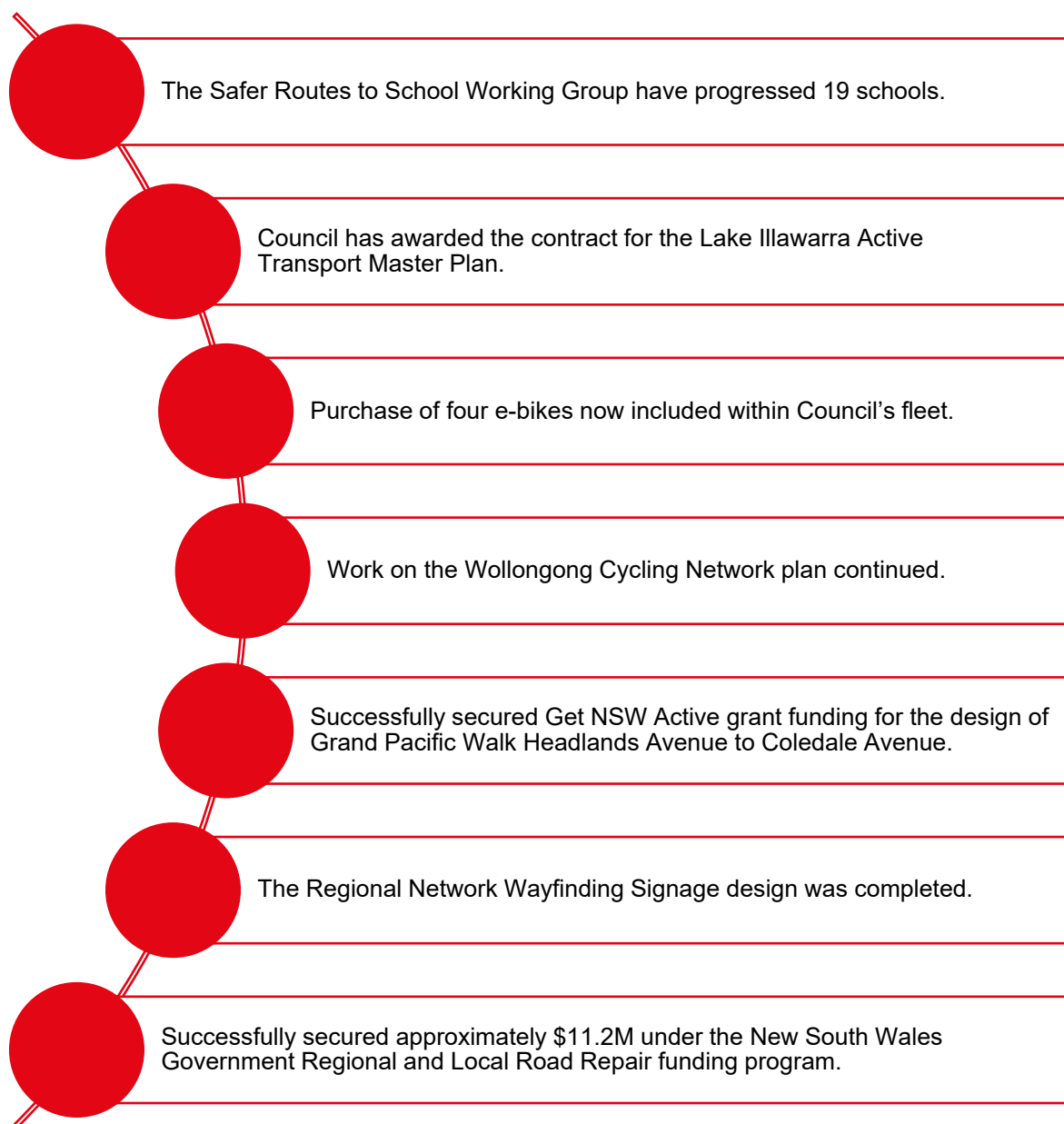
Image: King George V Oval playground, Port Kembla

GOAL 6 | WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Objectives

There is an increase in sustainable transport use including public transport, walking, and cycling. Transport links and connection to Sydney, the South Coast and Southern Highlands are strengthened. The community have access to a safe, affordable and reliable transport network.

Key Achievements



Annual Highlights



Works continued on the West Dapto Road upgrade project.



Harry Graham Drive, a key east-west link reopened after extensive works to stabilise and repair the road.



**WOLLONGONG.
BETTER CYCLING
FOR ALL**



wollongong
city of innovation

ALL AGES BIKE SKILLS WORKSHOP

TOWRADGI BEACH PARK
9.30AM - 12NOON, SUNDAY 19 FEBRUARY

Develop bike skills with training, bike maintenance
and a chance to update your helmet with an
exchange helmet voucher for attending participants.

Suitable for all ages. Children must be accompanied by an adult
and must be able to ride independently to participate (no training wheels).
BYO bike, covered shoes and helmet. Bookings not required.



Over 150 people attended the All Ages Bike Skills Workshop.



Lawrence Hargrave Dr Boardwalk – Clifton School Pde to Sea Cliff Bridge.

Transport Services

Responsibility Manager Infrastructure Strategy and Planning

About this Service

This service provides the delivery, management and advocacy of transport infrastructure. The service aims to provide a transport network that is safe, efficient, equitable, effective and sustainable. The service supports the community through creating the provision of transport access for residential, business, recreation, leisure and tourism activities.

This Service also includes provision of road safety, traffic and integrated transport planning support and advice. Road Safety Education Programs and promotion is a critical activity implemented across all aspects of our transport services.

Annual Progress Update


The Draft Integrated Transport Strategy continued to be developed. Council was successful in its application under the New South Wales Government Regional and Local Road Repair funding program, securing approximately \$11.2M. Works are being planned across the Local Government Area in accordance with the funding guidelines and priority of works required. One hundred twenty-one sites have been identified for heavy patching, stabilisation and drainage works.

Council is now included in the Transport for NSW 'OneRoad' pilot project rollout. This project will allow Council to implement road closures for our works, events or unforeseen impacts on a centralised platform to update live traffic. This is a project Council has been advocating for to have clear communication to our community when changes occur on our roads.

Council continues to contribute as key stakeholders in the Transport for NSW customer behaviour strategy development and in focus groups for the Austroads project 'Keeping People Safe When Walking', which will lead to contemporary guidelines and standards across Australia to encourage people to walk safely.





The bus stop upgrade compliance strategy has been drafted and will be reviewed with an implementation plan prepared to support planned improvements. The Regional Network Wayfinding Signage design was completed.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Collaborate with the New South Wales Government to fund and deliver the Safe Routes to School Program | On-Track  | The Safer Routes to School Working Group have progressed 19 schools. The remainder of 2023 aims to have a detailed consultation period with schools and their Parents and Citizens associations. This will finalise both short and long-term solutions for specific school precincts which can be shared across projects within Council or Transport for NSW. |



Transport Services Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Implement actions from the Wollongong Cycling Strategy 2030 | On-Track  | <p>Council was heavily involved in the planning and delivery of the 2022 UCI Road World Championships – Wollongong NSW event which raised the profile of cycling in the city.</p> <p>A review of Council's cycling maps and delivery of CBD pop-up cycleway way-finding and cycling route markers from several train stations to the Grand Pacific Walk were completed.</p> <p>Work on the Wollongong Cycling Network Plan continued. The plan will set the network for the Cycling Strategy 2030 commitments of length and access over a 10-year horizon.</p> <p>Council awarded the contract for the Lake Illawarra Active Transport Master Plan. This project is fully funded by the NSW Government Resources for Regions Program. Council will deliver a strategic plan which sets out scope for completing the journey around the lake. The document will identify the roles and responsibilities addressing fragmented ownership of the area and guide infrastructure to be consistent, convenient, safe and inviting for all path users.</p> <p>Council is participating in the National Walking and Cycling Participation Survey in 2023. Council purchased four e-bikes to be included within Council's fleet. Standard operating procedures and user training is currently under development.</p> <p>Council was successful with Get NSW Active grant funding for the design of Grand Pacific Walk Headlands Avenue to Coledale Avenue.</p> |
| Subject to funding, explore the installation of tactile and braille street signage to support navigation and wayfinding throughout the Wollongong Local Government Area | Deferred  | <p>Transport for NSW advised funding may become available after the completion of their Customer Experience Strategy</p> |
| Develop and implement the Integrated Transport Strategy | On-Track  | <p>The Integrated Transport Strategy workshops have been completed and draft sections of the document have been received for review. Workshops have involved many community, industry and government agency representatives. The draft document is being prepared for public exhibition.</p> |
| Advocate for the provision of expanded public transport services and support the provision of existing services | On-Track  | <p>Transport for NSW continues to liaise with Council on plans to support access to public transport, primarily the rail network. Council continues to advocate for expanded services, including urban release areas of West Dapto.</p> |

Transport Services Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Work with key agencies and partners to progress the Illawarra Regional Transport Plan | On-Track  | <p>Council has been working towards strategic alignment with Council key transport projects and Transport for New South Wales (TfNSW) committed projects.</p> <p>Wollongong Station Master Plan Precinct Plan is underway by TfNSW with Council a key stakeholder through its development. Council has been seeking information on timing of TfNSW Illawarra Public Transport Services Plan and the future Transport Strategy. Council continues to advocate for these two pieces of work to be delivered from TfNSW to deliver actions from the Regional Transport Plan.</p> |
| Develop road safety programs, education and promotion of sustainable multi modal transport options | On-Track  | <p>Council participated in Road Safety Week and turned the Wollongong lighthouse yellow to promote road safety across the City. Council staff also participated in a road safety stall at the Friday markets (Crown Street Mall) and held workshops for parents of learner drivers.</p> <p>Council staff presented to Strategic and Community Assistance to Refugee Families group to build capacity among multicultural communities of Wollongong with road safety advice and messages, guidance, and support.</p> <p>An 'All Ages Bike Skills Workshop' held in February had over 150 people attend.</p> |

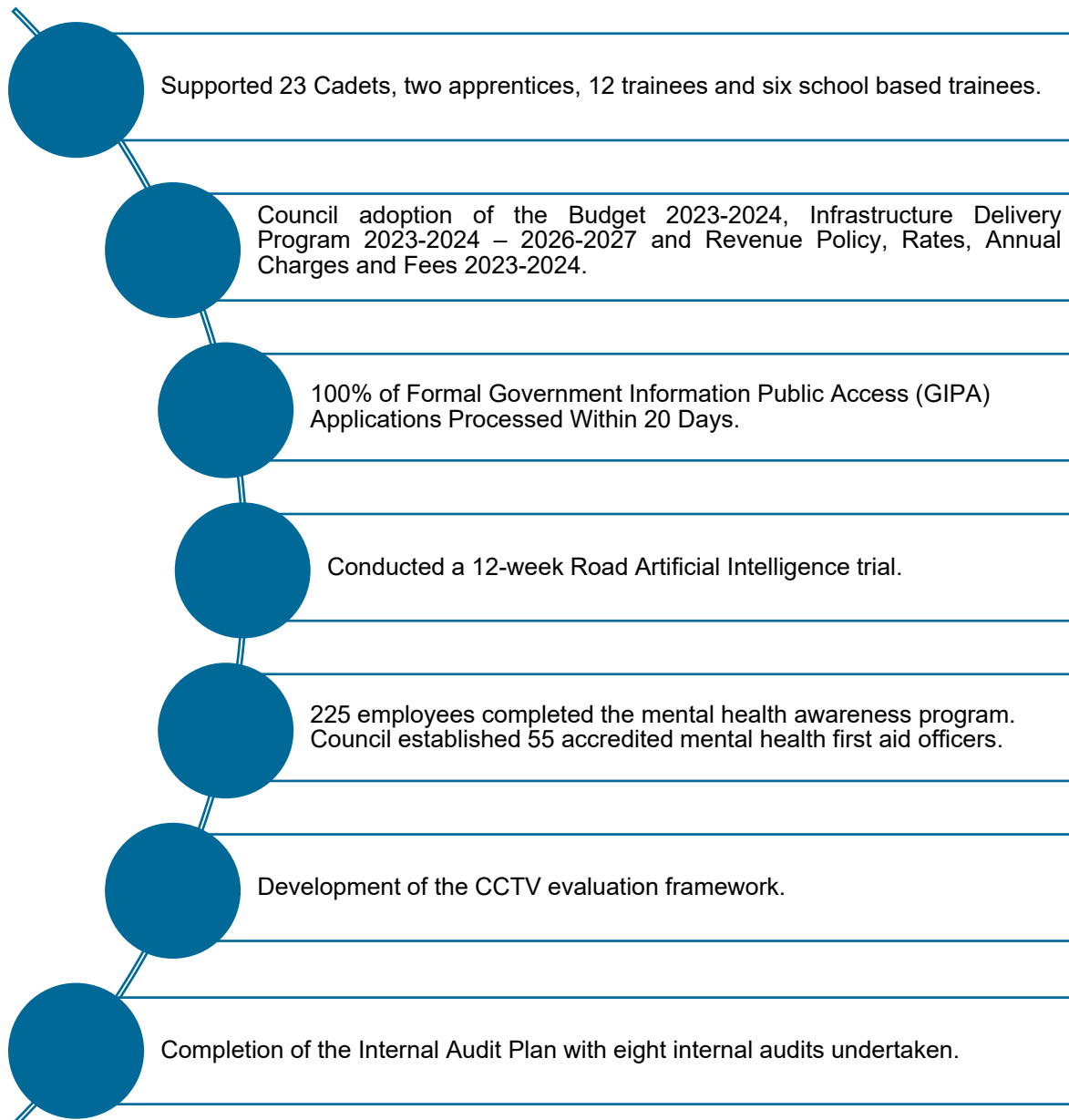
Performance measures from the Delivery Program are reported in the Quarterly Review where data is available on a quarterly or annual basis. Performance measures in Goal 6 are tracked every two years via the Community Survey and will be reported in the State of the City Report.



Image: Family at Coniston Village Shops on a shared pathway

SUPPORT SERVICES

Key Achievements



Annual Highlights



Applications for Wollongong City Council's cadets, apprentices and trainees 2023.



Adoption of the Delivery Program and Operational Plan.



SMART Bin sensors deployed on bins at the Blue Mile, Wollongong.



Four Peer Collectives (First Nations, Women and Allies, LGBTQA+ and Allies, People with Disability and Carers) have been established for Council staff, as part of Diversity, Inclusion and Belonging initiatives.

SUPPORT SERVICES

Financial Services

Responsibility *Chief Financial Officer*

About this Service

Wollongong City Council is a large and diverse organisation that provides services from the funding it receives from its community through rates, fees and charges. Financial Sustainability and efficiency are aims of this service. This is achieved through financial strategy, policy, budgets and controls; while ensuring Council meets its taxation obligations, investment return and internal and external reporting that provides transparency about decision-making. Council's primary source of income is property rates and sundry debtors systems used for billing and recovery and customer service relating to these areas.

