

WOLLONGONG CITY COUNCIL

# ANNUAL REPORT

2016 - 2017



From the  
mountains  
to the sea



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## Acknowledgement of Country

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



# Welcome to Wollongong City Council Annual Report 2016-17

Welcome to Wollongong City Council's 2016-17 Annual Report. This report provides a summary of our performance over the 2016-17 financial year against the actions in the Annual Plan 2016-17 and the five year actions in the Delivery Program 2012-17 (revised 17 February 2014).

## HOW TO READ THIS DOCUMENT

The annual report comprises five main sections. The first section provides an overview of our city and Council, including the Lord Mayor and General Manager messages, and an overview of major capital works projects and financials. *Pages 5-16.*

The main body of the report contains two sections: Strategic Programs and Strategic Goals. Both sections provide an overview of our performance during 2016-17 towards achieving the five year Strategic Programs and Delivery Program Actions. *Pages 18-68.*

The fourth section of this report presents our detailed financial statements, including General Purpose Statements and Special Purpose Statements. *Attachment A-C*

The last section of the report provides additional information on legislative requirements not covered in the main body of the report. *Attachment D-E*

## HOW TO OBTAIN A COPY OF THIS DOCUMENT

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

Executive Strategy Unit  
Wollongong City Council  
Locked Bag 8821, Wollongong DC NSW 2500

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

# Wollongong Community Profile

Wollongong is located 80 kilometres south of Sydney. The local government area covers 715km<sup>2</sup>, and occupies a narrow coastal strip bordered by the Royal National Park to the north, Windang Bridge to the south, the Tasman Sea to the east and the Illawarra escarpment to the west. The primary city of the Illawarra region, Wollongong is renowned for its magnificent natural environment, ranging from untouched rainforests to dramatic rocky sea cliffs and pristine sandy beaches.

Wollongong originated from the Aboriginal word 'woolyungah', meaning five islands. The traditional owners of this land are the Dharawal people.

Wollongong enjoys a rich sense of community and cultural heritage, and shares a deep respect for the traditions of all. Regular celebrations of diverse customs add to the vibrant tapestry of community life and provide another dimension to our increasingly sophisticated city.

Known in past decades for its heavy manufacturing, the city's key industry sectors now also include retail, tourism, health, property, business services and education. It is home to the University of Wollongong and is a regional centre for the south coast.

<h2>Population</h2> <p><b>211,201</b></p> <p>ABS estimated residential population, 2016 ▲ Grown by 2,078 from previous</p>		<h2>Median age</h2> <p><b>39 ▲ (1)</b></p> <p>Regional NSW 43 ▲ New South Wales 38 ◀▶</p>	
<h2>Couples with children</h2> <p><b>30% ◀▶[-0.1%]</b></p> <p>Regional NSW 25% ▼ New South Wales 32% ◀▶</p>		<h2>Older couples without children</h2> <p><b>11% ◀▶[0.3%]</b></p> <p>Regional NSW 13% ▲ New South Wales 10% ▲</p>	
<h2>Medium and high density housing</h2> <p><b>31% ▲ [1.8%]</b></p> <p>Regional NSW 17% ▲ New South Wales 33% ▲</p>		<h2>Median weekly household income</h2> <p><b>\$1,335 ▲ [\$237]</b></p> <p>Regional NSW \$1,166 ▲ New South Wales \$1,481 ▲</p>	
<h2>Median weekly rent</h2> <p><b>\$328</b></p> <p>Regional NSW \$278 New South Wales \$384</p>		<h2>Households with a mortgage</h2> <p><b>30% ◀▶[-0.3%]</b></p> <p>Regional NSW 29% ▼ New South Wales 30% ▼</p>	
<h2>Indigenous population</h2> <p><b>2.6% ◀▶[0.4%]</b></p> <p>Regional NSW 5.5% ▲ New South Wales 2.9% ◀▶</p>		<h2>Overseas born</h2> <p><b>22% ◀▶[-0.2%]</b></p> <p>Regional NSW 11% ◀▶ New South Wales 28% ▲</p>	
<h2>Households with a mortgage</h2> <p><b>24% ▼[-0.7%]</b></p> <p>Regional NSW 26% ◀▶ New South Wales 22% ▼</p>		<h2>Language at home other than English</h2> <p><b>17% ◀▶[0.2%]</b></p> <p>Regional NSW 6% ▲ New South Wales 25% ▲</p>	
<h2>Median weekly mortgage repayment</h2> <p><b>\$449</b></p> <p>Regional NSW \$366 New South Wales \$456</p>		<h2>Households with a mortgage</h2> <p><b>30% ◀▶[-0.3%]</b></p> <p>Regional NSW 29% ▼ New South Wales 30% ▼</p>	

◀▶ No significant change since previous Census (less than ±0.5%)

▲ Increased since previous Census ▼ Decreased since previous Census

For more information visit [www.wollongong.nsw.gov.au](http://www.wollongong.nsw.gov.au) and go to Community/City Demographics - Community Profile.

# Community Vision and Values

In June 2012, Council adopted the Wollongong 2022 Community Strategic Plan, including a vision for Wollongong and set of goals.

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



To achieve the vision, six interconnected community goals, each with objectives and strategies, were created which guide Council, business and community in delivering Wollongong 2022.

- 1 We value and protect our environment
- 2 We have an innovative and sustainable economy
- 3 Wollongong is a creative, vibrant city
- 4 We are a connected and engaged community
- 5 We are a healthy community in a liveable city
- 6 We have sustainable, affordable and accessible transport.

The work of Council is informed by the Wollongong 2022 Community Strategic Plan, as well as the regulatory and business functions required to achieve Council's wider strategic objectives, as set out under various legislations and regulations. Whilst the Wollongong 2022 Community Strategic Plan sets out where the Wollongong community want to be in the future, Council's Resourcing Strategy 2012-2022 identifies matters that are within Council's realm of responsibility and our delivery program and annual plan spell out Council's plan of action for responding to these matters.

Our values define the behaviours of staff in the workplace and strongly influence all interactions with customers ensuring a consistent standard of service for all Council's customers. In everything we do, we will:

- Maintain integrity and earn trust
- Treat customers as we want to be treated
- Use the community's money wisely
- Bring out the best in each other.

# Message from the Lord Mayor

Pursuing good governance and rebuilding trust have been two of the major themes for this Council since 2011.

During the 2016-17 financial year I've been proud to work with my fellow Councillors to pursue these themes and the five main strategic goals – financial sustainability, building infrastructure for the growing population in West Dapto, reducing our environmental impact, creating better opportunities and revitalisation for the city centre and creating a connected and walkable city.

Our capital works program topped \$90 million – as we worked to improve and upgrade the city's public spaces, shared pathways, roads and community facilities.

I was delighted to be present as we broke ground for the long awaited Fowlers Road to Fairwater Drive bridge and road link. When complete, this major project will provide flood reliable access to the community members in West Dapto and also an efficient means of accessing the M1 freeway. We envisage that this project will be complete in 2020 providing a legacy for the current and future residents of the area.

Work on key projects has continued. We opened the refurbished Bald Hill at the end of 2016, and work is well underway on the Tramway (between Belmore Basin and North Beach). We continued work on the Grand Pacific Walk and then sections at Coalcliff and Stanwell Park.

We have continued to work on increasing the vitality and activation in the City Centre, with markets, events, fringe festivals as well as the Nights on Crown activity in June which lit up Crown Street Mall. You will also see more activity around the Arts Precinct – between Burelli Street and Crown Street – with bands, creative activities and an artists' hub in the Lower Town Hall. We also had wonderful autumn entertainment in this space in the Spiegeltent during April and May.

Our focus on finding ways to improve our key events has continued this financial year. I'm really proud to say that our work to make our popular New Year's Eve celebrations accessible to everyone, including those with a disability, saw us receive a Local Government Award.



Over this period we also hosted a range of major events which drew visitors to our beautiful city and adding to the city's vibrancy.

Our outdoor crews and teams continue to make sure our beaches, parks, reserves, community buildings and centres look tip top for the millions of visitors we see each year. These crews work tirelessly year round to ensure the footpaths are clean, bins empty and the rock pools and other swim centres are clean and working so they provide a great experience for visitors and community members.

This annual report includes in-depth information about the works, services and projects Council has undertaken during 2016-2017.

I'd like to thank my fellow Councillors for their hard work, visions and ideas. For the past six years, they've been committed to building a solid financial base for the organisation, enhanced community trust and sound governance. I'm proud of the work we have achieved in this past financial year in making City of Wollongong an even better place to live.

*Wollongong City Lord Mayor  
Councillor Gordon Bradbery OAM*

# Message from the General Manager

This 2016-17 Annual Report outlines our continuing work to deliver on the strategic direction and targets set out in Wollongong 2022 Community Strategic Plan.

To meet the challenges in Wollongong 2022, Council adopted a Securing Our Future program, which the Independent Pricing and Regulatory Tribunal approved a Special Rate Variation for 2016-17. Under this program we've been able to allocate more than \$90 million for local infrastructure works for this financial year. This is an exciting outcome for the city and for the future.

This year we've focused a significant part of energy on planning and building infrastructure such as roads and pathways across the city and in West Dapto, in particular. West Dapto is a key area of growth for our city with more than 50,000 people expected to move into the area over the next few decades. To meet this growing community's needs, we've been working on a number of key infrastructure projects, including the first stage of the Fowlers Road to Fairwater Drive road link. This is some of the largest infrastructure works this Council has undertaken, but it wasn't the only key project for 2016-17. This year we also began work on a multimillion upgrade of the Blue Mile Tramway Seawall and Shared Pathway at North Wollongong, and the first stage of works on the Grand Pacific Walk.

While there has been a focus on planning and building, we have also continued to maintain and improve the \$2.5 billion in assets that Council is responsible for on behalf of our community. These are as diverse as roads, footpaths, stormwater drains and pipes, libraries, parks and sporting fields, and community centres and libraries – and all of these are valued by our community.

During this year Council adopted a Recreational Master Plan for Figtree Oval; we've completed the Plan of Management and Landscape Master Plan for Mt Keira Summit Park and we've been upgrading amenities and parks using the guidelines set out in the Disability Inclusion Action Plan. We're proud of the fact our new amenities in Stuart Park, North Wollongong, have an adult change table and we are looking to introduce this facility into other amenities across the city.



In the past year, we've also upgraded the Kerryn McCann athletics track at Beaton Park, replacing the 25-year-old track.

Our city's social and cultural life continues to be a key consideration for Council. We continue to welcome a mix of locals and visitors to events such as Australia Day and Viva la Gong. Meanwhile, our vibrant city centre and beaches were enjoyed by close to one million people last year. We will continue to facilitate growth in these areas and expect to see more tourists coming to enjoy sports events and festivals, such as the Futures League Cricket or the Australian Country Cricket Championships.

NSW State Government announced a proposed merger with Shellharbour City Council and many of our staff were involved in preparing for a possible merged entity. While the proposal didn't go through, it did provide an opportunity to review our internal workings and look for more ways to improve the way we deliver services to our community.

I congratulate all our staff for the continued commitment to deliver on the goals and targets in Wollongong 2022 and their ongoing focus to make our city a great place to live, work and play.

*General Manager*

*David Farmer*

# OUR COUNCIL

## Elected Representatives

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

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

During the period under review, 15 Council meetings were held, and the agendas and minutes of these meetings are available on Council's website. In addition, 25 Councillor briefings/workshops were held.



### LORD MAYOR GORDON BRADBERRY OAM

BA, BD (Psych, Sociology and Divinity), GAICD, JP

Telephone: 02 4227 7111

Email: council@wollongong.nsw.gov.au

### Minister of the Uniting Church in Australia

First Elected in 2011. Attended 14 Council meetings and 21 briefings during the 2016/2017 reporting period.

# 16/17

## WARD 1

### LEIGH COLACINO Artist

Mobile: 0417 199 189

Email: cr.lcolacino@wollongong.nsw.gov.au

First elected in 2011. Attended 15 Council meetings and 20 briefings during the 2016/2017 reporting period.



### JANICE KERSHAW Deputy Manager

Mobile: 0407 383 927

Email: cr.jkershaw@wollongong.nsw.gov.au

First elected in 1991, re-elected 1995, 1999, 2004, 2011. Attended 15 Council meetings and 25 briefings during the 2016/2017 reporting period.

### JILL MERRIN MSc, BSc

Mobile: 0409 548 418

Email: cr.jmerrin@wollongong.nsw.gov.au

First elected in 2011. Attended 13 Council meetings and 21 briefings during the 2016/2017 reporting period.



### GREG PETTY

FCCA, GAICD, AGIA, BBS (NSWIT), JP

Company Director, Accountant, Company Secretary

Mobile: 0417 446 283

Email: cr.gpetty@wollongong.nsw.gov.au

Audit Committee member. First elected in 2011. Attended 12 Council meetings and 3 briefings during the 2016/2017 reporting period.

## WARD 2

### DEPUTY LORD MAYOR JOHN DORAHY GAICD

Sales Director Australia NZ

Mobile: 0450 917 262

Email: cr.jdorahy@wollongong.nsw.gov.au

Corporate Governance Committee member. First elected in 2011. Attended 11 Council meetings and 11 briefings during the 2016/2017 reporting period.



### DAVID BROWN

BSc, GAICD, JP

Media Consultant

Mobile: 0409 897 597

Email: cr.dbrown@wollongong.nsw.gov.au

First elected in 2002, re-elected 2004, 2011. Attended 15 Council meetings and 23 briefings during the 2016/2017 reporting period.

### MICHELLE BLICAVS MMgt, FAIST, GAICD, FSAE Company Director

Mobile: 0425 244 055

Email: cr.mblicavs@wollongong.nsw.gov.au

Audit Committee member. First elected 2011. Attended 14 Council meetings and 21 briefings during the 2016/2017 reporting period.



### GEORGE TAKACS

BSc(Hons), PhD, GAICD

Physicist

Mobile: 0419 819 337

Email: cr.gtakacs@wollongong.nsw.gov.au

First Elected in 2011. Attended 15 Council meetings and 24 briefings during the 2016/2017 reporting period.

## WARD 3

### CHRIS CONNOR MEdAdmin, GradDipEdSt (School Admin), DipT, MAICD School Principal

Mobile: 0419 545 897

Email: cr.cconnor@wollongong.nsw.gov.au

Corporate Governance Committee member. First elected in 2011. Attended 14 Council meetings and 20 briefings during the 2016/2017 reporting period.



### BEDE CRASNICH Stylist

Mobile: 0401 516 490

Email: cr.bcrasnich@wollongong.nsw.gov.au

First elected in 2011. Attended 13 Council meetings and 4 briefings during the 2016/2017 reporting period.

### ANN MARTIN BM BA(Visual Arts), MFA, MPlan, GAICD Artist / Planner

Mobile: 0419 720 919

Email: cr.amartin@wollongong.nsw.gov.au

First elected in 2011. Attended 14 Council meetings and 24 briefings during the 2016/2017 reporting period.



### VICKI CURRAN

GAICD

Juvenile Justice Support + Community Advocate

Mobile: 0419 691 688

Email: cr.vcurran@wollongong.nsw.gov.au

First elected in 2011. Attended 13 Council meetings and 6 briefings during the 2016/2017 reporting period.