Annual Progress Update



The 2023-2026 Long term Financial Model and annual Budget was completed for the Operational Plan 2023-2024 and the Revenue Policy, Rates, Annual Charges and Fees as part of the Integrated Planning and Reporting Process. The annual Fringe Benefits Tax return was completed along with other taxation compliance during the quarter.

Other functions have been broadly delivered as expected throughout the year. This includes the timely delivery of financial planning and reporting functions through the Budget, Quarterly Reviews and Monthly Financial Reporting and other financial support services to the organisation.

Council's supplier payment function has been further improved with weekly payments continuing for all suppliers and the availability of e-invoicing. Taxation processing has been maintained and the annual Fringe Benefits Tax return completed.


Council's new rating system has continued to be fully embedded. Council is now able to further enhance the use of functionality within the system to improve service and efficiency, including greater use of the customer portal.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Manage and further develop a compliance program to promote awareness of Council's Procurement Policies and Procedures and other related policies | On-Track  | Enhancements to the existing policy framework identified through internal audit have been completed and will be assessed through the next compliance program. Education to relevant staff is being prepared to support knowledge of key policy and procedural changes. |
| Review Financial Strategy to include goals and actions aimed to improve financial capacity to respond to increased service demands | Deferred  | <p>The Delivery Program 2022–2026 and Operational Plan 2023-2024 have been adopted with a revised set of budget parameters and assumptions in response to the rapidly changing economic environment experienced and the lower than sustainable rate peg applied to the 2023-2024 rating year.</p> <p>In the context of those external pressures, the opportunity for creating increased capacity was extremely limited in the timeframe and this task has been extended into future periods. Further consideration of Council's current financial position, future capacity and opportunities moving forward will progress further during 2023-2024 and beyond.</p> |

SUPPORT SERVICES

Financial Services (Continued)

| Operational Plan 2022-2023 Update | | |
|---|---|---|
| Actions | Status | Comment |
| Continue the review of the rating structure to align to legislative changes | Deferred  | Council is awaiting changes to the legislation to allow review and implementation of any changes to the rating structure. |

SUPPORT SERVICES

Governance and Administration

Responsibility *Manager Governance + Customer Service*



About this Service

The Governance and Administration Service includes policy, internal audit, legal, insurance, claims management, supply chain, risk management, business paper functions and corporate governance. The service also captures the Office of the General Manager and Executive Group, support for Councillors and the Professional Conduct Coordinator.

Annual Progress Update

Ongoing support was provided to the organisation via the procurement, governance, councillor support and risk management functions.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Continue to collaborate with NSW Government and partners to help the Wollongong community navigate COVID-19 pandemic | On-Track  | Council continued to communicate with employees and the community regarding COVID-19 case numbers and work continued in monitoring case numbers throughout the year. No specific pandemic response action is currently required. |
| Deliver the Internal Audit Program | On-Track  | The 2022-2023 Internal Audit Plan was completed with eight internal audits undertaken. A tender for the next internal audit contract from 1 July 2023 was undertaken and awarded. |

SUPPORT SERVICES

Employee Services

Responsibility Manager People and Culture




About this Service

Council's Employee Services provides support, advice and information to staff, including staff attraction and retention, health and wellbeing initiatives and ongoing learning and development. This service fosters a safe and equitable work environment where people are skilled, valued and supported.

Annual Progress Update

Employee services continued to support core business activities that support Workforce Strategy and Business Plan objectives. Key progress has been made in supporting *Our Safety Program*, workforce planning approach, payroll system integration and learning pathways.



Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Implement the Workforce Strategy 2022-2026 | On-Track  | <p>Council's Equal Employment Opportunity Management Policy and Plan have been drafted and are pending endorsement.</p> <p>Bullying and Harassment e-Learning commenced being rolled out to all staff. This training focused on the fundamentals of anti-discrimination, harassment and bullying in the workplace.</p> <p>Four Peer Collectives (First Nations, Women and Allies, LGBTQA+ and Allies, People with Disability and Carers) have been established as part of Diversity, Inclusion and Belonging. Each collective has a working party and are drafting 12-month action plans.</p> <p>Council's 24 Month Extraordinary Leadership Program was launched with the first learning event module delivered.</p> <p>Mental Health Awareness training continues to be rolled out across the organisation. Council became a Diversity Council Australia organisational member.</p> |
| Refresh Council's Attraction and Retention Strategies | On-Track  | <p>The Recruitment Review Project is nearing completion and is expected to deliver enhanced attraction and recruitment strategies and a more contemporary recruitment service.</p> |
| Support Council's Cadet, Apprentice and Trainee program | On-Track  | <p>Council supported the following opportunities in our Cadet, Apprentice, Trainee and School-based Trainee (CATS) program:</p> <p>23 Cadets, two apprentices, 12 trainees and six school-based trainees.</p> <p>Of the current cohort, six identify as Aboriginal or Torres Strait Islander and five identify as living with disability.</p> |

SUPPORT SERVICES

Employee Services Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|---|---|---|
| Enhance Council's Diversity, Inclusion and Belonging Programs | <p>On-Track</p>  | <p>Council's Equal Employment Opportunity Management Policy and Plan have been drafted.</p> <p>Training continues to be rolled out across the organisation including cultural intelligence, diversity awareness and bullying and harassment eLearning.</p> <p>Council has applied to take part in the Council for Intellectual Disability's 'Inclusion Works' project. This program will offer free tailored coaching, training and advice about accessible recruitment and employment for people with intellectual disability.</p> <p>Council's Cadet, Apprentice and Trainee 2024 intake process has commenced with an intention to provide targeted roles.</p> |
| Implement Safety and Wellbeing Programs | <p>On-Track</p>  | <p>A review of Workplace Health and Safety Management System procedures, operational procedures and the Critical Risk and Control Management Framework, was undertaken.</p> <p>Critical risks and controls have been identified and verification of these draft critical controls has been undertaken. Mental Health training program commenced in 2023 with over 225 employees completed the mental health awareness program. Council established 55 accredited mental health first aid officers across the organisation. Council also partnered with Lifeline for suicide prevention training.</p> |

SUPPORT SERVICES

Information Management and Technology

Responsibility *Chief Information Officer*

About this Service

This service delivers digitally enabled, information driven and secure services that empower our customer community.

Annual Progress Update

Information Management and Technology (IMT) continued to implement initiatives outlined in the IMT Strategic Plan 2021-2024.

Council's cloud transformation is well progressed with electronic document and records management and property and ratings systems migrated to the cloud. The migration of the human resources and payroll platform to the cloud-based Enterprise Resource Planning solution was finalised and deployed in July 2023. Work continued on the roll out of mobile working solutions. These have assisted outdoor employees to improve the quality and timeliness of data.




With the continued network upgrade, Council has been able to migrate the legacy telephony platform to Microsoft Teams providing a fully integrated collaboration platform for all staff.

SMART initiatives are moving to the next phase. The Road Condition Auditing Solution, which uses artificial intelligence to identify road defects has been trialled and a business case is in development.

A number of cyber security enhancements have been implemented to ensure sensitive data entrusted to us by the community is secure and well managed.

The Big Data project has visualised emissions and Work Health and Safety data, providing staff with readily available dashboards to evaluate actions or interventions applied.



Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|--|
| Implement the Cyber Security Strategy | On-Track  | Council progress on the Cyber Security Strategy remains on track. Council has seen a marked improvement in our Cyber Security position. Council is working with the Australian Cyber Security Centre and New South Wales Government to further protect Council's Systems and the information of customers. Implementation of Essential 8 Requirements continued with progress made with Application Control, Microsoft Office Macros hardening, and Multi-Factor Authentication to strengthen Council's cyber security. |
| Finalise the Information Technology Cloud Transformation Program | Delayed  | This project has been delayed due to the re-baselining of the OneCouncil program. With the imminent completion of OneCouncil, resources will be available to scope this program in its entirety. |
| Implement the CCTV Strategy | On-Track  | All Closed Circuit Television (CCTV) audit actions and recommendations were finalised throughout the 2022-2023 year and verified by an external auditor. The CCTV evaluation framework was developed and will be the foundation and guide to evaluating the effectiveness of the CCTV network within Council. CCTV upgrades continued in the June quarter with Beaton Park Leisure Centre completed and commencement of works at the Lakeside Leisure Centre. |

SUPPORT SERVICES

Information Management and Technology Continued

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Continue to consolidate information technology systems and platforms | On-Track  | <p>The OneCouncil roll out continued during 2022–2023.</p> <p>Human Resources and Payroll will go live at the end of July 2023. This is the final module in OneCouncil Program. Once complete, Council will be able to decommission many of our legacy applications such as Regulation and Enforcement, Property and Rating, Human Resources and Payroll and Electronic Document and Record Management systems. Planning is extensive to ensure Council's information and history remains accessible.</p> <p>Legacy finance and customer requests systems were decommissioned.</p> |
| Pilot and expand the use of robust SMART technologies across Council | On-Track  | <p>The road artificial intelligence trial concluded in May after a 12-week trial. The project review has been successfully completed and recommendations presented to project sponsors. A business case is being developed to continue the roll out of road artificial intelligence more broadly.</p> <p>Other projects successfully completed throughout the year include a trial of bin sensors along foreshore areas, completion of a dashboard to report on Council's progress towards net zero emissions and development of a safety scorecard to report on Workplace Health and Safety across the organisation.</p> <p>Projects currently in progress include trialling of monitoring technology for Council's prescribed dams and integration with the NSW State Government's planning portal.</p> |

SUPPORT SERVICES

Infrastructure Strategy and Support

Responsibility Manager Infrastructure Strategy and Planning

About this Service

This service includes the strategic management and technical planning of Council's infrastructure that supports all Council Services. It also includes the development and review of Council's Asset Management Strategy, Asset Management Plans, the development and delivery of rolling capital works and planned annual maintenance programs.




Annual Progress Update

Staff supported the review of the Infrastructure Delivery Program, with workshops and community engagement, resulting in Council adoption in June 2023.

External funding opportunities were actively pursued to support the delivery of projects listed in the Infrastructure Delivery Program.

A review of procedures and opportunities to better collaborate with stakeholders to improve project outcomes commenced.

Operational Plan 2022-2023 Update

| Actions | Status | Comment |
|--|---|---|
| Develop and regularly review Asset Management Plans to ensure appropriate investment in Council's asset base | On-Track  | Summary Asset Management Plans have been drafted to support Council's Asset Management Strategy and include proposed asset management performance indicators |
| Progressively implement the Asset Management Improvement Program | On-Track  | Priority actions identified in Council's Asset Management Strategy and Plans are underway with a focus on improving data confidence and documentation of processes and structures. |
| Review Asset Management Plans to include latest methodology, asset condition and performance data | On-Track  | Summary Asset Management Plans have been updated to include recent data from the stormwater and transport revaluation. Condition information is being collected on all road pavements across the Wollongong Local Government Area, in addition to kerb and gutter, with footpaths to commence during 2023-2024. Information collected will be used to update the Transport Asset Management Plan. |

SUPPORT SERVICES

Measuring Success

| Measure | Target/Desired Trend | Comparative Data Where Available – June 2022 | Result June 2023 |
|--|--|--|------------------|
| Financial Services | | | |
| Available funds. | 3.5% to 5.5% of Operating Revenue (Pre-Capital) | \$32.3M or 10.7% | \$39.4M or 11.7% |
| Operating result pre capital income, including depreciation | Small Operational Surplus (average over 3 years) | \$15M | -\$4.3M |
| Information Management and Technology | | | |
| Formal Government Information Public Access (GIPA) Applications Processed Within 20 Days | 100% | New Measure | 100% |
| Records and Information Management Maturity (as defined by the NSW State Archives and Records Authority) | Increase | New Measure | 100% |

Performance measures from the Delivery Program are reported in the Quarterly Review where data is available on a quarterly or annual basis. Performance measures that are tracked every two years will be reported in the State of the City Report.



Image: Sunrise at Lake Illawarra

Statutory Reporting

Special Variation of Rating Income

Local Government (General) Regulation 2021, section 508(2) s508(a)

In accordance with the Special Rate Variation Guidelines 7.1, Council must report on activities funded via a special rate variation of general income.

The tables below outline how the total amount of the rating increase has been allocated and expended during the 2022-23 financial year, in accordance with Council's Financial Sustainability Program.

| Capital Program Related to Special Rate Variation (SRV) | | | | | |
|---|-------------------|---------------------------|-------------------|--|---|
| 30 June 2023 | | | | | |
| SRV Renewal Program | Base Revenue | Allocation of SRV Revenue | Base + SRV | Total Renewal + Maintenance Actuals Expenditure of Revenue Funding | Difference of Expenditure to Base + SRV |
| | \$ | \$ | \$ | \$ | \$ |
| Public Transport - Bus Shelters | 254,000 | 110,000 | 364,000 | 329,083 | (34,917) |
| Roadworks - resurfacing* | 1,423,000 | 2,196,000 | 3,619,000 | 0 | (3,619,000) |
| Roadworks - road reconstruction | 4,406,000 | 5,063,000 | 9,469,000 | 12,869,829 | 3,400,829 |
| Bridges, boardwalks and jetties | 1,022,000 | 549,000 | 1,571,000 | 2,009,653 | 438,653 |
| Footpaths | 3,008,000 | 3,904,180 | 6,912,180 | 11,311,980 | 4,399,800 |
| Cycle/shared paths | 905,000 | 988,000 | 1,893,000 | 665,655 | (1,227,345) |
| Car parks | 800,000 | 275,000 | 1,075,000 | 1,498,768 | 423,768 |
| Community buildings | 10,409,000 | 6,260,000 | 16,669,000 | 17,150,568 | 481,568 |
| Public Facilities (Shelters, Toilets etc.) | 323,000 | 251,000 | 574,000 | 52,995 | (521,005) |
| Crematoriums/Cemetery Facilities | 160,000 | 55,000 | 215,000 | 168,438 | (46,562) |
| Play Facilities | 400,000 | 593,000 | 993,000 | 1,042,834 | 49,834 |
| Recreation Facilities | 474,000 | 527,000 | 1,001,000 | 2,061 | (998,939) |
| Sporting Facilities | 104,000 | 384,000 | 488,000 | 1,733,188 | 1,245,188 |
| Aquatic Facilities (pools, etc.) | 1,900,000 | 769,000 | 2,669,000 | 744,536 | (1,924,464) |
| Loan repayments | 0 | 0 | 0 | 1,234,601 | 1,234,601 |
| TOTAL | 25,588,000 | 21,924,180 | 47,512,180 | 50,814,190 | 3,302,010 |

**Since 2020-2021, the 'Roadworks Resurfacing Program' has been consolidated into the 'Roadworks - Road Reconstruction Program'.*

Loan Repayments – Funds were borrowed under the NSW Government's Local Infrastructure Renewal Scheme (LIRS), a subsidised loan scheme that supported accelerated investment in footpath and community buildings renewal across the LGA.

Council has invested \$145K in infrastructure renewals above the approved special rate variation over the last nine years.

Council has also invested an additional \$14.0M of revenue in stormwater infrastructure asset renewals above projected 2014-2015 figures. While these were not included in the original Special Rate Variation submission, Council's CCTV inspection program has identified more assets than were originally forecast as being in need of renewal.

The following table provides a comparison of forecast operating result contained in the submission for the Special Rate Variation (SRV) that was approved by Independent Pricing and Regulatory Tribunal (IPART) in June 2014 with the actual result for the year ending 30 June 2023.

| Operating Statement Comparison of Special Rate Variation Forecast and Actual 2022-23 30 June 2023 | | | |
|--|-----------------------|--------------------------|-----------------------------|
| | SRV \$'000 | Actual \$'000 | Variation \$'000 |
| Total Revenue | 327,201 | 336,024 | 8,823 |
| Total Expenses | 326,266 | 342,505 | (16,239) |
| Operating results excluding capital grants and contributions | 935 | (6,481) | (7,416) |

| Major Variations | \$M |
|--|---------------|
| Revenue Variation | |
| Variation in operational grants & contributions | (2.24) |
| Financial Assistance Grant | 27.25 |
| Improved revenue trends at Tourist Parks | 2.97 |
| Waste Facility Revenues partly due to operational efficiencies and removal of carbon tax | (11.45) |
| Domestic Waste Management Income (partly due to lower waste facility operational charges) | (7.03) |
| Interest on investments reflecting investment markets | 0.55 |
| Various other | (1.23) |
| Expense Variation | |
| Waste Facility revaluation of remediation provision | 2.12 |
| Valuation of provisions for employee long term leave liabilities Workers Compensation | 7.80 |
| Depreciation expense | (9.46) |
| Loss on disposal of assets | (0.99) |
| Waste Facility operating costs including EPA levy and carbon tax repeal | (16.02) |
| Domestic Waste Revenue (reflecting lower operational largely associated with Waste Facility) | (8.91) |
| Utility costs | (2.92) |
| Current and prior year capital expenditure reclassified as operational | 5.93 |
| Additional projects funded from accumulated operational improvements and grants | 3.17 |
| Implementation of new financial management information systems platform | 1.10 |
| Development Assessment additional costs | 1.33 |
| Tourist Park Operations | 0.70 |
| Various other | (0.09) |
| Total variation for year ending 30 June 2023 | (7.42) |

Senior Manager Remuneration

In accordance with the Local Government (General) Regulation 2021, section 217(1)(b)(i), (ii), (iii), (iv), (v), the report must include a statement of the total remuneration package of the General Manager (GM).

In accordance with the Local Government (General) Regulation 2021, section 217(1)(c)(i), (ii), (iii), (iv), (v), the report must include a statement of the total remuneration packages of all senior staff members (other than the General Manager), expressed as the total (not of the individual members).

As determined by a resolution of Council in August 2020, the General Manager, four directors and 15 senior managers are defined as senior staff under the *Local Government Act 1993, section 332*. The remuneration packages of senior staff include the:

- total value of the salary component of the package
- total amount of any bonus, performance or other payments that do not form part of the salary component
- total amount payable by Council by way of the employer contribution or salary sacrifice to any superannuation scheme to which the manager may be a contributor
- total value of any non-cash benefits for which the manager may elect under the package
- total amount payable by way of fringe benefits tax for any such non-cash benefits,

| Position | Period | Total Value \$ |
|---|---------------------|-------------------|
| General Manager | 1-07-22 to 30-06-23 | 464,561 |
| Directors (4) Community Services Corporate Services Infrastructure + Works Planning + Environment | 1-07-22 to 30-06-23 | 1,286,847 |
| Senior Managers (15) Manager Property + Recreation; Manager City Works; Manager Infrastructure, Strategy + Planning; Manager Project Delivery; Manager Open Space + Environmental Services; Manager Library + Community Services; Manager Governance + Customer Service; Chief Financial Officer; Chief Information Officer; Manager Community, Cultural + Economic Development; Manager City Strategy; Manager Development Assessment and Certification; Manager Regulation + Enforcement; General Counsel; Manager People + Culture | 1-07-22 to 30-06-23 | 3,422,086 |

Cyber Security Annual Attestation Statement

I, Greg Doyle, General Manager of Wollongong City Council am of the opinion that Wollongong City Council has managed cyber security risks in a manner consistent with the requirements set out in the Cyber Security Guidelines for Local Government.

Governance is in place to manage the cyber security maturity and initiatives of Wollongong City Council. Risks to the information and systems of Wollongong City Council have been assessed and are managed.

There exists a current Cyber Incident Response Plan for Wollongong City Council which has been tested during the reporting period. Wollongong City Council has a Cyber Security Framework (CSF) in place.

Wollongong City Council has done the following to continuously improve the management of cyber security governance and resilience:

- Continued to work with the Illawarra Shoalhaven Joint Organisation and Chief Information Security Officer to implement the Wollongong City Council Cyber Security Strategy.
- Appointed a Cyber Security Trainee.
- Assessed and improved our cyber security maturity against the Australian Cyber Security Centre's Essential Eight.
- Regularly reported to the Audit, Risk and Improvement Committee identified threats and vulnerabilities and the corresponding Risk Treatments and / or mitigations.
- Undertaken regular training on cyber security awareness for staff.
- Implemented controls for identified cyber threats and vulnerabilities in line with Council's Risk Appetite Statement.
- Actively worked with Cyber Security NSW and the Council's Executive Management team in times of heightened risk eg, Log4j and the 2022 UCI Road World Championships -Wollongong NSW event.

Contracts Awarded

In accordance with the Local Government (General) Regulation 2021, section 217 (1)(a2), (i), (ii), the following is a list of contracts awarded (other than employment contracts & contracts less than \$150,000)

| Tender No. | Name of Contractor | Contract Description | Contract Amount (including GST) \$ |
|------------|--|--|--|
| PAC007 | Red Energy Pty Limited Utilities | Electricity Supply - Large Sites and Street Lighting PPA PAC007 | 50,000,000.00 |
| N1000014 | Select Civil Pty Ltd | Beaton Park Tennis Court Upgrade | 11,681,080.57 |
| T1000052 | Cleary Bros Bombo Pty Ltd, Hanson Construction Materials Pty Ltd, Hy-Tec Concrete and Aggregates, Baines Transport Pty Ltd | Panel for Supply and Delivery of Pre- Mixed Concrete | 11,000,000.00 |
| T1000076 | Roadworx Surfacing Pty Ltd, Stabilised Pavements of Australia Pty. Limited | Pavement Recycling and Stabilisation Primary Supplier | 10,800,000.00 |
| T1000079 | Roadworx Surfacing Pty Ltd, Affective Services (Aust) Pty Ltd, Asplundh Tree Expert (Australia) Pty Ltd, A Plus Quality Temp Fence Pty Ltd, Cleary Bros Bombo Pty Ltd, Coates Hire Operations Pty Ltd, Do More Equipment Pty Ltd, Donnelley Hire Pty Ltd, Kennards Hire Pty Ltd, Tolleno Hire Pty Ltd, City Coast Services Pty Ltd, Allcott Hire Pty Ltd, Donnelley Pty Limited, Lynchy Construction Pty Ltd, Brooks Hire Service Pty Ltd, Profile Civil Pty Ltd, Summit Open Space Services, Two Way Cranes Pty Ltd | Hire of Plant and Equipment Services | 10,000,000.00 |
| T1000037 | Asplundh Tree Expert (Australia) Pty Ltd, Illawarra Local Aboriginal Land Council Consultant, Southern Habitat (NSW) Pty Ltd Bushland Restoration, Ecohort Pty Ltd Bushland Restoration, Bowantz Bushfire and Environmental Bush Regeneration, Good Bush Pty Ltd Bush Regeneration, Midges Bushland Restoration Pty Ltd Bushland Restoration, Commelina Bushworks Natural Area Restoration, Adeco Environmental Bush Regeneration, Toolijooa Pty Ltd, Bushland Management Solutions Pty Ltd | Natural Area Restoration & Bushfire Hazard Reduction Works | 9,900,000.00 |

| Tender No. | Name of Contractor | Contract Description | Contract Amount (including GST) \$ |
|------------------------|---|--|--|
| E1000106 Sub | Roadworx Surfacing Pty Ltd, Fulton Hogan Industries Pty Ltd, Planet Civil Pty Ltd, Bitupave Limited Asphalt | Regional Roads Repair Program | 8,000,000.00 |
| T1000048 / N1000010 | Abergeldie Contractors Pty Ltd | West Dapto Road Upgrade Stage 1 | 6,890,380.09 |
| E1000255 | Project Coordination (Australia) Pty Ltd | Illawarra Performing Arts Centre (IPAC) - Building Works | 3,843,400.00 |
| T1000084 | Oz Linemarking NSW Pty Ltd Pavement Stabilisation Services, Complete Linemarking Services Pty Ltd, Wollongong Linemarking Services Pty Ltd | Linemarking Services - Primary Supplier | 2,530,000.00 |
| E1000232 | Abergeldie Contractors Pty Ltd | Harry Graham Drive: Repair of Failed Road Embankment | 2,241,475.20 |
| N1000005 | Cadifern Pty Ltd | Retaining Wall Reconstruction - Balfour Rd, Austinmer | 1,708,143.06 |
| T1000044 | Commonwealth Bank of Australia | Banking Services | 1,687,257.00 |
| NA | NSW Electoral Commission Government | Contract for Administration of all Elections, Council Polls | 1,658,524.00 |
| T1000066 | Cadifern Pty Ltd | Grand Pacific Walk Clifton | 1,647,737.80 |
| T1000036 | Head Start Homes | Affordable Housing EOI | 1,430,000.00 |
| E1000258 | Cadifern Pty Ltd | Bong Bong Rd/Station St Intersection - Utilities Relocation | 938,344.83 |
| T1000051 | GC Civil Contracting Pty Ltd Construction Roads & Civil | Wongawilli Rd Culvert Inlet and Outlet Works | 824,532.50 |
| T1000089 | Cadifern Pty Ltd | Debris Control Structures (Various Locations) | 816,796.63 |
| T1000085 | H3C Plus Pty Ltd | CCTV Maintenance Services for Wollongong LGA | 807,018.00 |
| T1000056 | Insight Security Australia Pty Ltd Security Services | Security and After Hours Support Services - Tourist Parks | 700,000.00 |
| T1000058 | Dynamic Civil Pty Ltd | Hooka Point Footbridge and Jetty Refurbishment | 671,594.00 |
| T1000071 | Enter Building Group Pty Ltd | Whartons Creek Bank Stabilisation | 567,640.30 |
| E1000240 | Stabilised Pavements of Australia Pty. Limited | Foamed Bitumen Stabilisation at Koloona Avenue, Figtree | 446,403.34 |
| T1000087 | Cadifern Pty Ltd | Cringila Hills Shared Path Stage 2 | 438,646.95 |
| T1000073 | Stabilised Pavements of Australia Pty. Limited | Illowra Crescent, Primbee Pavement Stabilisation | 433,489.24 |
| T1000055 | Cadifern Pty Ltd | Port Kembla Beach Access Ramp | 428,066.38 |
| T1000091 | Perspective Carpentry and Constructions Pty Ltd | Bulli RFS - Roof Replacement and Associated Works | 394,328.09 |
| T1000092 | Trimevac Pty Ltd Consultant | Provider for Emergency Management Training | 392,830.00 |
| T1000074 | Urbis Pty Ltd Panel Member | ITS and WCC Movement and Place Plan | 356,213.00 |
| E1000337 | The Document Business Center WGong | Digital Printers for Printery | 347,970.00 |
| T1000072 | Stabilised Pavements of Australia Pty. Limited | Hutton Avenue, Bulli Pavement Stabilisation | 342,392.60 |
| T1000053 | Axis Air Pty Ltd | Fire Damper Rectification Works | 342,029.04 |

| Tender No. | Name of Contractor | Contract Description | Contract Amount (including GST) \$ |
|------------|---|--|--|
| E1000323 | Dell Computer Limited | End Point Devices - Devices and Pre-Delivery Services | 340,826.93 |
| T1000064 | Flick Anticimex Pty Ltd | Provision of Sanitary & Nappy Disposal & Cleaning Services | 340,000.00 |
| E1000351 | Komatsu Australia Pty Ltd Workshop Spares | Supply of 3 Hydraulic Crawler Excavators | 333,675.01 |
| N1000012 | Rebus Restrooms Precast Concrete Products & Pipes | Stage 1 - Build, Deliver and Place Prefab Toilet Bellambi | 326,716.50 |
| E1000354 | Coniston Trucks Pty Ltd Spare Parts | Supply of Truck - Civil Construction SW1 | 303,462.96 |
| E1000331 | Fulton Hogan Industries Pty Ltd | Central Depot - ACM Windows Replacement | 297,006.49 |
| E1000330 | Euro Civil Pty Ltd | 2022/23 Guardrail Construction Package | 279,848.80 |
| E1000241 | Stabilised Pavements of Australia Pty. Limited | Stabilisation at Phillips Crescent, Mangerton | 274,055.08 |
| E1000315 | Fulton Hogan Industries Pty Ltd | Darcy Road Footpath Retaining Wall Renewal Port Kembla | 250,187.08 |
| E1000334 | Urbis Pty Ltd Panel Member | West Dapto Centres Master Plan Project Urban Design | 249,799.00 |
| E1000350 | Coniston Trucks Pty Ltd Spare Parts | Supply of Maintenance Truck NW6 | 248,342.82 |
| E1000318 | Visual Inspirations Australia Pty Ltd | CBD Christmas Tree and lighting | 231,000.00 |
| X1000911 | Interflow Pty Ltd | 27 Fairfax Road (Warrawong) Pipe Reline | 223,341.20 |
| T1000063 | The Green Horticultural Group, The Green Horticultural Group Horticultural Contracting | Guest Park Sportsfield Drainage Design and Construct | 215,270.00 |
| E1000198 | Ledacon Pty Ltd | WWRRP Stormwater Pond Desilting Works Stage 2 | 214,500.00 |
| E1000311 | Sam Crawford Architects Design Services | PJ-4478 - Port Kembla CC - Architect | 191,028.00 |
| E1000224 | Rhelm Pty Ltd | Minnegang Creek, Hospital Creek and Kully Bay FRMSP | 184,000.00 |
| E1000242 | Stabilised Pavements of Australia Pty. Limited | Stabilisation at Gundarun Street, West Wollongong | 181,508.38 |
| E1000312 | Atturra Data & Integration Information Technology Services | ePlanning portal integration into TechnologyOne | 180,000.00 |
| E1000254 | Cleary Bros Bombo Pty Ltd | Lean mix construction - Euroka Street, West Wollongong | 170,162.20 |
| X1000838 | Interflow Pty Ltd Engineering | 1 Willawa Place (Koonawarra) | 168,055.94 |
| E1000302 | Stabilised Pavements of Australia Pty. Limited | Stabilisation at Cassell Avenue, Towradgi | 162,880.00 |
| E1000298 | Stabilised Pavements of Australia Pty. Limited | Stabilisation at Gregory Avenue, East Corrimal | 158,928.97 |

Controlled Entities

In accordance with the Local Government (General) Regulation 2021, section 217(1)(a7), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which council held a controlling interest.