# Expenses and Provision of Facilities to Councillors

The Lord Mayor and Councillors are paid an annual fee that is within the limit set by the Local Government Remuneration Tribunal. Council has adopted a policy on the payment of expenses and provision of facilities. The policy outlined in Attachment E depicts the services and facilities provided to the Lord Mayor and councillors to enable them to discharge their civic duties.

The total cost on payment of fees and expenses and on the provision of facilities to the Lord Mayor and Councillors (from 1 July 2016 to 30 June 2017) is **\$505,350.02** and consists of the following:

Fees **\$449,390.00**

Expenses and Facilities **\$55,960.02**

Specific costs as required by Clause 217 of the Local Government (General) Regulation 2005 are as follows:

- i. Provision of facilities - **\$8,588.99**
- ii. Telephone calls - **\$1,862.48**
- iii. Conferences and seminars - **\$22,634.95** \* includes interstate conferences and seminars
- iv. Training and skills development - **\$515.30**
- v. Interstate travel - **\$Nil** (non-conference related)
- vi. Overseas travel - **\$1,765.76**
- vii. Partner, spouse or accompanying person - **\$359.37**
- viii. Care of child or immediate family member - **\$Nil**

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





## Major Capital Works Projects 2016-17

Wollongong City Council is the custodian of approximately \$2.5 billion in assets, on behalf of the community. During 2016-17, Council completed a capital works program of \$90.8 million worth of works on over 600 projects across the local government area. This includes \$63.7 million on asset renewal works, and \$26 million on asset upgrades, and the construction and purchase of new assets.

In addition, Council recognised (ie. adding to the asset register) a further \$29.4 million of contributed assets (eg. roads and drainage in new subdivisions).

The following is a summary of the program expenditure, highlighting some of the major projects undertaken in the financial year.

	2012-13	2013-14	2014-15	2015-16	2016-17
Capital Works*	\$53.94M	\$86.20M	\$85.80M	\$82.70M	\$90.8M

### Major Capital Projects

- Lower Tramway Sea Wall and Shared Path (in progress) \$3.74 million
- Completion of Bald Hill Reserve Upgrade \$2.73 million
- Shareway adjacent to North Wollongong SLSC \$606,000
- Cliff Road to Continental Pools staircase renewal \$570,000
- Continuing Grand Pacific Walk, Coalcliff (in progress) \$619,000.

### Buildings

182 projects

\$17.96 million spent including:

- Market Street Carpark Refurbishment \$1.93 million
- Central Depot Lunchroom and Amenities Upgrade \$1.05 million
- Stuart Park amenities replacement \$1.01 million
- Galvin Park shelters replacement \$556,000
- North Dalton Park Amenities Upgrade \$398,000
- Figtree Oval Grandstand Refurbishment \$242,000.

### Roads and Related Assets

306 projects

\$17.31 million spent including:

- Road reconstruction and resurfacing projects \$14.45 million
- Judbooley Parade foreshore retaining wall \$606,000
- Traffic signals at intersection of Central Road and Blackman Parade, Unanderra \$269,000.

### Waste Facilities

14 projects

\$8.04 million spent including:

- Works on new landfill cell at Whytes Gully \$6.53 million
- Community Recycling Centre \$848,475
- Whytes Gully minor works and amenities \$355,688
- Whytes Gully Leachate Treatment System \$84,836.

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

7 projects

\$6.25 million spent including:

- Major mobile plant \$3.52 million
- Motor vehicle replacement \$1.87 million
- Purchase of Home and Community Care bus \$681,830
- Minor plant and equipment \$102,047

### **Footpaths and Cycle Ways**

146 projects

\$4.50 million spent including:

- Austinmer commercial area \$636,000
- Thirroul commercial area \$628,000
- Crown Street West footpath upgrade \$505,000
- Bourke Street, North Wollongong \$496,000
- Kanahooka Road Shareway \$316,000

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

90 projects

\$4.35 million spent including:

- Kerryn McCann running track resurfacing \$512,000
- Nicholson Park Playground replacement \$454,000
- Guest Park Skatepark renewal/upgrade \$442,000
- Kanahooka Park Playground replacement \$359,000
- Keira Cricket Pavilion and Amenities \$317,000

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

155 projects

\$4.27 million spent including:

- Pipe relining projects \$1.12 million
- Voluntary purchase of flood affected property at 17 Wilfred Street, Dapto \$722,000
- Foothills Dam, Mount Ousley channel lining \$311,000
- Cosgrove Avenue, Keiraville debris control structure \$168,000

### **Beaches and Pools**

42 projects

\$2.83 million spent including:

- Woonona Rock Pool concourse replacement, \$609,000
- Corrimal Beach dunal reshaping, \$235,000
- Gentlemen's Rock Pool shell refurbishment, \$226,000
- Port Kembla Pool saltwater intake extensions, \$209,000

### **Car Parks**

27 projects

\$2.13 million spent including:

- Murphys Avenue, Gwynneville roadside car park \$261,000
- Stuart Park, North Wollongong off road parking \$108,000

### **Bridges**

19 projects

\$2.07 million spent including:

- Yallah Bay Road, Yallah \$464,000
- Farrell Road pedestrian bridge Bulli \$390,000
- Stuart Park footbridge \$357,000
- Princes Highway bridge over Cabbage Tree Creek \$354,000

### **Commercial Operations**

29 projects

\$1.48 million spent including:

- Windang Tourist Park cabins and driveways \$489,000
- Bulli Tourist Park ensuites \$352,000

### **Natural Areas**

29 projects

\$0.16 million spent including:

- Korrungulla Wetland entry upgrades \$5,800
- Gleniffer Brae external lighting upgrades \$52,000

### **Library Books**

\$1.13 million spent on library materials for loan (both physical and online materials) and for in-library reference use.

# Financial Overview

Wollongong City Council manages over 117 services and more than \$2.5 billion in assets, including land, roads, footpaths, stormwater drains and pipes, community buildings, libraries, parks, sporting fields and swimming pools. During 2016-17 we had a total income of \$324.5 million, including rates, user fees and charges, and grants and contributions; and spent \$255.1 million on services and assets that benefit the community.

## FINANCIAL SNAPSHOT

### WHERE DOES THE MONEY COME FROM?

TOTAL \$324.53M



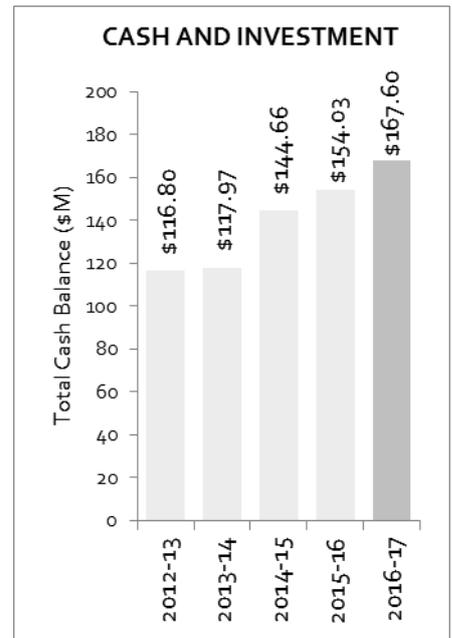
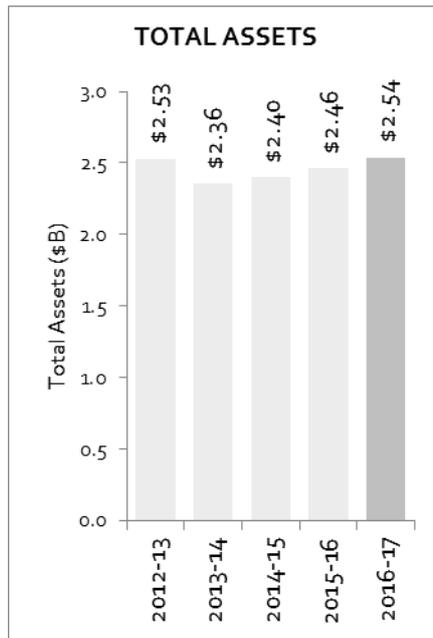
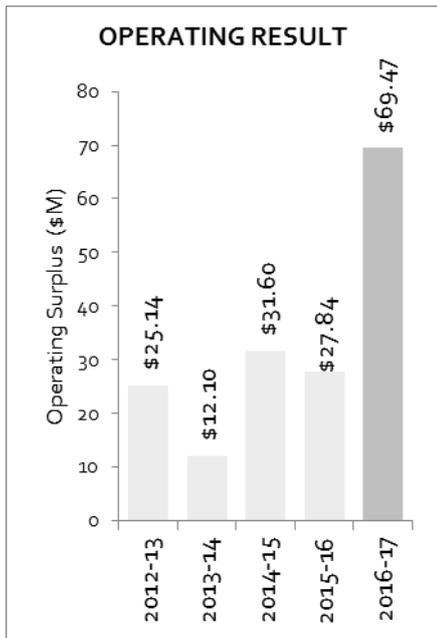
### WHERE DOES THE MONEY GO?

Rates and charges collected by Council help fund more than 117 services and programs. **For every \$100 of expenditure\*, Council delivers the following services:**

<b>\$18.02</b> Waste Management	<b>\$17.27</b> Transport Services	<b>\$9.52</b> Parks and Sportsfields	<b>\$6.07</b> Aquatic Services	<b>\$5.69</b> Stormwater Services
<b>\$4.98</b> Libraries Services	<b>\$4.22</b> Infrastructure Planning & Support	<b>\$3.47</b> Governance and Administration	<b>\$3.06</b> Cultural Services	<b>\$3.06</b> Human Resources
<b>\$2.39</b> Integrated Customer Service	<b>\$2.31</b> Emergency Management	<b>\$2.25</b> Community Facilities	<b>\$2.12</b> Financial Services	<b>\$1.76</b> Development Assessment
<b>\$1.70</b> Botanic Garden & Nursery	<b>\$1.68</b> Information & Communications Technology	<b>\$1.49</b> Natural Area Management	<b>\$1.41</b> Public Relations and Community Engagement	<b>\$1.04</b> Corporate Strategy
<b>\$1.02</b> Regulatory Control	<b>\$0.95</b> Environmental Services	<b>\$0.90</b> Land Use Planning	<b>\$0.76</b> Youth Services	<b>\$0.72</b> Community Programs
<b>\$0.70</b> Economic Development	<b>\$0.65</b> Leisure Centres	<b>\$0.60</b> City Centre Management	<b>\$0.19</b> Public Health	

**TOTAL \$100**

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



## INCOME STATEMENT

The income statement identifies income and expenses for 2016-17. As at June 2017, Council's operating result was \$69.47 million. The operating surplus of \$69.47 million was \$36.55 million higher than original budget, primarily due to recognition of contributed assets, early receipt of the first two quarters of the 2017-18 Financial Assistance Grant and consistent levels of expenditure.

## BALANCE SHEET

The balance sheet identifies what Council owns as assets, what it owes as liabilities and its net worth position (equity). As at June 2017, Council managed \$2.54 billion worth of total assets.

## CASH FLOW STATEMENT

This statement provides a summary of Council's cash receipts (inflow) and cash payments (outflows) during the year. The closing cash balance as at 30 June 2017 was \$167.6 million. This represents a \$13.6 million increase from the previous year, primarily due to a favourable operating result.

## EXTERNAL FUNDING

In 2016-17 Wollongong City Council received \$43.37 million in federal and state government funding, including the early receipt of the first two quarters of the 2017-18 Financial Assistance Grant (\$9 million). When adjusted for this prepayment, external funding decreased slightly compared to 2015-16 when Council received \$40.51 million in federal and state government funding. This is primarily due to reduced capital grants and contributions received during the year. Some of the funding received this financial year includes:

- \$0.76 million received for footpaths and cycle ways
- \$4.98 million for roads and bridges
- \$2.52 million for community transport.

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

# Five Year Summary of Key Statistics

	2012-13	2013-14	2014-15	2015-16	2016-17
Total number of residents*	203,181	205,231	206,794	208,875	211,201
Total number of ratepayers	78,292	78,985	79,316	79,881	81,005
Rates levied (income)	\$123.3M	\$127.6M	\$137.8M	\$146.4M	\$158.1M
Average general residential rate	\$1,135.62	\$1,174.95	\$1,249.30	\$1,333.12	\$1,417.99
Increase in average residential rate	3.40%	3.46%	6.33%	6.71%	6.37%
State government rate ceiling	3.6%	3.4%	2.3%	2.4%	1.8%
Specific purpose grants revenue (incl. capital and operating)	\$14.0M	\$22.0M	\$16.0M	\$21.29M	\$15.21M
Available working funds balance	\$31.5M	\$24.5M	\$17.4M	\$10.4M	\$27.0M
Operating performance ratio	-4.43%	-6.53%	2.31%	0.87%	10.74%
Debt service ratio	1.71%	2.68%	2.73%	3.25%	3.18%
Asset maintenance ratio	0.70	0.78	0.97	0.97	0.98
Capital Works Program	\$53.9M	\$86.2M	\$85.8M	\$82.7M	\$90.8M
Number of employee (permanent FTE)	996.3	1,008.2	1029.8	1046.27	1045.92
Population per employee ( permanent FTE)	212.3	203.6	200.8	199.6	201.9
Governance + Admin expense per capita	\$221.02 <sup>#</sup>	\$139.14 <sup>#</sup>	\$143.91	\$166.62	\$198.87
Environmental expenditure per capita	\$267.20 <sup>#</sup>	\$272.05	\$281.48	\$280.17	\$290.87
Community services, education, housing, amenities expenditure per capita	\$126.00 <sup>#</sup>	\$132.01	\$137.74	\$143.04	\$134.33
Recreational + Culture expenditure per capita	\$245.78 <sup>#</sup>	\$263.24	\$249.99	\$261.66	\$257.50
Public order, safety + health expenditure per capita	\$75.54 <sup>#</sup>	\$74.03	\$69.96	\$73.99	\$75.56
Roads, bridges and footpath expenditure per capita	\$177.50 <sup>#</sup>	\$229.86	\$224.91	\$238.62	\$192.10
Material diverted from landfill (Domestic waste collection)	46.6%	47.0%	47.6%	46.9%	46.3%
Development applications assessed	1,328	1,388	1479	1,462	1,419
Wollongong Botanic Garden visitation	346,517	393,468	440,929	481,214	451,652
Wollongong City Gallery visitation	78,128	99,915	83,727	80,488	87,328
Illawarra Performing Arts Centre and Town Hall visitation	116,120	107,790	103,316 <sup>^</sup>	131,231	113,694
Library visitation	931,207	969,207	1,103,454	1,008,330	981,551
Pools attendance	1,037,083	1,086,412	1,075,193	1,175,667	1,219,485

\* Estimated Resident Population figure - Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled by .id

<sup>#</sup> Note: The allocation of costs between the services has varied over the reporting period making direct comparison at this level inaccurate.

<sup>^</sup> In June 2014, Murrumbidgee Theatre Company took over the management of the Wollongong Town Hall.