There are no controlled entities in the financial statements for 2022-2023.

Council has significant influence over the following entities but do not consolidate due to their immaterial value and nature:

- Illawarra Performing Arts Centre Limited;
- Wollongong City of Innovation Limited (trading as Destination Wollongong); and
- Illawarra Shoalhaven Joint Organisation.

Partnerships, Cooperatives or Joint Ventures

In accordance with the Local Government (General) Regulation 2021, section 217(1)(a8), the report must include a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council participated during the year.

Wollongong City Council was part of joint ventures with CivicRisk Mutual Ltd, whose principal activities are insurance. From 1 July 2021, the CivicRisk entities were reconstituted to form CivicRisk Mutual Ltd, a company limited by guarantee. This entity is not recognised as a joint venture.

Financial Assistance to Persons for Council Functions

In accordance with the Local Government (General) Regulation 2021, section 217 (1) (a5) & Act section 356 the total amount contributed or otherwise to financially assist others include:

| | \$ |
|--|----------------|
| Community events and activities | 1,500 |
| Arts and cultural activities | - |
| Educational and environmental activities | - |
| Sporting activities | 61,284 |
| Heritage grants | 73,995 |
| Total | 136,779 |

National Competition Policy

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 Government Policy statement on the Application of National Competition Policy to Local Government.

The Pricing and Costing for Council Businesses 'A Guide to Competitive Neutrality' issued by the Division of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; Council subsidies; return on investments (rate of return); and dividends paid.

Declared Business Activity

In accordance with Pricing and Costing for Council Businesses 'A Guide to Competitive Neutrality' Council has declared that the following are to be considered as business activities:

CATEGORY 1 (where gross operating turnover is over \$2 million):

- a. Waste Disposal - Manages the disposal of solid waste generated within the city.
- b. Tourist Parks - Operation, management and development of Tourist Parks at Bulli, Corrimal and Windang.
- c. Health and Fitness - Responsible for the management and upkeep of Council's Leisure Centres.

Competitive Neutrality Complaints

Underpinning competitive neutrality is the need to properly recognise the full costs of Council's business activities. This allows comparisons to be made with competitors in the same marketplace and provides information that will allow Council to determine pricing policies for each business.

Wollongong City Council has a process distributing indirect costs and overheads attributable to the declared business activities which are shown in the Special Purpose Financial Reports.

Rates and Charges Written Off

In accordance with the Local Government (General) Regulation 2021, section 132, the report must outline the amount of rates and charges written off during the year

| | \$ |
|--|----------------|
| Postponed Rates | 23,270 |
| Postponed Interest | 7,153 |
| Council Voluntary Pension Rebate | 298,820 |
| Rates written off due to Crown Lease cancelled | - |
| Total | 329,243 |

Companion Animal Management

In accordance with the Local Government (General) Regulation 2021, section 217 (1)(f), the report must include a statement on activities required relating to enforcing and ensuring compliance with the Companion Animals Act 1998 and Companion Animals Regulation 2018.

Council submitted all Pound Data Returns to the Office of Local Government within required timeframes. These returns included information regarding dog attacks that occurred throughout the Wollongong Local Government Area (LGA) during the 2022-2023 year. The Pound Data returns included the following information:

- 138 dog attacks.
- Council seized 523 companion animals.
- Council returned 81 companion animals to their owners, the remaining animals were impounded.

Council undertakes its impounding activities in accordance with a Deed of Agreement with the NSW RSPCA, through their facility at Industrial Road, Unanderra. This partnership provides opportunities for the re-homing of companion animals, with Council and the RSPCA working together to maximise this outcome.

Council also has a Hardship Policy that was utilised during 2022-2023. This Policy provides increased opportunities to coordinate payment options for owners who may be experiencing financial difficulty to have their animals released from the Pound and taken home.

During 2022-2023, Council expended \$1,801,589.63 on companion animal management activities. All companion animal registration income returned from the Office of Local Government's Companion Animal Fund being was invested back into these companion animal management activities.

Council continued the implementation of the companion animal signage upgrade program that commenced early in 2019 with updated zone, demarcation and information signage being installed at the following beaches:

- Coniston Beach
- Scarborough Beach
- Wombarra Beach

Signage at the remaining beaches and parks will be upgraded as part of a staged program that will continue into 2023-2024.

Council partnered with the RSPCA as part of the Companion Animal Welfare (CAWS) Program to facilitate a subsidised de-sexing and microchipping program for residents of Berkeley, Cringila, Lake Heights, Port Kembla and Warrawong.

The community education program continued to be implemented throughout 2022-2023. This program included extensive summer radio and social media messaging campaigns, the development and distribution of promotional materials (brochures, dog leads and waste bags) as well as regular articles in the Community Newsletter.

Council's Foreshore Animal Compliance Officers worked throughout 2022-2023 with a focus on the busy beaches and foreshore parkland areas. A tiered beach patrol program across the City's beaches was implemented, with the program operating seven days per week. The program focused on compliance and education around Council's Dogs on Beaches and Parks Policy.

The current list of declared off-leash beaches are:

- Perkins Beach, Windang (extending from Shellharbour Road/Wattle Street beach walkway north to access way south of Port Kembla Surf Life Saving Club southern car park)
- MM Beach, Port Kembla
- Coniston Beach, Coniston (south of Bank Street)
- Beach area directly east of Puckey's Estate, Fairy Meadow (walkway north of Fairy Creek lagoon to walkway south of playground at Fairy Meadow Beach)
- East Corrimal Beach (from northern side of Bellambi Lagoon to Bellambi Point)
- Bellambi (between Bellambi ramp and ocean pool)
- McCauley's Beach, Bulli and Thirroul
- Little Austinmer Beach, Austinmer
- Sharkey's Beach, Coledale (from the car park, south toward the rock outcrop)

- Stanwell Park Beach (north of northern lagoon).

In addition, Council also has a number of off-leash dog areas in the following parks and reserves:

- Figtree Oval, Figtree
- Proud Park, Helensburgh
- Riley Park, Unanderra
- Eleebana Reserve, Koonawarra
- King George V Park, Port Kembla
- Reed Park, Dapto (fenced dog park)

Environmental Planning and Assessment Act 1979

In accordance with the Environmental Planning and Assessment Act 1979, section 7.5(5), the report must include particulars of compliance with and effect of planning agreements in force during the year.

| Agreement Description | Property Description | Agreement Date | Particulars of compliance with and effect of |
|---|--|----------------|--|
| <i>Bulli Brickworks</i> Land dedication and onsite works. | Lot 2, DP 582940 and Lot 207, DP 228538, Princes Highway, BULLI | 5/6/2013 | No effect this period. |
| <i>Vista Park Subdivision</i> Monetary contributions, land dedication and onsite works. | Lots 1, 2, 5 and 6 DP 1169628, Lot 4 DP 1178706, Lot 2 DP 1175865, known as 60 Smiths Lane, WONGAWILLI | 25/07/2013 | Monetary contributions of \$1,371,212.28 received during the period. |
| <i>Alkira Estate, Horsley</i> Monetary contributions, land dedication and onsite works. | Lots 3, 5, 6 and 9 in DP 33650, Lot N in DP 103642 and Lot 4 in DP 661032 otherwise known as 80, 88, 94, 104 Shone Avenue and Lot 9 Iredell Road, Horsley. | 8/09/2015 | No effect this period. |
| <i>Calderwood</i> Monetary contributions of 6 staged payments toward the construction of Marshall Mount Road, Yallah Road and new road NR1-NR3 | Lot 2 DP 2534, Lots 1-4 and 8 DP 259137, Lot 112 DP 851153, Lots 21,22 and 23 DP 1224293, Lots 21 and 22 DP 809156, Lot 1 DP195342, Lot 1 DP 558196, Lot 10 DP 619547, Lot 42 DP 878122, Lots 1101-1175, 1177 and 1182 DP 1202087, Lots 1201, 1222-1225, 1227, 1233 and 1234 DP 1206166, Lots 1301-1377, 1379-1380 and 1382-1383 DP 1206167, Lots 1401-1450 DP 1206168, Lot 2 DP 158988, Lot 1 and Lot 2 DP 608238, Lot 1 DP 1044038, Lot 1 DP 998349. | 13/12/2017 | Monetary contributions of \$976,038.03 received during the period. |
| <i>University of Wollongong</i> Public domain works. | Lot 2 DP 252694, Murphy's Avenue, KEIRAVILLE | 7/9/2018 | No effect this period. |
| <i>128 North Macquarie Road, Calderwood</i> Monetary contributions | Lot 8 DP 259137, 128 North Macquarie Road, Calderwood | 14/8/2019 | No effect this period. |

| Agreement Description | Property Description | Agreement Date | Particulars of compliance with and effect of |
|---|--|----------------|--|
| 81 Escarpment Drive, Calderwood Monetary contributions | Lot 1 DP 558196, 81 Escarpment Drive, Calderwood | 14/8/2019 | Monetary contributions of \$619,105.32 received during the period. |
| 347 Calderwood Road, Calderwood Monetary contributions | Lot 1 DP 608238, 347 Calderwood Road, Calderwood | 3/11/2020 | No effect this period |
| Corrimal Coke Works Public Open Space, Affordable Housing. | Corrimal Cokeworks Railway Street CORRIMAL | 13/12/2022 | The agreement was entered into during the period. |

Swimming Pool Inspections

In accordance with the Swimming Pools Act 1992, section 22F(2), and the Swimming Pools Regulation 2018, section 23, the report must include details of inspections of private swimming pools.

The *Swimming Pools Act 1992* and regulations together with Australian Standard 1926 establish the safety standards for 'backyard' swimming pools. Council's role in this regulatory program is to:

- Ensure notification and registration of all swimming pools in the City.
- Establish a swimming pool inspection program to assist in ensuring owner compliance.
- Investigate safety concerns and complaints.
- Promote awareness of the requirements in having a swimming pool.

Inspection of swimming pool safety barriers has continued with a focus on inspections generated by the sale or rental of residential properties and significant risk inspections following referral from Private Certifying Authorities. To assist with managing workload, a review of resourcing was conducted resulting in additional resources being provided to assist in implementing the Swimming Pool Safety Barrier program.

As part of the Swimming Pool Safety Barrier program, an education program was developed and implemented with social media messaging regarding the importance of swimming pool barrier safety being promoted. Council also contributed to the production of a Swimming Pool Safety booklet that was provided to primary schools and sporting bodies across the City to assist in communicating key safety and compliance information.

| | |
|--|----|
| Inspections of pool barriers located at tourist and visitor accommodation | 12 |
| Inspections of pool barriers upon premises with two or more dwellings | 12 |
| Total number of compliance certificates issued | 80 |
| Total number of non-compliance certificates issued | 25 |

Environmental Upgrade Agreements

In accordance with the Local Government Act 1993, section 54P(1), the report must include particulars of any environmental upgrade agreements entered into by Council.

Nil. This is not a service offered by Wollongong City Council.

Recovery and Threat Abatement Plans

Under the Fisheries Management Act 1994, section 220ZT(2), councils identified in a recovery and threat abatement plan as responsible for implementation of measures included in the plan, must report on actions taken to implement measures as to the state of the environment in its area

Nil. Wollongong City Council is not identified in a plan.

Coastal Protection Services

In accordance with the Local Government (General) Regulation 2021, section 217(1)(e1), the report must include a statement detailing the coast protection services provided (if levied).

Nil. Wollongong City Council do not have a levy for Coastal Protection Services.

Stormwater Management Services

In accordance with the Local Government (General) Regulation 2021, section 217(1)(e), the report must include a statement detailing the stormwater management services provided (if levied).

Stormwater Management Charge

Council levies a stormwater management charge on all parcels of rateable land within the urban area of the City of Wollongong categorised for rating purposes as 'Residential' or 'Business' (including all sub-categories), not being vacant land, or land owned by the Crown, or land held under a lease for private purposes granted under the *Housing Act 2001* or *The Aboriginal Housing Act 1998*.

The following charges apply:

- Land categorised as residential (not being a strata lot) \$25.00.
- Residential strata lot \$12.50.
- Land categorised as business (not being a business strata lot) \$25.00 per 350 sq metres or part capped at a maximum of \$100.00.
- Business strata lot \$25.00 per 350 sq metres or part of the area of land upon which the lot exists capped at a maximum of \$100.00 and divided by the number of business strata lots on that area of land.