# About Wollongong City Council

## ROLE

Wollongong City Council’s statutory role is to:

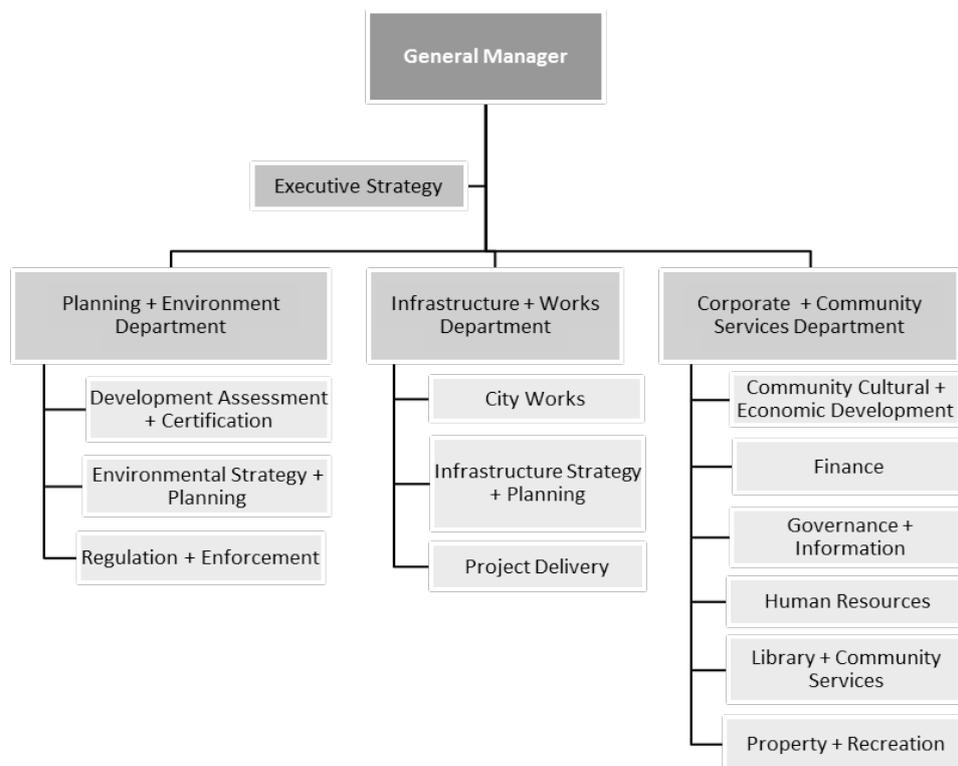
- provide appropriate services and facilities for the community
- exercise community leadership
- manage, develop, protect, restore, enhance and conserve the environment
- have regard to the long term and cumulative effects of its decisions
- be a custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible
- raise funds for local purposes
- keep the community informed about its activities
- exercise its regulatory functions consistently and without bias, and
- be a responsible employer.

## STRUCTURE

Council is the governing body that appoints the General Manager.

Three directors (Planning + Environment - *Future City and Neighbourhoods*; Infrastructure + Works - *Connectivity, Asset and Liveable Cities*; and Corporate + Community - *Creative, Engaged and Innovative City*), along with the General Manager, form the Executive Management Committee (EMC).\*

This committee has responsibility for the direction of operations in accordance with the delivery program and annual plan. Twelve senior managers are responsible for the day to day implementation of Council’s delivery program and annual plan, as well as compliance with Council’s policies and statutory requirements.



\* On 26 June 2017, Council resolved to adopt a change in the Organisational Structure by removing the role of Director Corporate + Community Services and creating the roles of Director Community Services and Director corporate Services creating a four directorate structure to be formally reviewed by the incoming Council in accordance with legislative requirements.

## EXECUTIVE MANAGEMENT COMMITTEE

The Executive Management Committee (EMC) meets on a weekly basis to oversee policy development, strategy and the overall management of Council. Members of EMC attend all Council meetings and provide information and advice enabling Council to make informed decisions on strategic and policy issues.

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

### Senior Managers Remuneration

As determined by a resolution of Council in September 2012, the General Manager, three directors and 13 senior managers are defined as senior staff under the Local Government Act (sec 332). The remuneration packages of senior staff include the:

- total value of the salary component of the package
- 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 Council by way of fringe benefits tax for any such non-cash benefits, and
- total amount of any bonus, performance or other payments that do not form part of the salary package.

Position	Period	Total Value \$
General Manager	1-7-16 to 30-6-17	384,470
Directors (3) Corporate + Community - Creative, Engaged + Innovative City Infrastructure + Works - Connectivity, Asset and Liveable Cities Planning + Environment - Future City and Neighbourhoods	1-7-16 to 30-6-17	808,103
Senior Managers (13) Manager Property + Recreation; Manager City Works; Manager Infrastructure, Strategy + Planning; Manager Project Delivery; Manager Library + Community Services; Manager Governance + Information; Manager Finance; Manager Community, Cultural + Economic Development; Manager Human Resources ; Manager Environmental Strategy + Planning; Manager Development Assessment and Certification; Manager Regulation + Enforcement; General Counsel.	1-7-16 to 30-6-17	2,522,409

## OUR PEOPLE

As of 30 June 2017, Council position establishment (full time equivalent) included:

- 1045.92 FTE permanent positions (including provisional positions)
- 145.61 FTE temporary and fixed term positions, and
- 66.11 FTE cadet/apprentice/trainee positions.

Our staff is primarily aged 45 years and over (60%) (excluding casuals), with a gender balance of 47% female and 53% male organisationally (excluding casuals).

The majority of our staff are positioned at the operational level (95%) with senior management representing 1.3% of our workforce.

# Integrated Planning and Reporting Framework

In accordance with the Local Government Act 1993 and Local Government (General) Regulation (2005), all local councils in New South Wales are required to report under the Local Government Planning and Reporting (IP&R) Framework.

Wollongong City Council transitioned to IP&R in June 2012 with the endorsement of its first Community Strategic Plan, Wollongong 2022. This Strategic Plan is supported by Council’s Resourcing Strategy, Delivery Program and Annual Plan.

Council reports on progress towards achieving the Delivery Program and Annual Plan in its Quarterly Review Statements, Budget Review Statement and Annual Report. Achievements towards Wollongong 2022 Community Strategic Plan are reported in our Council End of Term Report 2012-17.

The following diagram demonstrates Council’s planning and reporting framework.



# STRATEGIC PROGRAMS

Our councillors have made a commitment to support our organisation and the community in making Wollongong a better place to live, work, visit and play. To focus Council's attention to achieve this, councillors agreed to five strategic programs; which were outlined in the Delivery Program 2012-17.

Financial  
Sustainability

West Dapto  
Urban Release

Waste  
Management

City Centre  
Revitalisation

Connectivity  
/ Walkability



## Financial Sustainability

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

Project Sponsor: General Manager

Project Manager: Executive Manager Strategy

Strategic Program Progress:

✓ On Track

Council's aim continues to be the achievement of financial sustainability whilst maintaining current service and infrastructure levels without unplanned increases to rates or disruptive cuts to services. The Securing Our Future Financial Sustainability Program adopted in 2013 was finalised by Council at the December 2016 Quarterly Review, having achieved overall targets ahead of schedule, and without the need to pursue high impact service adjustments. As a result of the program, Council has seen significant positive improvements in its financials. During 2016-17 Council has delivered overall improvements in excess of the planned efficiency targets and has achieved a targeted breakeven result for the third time ahead of target. Essential to the result was Council's continuous improvements implemented to meet the requirements outlined in the Securing Our Future Program and the 2016-17 Annual Plan.

The Financial Strategy has been monitored and reviewed through various reporting processes including monthly reporting, quarterly review process, and development and review of the long term financial projections that support the annual plan and delivery program. A rigorous review of the 2016-17 budget in the context of the 2015-16 actual result and ongoing review of current year trends has supported the achievement of the efficiency target for 2016-17 and early realisation of all remaining future years target identified in the Securing Our Future Program. Council has also generated additional surplus funds from non-recurrent improvements that have been transferred to the strategic projects restricted cash for future use.

Delivery of the 2016-17 Capital Works Program expended \$59.4 million on renewal of assets with revenue made available to capital of \$79.8 million (equivalent to a forecast of 122% relative to the target). This significant investment in asset renewal and replacement reflects the outcomes from Council's Securing Our Future Program, utilising additional funds sourced from operational savings, efficiency gains, relevant grant funding and the special rate variation on asset renewal. Council's *Fit for the Future* review project highlighted a continuing distribution of increasing capital funds to renewal into the future. The 2017-18 capital budget forecasts an allocation of revenue of \$53 million with a total renewal expenditure of \$63 million.



## West Dapto Urban Release

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

Project Sponsor: Director Planning and Environment | Future City and Neighbourhoods

Project Manager: Manager Project Delivery

Strategic Program Progress

✓ On Track

In October 2016, Council received feedback from IPART on the draft West Dapto Section 94 Development Contributions Plan. In April 2017, Council considered the IPART review of the draft West Dapto Section 94 Plan and resolved to forward the revised draft plan to the Minister of Planning for endorsement. The draft plan is a key document for the West Dapto Urban Release Area as it provides the mechanism to collect development contributions to fund essential local infrastructure. Council is awaiting advice from the Minister on the future infrastructure funding arrangements for West Dapto.

Works commenced on Stage 1A (bulk earthworks and drainage works) of the Fowlers Road to Fairwater Drive 1.3km road link. This important road connection will form one of the key access roads for the West Dapto Urban Release Area and will provide the future community with a new flood reliable access road.

In addition, detailed designs were completed for the realignment of Darkes Road which will allow the current bridge to open to two way traffic flow. Works are expected to commence in the first quarter 2017-18 program. Detailed designs were also completed and construction commenced on the Baan Baan Street extension to improve traffic circulation in the Dapto CBD area.

Concept road designs have been prepared for key Section 94 funded local roads within West Dapto, including:

- West Dapto Road including Darkes and Sheaffes roads
- Wongawilli Road
- Jersey Farm Road
- Cleveland Road
- Marshall Mount Road.

During the year, three neighbourhood plans were submitted for assessment. Two of the plans were subsequently combined with a third precinct to create a combined neighbourhood plan covering some 2,200 proposed lots to the west of Shone Avenue. To date, Council has approved 10 neighbourhood plans for some 3,400 lots, and approved development applications for subdivision creating over 1,000 lots.



## Waste Management

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

Project Sponsor: Director Infrastructure and Works | Connectivity Assets and Liveable City

Project Manager: Manager City Works and Services

Strategic Program Progress

✓ On Track

This is an exciting time for waste and resource management with significant improvements derived out of our waste strategy either in planning or under way. The continued implementation and realisation of these strategic goals will ensure that our city moves towards sustainable resource management for the benefit of our community and for the benefit of future generations. The progress made on some key projects includes:

- New community recycling centre development: Construction has substantially progressed for this much anticipated project that when open, will accept a variety of problem household wastes including paint, gas bottles, fire extinguishers, motor and other oils, batteries, smoke detectors and fluorescent lights.
- New leachate management system at Whytes Gully: A complete laboratory analysis was completed during the financial year to better understand the leachate (waste impacted water) present at Whytes Gully in order to improve the way we capture and treat this by-product of landfill.
- Environmental rehabilitation of Helensburgh landfill: Scientific analysis was completed into the proposed rehabilitation construction materials to measure and verify the potential long term impacts to the environment from the selected materials. Care was taken to ensure that the individual materials and the interactions between the materials will not have any negative short or long term impacts on the environment. This project, when complete, will be an example of best practice landfill rehabilitation.
- New and ongoing arrangement for landfill gas extraction and power generation at Whytes Gully: Gas flaring and quality and quantity investigation continued at Whytes Gully. Using this information, a tender is being designed that will facilitate a larger project reach and improved environmental outcomes. The gas captured and beneficially treated over the year has had the same impact as removing 3,500 cars from our roads. The plans to expand this program in future years will yield an even greater reduction in greenhouse gasses.
- Construction of new landfill cell stages at Whytes Gully: Stage 2 construction of the new landfill commenced during the financial year. When complete, the new landfill cell will allow Council to continue to collect and safely dispose of waste materials generated by our residents.
- Greenhouse gas emissions reduction projects: This program is helping to reduce Council's greenhouse gas emissions by establishing and delivering an array of projects that provide carbon abatement. Various projects that have the potential to reduce Council's carbon footprint were progressed during the year. The largest project under way was the Whytes Gully landfill gas capture and flaring project which successfully stopped approximately 660 tonnes of methane gas from being released into the atmosphere. Other carbon abatement projects including solar photovoltaic cell installations and high efficiency lighting upgrades were also completed.



## City Centre Revitalisation

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

Project Sponsor: Director Corporate and Community Services | Creative, Engaged and Innovative City

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

Strategic Program Progress

✓ On Track

Council has continued to deliver a coordinated approach to the City Centre Revitalisation Strategy across the financial year. 'A City for People' (endorsed May 2016) is the next instalment in the strategic direction to deliver a high quality liveable city, building on the 2007 Revitalisation Vision which sets a 25 year strategic framework for the city centre. Projects undertaken throughout the year include:

- Completion of footpath upgrades within the Western Crown precinct between Railway Parade and Atchison Street.
- Footpath improvements in Market Street, between Regent and Young Streets.
- Implementation of Crown Street Mall Activity Policy.
- Continuing to deliver a program of activation and events within the city centre in partnership with a variety of stakeholders to improve amenity and perceptions of the city centre - science workshops, children's participatory activities, Chinese and Lunar New Year celebrations, 'Nights on Crown - lights and bites on a winters eve' pilot, Extended Christmas program including Carols event, illuminated decorations, tree lighting street party and schools performance day. Utilised the Crown Street Mall banner poles as platform for 'art banners' featuring work from the Wollongong Art Gallery collection. Wonderwalls festival delivered several new murals throughout city centre with a focus on Western Crown, and Piccadilly building. Summer Sessions brought music to the Mall on January week days, alongside the temporary Installation of decorative play decals throughout the Mall for children to engage with. Both 'Say it Sing It' and 'Open Mic night' provided the opportunity for community engagement within Crown Street Mall within an evening environment.
- Ongoing work with Police and local business to deliver anti-social strategy for Crown Street Mall which has seen a reduction in anti-social behavior. A key focus area has been safety with the finalisation of the graffiti removal contract and the establishment of the Safer City Working Group. Council, the Local Area Police Command, Wollongong Central Management and community groups are working together to deliver a positive public domain in the Mall for all our community stakeholders.
- Expansion to the city centre free Wi-Fi to include Corrimal Street between Market and Burelli streets and Keira Street between Smith and Crown streets. A review of the service found it has enhanced community use of the city centre and bolstered the local economy via visitation and social media reach.
- Commencing a 'renew initiative' for eastern end mall businesses.
- Rail Arrival Quick Win in partnership with State Rail has delivered directional and welcoming signage, which is garnering positive feedback from end users and taxi drivers.
- Delivering colourful seating to improve amenity within the arts precinct alongside a multi-use 'arts container' cultural venue.
- Completing City Centre Markets review and continue to manage contract deliverables and support operations of Thursday night Eat Street and Friday Forage markets within Crown Street Mall.



## Connectivity / Walkability

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

Project Sponsor: Director Infrastructure and Works | Connectivity Assets and Liveable City

Project Manager: Manager Infrastructure Strategy and Planning

Strategic Program Progress

✓ On Track

During 2016-17 Council continued its strong focus on planning and delivering actions to improve the connectivity and walkability of the city. Key strategies with clear implementation programs include the:

City of Wollongong Bike Plan, adopted by Council in 2014, the Disability Inclusion and Access Plan (2016) and the Transport Asset Management Plan. At a precinct or local level, town and village plans (e.g. Unanderra, Warrawong, Corrimal, Dapto, Figtree, Gwynneville – Keiraville, etc.), access and movement strategies and local pedestrian access and movement plans guide local projects.

To strengthen this strategic framework, during 2016-17, Council completed the Draft Wollongong Pedestrian Plan and this will be presented to Council in the first half of 2017-18 for endorsement to go on public exhibition.

During the year significant design and construction work has continued with the following major projects:

- The design of the Smith and Kembla streets on road cycle way, which will provide dedicated access for cyclists into the city centre, is continuing with community consultation forecast later in 2017.
- Option selection and design work is also progressing on the Smith Street shared path rail underpass, with funding submissions made to Transport for NSW for the rail underpass construction.
- Construction for the Tramway Seawall and shared path has commenced.
- Ongoing delivery of Council's rolling footpath, cycleway and traffic facilities capital and maintenance programs.



## *Goal 1*

### *We Value and Protect our Environment*

As a community we value our heritage and protect our natural environment. We have enhanced our wildlife corridors and the city's unique natural beauty through a green network that connects the escarpment to the sea. We manage our resources effectively and attract visitors to play and stay with minimal impact on the environment.

Our beautiful city is well maintained and cared for, and the urban environment not only complements the city's natural qualities and assets, but assists in managing population growth and urban expansion in a sensitive and sustainable way.

We have the capacity to deal with the many pressures facing our unique environment, such as sea level rises and other climate change related issues. We balance the need for development with the desire of the community to protect our natural environment.

#### **COUNCIL'S ROLE**

Council is one of many organisations working with the community to protect our environment and promote its value. Our role in protecting our natural environment involves planning, assessing, undertaking regulatory inspections and activities, and providing a variety of programs such as Bushcare, Fiready and Greenplan.

Council also has a significant role in the protection and promotion of our local and Indigenous heritage. This includes the delivery of the Heritage Assistance Grant Program, and working with other agencies to provide and support a diverse range of heritage education and promotion programs.

# Summary of 2016-17 Actions

## ANNUAL DELIVERABLE PROGRESS

On Track/ Ongoing	Not Scheduled to Commence	Delayed	Deferred	Completed (Project Only)
92.2%	0%	6.3%	0%	1.6%

An overview of how we worked towards achieving the community's goal of valuing and protecting our environment through the five year delivery program actions and annual plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Programs – West Dapto Urban Release (page 19) and Waste Management (page 20).

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

	2012-13	2013-14	2014-15	2015-16	2016-17
Participation in Environmental Programs	37,531	58,341	41,462*	35,349*	44,817
Plants Propogated by Wollongong Botanic Garden Nursery	73,924	73,399	63,772	64,896	74,280
Plants Distributed via Greenplan, external sales, landscape sales, Bushcare, Fiready, Dunecare and Botanic Garden collection	74,026	65,505	67,623	68,678	79,291
Rubbish Collect from Clean Up Activities ^	74	103	67	53	60
Total Domestic Material to Landfill (tonnes)	45,482	46,059	46,870	47,681	49,158

\* Numbers dropped during 2014-15 and 2015-16 due to a reduction in grant funding for events (withdrawal of WaSIP funding)

^ Measures the tonnage collected from Environment Strategy & Planning Community Service Program, Rise & Shine and Clean Up Australia Day. A significantly higher amount of material was collected in 2013-14 as a result of concentration on removing large heavy items from bushland i.e. cars, concrete, engine blocks, etc

## Community Environmental Programs

Community environmental programs are conducted to improve the awareness of our local environment through bush regeneration, tree planting, waste education as well as the removal of waste and litter from various locations across the city. A total of 44,817 people participated in Council environmental programs during 2016-17. Some highlights from these programs include:

- Rise and Shine Program - 115 community groups undertook 178 individual clean ups with a total amount of 1,515 participants and a massive 14.77 tonnes of rubbish collected during the three months of spring.
- Clean Up Australia Day - 46 registered sites with 46 community groups participating, 8 businesses, and 42 schools. A total of 11,050 participants picked up over 9 tonnes of rubbish from waterways, bushland, beaches and roadsides.
- Enviro 16 Activities - 1 September at Wollongong Botanic Garden to coincide with the Launch of Rise and Shine's 31<sup>st</sup> Anniversary. A total of 800 year 5/6 students from 17 schools participated.
- National Recycling Week – almost 700 residents participated in a number of educational activities throughout the week.
- International Composting Week – 194 residents participated in composting, worm farming and Bokashi workshops throughout the week.
- Giant Car boot sales - 2 car boot sale events with 109 sellers, with greater than 6,000 buyers attending both events and greater than 5,000 items sold.
- Garage Sale Trail – greater than 3,200 people participated in garage sales on the day.
- Chemical Cleanout – 836 people participated and dropped off over 30,000kgs of chemicals.
- Clean Bin movie screening – was presented by Tim Silverwood and was attended by 63 residents.
- Locally Grown, Locally Thrown bus tour – 21 people participated in the tour.
- Waste Wise Events – 28 waste wise events were held with a diversion rate of greater than 77%.
- Greenplan continued to refine its subsidised service toward growing more local natives only, and this is having a significant biodiversity benefit. Greenplan customers planted 21,887 local native plants in residential properties across the city.

## **Greenhouse Park**

Maintenance and community garden work continued at Greenhouse Park during 2016-17 with 71 full time volunteers performing 11,532 voluntary hours. Greenhouse Park also had 142 casual volunteers that performed 292 hours of voluntary work. World Environment Day events and native bee workshops were educational highlights, including a successful pilot on bee keeping with the deaf community, which was very well received.

## **Regional Illegal Dumping (RID) Program**

Council's RID Program has successfully achieved reductions in the quantities of waste being illegally dumped at a number of known 'hot spots' by the introduction of physical measures relevant to the individual sites. These included a camera and signage posted at 50 Doyle Avenue Unanderra, the installation of signs notifying the public of the closure of the metal waste recycling business previously operating at Five Islands Road Cringila, the installation of concrete blocks with wire cable and a gate at Nixon Place Helensburgh restricting access to this Crown Land area.

Additional signage has also been placed around the Wollongong Local Government Area (LGA) to assist in educating the public about illegal dumping. Further educational activities were undertaken by handing out RID flyers during an asbestos awareness program as part of an initiative with Wollongong Bunnings and Council.

Multi-agency task force inspection consisting of the NSW Police, NSW Water, Fisheries, National Parks & Wildlife Service and Wollongong City RID continue to be undertaken within and around the roads of the catchment area. Targeting these more remote areas provides a holistic approach in addressing illegal dumping throughout the LGA.

Council's Kerbside Compliance Officer investigates matters relating to non-compliant kerbside bookings/illegal dumping which often involve multi-unit residential blocks. To combat these particular incidents flyers have been developed for the distribution in letter boxes of the unit blocks and other affected residences, which provides Council's contact number for any information about illegal dumping in front of the unit complex/premises.

Working relationships have also successfully been established with organisations such as Strata Management agencies, Department of Housing and other government organisations to combat illegal dumping on the kerbside out the front of premises. This initiative has resulted in Council receiving many thankful responses from members of the public affected by this issue for achieving the quick resolution to their concerns.

## **Floodplain and Stormwater Management**

Council continues to work with Office of Environment and Heritage to scope and seek funding for identified projects supporting floodplain and stormwater management programs. During 2016-17 Council received grants for:

- The concept design of the lowering of the Gurungaty Causeway designed to improve flooding in south Wollongong
- The Towradgi Creek Floodplain Risk Management Study and Plan review
- The Hewitts Creek Floodplain Risk Management Study and Plan review
- Investigation and Concept Design – Ursula Road Scheme
- Concept Design of the Bellambi Gully West Street Basin
- Concept Design of McMahon Street Basin
- Voluntary Purchase of 17 Wilford Street, Corrimal.

During 2016-17, works on flood mitigation and stormwater projects included:

- Construction completed at:
  - pit construction at 88 Popes Road, Woonona
  - pipe reconstruction at 38 Westmacott Parade, Bulli
- Construction commenced at:
  - pit reconstruction at Gwyther Avenue, Bulli.

Designs works completed for:

- pipe reconstruction at 2 Toorak Avenue, Mangerton
- outlet structure reconstruction at corner Lawrence and Carrington Street, Woonona
- GPT access track at Nyrang Park, Keiraville.

### Conduit Blockage Policy

Council adopted the revised Conduit Blockage Policy in mid-2016. Since then, the Department of Planning and Environment has indicated they do not object to the new policy and it can now be used to support development applications in accordance with Council resolutions.

As a result Council has commenced a significant review of all its flood studies and floodplain risk management plans. The following summarises the status of each flood study, or floodplain risk management study projects (FPRMP):

- Towradgi Creek FPRMP. Commenced
- Allans Creek Flood Study. To be commenced August 2017.
- Collins Creek Flood Study. Commenced
- Brooks Creek Flood Study. Close to completion- community consultation in September/October 2017
- Duck Creek Flood Study. Commenced
- Minnegang Creek Flood Study. To be commenced in October/November 2017 - study area to include Warrawong
- Wollongong City Flood Study. Commenced
- Hewitts Creek FPRMP. Commenced
- Fairy/Cabbage Creeks Flood Study. To be commenced in September 2017
- Mullet Creek Flood Study. Close to completion- community consultation in September/October 2017.

### INTERESTING DATA:

- over 242ha at 113 sites where natural area restoration works was undertaken
- Over 9,085 hours contributed by volunteers through the Bushcare, Dunecare, Fiready and other environmental programs
  - Bushcare 63 groups, 310 volunteers, 8,463 hours
  - Dunecare 6 groups, 16 volunteers, 164 hours
  - Fiready 9 groups, 24 volunteers, 458 hours
- 97 registered asset protection zone sites - bushfire hazard reduction works undertaken
- 1,442 tree applications processed, 101 breach investigations related to Council's Tree Management Permit Policy.
- Electricity and gas consumption associated with high use sites decreased between 2015 and 2016 by around 128,000 kWh and 2,000,000 MJ respectively.
- 7,600 approx. students attended surf education sessions
- \$37,500 Heritage Assistance Fund Grant allocated to 10 properties (8 projects were completed)
- 5,909 visits to Illawarra Remembers website (increase of 8% from 2015-16)
- 38,257 visits to Illawarra Images site (increase of 14% from 2015-16)

### Pest Management Programs

Council has conducted pest management works for rabbits, implemented the Wollongong Myna Action Program and supported the implementation of the Northern Illawarra Wild Deer Management Program including updating the management plan for the program.

Pest management plans for priority pests have been updated in consultation with the Pest Animal Advisory Group and associated priority assessments and fact sheets have also been updated.

### Removal of Chinese Tallowoods

The program to remove Chinese Tallow Trees (and replace with appropriate species) from Council controlled lands is now complete. An ongoing maintenance period is now in place to ensure the replacement trees survive. If further Chinese Tallow Trees are identified in Council lands, Council will continue the program in accordance with Council resolution.

### Illawarra Escarpment Strategic Management Plan

The Illawarra Escarpment is an iconic feature of the Illawarra region. It spans across public and private tenures and has a complex history of use spanning tens of thousands of years; from Aboriginal occupation through to more recent history of agriculture, forestry, mining and residential use. The Illawarra Escarpment Strategic Management Plan 2015 contains conservation objectives and management actions to manage and protect the escarpment. Council has supported the Illawarra Escarpment Mountain Bike Working Group to undertake a feasibility study of mountain biking in the escarpment. Parallel to this project, Council has worked with National Parks and Wildlife Service to develop an Illawarra Escarpment Walking Track Working Group.

## **Dune Management Strategy**

The Dune Management Strategy aims to identify options for the high use recreational areas of the 17 patrolled beaches to address safety and recreational amenity issues, whilst considering biodiversity values and the role of dunes in coastal processes. Work has progressed on the following actions:

- Bush restoration contractors continued to work in the dune areas at Stanwell Park, Bulli, Woonona, Bellambi, Corrimal, Towradgi, Fairy Meadow and Wollongong City beaches including weed control and installation of appropriate plants. New site management plans were prepared for the eight beaches, including dune vegetation mapping. The onground works were assisted by funding from the Office of Environment and Heritage and by a Federal Government Green Army project. An application for Environmental Trust funding for future dune vegetation management was submitted.
- Both Corrimal and Fairy Meadow beaches were re-shaped in November 2016 to provide improved sight lines for lifeguards and lifesavers, beach access and beach amenity.
- A report was prepared on the options for dune management at Bulli Beach. In December 2016, Council endorsed the preferred option of installing a tower to improve sight lines for lifeguards and lifesavers option.
- A consultant commenced a study to investigate the options for dune management at Wollongong City and Port Kembla beaches.
- The beach and dune monitoring program continued, with transects surveyed and photo monitoring at dune project sites.

## **Water Safety Education Programs**

Council officers have again worked collaboratively with the University of Wollongong, TAFE, Department of Education, Catholic Diocese of Wollongong and private schools in the Illawarra to see an estimated 7,600 students attending surf education sessions during the year. A highlight of the program was surf education being delivered to CALD and Refugee groups to create greater awareness of the hazards present at our beaches.

## **Waste Minimisation Programs**

There has been a growing shift away from reactive waste education to a more dynamic proactive approach. Council has been working towards improved outcomes of waste avoidance and resource recovery.

Highlights for the 2016-17 year include Council receiving two awards, one for Excellence in Communication from Garage Sale Trail Foundation, and the other for Asbestos Awareness. Successful events held during the year included two car boot sales, the 'Locally Grown, Locally Thrown' bus tour, two Chemical Cleanouts, an Asbestos Awareness campaign, Garage Sale Trail event and ongoing waste education workshops to residents.

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

Council's new Utilities Launchpad is operational. Data uploads are now automated for the vast majority of electronically received bills.

Analysis of the available data indicates that electricity consumption associated with the high use sites increased between 2016 and 2017 financial year by around 204,200 kWh. Water consumption increased slightly across the sites by 20,000 kL.

## **Urban Greening Strategy**

A draft of the City of Wollongong's first Urban Greening Strategy is scheduled to go on public exhibition early in 2017-18. Written at a time of significant urban renewal and growth, the strategy presents a vision and set of prioritised actions to achieve a world-class urban landscape.

A project team has been formed and scoping is underway for a street tree program to align with the draft Urban Greening Strategy. Pilot sites are currently being investigated and are being informed by the strategy. An initial pilot site has been identified for Farmborough Road, Unanderra with design work initiated.

Funding has been accelerated to incorporate existing street tree data collection as part of Council's rolling road condition assessments planned to commence later in 2017.

## **Illawarra Food Hub**

The Illawarra Food Hub, facilitated by the Illawarra Pilot Joint Organisation (IPJO), has improved food rescue and redistribution partnerships. Acquisition of infrastructure including vehicles, storage and refrigeration equipment, has put in place improved systems for diverting good food from going to waste, and feeding people in need. Collaboration between partners has been improved, and partnership agreements are in place to support a fair and equitable ongoing relationship between Illawarra Food Hub stakeholders. Reporting on tonnes of food waste diverted from landfill, and meals delivered, will be coordinated by IPJO and reported to the NSW Environmental Trust at the end of the funding period.