Projected Versus Actual Expenditure on Stormwater Infrastructure

| Stormwater Management Service | Expenditure \$'000 | Funding * \$'000 |
|--|-----------------------|---------------------|
| Projected - Operational Plan 2022-2023 | 1,778 | 1,888 |
| Actual costs 2022-2023 | 1,336 | 1,895 |
| Difference | 442 | (7) |

* Stormwater Management Service Charge revenue

Allocation of Stormwater Management Service Charge Funds

Income from the Stormwater Management Service Charge is allocated as follows:

| Category | Planned Expenditure 2022-23 \$ | Final Expenditure 2022-23 \$ | Reasons for change |
|--|---|---------------------------------------|--|
| Stormwater and Watercourse Quality Management | 761 | 725 | Inclement weather and site conditions reduced access. |
| Stormwater Operational Management | 683 | 561 | Some of the Flood Risk Management Studies and Plans have been delayed due to consultants getting involved in emergency projects as result of heavy storms. |
| Dam Safety Management | 254 | 80 | Inclement weather and consultant availability impacted progress of engineering investigations and studies. |
| Stormwater Quality Devices Audit | 80 | | Significant staff shortages and other work taking precedent (such as the revaluation of stormwater and transport assets). |
| Total: | 1,778 | 1,366 | |

Stormwater Management Service Charge Funded Works

Stormwater Quantity Management

Construction of new or enhanced stormwater drainage services to address current needs.

| Project Location | Work Description | Funding \$ |
|------------------|------------------|---------------|
| N/A | | 0 |
| Total | | 0 |

Stormwater and Watercourse Quality Management

| Project Location | Work Description | Funding \$ |
|---|---|----------------|
| Citywide Creek Vegetation maintenance | Construction or renewal of infrastructure for debris and/or pollution control; and creek bank clearing and revegetation with appropriate native species to maintain or improve stormwater flows, improve natural pollution control including siltation reduction and weed propagation as well as reducing flood risks | 724,850 |
| Total | | 724,850 |

Stormwater Infrastructure Restoration and Replacement

The replacement and/or upgrading of existing stormwater drainage assets due to the condition of the asset or to address current needs.

| Project Location | Work Description | Funding \$ |
|------------------|------------------|---------------|
| N/A | | 0 |
| Total | | 0 |

Dam Safety Management

Planning, engineering investigations and undertaking operational activities associated with managing the risk of Council's Declared Dam Asset portfolio.

| Project Location | Work Description | Funding \$ |
|--|--|---------------|
| Dam Safety Emergency Management Plans | Delivery of engineering studies and investigations for Council's Declared Dam asset portfolio. | 80,299 |
| Total | | 80,299 |

Stormwater Operational Management

Planning and undertaking operational activities including cleaning of debris and pollution control assets.

| Project Location | Work Description | Funding \$ |
|--|--|----------------|
| Stormwater cleaning and repairing projects | Maintenance and debris cleaning works in various areas (Cabbage Tree Creek, Timberi Park and Worona Drain Project). | 20,000 |
| Review of Flood Risk Management Studies and Plans (FRMS&P) | Allans Creek, Fairy Cabbage Creek, Hewitts Creek, Minnegang Creek and Towradgi Creek. | 48,740 |
| Stormwater Operational Management | Completing engineering assessments of stormwater Inlet Hazard Risk, and affecting both risk mitigation and maintenance works across the Local Government Area. | 150,387 |
| Stormwater Asset Management System | Undertaking CCTV condition inspections of the stormwater drainage network across the Local Government Area. | 341,631 |
| Total | | 560,758 |

Stormwater Asset Management System

Collection of asset management data on the stormwater drainage network, the urban drainage (pits and pipes), creeks/ waterways, flood attenuation and management structures and pollution/ debris control structures. This information is used to refine and update the asset management plan including maintenance, capital renewal and augmentation programs.

| Project Location | Work Description | Funding \$ |
|------------------|--|----------------|
| Citywide | Programmed inspections of stormwater assets, develop maintenance and capital renewal programs. | 150,387 |
| Total | | 150,387 |

Floodplain Structure

Planning and undertaking detailed design and reviews of floodplain risk management plans/structure

| Project Location | Work Description | Funding \$ |
|------------------|------------------|---------------|
| N/A | | 0 |
| Total | | 0 |

Condition of Public Works

Financial information on the condition of public works is reported in the General Purpose Financial Statements through Note C1-8 - Infrastructure, Property, Plant and Equipment, Note E2-1 - Fair Value Measurement; and Special Schedule - Report on Infrastructure Assets.

Work Carried Out On Private Land

In accordance with the Local Government (General) Regulation 2021, section, 217(1)(a4) and the Local Government Act 1993, section 67 and 67(2)(b), the report must include resolutions made concerning work carried out on private land.

During the year, Council did not complete any works on private lands applicable under Section 67 of the Local Government Act 1993.

Public Interest Disclosures (PID)

Public authorities are required to report annually to Parliament on their obligations under the *Public Interest Disclosures Act 1994, section 31*. The *Public Interest Disclosures Act 1994 (PID Act)* sets in place a system to encourage public officials to report serious wrongdoing. The conditions around this reporting are set out in Council's Internal Reporting Policy.

| Public Interest Disclosures received and investigated by Council during 2022-2023 include: | |
|--|---|
| Number of public officials who made PIDs | 1 |
| Number of PIDs received | 1 |
| Alleged Corrupt Conduct | 1 |
| Number of PIDs finalised | 1 |

During 2022-2023, Council undertook the following actions:

- Staff participated in annual Code of Conduct training.
- Council has undertaken a substantial amount of work in preparation for the *Public Interest Disclosures Act 2022*, which is effective from 13 October 2023. Council has updated the Public Interest Disclosures Policy, is reviewing Disclosures Officers across the organisation and will deliver targeted education to staff and Disclosure Officers concerning the new PID Act and Disclosure Officers obligations.

Government Information (Public Access) Act 2009

The *Government Information (Public Access) Act* was introduced 1 July 2010 and facilitates access to information that Council holds in the following ways: Mandatory release of information via Council's website (Open Access), authorised proactive release via Council's website, informal release subject to an informal access application and release subject to a formal access application.

Any person who wishes to obtain access to information held by Council is encouraged to contact our Right to Information Officer for assistance. There are a number of Open Access documents available including Our Wollongong 2032 Community Strategic Plan, management plans, annual reports, annual budgets, plans and policies, meeting agendas and minutes and graffiti, contracts and land registers. These, and other documents, are easily accessed via our website.

The following table specifies the number of Formal Access Applications lodged under the *Government Information (Public Access) Act 2009* received during the 2022-2023 period. Statutory processing times were complied with in all cases.

| Month | Number of Applications Received | Applications processed within the statutory timeframe of 20 working days |
|-----------|---------------------------------|--|
| July | 8 | Yes |
| August | 3 | Yes |
| September | 2 | Yes |
| October | 5 | Yes |
| November | 3 | Yes |
| December | 6 | Yes |
| January | 2 | Yes |
| February | 2 | Yes |
| March | 4 | Yes |
| April | 1 | Yes |
| May | 6 | Yes |
| June | 5 | Yes |

Where a formal access application is received, and it is likely to be of interest to members of the public, Council may make the details available by publishing the content to its disclosure log. The disclosure log contains non-personal information only and can be viewed on Council's website via the following link www.wollongong.nsw.gov.au/your-council/access-to-information/information-registers/disclosure-log

Summary of Legal Proceedings

In accordance with the Local Government (General) Regulation 2021, section 217(1)(a3), the report must include a summary of the amounts incurred by the council in relation to legal proceedings.

| Particulars | Finalised | Expenses Including GST \$ | Receipts Excluding GST \$ |
|---|-----------|------------------------------|------------------------------|
| Liability Litigation Against Council | | | |
| Commercial Litigation | Yes | \$141,570 | |
| Commercial Litigation | No | \$76,294 | |
| Personal Injury | Yes | \$197,413 | |
| Personal Injury | No | \$14,886 | |
| Professional Indemnity | Yes | \$0 | |
| Professional Indemnity | No | \$29,861 | |
| Council Initiated Litigation | | | |
| Unauthorised Structures and Use | Yes | \$28,856 | |
| General Prosecutions | Yes | \$94,775 | |

| Particulars | Finalised | Expenses Including GST \$ | Receipts Excluding GST \$ |
|---|-----------|------------------------------|------------------------------|
| Debt Recovery | N/A | \$2,967 | |
| Planning Appeals Against Council | | | |
| Refusal of Development Applications | Yes | \$483,605 | \$167,616 |
| Refusal of Development Applications | No | \$75,671 | \$17,000 |

External Bodies That Exercise Functions Delegated By Council

During 2022-2023 the following external bodies assisted Council with the exercising of its functions as allowed under *Local Government (General) Regulation 2021, section 217 (1)(a6) section 355 of the Local Government Act, 1993*.

| Body | Function |
|--|--|
| Open Space and Environmental Services | |
| Allen Park Bushcare | Riparian restoration |
| Alvan Parade Bushcare | Bushland restoration |
| Arunta Drive, Thirroul | Asset Protection Zone Maintenance |
| Balmer Crescent FiReady | Asset Protection Zone maintenance |
| Banksia Bushcare (Stanwell Park) | Bushland restoration |
| Bill Madden Park | Bushland restoration |
| Bellambi Beach Bushcare | Riparian restoration |
| Bellambi Dune Bushcare | Dune/lagoon restoration |
| Blue Divers Bushcare | Riparian restoration |
| Blue Lagoon Bushcare | Coastal/riparian restoration |
| Brandy and Water Creeks Bushcare | Riparian restoration |
| Brickyard Point Bushcare | Coastal headland restoration |
| Brooks Creek Upper | Riparian restoration |
| Buttenshaw Place Bushcare | Bushland restoration |
| Byarong Creek (Mt Keira) Bushcare | Riparian restoration |
| City Beach Dunecare | Dune restoration |
| Clifton Bushcare | Bushland restoration |
| Coledale Bushcare | Sea cliff restoration |
| Colvin Street | Bushland restoration |
| Compton Street | Bushland restoration |
| Compton St FiReady | Asset Protection Zone maintenance |
| Emperor Court Bushcare | Bushland restoration |
| Farmborough Waterfall Bushcare | Bushland restoration |
| Figtree Oval Bushcare | Riparian restoration |
| Friends of the Botanic Gardens | Through active volunteering, the Friends foster community interest in the garden, promote the role of education in the garden, and support the development of the garden by raising funds for specific projects. |
| Garden Avenue Bushcare | Riparian restoration |
| Garden Avenue FiReady | Asset Protection Zone maintenance |

| Body | Function |
|------------------------------------|-----------------------------------|
| Gilmore Park Bushcare | Riparian restoration |
| Greenhouse Park Bushcare | Revegetation |
| Guest Park Bushcare | Riparian restoration |
| Harry Morton Park - FiReady | Asset Protection Zone maintenance |
| Helensburgh Bushcare | Bushland restoration |
| Hewitts Creek Bushcare | Riparian restoration |
| Hewitts Ck (Armagh Parade) FiReady | Asset Protection Zone maintenance |
| Hooka Point Bushcare | Saltmarsh/riparian restoration |
| Keira Oval Bushcare | Riparian restoration |
| Kelly Street Bushcare | Bushland Restoration |
| Kelvin Road Bushcare | Bushland restoration |
| Kulgoa Road Bushcare | Riparian Restoration |
| Kurrimul Creek Bushcare | Riparian restoration |
| Lower Hill Street FiReady | Asset Protection Zone maintenance |
| Mangerton Park Bushcare | Dry rainforest |
| Mangerton Park Project | Dry rainforest |
| Mount Kembla Pathway Project | Maintenance of Memorial Track |
| Melaleuca Park | Bushland restoration |
| Milne Crescent, Coniston | Bushland restoration |
| Murray Garden Bushcare | Riparian restoration |
| Nyrang Park Bushcare | Riparian restoration |
| Odenpa Road Bushcare | Bushland restoration |
| Port Beach Dunecare | Dune Restoration |
| Puckeys Estate Bushcare | Dune/lagoon restoration |
| Rae Crescent Bushcare | Riparian restoration |
| Reed Park Bushcare | Bushland Restoration |
| Richardson Park Bushcare | Bushland restoration |
| Riveroak Bushcare | Bushland restoration |
| Sharkies Beach Dunecare | Dune Restoration |
| Stephen Drive FiReady | Asset Protection Zone maintenance |
| Sunninghill Circuit FiReady | Asset Protection Zone maintenance |
| Tathra Park Bushcare | Riparian restoration |
| Throsby Drive Bushcare | Bushland restoration |
| Towradgi Dune Bushcare | Dune restoration |
| Underwood Bushcare | Riparian restoration |
| Upper Hill Street FiReady | Asset Protection Zone maintenance |
| Wharton's Creek Bushcare | Riparian restoration |
| Whipbird Reserve Bushcare | Bushland restoration |
| Windang Dunes South Dunecare | Dune restoration |
| Wisemans Park Bushcare | Woodland restoration |
| Wollomai Point Bushcare | Bushland restoration |

| Body | Function |
|--|---|
| Wollongong Surf Leisure Resort Dunecare | Dune restoration |
| Wombarra Creek Bushcare | Riparian Restoration |
| Wombarra Pool | Bushland restoration |
| Yanderra Bushcare | Riparian Restoration |
| Property & Recreation | |
| Surf Life Saving Illawarra | To provide lifesaving and rescue services to Council in accordance with the executed service agreement. |
| Berkeley Pioneer Cemetery Restoration Group | Undertake minor maintenance and works to the grounds and improvements of Berkeley Pioneer Cemetery also utilising private equipment and labour from the Periodical Detention Centre. |
| Friends of Scarborough Cemetery | Undertake minor maintenance and works to the grounds and improvements of Scarborough cemetery. |
| Library & Community Services | |
| Community Transport Volunteers | To transport eligible older people and their carers and people that are transport disadvantaged in their own vehicles or Council's vehicles. |
| Friends of Wollongong Library | To encourage an interest in books, build links between the library and the community, promote library services and collections, and sponsor special events to build community interest in reading and the library. |
| Social Support Services Volunteers | To provide social support in the community for eligible people. To provide respite care for eligible carers of people living with dementia. |
| Wollongong City Library Volunteers | Broadly working in libraries to gain skills undertaking administrative and customer service tasks such as IT training and events. |
| Community Cultural & Economic Development | |
| Living Books | To be a "living book" as part of Council's Living Book program which includes sharing their story with young people and members of the Community at Living Book events |
| Wollongong Art Gallery Volunteers | <p>To fulfil the role of Gallery guides, provide informed talks and facilitate discussion about the exhibitions for both school groups and adult members of the community.</p> <p>Gallery Guides, provide informed talks and facilitate discussion about the exhibitions for both school groups and adult members of the community.</p> <p>Customer Service, assist at the Gallery reception desk, assist staff with general administration, assist visitors providing information regarding gallery programs and activities.</p> |

Equal Employment Opportunity Management Plan

In accordance with the Local Government (General) Regulation 2021, section (1)(a9), the report must include a statement of activities undertaken to implement Council's Equal Employment Opportunity (EEO) Management Plan.

Council's Diversity, Inclusion and Belonging Policy, has a Statement of Commitment which states:

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.

In parallel, Council has adopted a new Equal Employment Opportunity (EEO) Management Policy which aligns to Council's Diversity, Inclusion and Belonging Statement of Commitment and underpins the development and implementation of the Equal Employment Opportunity Management Plan. The Policy outlines Council's commitment to attracting, recruiting and retaining people with diverse abilities, skills, experiences and backgrounds. A workforce that reflects the diversity of our community is better positioned to understand the needs of our community and deliver high quality services.

The purpose of the EEO Management Plan is to promote equity and equal employment opportunity for underrepresented groups including Aboriginal people, people from a Culturally and Linguistically Diverse (CALD) background, people with disability, women and young people. It is for that reason the EEO Management Plan is directly aligned to our existing: Disability Inclusion Action Plan 2020–2025; and Reconciliation Action Plan (RAP) 2021–2023. The combined approach of Council's Diversity Inclusion and Belonging Policy, the EEO Management Policy and the EEO Management Plan and the above-mentioned action plans articulates Council's commitment to diversity, inclusion and belonging and Council's legislative responsibilities.

During the 2022–2023 financial year, we continued to deliver against the actions outlined in our Disability Inclusion Action Plan (DIAP) 2020–2025; Reconciliation Action Plan (RAP) and Child Safety Council Policy. Council continued to deliver workforce diversity programs that operationalised Council's strategies and focused on equal employment opportunity initiatives in the community. Council also undertook a number of activities that provided and sustained opportunities for diverse groups in our community.