## Preserving Local Cultural Heritage

Wollongong City libraries' *Illawarra Remembers* website records profiles of service men and women from the Illawarra during World War I. This online site is accessible from anywhere across the globe, people can view profiles, create new profiles or add new information to a current profile. Illawarra Remembers recorded 5,909 visits over the past year (an increase of 8% on the previous year) and 552 new profiles were added (an increase of 15%).

Wollongong City libraries' *Illawarra Stories* oral history project was launched in 2016 and uses recordings and interviews to capture local people's recollections of life in the Illawarra, which are available online through the libraries' website. This project preserves local culture through local voices, accents and vocabularies, creating a valuable record for future generations. The site has proven popular from the outset, with 7,655 visits over the past year.

The *Illawarra Images* collection of over 21,000 photographs of people, places, buildings and events covering the last two centuries of local history from the mid-1800s recorded 38,257 visits (an increase of 14% on the previous year) and more than 1,300 new images were added to the collection.

## FUTURE DIRECTIONS

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

- Certification of the draft Wollongong Coastal Management Plan.
- Commence undertaking key actions in the Urban Greening Strategy implementation plan.
- Undertake dune management at Wollongong City and Port Kembla beaches.
- Finalise and implement key priorities from the Integrated Stormwater Management Plan.
- Continue to implement and support pest management programs for priority pests.
- Implement key actions from the Illawarra Escarpment Strategic Management Plan 2015.
- Implement and review annual water and energy saving actions.
- Prepare a Coastal Zone Management Plan for Lake Illawarra.
- Develop and deliver diverse local studies projects that contribute to the preservation and continued relevance of local history and community stories.
- Continue the review of the West Dapto land release area including the vision, structure plan and local infrastructure plans.

## STATUS OF ANNUAL PLAN 2016-17

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Implement programs and events which facilitate community participation	All annual deliverables on track/ongoing.	Director Planning + Environment
Impacts from development on the environment are assessed, monitored and mitigated	6 annual deliverables on track/ongoing, 1 delayed. <i>Delayed:</i> In partnership with the EPA, provide advice on the exit and closure strategy for the former Port Kembla Copper site at Korrungulla. Council is awaiting documentation from PKC regarding the results of ongoing environmental monitoring. A meeting with Council, PKC and EPA is planned for early 2017-18 to discuss the next actions for the project.	Director Planning + Environment
Establish effective urban stormwater management programs	All annual deliverables on track/ongoing.	Director Infrastructure + Works
Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	All annual deliverables on track/ongoing.	Director Planning + Environment/ Director Infrastructure + Works
Implement a coordinated approach to floodplain and stormwater management	All annual deliverables on track/ongoing.	Director Corporate + Community Services/ Director Infrastructure + Works/ Director Planning + Environment
Implement priority actions from the Illawarra Biodiversity Strategy	4 annual deliverables on track/ongoing, 1 delayed. <i>Delayed: Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions</i> Council officers continue to make representations to NSW Department of Planning and Environment to seek support for the per lot levy and estimated levy cost forwarded to the Department in December 2015.	Director Planning + Environment
Implement priority actions from the Illawarra Escarpment Strategic Management Plan	All annual deliverables on track/ongoing	Director Planning + Environment
Finalise and implement the Coastal Zone Management Plan	All annual deliverables on track/ongoing	Director Planning + Environment
Assess the impact of day visitors on service levels	All annual deliverables on track/ongoing	Director Corporate + Community Services
Coordinate a range of Water Safety Education programs to enhance safe community access to our beaches	All annual deliverables on track/ongoing	Director Corporate + Community Services
Develop and implement programs that encourage community participation in reducing Wollongong's ecological footprint	2 annual deliverables on track/ongoing, 1 completed. <i>Completed: Deliver community lectures and workshops on the implications of climate change.</i>	Director Planning + Environment
Finalise and deploy Council's Waste & Resource Recovery Strategy in consultation with industry leaders	All annual deliverables on track/ongoing	Director Infrastructure + Work
Emissions are monitored and reduction methods are investigated and utilised	All annual deliverables on track/ongoing	Director Planning + Environment/ Director Infrastructure + Works
Investigate a landfill gas management system for Whytes Gully	All annual deliverables on track/ongoing	Director Infrastructure + Work

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Develop and implement an Environmental Sustainability Policy and Strategy	4 annual deliverables on track/ ongoing, 1 delayed. <i>Delayed: Coordinate the Urban Greening Strategy</i> The draft Urban Greening Strategy is scheduled to go to Council early 2017-18 to be endorsed for public exhibition.	Director Infrastructure + Work/ Director Planning + Environment
Seek external funds to support programs for Lake Illawarra, following the closure of the Lake Illawarra Authority	All annual deliverables on track/ongoing	General Manager
Establish and maintain an Estuary Management Committee to protect the health of Lake Illawarra	1 annual deliverables on track/ ongoing, 1 delayed. <i>Delayed: Prepare a coastal Zone Management Plan for Lake Illawarra</i> The delivery of the draft CMP by the consultant has been delayed and a revised timeframe is currently being negotiated. OEH is supportive of this process and approval for the change will be sought once details are finalised. OEH guidelines for the preparation of a Coastal Management Program are yet to be finalised which is creating some uncertainty in processes.	Director Infrastructure + Work
Work in partnership with others to promote a diverse range of heritage education and promotion programs	All annual deliverables on track/ongoing	Director Corporate + Community Services/ Director Planning + Environment
Implement priority actions of the Heritage Strategy	All annual deliverables on track/ongoing	Director Corporate + Community Services/ Director Planning + Environment
Implement community and cultural promotions program	All annual deliverables on track/ongoing	Director Corporate + Community Services
Work with the local Aboriginal community in the management of Indigenous heritage	All annual deliverables on track/ongoing	Director Planning + Environment
Facilitate a range of programs and activities which improve food security and local food production	All annual deliverables on track/ongoing	Director Planning + Environment
Review planning controls for environmentally sensitive locations	All annual deliverables on track/ongoing	Director Planning + Environment
Provide high quality development assessment and certification based on QBL principles (note: QBL or the Quadruple Bottom Line takes consideration of environmental, economic, social and governance factors)	All annual deliverables on track/ongoing	Director Planning + Environment
Maximise sustainability principles in the design and construction of Wollongong's built form	All annual deliverables on track/ongoing	Director Planning + Environment
Prepare for the introduction and implementation of the NSW State Government Planning Reforms	All annual deliverables on track/ongoing	General Manager



## *Goal 2*

# *We have an Innovative and Sustainable Economy*

We are global leaders in innovative and sustainable research, development and new industries. We become renowned for leading the way with green technology and jobs.

Wollongong is established as the Regional Centre, creating hubs of activity with a thriving and resilient local economy. The city is able to support the establishment of new industries, enterprises and businesses which attract and retain people to live and work.

Wollongong is a student-friendly city and our residents are educated and employed. We have access to employment and education through our diverse industry base and world class learning institutions.

### **COUNCIL'S ROLE**

Council's role in supporting the establishment of an innovative and sustainable economy involves leadership, planning, marketing and infrastructure provision. We do this via the preparation, revision and management of planning controls from within our Land Use Planning, City Planning and Regulation Services. We also facilitate and fund key activities and initiatives such as those undertaken by Destination Wollongong, on behalf of Council, to market and promote the city and the region.

# Summary of 2016-17 Actions

## ANNUAL DELIVERABLE PROGRESS

On Track/ Ongoing	Not Scheduled to Commence	Delayed	Deferred	Completed (Project Only)
97.9%	0%	2.1%	0%	0%

An overview of how we worked towards achieving the community's goal of establishing an innovative and sustainable economy through the five year delivery program actions and annual plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Programs – West Dapto Urban Release (page 19) and City Centre Revitalisation (page 21).

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

	2012-13	2013-14	2014-15	2015-16	2016-17
Business Investment Enquiries	-	102	133	285	350
Paid On Street Parking Occupancy Rate*	76%	78%	69%	69%	72%
Visitation to Tourist Information Centre	-	61,593	64,212	68,547	56,580
Tourist Park Occupancy of Cabins	43%	50%	48%	57%	58%
Tourist Park Occupancy of Powered Sites	37%	42%	42%	47%	47%
Tourist Park Occupancy of Unpowered Sites	36%	37%	31%	26%	33%

\* Occupancy of metered parking remains strong even though the overall percentage shows a decline. This is attributed to a number of parking zones being block or isolated as a result of construction zones within the city making those parking areas inaccessible.

### Advantage Wollongong

The Advantage Wollongong partnership continues to promote Wollongong as a place to invest and do business. Throughout the year, Advantage Wollongong attended a number of events to promote Wollongong's competitiveness, including CeBIT, Land Forces, Avalon Air Show and the World Business Forum. The World Business Forum, held at The Star Sydney on 31 May – 1 June attracted over 2,000 executives, featuring highly influential speakers including Arianna Huffington and Daniel Goleman. Parliamentary Secretary for the Illawarra and South Coast, Gareth Ward MP, addressed the audience and spoke of Wollongong's transformation, providing a unique opportunity to sell the benefits of relocating to Wollongong in front of a captive audience.

Advantage Wollongong also launched the new 30 second video *We live and work in Wollongong* featuring Wollongong's great lifestyle and achievements of local business people. Following the launch, the video achieved a reach of around 27,000 people through social media.

Advantage Wollongong is currently working with research firm Hall and Partners to develop high level research highlighting the benefits of living in Wollongong compared to Sydney. Over the next year, this will be used to pitch a range of media stories selling the benefits of living and doing business in Wollongong. A study examining current perceptions of Wollongong will also be undertaken, to better understand external perceptions in key target markets.

This year, Advantage Wollongong began posting on social media to promote Wollongong success stories, finishing the year with over 700 likes. The highest performing posts over the year were a range of videos collateral developed, with the top performing post having a reach of nearly 17,000. Advantage Wollongong also distributed four quarterly e-newsletters to over 1,600 people throughout the year containing a range of stories celebrating Wollongong's successes and transformation.

Advantage Wollongong also used a range of different media to promote Wollongong, including the Advantage Wollongong website; case studies of local innovative businesses; articles in a range of magazines related to Wollongong's key sectors, videos and advertising through external websites.

The 'Marketing the Wollongong Advantage' with a broad range of marketing material was implemented to communicate with target markets, including a product journey video, featuring local 3D printing company Me3D; a *Women in business tribute* video, showcasing successful female business owners in Wollongong. These videos were shared on social media and gained traction with a range of relevant websites to spread the Advantage Wollongong message. Advantage Wollongong also hosted a media famil with journalists in the IT and business segments, including the AFR, Fairfax publications and Kochie's Business Builders. The famil showcased Wollongong's transformation and featured local case studies of NEC, Easy Agile and Accelo.

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

Council continued to support the ICTI and i3net manufacturing clusters through a three year funding agreement. Council was the principal sponsor of i3net's fifth annual Industry Showcase in August 2016, which promoted Wollongong's strong manufacturing and engineering capabilities to delegates representing companies that included ANSTO, Navantia Australia, Remondis, Vopac Terminals, KEPCO Australia, Worley Parsons, Snowy Hydro Ltd, Sydney Trains and DMTC. A combination of a site tour, presentations, demonstrations and networking events saw the region's manufacturing strength promoted Australia-wide.

### **Business and Investment Enquiries**

The Economic Development team assisted 350 businesses/investors throughout 2016-17. The team has seen ongoing levels of enquiry from manufacturing and industrial businesses looking to establish or re-locate from Sydney due to the ongoing urban encroachment issues and the lower cost base associated with being located in Wollongong.

### **Container Kiosk at Mt Keira**

Following installation of the kiosk facility the operator commenced in December 2016 through to the Easter period. Work has commenced on an economic opportunities assessment that will eventually feed into the overall plan of management for the site. The assessment will look at activities that provide further activation of the area and support an ongoing food offering at Mt Keira.

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

Considerable effort has been put towards the achievement of planning approval from National Parks and Wildlife Service (NPWS) for the construction of the power line at Mt Keira. After a significant amount of work to satisfy their requirements, approval was granted in September 2016. Community consultation was undertaken following the approval to describe the proposed works to adjoining residents.

Outstanding items such as negotiating and finalising easement terms along the proposed powerline footprint between Endeavour Energy and NPWS have been resolved. Approval to commence works on the reinstatement of access track has also been granted and works are underway including weed management.

Negotiations are continuing with stakeholders for ongoing commitment to assist with funding of the powerline construction.

### **Bald Hill Masterplan**

The Bald Hill redevelopment project was completed during 2016-17 with the site reopened in time for the arrival of the cruise ship *Radiance of the Seas*.

Completed works included significant landscaping, mosaic artworks, replacement of the amenities building to provide a kiosk facility and upgraded toilets and sewerage system, car park renewal, landscaping and roundabout construction and road realignment.

### **City Centre Events**

Activation and marketing responsibility for the city centre was handed back to Council from Destination Wollongong in July 2016. As a result Destination Wollongong, while still delivering some events specific to the city centre, now has a broader regional focus. Across the year, Council continued to build a program of site specific events and activations throughout the city centre.

These included self-produced events, partnerships and third party activities where Council and or Destination Wollongong provided some level of support. Some examples of activities undertaken include:

- A pilot 'Fringe Festival' from Yours and Owls featuring outdoor music performances and film screenings using the Arts Precinct and other locations around the city centre as a base.
- Cruise ship Arrivals and *Thunder Run* generated visitation to Lang Park and city centre surrounds.
- Beach Netball Festival at North Beach.
- Run Wollongong along the Foreshore.
- MS Sydney to Gong in Lang Park.
- MTV Beats and Eats in Stuart Park.
- Wonderwalls Festival in various locations.
- Honk Oz performances in Crown Street Mall.
- January Summer music sessions which brought music and colour into the Mall during lunch times and school holidays.
- Chinese and Lunar New Year Celebration event featuring local community groups performers, cooking demonstrations, lantern making and calligraphy.

- Harmony Day celebrations.
- Australian Country Cricket Championships in various locations
- Summer of Surf at North Wollongong Beach
- Yours and Owls concert at Stuart Park
- Tri the Gong annual triathlon held at Stuart Park, Foreshore, Belmore Basin and Lang Park
- Crafted Live – MacCabe Park
- University of Wollongong Science and Discovery Centres worked with Council to bring engaging, participatory activation for kids
- Circus activities and a small animal petting zoo popped up
- Open Mic night on the stage in the early evening
- 'Say it Sing It'
- 'Nights On Crown' - lights and bites on a winter's eve.

#### INTERESTING DATA:

- Approx. 27,000 people viewed the video *We live and work in Wollongong* featuring Wollongong's great lifestyle and achievements of local business people.
- 49,177 visitations to Wollongong tourism information centres
- More than 120 children and their families participated in the Paint the Town REaD annual story time event.
- 11 school based trainees employed by Council – a record high

Council also continues to work with third parties to present events within Crown Street Mall from simple permits, through to practical operational assistance and delivery support including but not limited to: Tutti in Piazza, Wollongong Police Charity event, Melodique Vocal awards, Wollongong PCYC Time 4 Kids, Royal Australian Mint Popup.

#### City Centre Access and Movement Strategy

Work commenced on scoping the Precinct Plan for Crown Street West, with alternative traffic management options to be considered as part of the City Centre Access and Movement Strategy. Further design and construction along Crown Street West is planned within the capital works program subject to the outcomes of the strategy.

During 2016-17, Council completed a number of major capital works projects within the city centre including:

- footpath upgrades and associated kerb and gutter replacements along both sides of Crown Street, between Railway Parade and Atchison Street
- footpath upgrades extended along both Station and Atchison streets connecting to Burelli Street
- footpath improvements in Market Street, between Regent and Young streets.

#### Visitor Information Services

The way that visitors disseminate information whilst in destinations is constantly changing due to the convenience of the digital age. Destination Wollongong has installed four digital screens at points of high visitation around the city including Bald Hill, Novotel, University of Wollongong and Wollongong City Council, allowing visitors to access the Grand Pacific Drive website.

The new Grand Pacific Drive website promotes a range of attractions and potential points of interest between Wollongong and the Shoalhaven to increase visitor stay and the visitor experience. The new website specifically caters for mobile devices and offers way finding and ticket sales. Massive growth in social media channels continues to be seen, with growth of over 70% in the last twelve months.

#### Tourist Parks at Bulli, Corrimal and Windang.

The last financial year prove a successful one for our tourist parks with a number of operational initiatives having been explored and implemented. These initiatives included the outsourcing of linen cleaning services, the listing on third party websites such as booking.com and expedia as well as the diversification of product with three new cabins, camp kitchen and ensuites all being delivered this year.

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

The annual story time event was held at Warrawong Plaza in August 2016 with more than 120 children and their families participating in the activities and reading tent. The reading tent and Bright Spark were included in a number of large events and provided parents with information on the importance of reading to children. These events included South Coast Child and Wellbeing Network Family Fun Day, The Lord Mayor's Picnic, Dapto Movie Night and the launch of Paint Shoalhaven REaD, Black and Yellow.

Council continued to develop the partnership with Department of Family and Community Services to incorporate a more inclusive approach including the use of Key Word Sign and Augmentative and Alternative Communication.

Council provided support to Illawarra Area Child Care in the development of the *Raise a Reader* project which has been funded through FACS to deliver key early literacy messages in Bellambi, Warrawong, Cringila, Port Kembla and Berkeley. Throughout the year, twelve story time sessions were delivered by Warrawong Library at Warrawong Plaza.

### **Libraries Everywhere**

Based on the book crossing principle, where people can share their love of reading by leaving a book in a public place to be picked up and read by others, Wollongong City libraries have installed Libraries Everywhere book boxes at Warrawong Community Centre, Bulli Seniors/Childcare Centre, Stanwell Park Children's Centre, Koonawarra Community Centre, Port Kembla Community Centre, Cringila Multipurpose Centre, Bellambi Neighbourhood Centre, Beaton Park Leisure Centre and Lower Crown Street Mall.

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

During the year, Library staff visited local high schools to promote a wide range of library services and databases, including online one-on-one tutoring services, study spaces, and after school programs and youth events. Information sessions on library services and databases were held for a number of school and community groups. The database sessions train students and teachers in how to access and navigate through the information available to them online. Staff also promoted the Local History Prize 2017 for senior high school history enthusiasts.

### **Emerging Technologies for Provision of library Service**

Council has invested in mobile Wi-Fi devices so that staff can demonstrate library services in remote locations such as shopping centres, gardens and city mall. The library also now offers print-on-demand services for customers with Bring Your Own Devices (BYOD).

### **Cadets, Apprenticeships and Trainee Program (CATs)**

Council continues to employ cadets, trainees and apprentices across a range of divisions. Six school based trainees (SBATs), four trainees, two apprentices and four cadets commenced working for Council during 2016-17. Council now employs 11 SBATs, a record high.

The CATs program is attracting the interest of other councils in NSW who are planning to leverage from our model. The CATs program is also showing a positive diversity profile with nine CATs from an Aboriginal or Torres Strait Island background, nine CATs with disabilities and six CATs from a linguistically diverse background. The spread of ages is also broader than previous years.

## **FUTURE DIRECTIONS**

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

- Support opportunities for social enterprise including the provision of training and participate in relevant networks.
- Deliver Council's Workforce Diversity Policy.
- Finalise the Mt Keira Summit Park Plan of Management.
- Deliver the Evening Economy Action Plan.
- Implement Your Library Everywhere to provide free access to reading materials located strategically across the city.

## STATUS OF ANNUAL PLAN 2016-17

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Support regional activities and partnerships that result in increased business investment and jobs growth	All annual deliverables on track/ongoing	Director Corporate + Community Services
Ensure that Wollongong is attractive to diverse companies for business expansion, establishment and relocation	All annual deliverables on track/ongoing	Director Corporate + Community Services
Progress implementation of the CBD Action Plan	All annual deliverables on track/ongoing	Director Infrastructure + Works
Build on partnerships which enable the retention of local talent	All annual deliverables on track/ongoing	Director Corporate + Community Services
Establish Wollongong City Council as an employer of choice	All annual deliverables on track/ongoing	Director Corporate + Community Services
Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	All annual deliverables on track/ongoing	Director Corporate + Community Services
Work with community, government and business partners to support development of local employment opportunity for people who are disadvantaged within the labour market	All annual deliverables on track/ongoing	Director Corporate + Community Services
In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release area	All annual deliverables on track/ongoing	General Manager/ Director Infrastructure + Works
Facilitate the delivery of business and tourism information services	All annual deliverables on track/ongoing	Director Corporate + Community Services
Support projects that investigate opportunities for the provision of tourism infrastructure	2 annual deliverable on track, 1 delayed. <i>Delayed: Resolve options for key services including power and water supply to the Mt Keira summit.</i> The reinstatement of the Mt Keira access track has commenced. Weed management is included as part of the works and has been underway. Council is still waiting for the execution of the Construction Licence and Deed of Agreement for NPWS in relation to the construction of the power line.	Director Corporate + Community Services
Facilitate the delivery of business and tourism information services	All annual deliverables on track/ongoing	Director Infrastructure + Works Director Corporate + Community Services
Use funds obtained from Restart NSW Illawarra to commence concept designs and planning for the Bald Hill Improvement Program	All annual deliverables on track/ongoing	Director Infrastructure + Works
Review the current investment to deliver a more efficient and targeted destination marketing program	All annual deliverables on track/ongoing	Director Corporate + Community Services
Undertake major refurbishment works in the City Centre	All annual deliverables on track/ongoing	Director Corporate + Community Services/ Director Infrastructure + Works
Manage and deliver improved marketing and promotion of the City Centre	All annual deliverables on track/ongoing	Director Corporate + Community Services
Provide a diverse range of activities in the City Centre that target and engage a broad community	All annual deliverables on track/ongoing	Director Corporate + Community Services
Improve policies and systems to support the revitalisation of the City Centre	All annual deliverables on track/ongoing	Director Corporate + Community Services
Deliver the Access and Movement Strategy for the City Centre	All annual deliverables on track/ongoing	Director Infrastructure + Works

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Review the current investment to deliver a more efficient and targeted destination marketing program	All annual deliverables on track/ongoing	Director Corporate + Community Services
Deliver Visitor Information Services to the city and our visitors	All annual deliverables on track/ongoing	Director Corporate + Community Services
Pursue initiatives that promote the region as place to holiday to both the domestic and international markets	All annual deliverables on track/ongoing	Director Corporate + Community Services/ Director Infrastructure + Works
Support the creation & expansion of green industries	All annual deliverables on track/ongoing	Director Corporate + Community Services
Ensure that Wollongong is attractive to research & development based companies & organisations	All annual deliverables on track/ongoing	Director Corporate + Community Services
Implement a range of programs that incorporates learning and development	All annual deliverables on track/ongoing	Director Corporate + Community Services



## ***Goal 3***

### ***Wollongong is a Creative, Vibrant City***

Wollongong is a creative, vibrant city where our rich cultural heritage is celebrated. We have thriving creative industries that reflect the diversity of our community; nationally and internationally recognised events and festivals; and an environment that embraces new ideas and welcomes new people.

Our public spaces are activated, exciting and attractive at all times of the day. All of our communities are working together in partnership to strengthen our community connections and celebrate the diversity of our vibrant city.

#### **COUNCIL'S ROLE**

Council's role in contributing to a creative, vibrant city ranges from land use planning to the delivery of cultural services such as community cultural development; and the operation and management of the region's art gallery and town hall. In addition, Council funds the Illawarra Performing Arts Centre which operates out of a Council owned facility in Burelli Street, Wollongong.

Council currently delivers a significant calendar of events such as the Viva la Gong Festival and provides funding to facilitate and attract national and international rated events to the city. We also coordinate key local community events such as Australia Day and New Year's Eve.

# Summary of 2016-17 Actions

## ANNUAL DELIVERABLE PROGRESS

On Track/ Ongoing	Not Scheduled to Commence	Delayed	Deferred	Completed (Project Only)
94.4%	0%	0%	0%	5.6%

An overview of how we worked towards achieving the community's goal of a creative and vibrant city through the five year delivery program actions and annual plan actions are detailed in the following pages. Additional highlights relating to this Goal are also included under the Strategic Programs – City Centre Revitalisation (page 21).

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

	2012-13	2013-14	2014-15	2015-16	2016-17
Wollongong Art Gallery Visitation	78,130	92,250	83,730	80,490	87,328
IPAC and Town Hall Visitation*	116,120	107,790	103,316	131,231	113,694
Library Visitation^	931,210	969,210	1,103,450	1,008,330	981,550
Library Loans	1,286,000	1,320,000	1,373,000	1,421,000	1,432,000
Library Programs - Number	1,285,000	1,465,000	1,669,000	1,802,000	2,047,000
Library Programs - Participation	27,344	29,783	31,402	39,831	48,296

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

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

### Cultural Grants (Small and Large)

There was 14 successful applicants for small cultural grants, 11 applied for community cultural development programs and seven applied for marketing and capital support. Projects ranged from creative mapping of our waterways culmination in an exhibition, showcasing and support for local cultural and linguistically diverse authors, digital storytelling, reinterpretation and performance of a classic play by local all ability young people to masterclasses for our emerging circus artists.

The Large Cultural Grant program supports the development of community cultural development programs in each of the three wards. There were eight successful applicants and a total of \$67,492 awarded to successful applicants. The funded programs ranged from pop up performances at local transport hubs, on trains and in the mall, historical trail, creative makers space at local festival and development of a musical score and creative theatre work that explore contemporary work through an historic lens.

### Merrigong and Town Hall

The 2016-17 period covers the second half of Merrigong's 2016 Season and the first half of the 2017 Season. The period began with a major Merrigong production, Alana Valentine's Letters to Lindy. The work was rehearsed in June-July then premiered in August in the Bruce Gordon Theatre before transferring to a number of venues in NSW and ACT. Other highlights included a sold-out season of Mother starring Noni Hazelhurst (IF Theatre); exclusive NSW season of Ancient Rain starring Paul Kelly and Camille O'Sullivan (Far and Away Productions in association with Brink Productions); Australian premiere of the UK hit, Angel (Gilded Balloon Productions and Redbeard Theatre) which explored the story of a Kurdish female sniper who helped drive ISIS out of her town; presentation of the much loved coming-of-age novel Jasper Jones (Belvoir); The 7 Stages of Grieving (Queensland Theatre and Grin and Tonic) tackling the issues that separate and unite indigenous and non-indigenous Australians and Therese Raquin (Dirty Pretty Theatre and Critical Stages). Family shows brought to life The Very Hungry Caterpillar Show (JWR Productions) and Diary of a Wombat (Monkey Baa Productions).

Merrigong debuted its new multi-platform performance night Made From Scratch, providing performance opportunities for local independent and emerging artists. Made From Scratch brings together a collision of art forms and artists whose brief is to challenge themselves and the audience with new creations. Also for emerging performers, Merrigong hosted the Wollongong heat of Australia's premiere stand-up comedy competition RAW Comedy. Ruff (New Works in Progress) began 2017 with a rehearsed reading of 'Round Thelionious, a new play with music, written and performed by Anita Pollard.

Support was provided by Merrigong to Beyond Empathy's Blue Rose Project, an interactively sensory focused exhibition for people who use non-verbal communications as their primary way to interact with the world. The project was very well received by community and the media.

The Outside Man, Merrigong's second mainstage production made in association with The Disability Trust, was a joyous musical theatre work showcasing diversity and collaboration. Devised by an ensemble of local artists, some of whom are perceived to have intellectual disabilities, The Outside Man was a new work of theatre that connected with, and impacted on, our community. Delighting audiences at IPAC, The Outside Man also toured to Shoalhaven Entertainment Centre.

One of Merrigong Theatre Company's bigger undertakings was launching the inaugural Spiegeltent Wollongong program in April 2017. This season was hosted in the Arts Precinct, inside the iconic Aurora Spiegeltent, and commenced with a free public event. More than 15,000 patrons enjoyed a program of world-class comedy, cabaret, music, theatre and family fun, headlined by the internationally acclaimed, VELVET. The program also featured a number of local performers.

Merrigong again produced two annual community events at Wollongong Town Hall, Sharing Stories – Reconciliation Week 2017, and a special Refugee Week event.

The Music Lounge program at Wollongong Town Hall continues to deliver a wide range of live music in a cabaret format. Music in the Mornings presentations continued to prove popular with mature audiences. Merrigong was delighted to partner with the Department of Family and Community Services to present two free (sold out) concerts at the Wollongong Town Hall for our senior community.

A range of other events filled our venues with everything from international comedian Bill Bailey, which was the largest ticketed event since Merrigong took over management of the Wollongong Town Hall, to several Australian Chamber Orchestra concerts, Annual Doll, Bear and Craft Fair, Wild Rumpus' Makers Market, and the Sydney Writers Festival, live streamed to Wollongong Town Hall, and accompanied by workshops and a pop-up bookstall. The period also included two very successful seasons of local community group SoPopera's musical productions Beauty and the Beast and Chicago. Other notable events included Comic Gong, a sold out performance at IPAC of the hugely popular Umbilical Brothers and two evenings of the ever popular Melbourne International Comedy Festival.

Merrigong was positively recognised in an Australia Council report for being one of few presenters nationally leading the way in Indigenous programming. In June 2017 Merrigong Theatre Company was also awarded The Disability Trust's Hall of Fame, recognising the long-term partnership between the two organisations.

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

Through the presentation of OnAir/ PlayOut radio program at VOX FM young people were able to develop skills in broadcasting and production. Presenters were provided with a range of development opportunities including show production, interviewing and developing podcasts. One on one mentoring opportunities with music industry professionals was also implemented. Opportunities occurred to extend young people skills, knowledge and experience with sound engineers, connecting them with event managers and industry professionals.

### **Wollongong Art Gallery**

Wollongong Art Gallery delivers a range of education and public programs throughout the year. These programs are designed to provide access and engage with the regions' diverse communities as well as enhance visitor experiences. Programs target both children and adults with a close alignment to Department of Education school syllabus as well as an endeavour to focus on social and family participation. The Gallery delivers over 300 education and public programs which are often associated to the exhibition program every year. In 2016-17 exhibitions such as Frugal Forest were enhanced with a Family Fun Day, which encouraged over 800 people to visit and participate in activities. The Gallery's Comic Gong programs also saw almost 3,500 people participated.