Council have continued to work with the Antidiscrimination Board to ensure Council's recruitment process (including application and interview questions) reflects best practice. Ongoing improvements to Council's recruitment practices resulted in an increased focus on the candidate experience, continued improvements in assessment methods to determine candidate capabilities and behaviours relative to the role and a continued improvement to pre-employment screening processes. All of Council's Recruitment Information Packs include our Diversity Inclusion and Belonging Statement of Commitment. Council have also attended a number of careers expos and partnered with Illawarra South Coast Employment to provide an 'industry tour' of Council sites. Collectively, these opportunities enabled Council to engage with job seekers and school leavers to learn more about the services and programs we provide the community and the diverse employment opportunities available. Council is continuing to honor its commitment to support an indigenous PhD candidate by participating in yarning circles as part of their research relating to 'Improving Cultural Diversity in Corporate Australia'. Council is also actively exploring various platforms to support First Nations people to identify and access employment opportunities. An acknowledgement to Country was introduced into staff email signatures during the year.

An Aboriginal Cultural Learning Plan has been developed which provides a basis to creating, maintaining and sustaining a culturally safe and inclusive workplace for First Nations staff and to improve our service delivery for Aboriginal and Torres Strait Islander people, communities and organisations. The Plan has been developed using feedback from Aboriginal people and Council staff. The activities provide staff with opportunities to meaningfully engage with Aboriginal and Torres Strait Islander people and content to deepen understanding of Aboriginal and Torres Strait Islander peoples, knowledges, histories, languages and achievements. One such activity involved Executive and Senior Managers participating in a Aboriginal and Torres Strait Islander cultural immersion activity that included an orientation to place and yarning circle with a local aboriginal elder and educator.

Council continued to build the capability of our staff through a number of learning experiences including; Diversity Awareness, Cultural Intelligence and Autism Awareness. Council has continued to invest in membership to Diversity Council of Australia. Research papers, resources, and other tools and guidelines continue to be accessed to further develop internal expertise.

Engendering a sense of inclusion and belonging for Council staff was evidenced across the year through a number of accessible experiences, platforms and activities. Council's Peer Collectives were established; these include People with disability and carers, LGBTQIA+ and allies, Women and allies and First Nations People. The peer collectives have developed actions plans which will inform the development of strategies and programs. The LGBTQIA+ and allies peer collective organised and led morning tea to show support for Wear it Purple Day. For International Day of Disability 2022, a morning tea was held by the People with disability and carers collective to raise awareness. Planning for the 2023 International Day of Disability event is underway. The uptake of gender and gender-neutral pronouns into staff email signatures and platforms such as Yammer and Microsoft Teams increased during the year to engender belonging for gender inclusion.

Council continued to support the development of diverse staff through accessibility to online development portals, ongoing investment in formal, informal and social learning and development opportunities as well as personalised plans for staff, taking into account their cultural and ability needs. During the year a Diversity Hub was launched on Council's intranet. This contains a range of resources to support a better understanding about the experiences of the different demographics both in the workplace and the community including websites, book recommendation and podcasts.

Council continues to identify and offer inclusive positions within our training pathway program for Cadets, Apprentices and Trainees (CAT's) such as identified positions for Aboriginal and Torres Strait Islander people and those living with disability. During 2022-2023, 12 new Cadets, Apprentices, Trainees and School Based Trainees commenced with Council. Forty-five placement opportunities were provided through Council's Work Experience Program, with five students identifying with disability. Council continued to work closely with schools to identify opportunities for students with disability to participate.

Council continues to partner with community networks and schools to educate and promote employment opportunities. Council continues to explore employment opportunities for Aboriginal people, successfully obtaining Elsa Dixon Funding to engage two School Based Trainees through 2023 and 2024.

Council supported Wollongong Mentor Walks, a bi-monthly event that provides women with the opportunity to be mentored by a local senior female executive in businesses across the Illawarra. Since the inception of the program, a number of senior staff from Council have volunteered their time to act as mentors. Council has committed to providing financial sponsorship for the 2022-2023 and 2023-2024 financial years.

International Women's Day was celebrated with a guest speaker Dr Jessica Lowe who spoke about her experiences bringing medical equity to Indigenous communities and working with Médecins Sans Frontières in Afghanistan.

Other inclusive international or national days celebrated during the year included; National Aborigines and Islander Day Observance Committee (NAIDOC) week, International Day of People with Disability, Autism Awareness Day, International Day against Homophobia, Biphobia and Transphobia (IDAHOBIT), Wear it Purple Day and PRIDE month. The Progress Pride flag was flown during Pride month.

Council's continued commitment to achieving gender equity is exemplified in Council's Gender Equality Report which is in the main body of this Annual Report. The results highlight a gender pay gap, based on like for like positions, at 4.95% or \$4,037.63p a in favour of women.

Council continues to provide and communicate flexible work arrangements to support staff. A draft guide to hybrid working has been developed to further support individual needs. Council provides personalised workplace support plans, and where required, external expertise is sought to support employees with reasonable adjustments in the workplace. Supervisors and/or teams are also provided mentoring and coaching on working with people with disability and/or a Culturally and Linguistically Diverse background as needed. Additional support is provided via Council's Wellbeing platform Lifeworks Apps which is underpinned by Council's Employee Assistance Program.

Council is a values and behaviours based organisation, committed to providing a positive, inclusive, supportive and fair work environment where employee differences are respected, valued and relied upon to create a productive and collaborative workplace. Our values and supporting behaviours allow all employees to understand expectations regarding their own and others' behaviours in the workplace and when working with the community.

Diversity, Inclusion and Belonging is the responsibility of all employees and reflects Council's values and purpose. By leveraging employees' diverse skills, experiences, cultures and attributes, Council optimises our collective organisational capability to sustainably generate creativity and enhance innovation to develop progressive strategies, services and outcomes for our community.

Human Service Agency /Carers Recognition

In accordance with the Carers Recognition Act 2010 (CR Act), section 8(2), councils considered to be 'human service agencies' must report on compliance with the CR Act for the reporting period.

Wollongong City Council continues to comply with the Carers Recognition Act 2010 (CR Act s8(2)).

Report of the Audit, Risk and Improvement Committee

In accordance with its Charter, the Audit, Risk and Improvement Committee (ARIC) is required to report at least annually to Council on its activities, with a copy of the report included in Council's annual report. This report is provided below.

Background

This report covers the activities of the Audit, Risk and Improvement Committee (ARIC) for the period from 1 July 2022 to 30 June 2023.

The ARIC is a key component of Council's governance framework. The objective of the ARIC is to provide independent assistance and advice to the General Manager and Council by overseeing and monitoring Council's governance, risk and control frameworks, and its fulfilment of external accountability requirements.

Membership and Conduct

There was a quorum for each of the meetings held in 2022-2023. Meetings were held on 6 September 2022, 18 November 2022, 6 December 2022, 7 March 2023 and 6 June 2023.

One of these meetings (November) was an extraordinary meeting to consider the financial statements. Wollongong Council's ARIC comprises a total of five members – three independent members and two Councillor delegates.

All external independent members have completed written conflict of interest declarations and confidentiality agreements.

The ARIC membership and meeting attendance for the 2022-2023 financial year was:

| Member | Role | Term Ends | Meetings Attended/ Eligible to Attend |
|-------------------|---------------------|--------------|--|
| Donna Rygate | Ind. Chair | 31 Oct 2023 | 5/5 |
| Stephen Horne | Ind. member | 30 Sept 2022 | 1/1 |
| Catherine Hudson | Ind. member | 30 Sept 2022 | 1/1 |
| Carl Murphy | Ind. member | 31 Oct 2025 | 4/4 |
| Robert Lagaida | Ind. member | 31 Oct 2026 | 2/4 |
| Cr Dom Figliomeni | Councillor delegate | Sept 2024 | 5/5 |
| Cr T Brown | Councillor delegate | Sept 2024 | 5/5 |

All independent members have extensive experience in corporate governance and/or risk management in addition to recent and relevant financial experience. Councillor members have appropriate qualifications and experience to allow them to undertake their roles.

Recognition of Council Achievements

While Council continued to respond to challenges in 2022-2023, its key achievements from a governance, risk and financial perspective include the following:

- Implementation of the Governance and Fraud and Corruption Improvement Plans.
- Continued progress around mitigation of cyber risks.
- Development of a comprehensive approach to legislative compliance.

Summary of ARIC's Role and Activities

The responsibilities and functions of the ARIC are to monitor and seek assurance on aspects of Council's operations such as its compliance and governance processes.

Risk management and fraud control frameworks; strategic plan implementation; delivery program and strategies; performance measurement systems; outcomes of service reviews and business improvement initiatives; financial management; and internal and external audit.

These arrangements have operated soundly during 2022-2023. As a result of activities undertaken during 2022-2023 (as outlined below), the ARIC is satisfied that management responses and actions in relation to the above Council operations have been effective.

Compliance and Governance processes

Key ARIC activities included:

- Bi-annual review of the Gifts and Benefits Register, conflicts of interest register and secondary employment register.
- Reviewing implementation of Council's Governance Improvement Plan and Fraud and Corruption Prevention Improvement Plan.
- Monthly review of Executive KPIs.
- Monitoring Councillor Expenses.

Risk management and fraud control

The Enterprise Risk Management Framework continued to evolve during the year.

The ARIC monitors Council's topmost corporate risks to ensure that a comprehensive risk management framework is in place and that management is implementing a program to manage all significant risks by identification, prioritisation, and implementation of mitigation strategies.

In 2022-2023 key ARIC activities included:

- Receiving and reviewing quarterly reports on enterprise risks
- Considering Pandemic updates
- Receiving advice on the Crown Street Mall Hostile Vehicle Mitigation Strategy and Implementation Plan
- Receiving updates on the West Dapto Project.

The ARIC seeks to ensure that Council has adequate fraud prevention strategies in place. It receives and discusses reports on the findings of any matters investigated by Council's Professional Conduct Coordinator in relation to:

- fraud
- corrupt conduct
- maladministration
- serious and substantial waste of public money.
- Serious misconduct issues

Internal Audit

The Internal Auditors have reported at each quarterly ARIC meeting on the status of the internal audit plan. In 2022-2023 the ARIC has reviewed the following Internal Audit Reports, as well as the practicality of recommendations and the adequacy of management responses.

- Tourist Parks
- Disaster Recovery
- Fraud Risk Assessment
- Planning Certificates
- Council Resolutions
- Customer Service and Complaints Management
- Management and Maintenance of Community Facilities

- Councillor Expenses and Facilities
- Follow up of CCTV Recommendations
- Cemetery Regulatory and Legislative Compliance
- Project Management

O'Connor Marsden (OCM) has been providing internal audit services to Council. OCM worked closely with Council's Governance and Risk Manager to deliver Internal Audits to Council.

Key ARIC activities in relation to Internal Audit included:

- Reviewing and endorsing the annual internal audit plan and monitoring its progress
- Monitoring the implementation by management of recommendations arising from audit reports
- Monitoring, through the results of internal and external audits, the adequacy and effectiveness of the Council's internal control structure
- Holding 'in camera' meetings with the internal audit service provider.

External Audit

The Audit Office of NSW is the mandated External Audit provider for Wollongong City Council under the *Local Government Act 1993*. Key ARIC activities included:

- Reviewing the annual Engagement Plan.
- Reviewing the management letter with a view to ensuring corrective action was planned and implemented as necessary.
- Holding 'in camera' meetings with the External Auditors.

Progress continues in implementing recommendations from both Internal and External Auditors and various other independent reviews. ARIC continues to monitor and review the progress in implementing recommendations, with particular focus on high priority issues. The ARIC reviews progress reports at each meeting.

Financial Management

Key activities for the ARIC this year included:

- Reviewing monthly and quarterly management, financial, investment and performance reports.
- Reviewing the annual financial statements for completeness and consistency with the Committee's knowledge of operations and application of accounting policies and principles.
- Reviewing Council's financial performance against the Budget as approved by Council (both operating and capital budgets).
- Reviewing strategies of management to achieve budget balance.
- Reviewing long-term financial strategies developed by management.
- Receiving briefings on significant matters with the potential to affect the financial position of Council.
- Considering briefings on investment strategy and asset revaluation.

OUTLOOK FOR 2023-2024

Council's Internal Audit Plan takes into consideration Council's strategic risks as well as issues currently faced by Council. Council, in conjunction with the ARIC, will continue to review the internal audit plan.

Management and the ARIC members are committed to remaining up to date with developments in the local government sector as well as ensuring current processes in audit, risk, finance and governance are challenged to ensure Council continues to develop best practice in its business models whilst maintaining robust internal controls.

Acknowledgements

I would like to thank the Committee members past and present, management and staff, the internal auditor and external auditors for their valuable contributions.

Donna Rygate

Chairperson

Audit, Risk and Improvement Committee

30 June 2023

Internal Audit and Risk Management Attestation

Note: The Office of Local Government released a draft Risk Management and Internal Audit Framework for Local Councils in NSW that was subject to public consultation. Whilst the framework is not yet mandatory on local councils, Wollongong City Council provides the following voluntary attestation in relation to elements of the draft framework that are applicable at this time.

I am of the opinion that Wollongong City Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in accordance with the following requirements except as may be otherwise provided below:

Specifically:

Audit, Risk and Improvement Committee

| Requirement | Compliance |
|---|---|
| Council has appointed an audit, risk and improvement committee that comprises of an independent chair and at least two independent members. | Compliant |
| The chair and all independent members of Council's audit, risk and improvement committee meet the relevant independence and eligibility criteria specified in the Departmental Chief Executive's Guidelines and have not exceeded the membership term limits specified in the Guidelines. | Compliant |
| Council has adopted terms of reference for its audit, risk and improvement committee that are consistent with the model terms of reference approved by the Departmental Chief Executive and the committee operates in accordance with the terms of reference. | Compliant |
| Council provides the audit, risk and improvement committee with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions. | Compliant |
| Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan and an annual work plan that has been developed in consultation with senior management. | Compliant |
| Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term. | Compliant |
| The council reviews the effectiveness of the audit, risk and improvement committee at least once each council term. | The review will occur at the end of the financial year prior to each election. The next review will occur after the 2023-2024 year. |

Membership

The chair and membership of the Audit, Risk and Improvement Committee are:

| | | | |
|--------------------|-------------------|------------|-----------------|
| Independent chair | Donna Rygate | 30/10/2020 | 30/09/2027 |
| Independent member | Robert Lagaida | 01/11/2022 | 31/10/2026 |
| Independent member | Carl Murphy | 01/11/2022 | 31/10/2025 |
| Councillor member | Cr Tania Brown | 21/02/2022 | Term of Council |
| Councillor member | Cr Dom Figliomeni | 31/08/2020 | Term of Council |

Risk Management

| Requirement | Compliance |
|---|------------|
| Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Council's risks. | Compliant |
| Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term. | Compliant |

Internal Audit

| Requirement | Compliance |
|---|---|
| Council has an internal audit function that reviews the council's operations and risk management and control activities. | Compliant |
| Councils internal audit function reports to the audit, risk and improvement committee on internal audit matters. | Compliant |
| Councils internal audit function is independent and internal audit activities are not subject to direction by the Council. | Compliant |
| Council has adopted an internal audit charter that is consistent with the model internal audit charter approved by the Departmental Chief Executive and the internal audit function operates in accordance with the charter. | Compliant |
| Council has appointed a member of staff who satisfies the independence, qualifications and eligibility requirements specified in the Departmental Chief Executive's Guidelines to direct and coordinate internal audit activities. | Compliant |
| Internal audit activities are conducted in accordance with the International Professional Practices Framework. | Compliant |
| Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities. | Compliant |
| Councils internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the audit risk and improvement committee and an annual work plan that has been developed in consultation with senior management. | Compliant |
| Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term. | The review will occur at the end of the financial year prior to each election. The next review will occur after the 2023-2024 year. |

Greg Doyle
General Manager
13 October 2023

Payment of Expenses and Provision of Facilities to Lord Mayor and Councillors - Council Policy

The *Local Government Act 1993* requires Council to adopt a policy that allows for Councillors to receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties as elected representatives of their local communities. Below is a link to the Councillors' Expenses and Facilities Council Policy.

https://wollongong.nsw.gov.au/data/assets/pdf_file/0029/8858/Councillors-Expenses-and-Facilities.pdf

Sponsorship of Wollongong City Council Events

The following table provides a list of all sponsorship, as per Council's Sponsorship Policy. (Figures reported excluding GST).

| Sponsors | New Years Eve \$ | Australia Day \$ | Comic Gong \$ |
|--------------------------------------|---------------------|---------------------|------------------|
| Cram Foundation | 1,375 | 1,375 | |
| BlueScope | | 2,500 | |
| Friends of Wollongong City Libraries | | | 3,000 |

Unsolicited Proposals

From time to time, Council is presented with Unsolicited Proposals from the community, businesses or other government agencies. To assist in appropriately managing governance and probity issues that arise in such circumstances, as well as seeking to ensure that Unsolicited Proposals are of benefit to the City of Wollongong, Council publicly reports on all Unsolicited Proposals that progress to Stage 2 assessment under Council's Unsolicited Proposals Policy.

During 2022-2023, there were no unsolicited proposals that progressed to Stage 2 assessment.

Disability Inclusion Action Plan 2020 -2025

In accordance with the Disability Inclusion Act 2014, section 13(1), the report must include information on the implementation of Council's Disability Inclusion Action Plan.

Council is striving to make Wollongong an inclusive city that provides equal opportunity for people with disability to participate in all aspects of community life. Our aim is to be a leader in promoting and supporting the social and economic participation of people with disability. Our Disability Inclusion Action Plan (DIAP) sets out what we will do to support inclusion of people with disability in our city. It was developed after extensive community engagement to make sure the priorities reflect what is important to our community.

The Plan will assist us to meet requirements for local Government in the NSW Disability Inclusion Act 2014.

Our Plan has 91 Actions across four focus areas

1. Create liveable communities
2. Improve access to services through better systems and processes
3. Promote positive community attitudes and behaviours
4. Support access to meaningful employment

Annual Progress

| Completed | In progress | Not started |
|-----------|-------------|-------------|
| 6 | 82 | 3 |

This report provides a summary of outcomes during 2022-2023.

Create Liveable Communities

Council delivered a range of projects to improve access to the built environment for people with disability, including:

- Installed a new unisex accessible toilet at Gilmore Park.
- Installed eight new footpaths and associated kerb ramps.
- Upgraded 22 existing footpaths and associated kerb ramps.
- Installed two new cycle/pedestrian shared paths and renewed six cycle/ pedestrian shared paths.
- Installed four new Council car parks including the accessible car parking spaces and renewed three others.
- Renewed Figtree Oval and Guest Park play spaces which included the addition of a range of accessible and inclusive elements such as accessible parking, continuous accessible paths of travel and variety of accessible swings and signage.
- Received grant funding from NSW Office of Sport to build accessible amenities at Figtree Oval and Lindsay Mayne Park.

Council delivered a range of planning and design projects, including:

- Designed an accessible viewing area connected to continuous accessible paths of travel and accessible parking at Hill 60, Port Kembla.
- Developed a schedule of works to upgrade our bus shelters, connecting footpaths, hard stand areas, tactile ground surface indicators and signage in line with contemporary access standards.

Improve Access to Services Through Better Systems and Processes

Council revised policy and planning documents to strengthen and support access and inclusion outcomes, including:

- Council engaged an evaluation specialist to develop a monitoring and evaluation framework to measure the impact of the Disability Inclusion Action Plan. A range of evaluation tools including surveys were developed.

Council undertook projects to increase access to information, including:

- Updated the Easy English Tree Permit Guide
- Promoted Council services at the Illawarra Disability Options Expo

Council has continued to engage people with disability, including:

- Engaged people with disability to inform Council projects and updated community engagement tools and resources to meet access standards.
- Convened the Walking, Cycling and Mobility Reference Group. This group includes representation of people with disability and their carers and provides advice to Council to inform our projects, policies, and plans.

Promote Positive Community Attitudes and Behaviours

Council delivered a range of projects to promote positive community attitudes and behaviours towards people with disability, including:

- Finalised and promoted Inclusive and Accessible Event Guidelines and checklist available on Council's website.
- Facilitated a workshop, lunch and tour for people with disability as part of the 'Front Up Studio Artists In Focus' exhibition.
- Engaged Flourish Band to perform at the *Luminous* and *Spinfest* festivals.
- Commissioned young artist Jonathon Paino to provide *Spinfest* festival artworks with his recycled bicycle sculptures 'the pedal garden'. These were exhibited as part of the community arts day and in the creative container installation.
- Incorporated access provisions into the *Spinfest* program of events including access maps, accessible parking and drop off zones, accessible viewing areas and Auslan interpreters for performance at the Beach Party.
- Delivered a series of Auslan interpreted paper art workshops for the Deaf community to produce a collage which featured in the 'Thinking through Pink' exhibition at Wollongong Art Gallery.
- Continued the 'Visually Impaired Knitters' group in Wollongong City Library. 12 sessions were held with an average of eight participants.
- Delivered young gamer sessions for people with disability, facilitated by young people. 21 sessions were delivered for 87 participants.
- Delivered Aboriginal weaving workshop with an Auslan interpreter for the Deaf community.
- Delivered 'Kick Start' education sessions for young people with disability. Nine sessions were delivered for 86 participants.
- Provided 'Access2Express Art' tours for students with disability from Peterborough and Aspect.
- Continued to deliver exercise programs through Council's two Leisure Centres including maintaining a partnership with Disability trust at the Lakeside facility. The program is run by Council's group exercise team and promotes movement and exercise within the gym, cardio equipment and in the group exercise room. 20 students are enrolled over 40 weeks.
- Provided the 'Water Rats' learn to swim program weekly at Council's Aquatic facility. Eight students were enrolled per term.
- Continued to deliver a weekly learn to swim program via partnership with 'Rainbow Club' aligned to NDIS funding. 18 participants are enrolled.
- Continued to deliver 'Art and Dementia/ Care for the Carer Tours'. 11 tours were provided.
- Continued to provide *TeenZ Connect* at Warrawong Library. This program is for young people and aims to increase social connection.

Support Access to Meaningful Employment

Council has provided opportunities for people with disability to participate in employment and work experience opportunities, including:

- Employed one person with disability via the cadet apprentice and trainee program.
- Provided work experience for five students with disability.
- Awarded 'Brewing Up A Storm', employment for people with disability, tender for café in Council's Administration Building.
- Delivered a social procurement workshop for the business community to promote employment opportunities for people with disability.

Council has delivered a range of learning and development opportunities for Council officers to promote and support their understanding of disability, including:

- Delivered nine Diversity Awareness Training and Autism Awareness Training sessions for Council officers.
- Developed and promoted a Diversity Hub Page on Council's intranet which includes a range of educational resources about the lived experience of people with disability.
- Successful in an Expression of Interest for the Council for Intellectual Disability's 'Inclusion Works' project. This program will offer tailored coaching, training and advice about accessible recruitment and employment for people with intellectual disability.
- Provided a tour of Council workplaces for a School Leavers Employment Support program.
- Established a People with Disability and Carers Peer Collective. The Peer collective has developed an Action Plan which will inform the development of strategies and programs that directly affect people with disability.

Labour Statistics

In accordance with the Local Government (General) Regulation 2021, section 217 (1)(d),(i),(ii),(iii),(iv) the report must include the total number of persons who performed paid work for them on a "relevant day" to be fixed by the Secretary of the Department of Planning and Environment each year.

The following provides a table under section 217 of the *Local Government (General) Regulation 2021* of the total number of persons who performed paid work for Council on the "relevant" day fixed by the Secretary of the Department of Planning and Environment each year. In 2022-2023, the "relevant" day for reporting was Wednesday 23 November 2022.

| No. of persons directly employed by Council: | |
|--|-----|
| On a permanent full-time basis | 926 |
| On a permanent part-time basis | 201 |
| On a casual basis | 75 |
| On a temporary full-time basis | 104 |
| On a temporary part-time basis | 48 |
| Under a fixed term contract | 73 |
| Senior staff for the purposes of the <i>Local Government Act 1993</i> (the Act). Does not include General Manager | 18 |
| No. of persons engaged by council, under a contractor other arrangement with the person's employer, that is wholly or principally for the labour of the person | 49 |
| No. of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee | 0 |

* Apprentices are calculated in full-time or part-time figures

Obligations Under the Modern Slavery Act 2018

In accordance with the Local Government Act 1993, section 428(4)(c)(d) the report must contain a statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner and steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018

Council was not notified of any issues of concern with the operations of Council by the Anti-slavery Commissioner during the year.

In the 2022-2023 financial year Council undertook a modern slavery risk assessment of suppliers to Council. This project was run in conjunction with Kiama, Shoalhaven and Shellharbour Councils. Arising out of the risk assessment process, Council provided additional information on the requirements of the Modern Slavery legislation to any suppliers who were not aware of the requirements of the legislation.

Recovery and Threat Abatement Plans

Under the Fisheries Management Act 1994, section 220ZT(2), councils identified in a recovery and threat abatement plan as responsible for implementation of measures included in the plan, must report on actions taken to implement measures as to the state of the environment in its area.

Council is not identified as responsible for implementation of measures in any recovery and threat abatement plans.

Environmental Planning and Assessment Regulations

In accordance with the Environmental Planning and Assessment Regulation 2021 (EPOA Reg) cl 218A(1), (2)(a),(b),(c),(d),(e),(f),(g), (3)(a),(b) the report must include particulars of development contributions and levies.

West Dapto Developer Contributions

| Project Number | Project Description | Contributions Plan Reference | Asset Class (ie Category) | Amount Spent \$ | Percentage funded from Contributions | Cross Borrowing | Monetary contributions used for project | Value of Land used for project | Value of MPB used for project | Status of Project |
|------------------|---|--|---------------------------|-----------------|--------------------------------------|-----------------|---|--------------------------------|-------------------------------|----------------------|
| Transport | | | | | | | | | | |
| 126636 | Cleveland Rd Upgrade | TR13 - C1-C12, B45-B51, IN36-IN40 | Transport | 506,578 | 100% | | 506,578 | | | In Design |
| 126644 | Hayes Ln Bridge Detailed Design | TR25 - B57, NR31, NR32 | Transport | 12,955 | 100% | | 12,955 | | | In Design |
| 126646 | West Dapto Rd – Yard St to Shone Ave (Stages 2-5) | TR01 - WD10,12-17, IN10,15,17, B19,21-23 | Transport | 794,282 | 211% | | 1,676,132 | | | In Design |
| 126649 | Marshall Mount Road and Connecting Roads Upgrade | TR17 | Transport | 610,217 | 100% | | 610,217 | | | In Design |
| 126672 | West Dapto Rd/Wongawilli Rd/bridge upgrade | TR06 - W1, B29, W2 | Transport | 1,768,251 | 99% | | 1,758,000 | | | Practically Complete |
| 127450 | Bong Bong Rd - Station St traffic lights | TR10 - IN27, BB1 | Transport | 697,957 | 95% | | 662,541 | | | In Design |
| 128001 | Northcliffe Dr Extension (Stage 1) - | TR19 | Transport | 3,260 | 100% | | 3,260 | | | In Design |

| | | | | | | | |
|------------------------------------|---|-----------|-------------------------|------------------|------|------------------|--------------------|
| 128466 | Sheaffes Rd to West Dapto Rd Shone Ave Shared Path missing link | TR08 - S4 | Transport | 83,981 | 100% | 83,981 | Pre - Construction |
| 124823 | LIRS 3-principal repayment | | Transport | 1,758,827 | 100% | 1,758,827 | |
| 124824 | LIRS 3 Part 2-principal repayment | | Transport | 726,886 | 98% | 715,490 | |
| | Total Transport | | | 6,963,195 | | 7,787,981 | |
| Open Space & Recreation | | | | | | | |
| 128934 | Darkes Town Centre Sporting Facilities | OS01 | Open Space & Recreation | 13,335 | 100% | 13,335 | In Scoping |
| 128972 | Community Recreation & Aquatic Centre Concept Plan West Dapto | OS13 | Open Space & Recreation | 26,948 | 100% | 26,948 | |
| | Total Open Space & Recreation | | | 40,283 | | 40,283 | |
| Administration | | | | | | | |
| 123910 | Developer Contributions Officer | AD01 | Administration | 128,663 | 95% | 121,750 | |
| 129074 | West Dapto Support for Additional Resources | AD01 | Administration | 597,049 | 30% | 181,000 | |
| | Total Administration | | | 725,712 | | 302,750 | |
| TOTAL WEST DAPTO | | | | 7,729,191 | | 8,131,014 | |