There has been a significant increase in annual visitor numbers from last year, attributed to:

- an increase in facility usage by external groups and organisations
- excellent community participation in the Gallery's education and public program activities
- the presentation of a number of high-appeal exhibitions including the Making of Midnight Oil, Frugal Forest and Comic Gong.

## Heritage Sites and Museums

The Museum Collection Digitisation and Support project has provided a new platform for Wollongong Heritage and Stories. The E-Hive (an online international museum cataloguing system) catalogues provide future proofing for origin and shared history retention. This will ensure stories and intrinsically valuable items survive intact with their histories and locality contexts. The project has enabled local stories and objects to be viewed by the online community and will promote our local museums.

Participating museums have entered 131 items so far on E-Hive. The next step is to develop more stories from our local community and add these stories to the Virtual Museum. Council's Museum Advisor worked with all of our local museums to further develop their content.

## INTERESTING DATA:

- 14 successful applicants for 2016-2017 small cultural grants, totalling \$38,603
- 8 successful applicants for the large cultural grant, totalling \$67,492
- more than 15,000 people enjoyed the inaugural Spiegeltent program
- over 20,000 attended the foreshore to enjoy an enhanced New Year's Eve, Illawarra 200 commemoration.
- 35,000 people attended Australia Day event, across the course of the day
- Comic Gong Festival - over 10,000 people moving between the Central Library, Arts Precinct and the art gallery.

## Public Art Strategy

During 2016- 17 a number of important public art projects were completed that reflect strong local community identity and stories. These projects showcase the cultural diversity and sensitivities of the Wollongong community and significantly enhance the quality of the public domain. Public art in this context acts to strengthen Wollongong as an innovative and creative regional centre.

The following annual projects engaged new audiences and produced creative and attractive areas within the city:

- The Art Light Boxes Project in Ethel Hayton Walkway, where eight artists exhibit contemporary artworks
- The CBD Panel Project, which includes up to twelve artists who exhibit large contemporary mural works on the walls of the Wollongong Art Gallery and Wollongong Town Hall which face the Arts Precinct and Kembla Street, Wollongong.

Fifteen other public art projects have been successfully completed in 2016-17 including:

- Arches and Mural on Crown Street
- Warrawong Panel Project
- Unanderra Mural
- Corrimal Panel Installation
- The Heritage and Poetry Pilot Project.

Cultural Services have developed a public art mobile friendly site where information and the location of our city's public art collection can be accessed by users.

## Arts Precinct

Activities undertaken during the year to activate the Arts Precinct included:

- Lunchtime and dusk performances in September 2016.
- The Spiegeltent in April 2017.
- Installation of a creative container exhibition/workshop space, temporary seating and pavement colour treatment in June 2017. The creative container has been painted with a mural design to invite and integrate people to the Arts Precinct.
- Live music performances were programmed in the Arts Precinct throughout the month of June 2017 with an average of 100 people engaged each day. There were 25 acts consisting of a total of 41 local musicians. A partnership was developed with Wollongong Conservatorium, where they provided performance groups consisting of more established musicians partnered with emerging musicians.
- Spring/Summer Friday lunchtime and dinnertime. During this period 25 local performance artists were employed throughout October to December 2016. Approximately 300 people sit down as the audience per month with an estimated 1,000 pedestrians passing by as well.

## **Creative Space - Lower Town Hall**

During October 2016 refurbishment works were conducted in the Lower Town Hall including replacing carpet, new paint and minor safety measures. This has added to the safety and amenity of this space.

Twelve artists have been located in the six studios in the Lower Town Hall Creative Spaces during the year. Cultural Services also provided a number of textile workshops called Sew Good in one of the Lower Town Hall spaces. There were 168 people who attended the workshops that provided skills development in stencilling, loom flowers and ropes, painting, decorating and how to develop animations using a mobile phone.

Emerging artists and local arts organisations have been meeting regularly for the Creative Dialogues workshop series. National and state organisations such as the Australian Taxation Office, National Association of Visual Artists (NAVA) and Arts Law have facilitated workshops on a range of topics such as copyright, grants, artistic vision and statement and importantly, how to do your tax when you work as an artist. As part of the series *What is Community Cultural Development* workshop explored how to map your creative assets and find alternative means of resourcing your art.

## **Illawarra Refugee Challenge**

The 2016 Refugee Challenge was delivered in partnership with Multicultural Communities Council of Illawarra (MCCI) and Woonona High School. Thirty students were trained as peer facilitators to support the delivery of the program. One hundred and ninety one students from Woonona High School attend the challenge and 75 people attend a community night. The program gave people the experience of a simulated refugee camp and also the chance to hear people of refugee backgrounds share stories about their journey. A resource kit has been created, as well as promotional DVD which will be utilised in the future.

The 2017 Refugee Challenge will be run in partnership with MCCI and Warrawong High School.

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

NAIDOC Week 2016 was a success assisted by Council's NAIDOC Week grants which were provided to four local community groups to run events throughout Wollongong. All events were well attended by the Aboriginal and Non Aboriginal Community. The 2016 Local Government Regional Awards dinner, held at the Wollongong Entertainment Centre and hosted by Shellharbour City Council, was a success with over 450 people in attendance from a variety of organisations and government representatives.

The 2016 Lord Mayor's NAIDOC Week Elders Luncheon had 15 Elders in attendance.

Reconciliation Week 2017 saw, for the second year, the Sharing Stories project take place at the Town Hall as the premier event for the week in partnership with Merrigong Theatre Company. Over 1,400 children and adults attended the three performances.

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

During the year, Council in partnership with Multicultural Communities Council of the Illawarra (MCCI), the University of Wollongong and community members from the Chinese speaking community delivered the 2016 Mid Autumn Festival in the Mall. Support was also provided for the Wollongong DiverCITY Poster Project Walk for Australia Day 2017, Keralal Association to assist them to create links with community partners.

A range of grant opportunities such as Council's Cultural Grants, Clubs Grants NSW and Multicultural NSW grants were also promoted through the multicultural communities' networks.

## **Cultural Plan**

Cultural Services have continued to work on a range of projects that contribute to the delivery of the cultural plan. Cultural Services facilitated a community cultural development project in partnership with Flourish Australia. The project ran from July 2016 until November 2016, culminating at the Viva la Gong Festival. The project was a textile based project working with adults with psychosocial disabilities and mental illness and each participant decorated one or more squares on a picnic quilt. Over a series of weeks, Council's Community Cultural Development worker and the mental health workers at Flourish Australia also facilitated art workshops to encourage a sense of belonging, pride and increased social inclusion. Approximately 30 participants and 10 staff were involved in the project. The final outcome was for the participants and staff walking in the community parade, displaying the picnic blanket at Viva la Gong and celebrating their inclusion in the community festival.

## **Berkeley Safer Spaces Projects**

Berkeley Safer Spaces project is now completed. The Berkeley Bounce community celebration was held in November 2016 with local schools and community partners joining in an afternoon of activities and food with over 150 people attending. The residents of Berkeley are now enjoying their community garden, outdoor table tennis table, new seating areas and wall mural, all of which have increased the perception of safety and amenity in their area.

## FUTURE DIRECTIONS

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

- Continue to increase accessibility of Council organised events
- Celebrate the Wollongong City Art Gallery's 40<sup>th</sup> anniversary
- Foster and support the work of local and regional artists through a range of exhibitions such as Here+Now, Artists on Board and the Community Access Gallery Artist Studio project
- Provide a space for diverse cultural practice including, visual and digital arts, poetry and creative writing events, live music and performance
- Present stories that help both reflect and delineate our community through exhibitions including the Gift, The TV Show and TV Times
- Deliver the recommendations from the Cultural Plan and Live Music Action Plan
- Involve children in the design of public art features within key regional play space renewals
- Coordinate the refurbishment of Community Facilities, in partnership with licensees and community groups, as identified in the capital works and maintenance programs.

## STATUS OF ANNUAL PLAN 2016-17

<b>Delivery Program 2012-2017 5 Year Action</b>	<b>Status of Annual Deliverables 2016-17</b>	<b>Responsibility</b>
Promote Made in Wollongong through a variety of locally produced events, productions and programs	All annual deliverables on track/ongoing	Director Corporate + Community Services
Provide support to existing and emerging arts workers & their networks	All annual deliverables on track/ongoing	Director Corporate + Community Services
Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	All annual deliverables on track/ongoing	Director Corporate + Community Services
Successful collaborations with other organisations and agencies are established	All annual deliverables on track/ongoing	Director Corporate + Community Services
Seek funding for the promotion of heritage sites and museums to the community and visitors	All annual deliverables on track/ongoing	Director Corporate + Community Services
Encourage the integration of urban design & public art	All annual deliverables on track/ongoing	Director Corporate + Community Services
Deliver and support a range of projects and programs which build harmony and understanding	All annual deliverables on track/ongoing	Director Corporate + Community Services
Implement a coordinated approach to event acquisition & provision in Wollongong via the delivery of the Events Strategy	All annual deliverables on track/ongoing	Director Corporate + Community Services
Encourage Sports Associations to conduct regional, state and national events in the city	All annual deliverables on track/ongoing	Director Corporate + Community Services
Implement a sustainable program of local events via the Events Strategy	All annual deliverables on track/ongoing	Director Corporate + Community Services
Plan for, and host, culturally sensitive events and programs celebrating the Bi-Centenary of European Settlement in Wollongong across 2015-2016	All annual deliverables on track/ongoing	Director Corporate + Community Services
Coordinate Council's support and investment in events and festivals	All annual deliverables on track/ongoing	Director Corporate + Community Services
Coordinate an integrated approach to infrastructure improvement and service delivery in the Civic Plaza and through the re-establishment of an Arts Precinct in the city	All annual deliverables on track/ongoing	Director Corporate + Community Services
Support the coordination of an externally funded delivered calendar of activities across the City	All annual deliverables on track/ongoing	Director Corporate + Community Services
Develop a new Cultural Plan	All annual deliverables on track/ongoing	Director Corporate + Community Services
Deliver a program of activities in local communities	All annual deliverables on track/ongoing	Director Corporate + Community Services



## ***Goal 4***

### ***We are a Connected and Engaged Community***

We are a connected community, engaged in our neighbourhood and other social networks. We have opportunities to participate in civic society and are empowered to have our say. We have strong and effective local leadership.

We respect and acknowledge the wisdom of age, the vitality and enthusiasm of our young people and the diversity of our community. Our Aboriginal community is recognised and valued.

We have embraced new technology to ensure all residents have access to information, services and each other.

#### **COUNCIL'S ROLE**

Council's role in working towards a connected and engaged community ranges from the provision of information and consulting with stakeholders to the provision of community centres, and delivery of an integrated customer service centre.

Council also works with other agencies to increase the opportunity for community connection through volunteering and not for profit events, programs and activities.

Our statutory requirements for delivering this goal include the governance and leadership responsibilities associated with our role as a local government authority.

Council will seek to improve connections with our community and partners, and build on internal networks and integration of services and planning.

# Summary of 2016-17 Actions

## ANNUAL DELIVERABLE PROGRESS

On Track/ Ongoing	Not Scheduled to Commence	Delayed	Deferred	Completed (Project Only)
81.3%	0%	7.8%	3.1%	7.8%

An overview of how we worked towards achieving the community's goal of a connected and engaged community through the five year delivery program actions and annual plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Programs – Financial Sustainability (page 18).

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

	2012-13	2013-14	2014-15	2015-16	2016-17
Twitter followers	1,307	2,340	3,240	4,212	4,965
Facebook likes	2,453	6,162	8,779	14,053	20,412
Instagram followers	126*	459	1,044	2,224	3,422
Telephone calls answered within 30 seconds <sup>^</sup>	75%	70%	74%	71%	78%
In person enquiries attended to within 5 minutes	90%	91%	92%	91%	97%
Sick leave (days)#	6.50	6.80	7.03	8.29	6.86
Workers compensation costs	1.7%	1.4%	1.2%	1.0%	1.0%

\* Council's Instagram account was established in February 2013, therefore 2012-13 data does not represent a full 12 months.

<sup>^</sup> The range in calls is from 180,866pa to 185,046pa during this 5 year period

# 12 month rolling average number of sick days per employee. Sick leave calculation was revised in line with Wollongong City Council's Enterprise Agreement early in 2016-17.

### Community Engagement Framework

Council invited the community to comment on major infrastructure projects during 2016-17 including, West Dapto, Tramway, Grand Pacific Walk and smaller infrastructure projects included rock pools, streetscape, parks, car parks and footpath upgrades across the local government area.

Community engagement this year also included planning for a replacement library in Helensburgh, Corrimal Heated Pool masterplan, Framing the Future for the gallery and the proposed naming of two parks.

Engagement methods designed to encourage community participating this year included on-site kiosk, street meetings with businesses, drop in information sessions, workshops, world cafes, vox pops, online options and targeted community update newsletters. Video, as a method to inform and encourage the community to participate in the engagements for projects continues to be used.

### Disability Inclusion Action Plan 2016-20 - Engage People with Disabilities and Carers

Evaluation and monitoring of the Disability Inclusion Action Plan was undertaken during the year through:

- Engagement with the Deaf Community to identify the priorities for improving access to Council services. This has resulted in a number of initiatives being undertaken including Auslan interpreters being provided at the Central Library's Declutter Workshop and the Bee Workshop in June 2017. A recruitment process is also underway to increase the pool of AUSLAN interpreters for Council's Interpreter Service to match increasing demand.
- Engagement with people who use e-readers to provide feedback about Council's E Reader version of the Disability Inclusion Action Plan.
- The Access Reference Group met three times during the year and provided input on a range of Council projects and services.

### Engage Children and Young People in Planning and Design

Council continues to review engagement practices to ensure that they are inclusive of children's voices. Council involved 28 students at Farmborough Road Public School in the Farmborough Heights play space engagement.

Council also engaged with children to show them the play space designs they contributed to for Nicholson Park, Kanahooka Park and Bellambi Point playgrounds, with the children participating in the official openings of the new play spaces. Children from Bellambi Public School were also engaged in a project to develop signage for the Bellambi play space.

Over 100 children aged 8 to 11 years from two Dapto local primary schools and a community breakfast program participated in consultation activities as part of the development of the Dapto Town and Village Plan.

### **Customer Service**

Over the last 12 months the customer service team have provided a face to face service to 49,987 customers and a phone service to 123,167 customers. Seventy-five percent of these customer issues were closed after one interaction.

Customer Service also launched the mobile Report It app in June embracing improved customer interaction utilising digital technology. The initial deployment of tablet technology facilitated Council officers to resolve and complete Customer Service Cases while in the field, making the process of resolving customer issues more efficient.

### **Expand Council's On-Line Profile**

Considerable focus has gone into increasing the reach and engagement of Council's social media posts. Part of this strategy has included increased focus on posting short videos and quality images in a timely fashion. Over the 2016-17 financial year, Council continued to build its social media platforms as a mechanism to inform and interact with the community, including:

- City of Wollongong Facebook page reached over 20,000 followers, up 41% compared to the previous year
- @Wollongong\_City Twitter following grew 17%, with 713 new followers
- Council's Instagram account continued to grow gathering 1,072 new followers
- Engagement on Instagram also more than doubled compared to the previous year
- Council's website received more than 2.8 million visits.