City Centre/City Wide Developer Contributions

| Project Number | Project Description | Contributions Plan Reference | Asset Class (ie Category) | Amount Spent \$ | Percentage funded from Contributions | Cross Borrowing | Monetary contributions used for project | Value of Land used for project | Value of MPB used for project | Status of Project |
|----------------|--|------------------------------|---------------------------|-----------------|--------------------------------------|-----------------|---|--------------------------------|-------------------------------|----------------------|
| City Wide | | | | | | | | | | |
| 128213 | Port Kembla Beach access ramp | 128213 | Beaches And Pools | 386,288 | 100% | | 386,288 | | | Practically Complete |
| 125350 | Southern Suburbs Library and Community Centre | 125350 | Buildings | 1,109,435 | 100% | | 1,109,435 | | | In Design |
| 126269 | Princes Hwy; North Wollongong Station to Guest Ave | 126269 | Footpaths And Cycleways | 16,312 | 100% | | 16,312 | | | In Design |
| 129181 | Factory Rd, Shared User path and Footpath | 129181 | Footpaths And Cycleways | 75,253 | 78% | | 58,867 | | | Complete |
| 128031 | Grand Pacific Walk - Clifton | 128031 | Footpaths And Cycleways | 1,098,037 | 5% | | 50,000 | | | In Construction |
| 128134 | Gipps Rd; Vickery St to Foley St, Southern side | 128134 | Footpaths And Cycleways | 675 | 100% | | 675 | | | In Construction |
| 128468 | Beacon Ave Showground to Coastline Cycleway | 128468 | Footpaths And Cycleways | 177,504 | 100% | | 177,503 | | | Complete |

| | | | | | | | |
|--------------------------|--|--------|-------------------------------------|------------------|------|------------------|-------------------------|
| 128518 | Multipurpose Criterion Track | 128518 | Parks Gardens And Sportfields | 486,911 | 72% | 348,964 | Practically Complete |
| 129177 | Lindsay Maynes Park Perimeter Control and Landscaping | 129177 | Parks Gardens And Sportfields | 219,873 | 97% | 213,256 | Complete |
| 125131 | Thomas Gibson Sports Field Lighting | 125131 | Parks Gardens And Sportfields | 43,128 | 100% | 43,128 | Complete |
| 127952 | Phillips St near Ryan's Hotel Pedestrian Facility | 127952 | Roads And Related Assets | 4,039 | 100% | 4,039 | In Design |
| 129180 | Factory Rd, kerb and gutter | 129180 | Roads And Related Assets | 156,692 | 67% | 105,533 | Complete |
| 122085 | Developer Contributions Admin Support - Finance | 122085 | Administration | 760,617 | 2% | 11,549 | |
| 123907 | Developer Contributions Planner | 123907 | Administration | 138,485 | 82% | 114,045 | |
| Total City Wide | | | | 4,673,249 | | 2,639,594 | |
| City Centre | | | | | | | |
| 127713 | Wollongong City Centre Wayfinding Signage | 127713 | Footpaths And Cycleways | 169,154 | 100% | 169,154 | In Construction |
| 128559 | Kembla St - Crown St to Stewart St | 128559 | Footpaths And Cycleways | 1,338 | 100% | 1,338 | In Design |
| Total City Centre | | | | 170,492 | | 170,492 | |

Index

A

Aboriginal and Torres Strait Islander (*see Acknowledgement of Country*) (p. 3, 11, 14, 30, 37, 50, 52, 58, 70, 73-75, 78, 82-85, 90, 104-105, 110, 129, 140, 149, 157-158, 168)

Accessibility and Inclusion (p. 28, 32, 70, 72, 74, 80, 84-87, 89, 93, 115, 125, 129-130, 157-159, 167-169)

Activation (p. 60, 62-63, 82)

Active transport (p. 7, 34, 36, 38, 118, 121)

Age (p. 12-13, 20-21, 93)

Aged and Disability Services (p. 40, 82-83, 96)

Amenities (p. 103, 109, 112, 114-115, 167)

Amenity (p. 36, 62, 66, 112)

Aquatic Services (p. 40, 105-107, 116, 168, 172)

Asset management (p. 7, 32, 133, 151)

Awards (p. 28, 64, 73, 93, 99)

B

Biodiversity (p. 32)

Botanic Garden and Annexes (p. 32-33, 37, 40, 43, 51, 74, 98, 108-110, 116, 154)

Budget management (p. 7, 27, 78, 94, 124, 126, 162)

Business and investment (p. 8, 29-31, 36, 38, 56-57, 60-61, 62-66, 68, 73, 79, 100, 104, 129, 144, 149)

C

Capital budget (p. 4, 25, 27, 134, 136-137, 151, 162)

Capital works (p. 4, 25, 27, 102, 133)

City Centre Management (p. 40, 62-63, 68)

Climate (p. 32, 34, 50)

Climate change adaptation (p. 32, 50)

Climate change mitigation (p. 7, 30, 32, 37, 50-51)

Coastal Management and Protection (p. 29, 32, 37, 50, 148, 154)

Companion Animal Management (p. 46, 145-146)

Competition Policy (p. 144)

Community engagement (p. 28-31, 37, 41, 52, 72-73, 89, 93, 112, 133, 167-168)

Community Facilities (p. 40, 102-103, 116, 161)

Community Programs (p. 40, 84-87, 102)

Community Strategic Plan (p. 4, 14, 29, 32, 40, 94, 129, 153)

Condition of Public Works (p. 152)

Contact Council (p. 10, 178)

Contracts Awarded (p. 140-142)

Controlled Entities (p. 143)

Cooperatives (p. 143)

Corporate Strategy (p. 40, 94-95)

Council Services (p. 14, 40, 82, 133, 168)

Councillors (*see Payment of Expenses and Provision of Facilities to Lord Mayor and Councillors - Council Policy*) (p. 4, 11, 16, 18-19, 36-37, 57, 94, 128, 166)

Cultural services (p. 26, 40, 74-76)

Cyber Security (p. 131, 139)

Customer Service (p. 23, 26, 40, 47, 80, 96, 126, 128, 138, 156, 161)

D

Delivery Program (p. 4-5, 10, 14-15, 26, 27, 31-32, 37-39, 59, 68, 78, 87, 94, 96, 103, 105-116, 122-124, 126, 133-134, 161)

Demographic information (p. 12-13, 158)

Development Assessment (p. 24, 26, 40, 44, 59, 100, 137-138)

Development (p. 4, 7, 18-19, 23-24, 26, 29-33, 37-40, 42, 44-46, 50, 52, 54, 56-60, 62-66, 68, 72-75, 80-71, 84-85, 90, 93-95, 100, 103-104, 111-115, 120-124, 129-133, 137-138, 144-145, 154-163, 169, 171)

Dharawal Country (p. 11, 13, 85; *see Acknowledgement of Country, p. 3*)

Disability Inclusion Action Plan 2020 -2025 (p. 167-169)

Disaster management (p. 25, 45, 48, 161)

Diversity (p. 32, 85-86, 92, 125, 129-130, 157-159, 169)

E

Economic Development (p. 26, 32-33, 40, 62-66, 72-75, 93, 138, 156)

Education (p. 7, 34, 39, 46-47, 50-52, 54-55, 58, 75, 89, 93, 96, 100-101, 104, 108-110, 120, 122, 126, 143, 145, 147, 152, 154, 168-169)

Emergency Management (p. 26, 40, 45, 141, 150)

Emissions (p. 7, 36, 42, 131-132)

Employee Services (p. 26, 40, 129-130)

Employment opportunities (p. 60, 129-130, 157-158, 169)

Engagement, Communications and Events (p. 72-73, 76)

Index

Environmental Planning and Assessment Act 1979 (p. 146-147)

Environmental Upgrade Agreements (p. 147)

Environmental Services (p. 26, 40, 50-55, 59, 108-109, 138, 154)

Escarpment (p. 11, 46, 56, 58, 70, 73, 147)

Equal Employment Opportunity Management (129-130, 157-159)

Executive (p. 4, 17, 45, 128, 139, 157-158, 161, 164-165)

External Bodies That Exercise Functions Delegated By Council (p. 154- 156)

F

Families (p. 13, 20, 90, 92, 122)

Fees (p. 18, 26, 65, 78, 94, 124, 126)

Financial management (p. 137, 161-162)

Financial Assistance (p. 72, 137, 143)

Financial Services (p. 26, 40, 64, 126-127, 134)

Food Organics Garden Organics (FOGO) (p. 23, 51, 54-55, 102)

Food security (p. 52)

Funding (p. 7, 26, 34, 37-39, 52-53, 65-66, 82-84, 86, 93, 102, 113, 114-115, 118, 120-121, 126, 133, 136, 149-151, 158, 167-168)

G

General Manager (p.4, 8-9, 17-18, 93, 128, 138-139, 160, 164-165, 169)

Goals (p. 14-15, 32, 42, 60, 70, 78, 98, 118)

Government (p. 8, 10-11, 14, 18-19, 22, 24-25, 27-29, 36-39, 44-47, 50, 52, 53, 56-57, 60, 64-65, 67, 74, 78, 82-88, 93-94, 100-102, 105-106, 109, 114-124, 128, 131-134, 136, 138-153, 162, 164, 166, 169)

Government Information (Public Access) Act 2009 (p. 153)

Grants (p. 26-27, 37, 53, 66, 74, 115, 137, 143)

H

Health(y) and wellbeing (p. 7, 11, 15, 26, 32-33, 40, 50, 65, 86-87, 92-93, 98-116, 124, 129-132, 144)

Heritage (p. 25, 28, 32-33, 42, 52, 56, 66, 78, 105, 109, 143)

Households (p. 12-13, 54)

Housing (p. 7, 12-13, 30, 32-33, 39, 46, 56-58, 85-86, 98, 114, 141, 147, 149)

How to read this document (p. 10)

Human Services (p. 159)

I

Information Management and Technology (p. 26, 32-33, 40, 131-132, 134)

Infrastructure Strategy and Support (p. 133)

Integrated Customer Service (p. 26, 40, 80, 96)

Integrated planning and reporting (p. 4, 14, 24, 126)

Internal Audit (p. 124, 126, 128, 160-163, 164-165)

Irrigation (p. 113, 115)

J

Jobs (p. 12, 36, 60, 64, 72)

L

Labour Statistics (p. 169)

Lake Illawarra (p. 11, 32-33, 38, 50, 52, 118, 121, 135)

Land use planning and management (p. 26, 39-40, 56-58)

Language (p. 11, 13, 23, 84, 90, 157)

Legal (p. 46, 128, 153)

Leisure Centres (p. 26, 40, 111, 144, 168)

Libraries (p. 24-25, 29, 78-79, 82-92, 96, 102-103, 138, 156, 168, 173)

Local Government Area (p. 11,13, 22, 25, 36-37, 44-47, 50-53, 56-57, 60, 64-65, 67, 83, 87-88, 93, 100-101, 106, 109, 115, 120-121, 135, 145, 151)

Localised Suburbs and Places (p. 6, 36)

Lord Mayor (p. 4, 7, 11, 16, 18-19, 57, 85, 93, 109, 166)

M

Maintenance (p. 22, 30, 48, 67, 81-82, 102, 108, 133, 136, 141-142, 150-151, 154-156, 161)

Map (p. 11)

Masterplans (p. 32-33, 38, 109-110, 112-114, 118, 122)

Measuring Success (p. 59, 68, 76, 96, 116, 134)

Memorial Gardens and Cemeteries (p. 104)

Modern Slavery Act (p. 170)

N

Natural Area Management (p. 26, 40, 53, 59)

O

Open Space (p. 32, 53-54, 103, 108, 138, 140, 147, 154, 172)

Operational Plan (p. 5, 10, 13-14, 26, 29-32, 40, 44-58, 62-67, 72-75, 78-95, 100-115, 120-124, 126-133, 149)

Index

P

Parking (p. 22, 29, 33, 42, 46, 81, 98, 101, 114, 167-168)

Parks and Sportsfields (p. 112-115)

Partnerships (p. 50, 53, 143)

Places (p. 32-33, 35, 45-46, 56, 85, 98, 100, 102-103, 114, 162)

Planning (p. 4, 13-15, 17-19, 24, 26, 29-32, 36, 38-40, 42, 44-45, 48, 53-58, 74, 82, 84, 86, 94, 101-103, 106, 112-115, 120-122, 126, 129, 131-133, 138, 142, 146-151, 154, 158, 161, 167, 169, 171-174)

Pools (p. 8, 22, 25, 33, 47, 100, 105-116, 136, 147, 173)

Population (p. 12-14, 28)

Property Services (p. 26, 40, 81, 96)

Public Health and Safety (p. 100-101)

Public Interests (p. 52, 152)

Public toilets (p. 32-33, 115)

Public transport (p. 36, 118, 121-122, 136)

Purpose (p. 10, 15, 19, 25-31, 103, 105, 144, 149, 152, 157-159, 169, 174)

R

Rates (p. 26-27, 50, 78, 90, 94, 96, 108, 124, 126, 144)

Recovery and Threat Abatement Plans (p. 147-148, 170)

Regulatory Compliance (p. 26, 40, 42, 46-47)

Remuneration (p. 18, 21, 138)

Reporting (p. 4, 7, 14, 18, 24, 41, 44, 50, 72, 85, 94, 126, 135, 139, 144, 152, 159, 169)

Risk Management (p. 31-32, 39, 42, 48, 53, 128, 149-151, 160-165)

Resourcing Strategy (p. 14, 26, 32, 40)

Road safety (p. 30-31, 120, 122)

S

Safety around our schools (p. 36)

Senior Staff (p. 138, 158, 169)

Service Optimisation Program (p. 24, 78, 94-95)

Services (p. 4, 7, 11, 14, 19-24, 26, 28-29, 32-33, 40-41, 45-54, 59, 64, 66, 73-76, 80-84, 86-88, 91, 93, 95-96, 101-102, 104-108, 112, 116, 121-134, 138, 140-142, 148-150, 154, 156-159, 162, 167-170)

Significant Contracts (p. 140-142 *see Contracts awarded*)

Social support (p. 82, 96, 156)

Special Variation of Rating Income (p. 136)

Sponsorship (p. 52, 158, 166)

Statistics (p. 12-13, 169)

Statutory Reporting (p. 5, 10, 18, 135-174)

Stormwater Management (p. 31, 48, 149-150)

Strategic priorities (p. 10, 26, 36-39)

Suburbs (p. 9, 29, 36-37, 45, 50, 98, 102-103, 105-106, 173)

Supporting Documents (strategies and plans) (p. 32, 94)

Support Services (p. 26, 40-41, 82, 124, 126-134, 141, 156)

Sustainability (p. 28, 126, 136)

Sustainable Wollongong (p. 28, 32, 36)

Swimming Pool Inspections (p. 147)

T

Tourist Parks (p. 26, 32, 40, 67-68, 137, 141, 144, 161)

Transport Services (p. 25, 33, 40, 83, 120-122)

Travel (p. 13, 18-19, 167)

U

Unemployment (p. 13)

United Nations Sustainable Development Goals (p. 89)

Unsolicited Proposals (p. 166)

V

Values (p. 15, 63, 115, 120, 136)

Vision (p. 10, 14-15, 32, 90)

Volunteers (p. 8, 43, 50-51, 53, 59, 82-83, 88, 108-109, 156)

W

Wards (p. 11)

Waste Management (p. 26, 28, 38, 47, 54-55, 137)

West Dapto (p. 8-9, 25, 29-30, 32, 36-39, 57, 85, 86, 103, 106, 119, 121, 141-142, 161, 171-172)

Work Carried Out On Private Land (p. 152)

Workforce management (p. 32)

Y

Youth Services (p. 26, 29, 40, 74, 93, 96)



Our Wollongong Our Future

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

We value and protect our environment

We have an innovative and sustainable economy

Wollongong is a creative, vibrant city

We are a connected and engaged community

We have a healthy community in a liveable city

We have affordable and accessible transport



Wollongong City Council

wollongong.nsw.gov.au

Phone (02) 4227 7111