### **Volunteering Illawarra**

Over the last twelve months, 327 new volunteers were referred to non-government organisations with a 92% placement rate achieved. The number of referrals this year is lower than the previous year, a trend experienced across the sector, where volunteer managers have reported a decline in the number of volunteers possibly due to the federal government proposed changes to the mutual obligation commitment in terms of hours and age.

Highlights of the year for Volunteering Illawarra include:

- Volunteering Expo, in March where 38 stallholders and approximately 170 member of the public participated. This year the Expo was a joint event with NSW Centre for Volunteering to promote volunteering in the region.
- In May, Volunteering Illawarra coordinated a High Tea with the Lord Mayor for all Council's volunteers, in recognition of their contributions to our community. The event was held as part of National Volunteer Week Celebrations and was well attended by volunteers from areas including: Library, Gallery, Volunteering Illawarra, Community Transport, Social Support and Bushcare. Council's senior managers were also in attendance to serve afternoon tea to the volunteers and show their appreciation.
- Volunteering Illawarra also co-hosted the NSW Office of Volunteering *Review of the Statement of Volunteering Principals* with local agencies in September 2016, and supported NSW Office of Volunteering in delivering the 2016 Regional Volunteer Awards Ceremony.
- A presence at Warilla Grove Shopping Centre and at the Central Library, to promote volunteering in the community, and to recruit new volunteers for Council's programs.

### **Enhance Library Multimedia and Online Presence via the National Broadband Network (NBN)**

Wollongong City libraries will continue to investigate opportunities to provide library-to-library multimedia services and online services via the NBN. However, progress has been delayed due to the slow roll-out of NBN. After two years, only Dapto library is NBN ready, and whilst Corrimal library has the NBN hardware installed it is not fully operational yet.

### **Programs and Projects that Support Intergenerational Interaction and Integration**

A large range of programs to encourage intergenerational interactions which benefit all participants was provided by Wollongong City libraries during the year. Grandparents' story time was again popular, along with other children's activities where parents, grandparents and carers were encouraged to participate. One off events, such as music in the libraries, author talks, tech savvy classes, sustainability workshops provided opportunities for participation from diverse backgrounds and different ages to interact and thus reduce social isolation and encourage community cohesion.

### Seek External Funding to Support Delivery of Core Community Infrastructure Projects

During the year, Council successfully obtained grant funding totalling \$14.24 million for the following programs:

- \$10 million grant for Fowlers Road extension project under the Federal Government National Stronger Regions Fund
- \$2.4 million grant for the Wongawilli Access project under the NSW Government Resources for Regions fund
- \$1.2 million for projects within Port Kembla under the NSW Government Port Kembla Community Investment Fund
- \$635,000 for Mt Keira kiosk and surrounds under NSW Government Tourism Demand Driver Infrastructure Fund

### INTERESTING DATA:

- 3,329 Online customer requests
- Customer service team provided:
  - face to face service to 49,987 customers
  - telephone service to 123,167 customers
- 2.8 million visits to Council's website
- 24,128 views on Council's YouTube channel
- Over 100 children from two Dapto primary schools participated in consultation activities as part of the development of the Dapto Town and Village Plan.
- 561 people participated in consultation phase of Positive Ageing Plan 2017-22

### Asset Management Plans

Information and projections used in managing Council's assets and establishing delivery programs are reviewed and updated on an ongoing basis. During 2016-17 Council commenced a review of the asset management plans.

The review of the existing asset management plans is well progressed with a focus on *Levels of Service* at an asset level eg. road condition. This process increases our confidence in our understanding of current costs, future projections and any funding or service gaps associated with asset-related programs.

### Monitor and Review Achievement of Financial Strategy

The Financial Strategy has been monitored and reviewed through various reporting processes including monthly reporting, quarterly review process, and development and review of the long term financial projections that support the annual plan and delivery program. A rigorous review of the 2016-17 budget in the context of the 2015-16 actual result and ongoing review of current year trends has supported the achievement of the efficiency target for 2016-17 and early realisation of all remaining future years target identified in the Securing Our Future Program. Council has also generated additional surplus funds from non-recurrent improvements that have been transferred to strategic projects restricted cash for future use.

### FUTURE DIRECTIONS

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

- Building a new organisational website that is easy to navigate and presented in plain English.
- Review Council's Community Engagement Policy and approach
- Actively engage people with disabilities and carers in the evaluation and monitoring of the Disability Inclusion Action Plan.
- Work in collaboration with the Aboriginal community to develop the Aboriginal specific space and its operations at the Kembla Grange Cemetery.
- Provide support for Not for Profit organisations via provision of affordable Council assets and community facilities.
- Ensure the implementation of mitigation strategies for all fraud/corruption risks identified with immediate focus on the very high/high rated risks.
- Develop a new program of Financial Sustainability initiatives following successful delivery of Securing Our Future Program.

## STATUS OF ANNUAL PLAN 2016-17

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Ensure an effective community engagement framework connects the community to Council decision making	All annual deliverables on track/ongoing	Director Corporate + Community Services
Expand Council's use of social media and online options for communication and engagement	2 annual deliverables on track/ ongoing, 1 delayed. <i>Delayed: Investigate opportunities to enhance library multi- media and online presence via the National Broadband Network (NBN)</i> Progress is still very slow due to the slow roll-out of the NBN - with only Dapto Library currently operating on the NBN. Wollongong City Libraries looks forward to investigating opportunities once the NBN is operational across all libraries.	Director Corporate + Community Services
A coordinated approach to communication is developed and implemented	All annual deliverables on track/ongoing	Director Corporate + Community Services
Re-establish Council's commitment to partnering with our local Aboriginal community	1 annual deliverables delayed. <i>Delayed: Work in collaboration with the Aboriginal community to develop the Aboriginal specific space and its operations at the Kembla Grange Cemetery.</i> This project has been delayed due to the necessity for a road to be constructed to gain access to the proposed site. No further action can be progressed until the road is completed.	Director Corporate + Community Services
Continue to provide regular information updates to the community about Council's Financial Sustainability Review	All annual deliverables on track/ongoing	Director Corporate + Community Services
Increase opportunities for the community to connect with volunteering organisations	All annual deliverables on track/ongoing	Director Corporate + Community Services
Support community participation in non-profit activities	All annual deliverables on track/ongoing	Director Corporate + Community Services / Director Planning + Environment
Build the capability of community based organisations in managing, developing and sustaining their volunteers	All annual deliverables on track/ongoing	Director Corporate + Community Services
Support a range of projects and programs in the city	All annual deliverables on track/ongoing	Director Corporate + Community Services
Contribute to activities and programs that enhance civic pride in Wollongong	All annual deliverables on track/ongoing	Director Corporate + Community Services
Lobby for the expansion of NBN to all suburbs within the LGA within the next five years	All annual deliverables on track/ongoing	Director Infrastructure + Work
Investigate the provision of a district level community and library centre for the southern suburbs	1 annual deliverables delayed. <i>Delayed: Develop brief and initial design for the Southern Suburbs Community Centre and Library.</i> Ongoing efforts to identify a suitable site for the new Southern Suburbs Community Centre and Library, continue. Two prospective sites have been identified. Flood modelling and analysis of the preferred site are in progress to identify flood impacts on the site and implications for neighbouring properties. Preliminary discussions with property owners of both prospective sites are in train.	Director Corporate + Community Services

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Review and implement a revised library service model for Unanderra and surrounding suburbs	All annual deliverables on track/ongoing	Director Corporate + Community Services
Continue to participate and contribute to an integrated community service network	All annual deliverables on track/ongoing	Director Corporate + Community Services
Improve community understanding and awareness of Council decisions	All annual deliverables on track/ongoing	Director Corporate + Community Services
Ensure appropriate strategies and systems are in place, monitored and reviewed	5 annual deliverables on track/ ongoing, 1 delayed. <i>Delayed: Develop Council's ICT (Information &amp; Communications Technology) Strategy.</i> A peer review of the 2015 ICT Strategy was undertaken. A series of recommendations to enhance the strategic direction of technology at WCC are currently under consideration, including a refresh of the ICT strategy to reflect contemporary business needs.	General Manager / Director Corporate + Community Services
Continue to build a professional, customer focussed quality organisation	All annual deliverables on track/ongoing	Director Corporate + Community Services
Lead continuous improvement in Council's health and safety culture and behaviour	All annual deliverables on track/ongoing	Director Corporate + Community Services
Coordinate a service review program with a focus on business development and improvement	All annual deliverables on track/ongoing	Director Corporate + Community Services
Deliver the Asset Management Strategy and Improvement Plan 2012-17	All annual deliverables on track/ongoing	Director Infrastructure + Work
Investigate provision of cremation services across the region and determine Council's role in the market	1 annual deliverable delayed. <i>Delayed: Plan the future operation of the cremator.</i> A detailed business proposal is currently being completed looking at options available for Council to pursue. These include: replacement, updating of current or exiting the crematoria business.	Director Corporate + Community Services
Improve systems for recording community & staff ideas	All annual deliverables on track/ongoing	Director Corporate + Community Services
Ensure policies and procedures are regularly reviewed, updated and promoted	All annual deliverables on track/ongoing	Director Corporate + Community Services
Streamline reporting across the organisation and provide user friendly, plain English reports	2 annual deliverable on track/ ongoing, 1 deferred. <i>Deferred: Prepare the end of term State of the Environment Report.</i> Based on advice to Council from the Office of Local Government, the SOE report will be submitted when the Annual Report is submitted in November 2017	General Manager
Effective and transparent financial management systems are in place	All annual deliverables on track/ongoing	Director Corporate + Community Services
Explore innovative options to increase revenue at Council facilities	All annual deliverables on track/ongoing	General Manager
Improve the efficiency of supply management in order to achieve operational efficiencies	All annual deliverables on track/ongoing	Director Corporate + Community Services
Pursue alternative funding options to deliver Council services and facilities	All annual deliverables on track/ongoing	Director Corporate + Community Services
Achieve an operational savings as a part of Council's financial sustainability Review with savings to be directed to asset renewal	All annual deliverables on track/ongoing	General Manager/ Director Corporate + Community Services

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Undertake a review of Council's employment conditions including the consideration of more flexible employment conditions and Enterprise Agreement	Annual deliverable deferred. <i>Deferred: Facilitate an integrated business improvement approach to work practices and spread of hours.</i> During the Proposed Merger period clause 23A of the LG Act precluded Council's from progressing organisational structural change. Since the announcement that the merger was not progressing the HR Division has commenced the review of Local Area Agreements	General Manager/ Director Corporate + Community Services
Continue to pursue alternative funding option to deliver financially sustainable services and facilities	All annual deliverables on track/ongoing	General Manager
Apply for a special rate variation of 6.13% in 2014-15, 6.23% in 2015-16 and 6.24% in 2016-17 with additional funds to be directed to asset renewal	All annual deliverables on track/ongoing	General Manager/ Director Corporate + Community Services
Review and increase fees and charges to achieve a minimum of \$500,000 to ensure the financial sustainability of service provision	All annual deliverables on track/ongoing	Director Corporate + Community Services
Investigate removing the pensioner and charitable waste exemptions	All annual deliverables on track/ongoing	Director Corporate + Community Services
Continue to actively seek grants and contributions to deliver core community infrastructure and services	All annual deliverables on track/ongoing	Director Infrastructure + Work
Deliver a consistent and effective integrated frontline customer service centre	All annual deliverables on track/ongoing	Director Corporate + Community Services



## ***Goal 5: We are a Healthy Community in a Liveable City***

Our community is safe, healthy and happy. The city provides diverse and accessible recreational and lifestyle activities to foster community wellbeing for people of all ages, abilities, cultural backgrounds and personal challenges.

Our people thrive with a sense of self and a connection to place. We enjoy the relaxed pace, the opportunities for being with family and friends, helping our neighbours and meeting new people.

We encourage informal and formal lifelong learning and we share a common goal to make Wollongong a place where at a minimum all residents' basic needs are met and our quality of life improved.

### **COUNCIL'S ROLE**

In partnership with other agencies, Council has a diverse role in working with the community to support a safe, healthy and liveable city. Our role is to provide direct services to the community including Youth Services, Aged and Disability Services, community programs, libraries and community facilities. We also manage significant open space, recreation services, leisure centres, aquatic services such as pools and lifeguard patrols for 17 beaches.

Council funds and supports community based groups and programs through the Neighbourhood Youth Work Program, NAIDOC Week and Seniors Week.

We also work with other agencies to lobby, plan and advocate on behalf of others to work towards an integrated and holistic range of services that support community wellbeing.

Our statutory responsibility to maintain healthy communities is provided through our Emergency Management Service and Public Health Services.

# Summary of 2016-17 Actions

## ANNUAL DELIVERABLE PROGRESS

On Track/ Ongoing	Not Scheduled to Commence	Delayed	Deferred	Completed (Project Only)
81.0%	1.3%	10.1%	1.3%	6.3%

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

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

	2012-13	2013-14	2014-15	2015-16	2016-17
Direct Run District Community Facilities – Visitation*	236,107	247,528	244,268	240,298	232,986
Direct Run District Community Facilities – Utilisation*	37,603	38,500	37,873	37,321	37,669
Dapto Heated Pool - Visitation	56,819	61,686	71,996	67,304	72,701
Corrimal Heated Pool - Visitation	108,777	118,883	115,187	124,027	92,844

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

### Support Newly Arrived and Refugee Communities

A range of projects and initiatives were undertaken throughout the year to support newly arrived and refugee communities. A highlight included new collaborations resulting in two pilot projects:

- The 5S - 3 day swim and surf safety intensive program for children from low income families in the southern suburbs, with a focus on children in care and those from a refugee background. This was a new partnership formed between CareSouth, McKeon's Swim School, Port Kembla Surf Club and Council. Care South secured a ClubsNSW Grant which enabled the program to be delivered, with 54 children participating. Plans are underway for a similar program in 2017, pending successful funding.
- SURF – (Supporting the Unification of Refugee Families) is a successful collaboration between University of Wollongong (UOW) Law Faculty, Illawarra Multicultural Services (IMS) and Council which resulted in a funded pilot project. The project links law student volunteers with refugee clients at IMS who need assistance with completing family reunion and citizenship applications. This is an area of assistance in high demand, which cannot be met by Wollongong's only pro bono specialist migration lawyer, funded settlement services and current volunteer teams. The first phase of volunteering has been highly successful with 15 families receiving intensive support. The partnership is currently refining the design and delivery of the second phase of the project.

### Collective 2518 Bellambi Placemaking Project

Throughout 2016-17 Council has been an active participant of the Collective 2518 Bellambi Placemaking Project. Council officers have facilitated support and actions in:

- community safety initiatives
- attending and supporting the Bellambi Community Safety Group
- graffiti prevention and removal on both Council and non-Council assets in Bellambi
- installation of the children's playground at Bellambi Point
- removal of a vandalised fence and its replacement by Land and Housing Corporation on the eastern boundary of Elizabeth Park
- regular attendance at the Bellambi Collective Action Working Group
- public art works at the Bellambi Neighbourhood Centre and Bellambi Surf Club
- participation in the Bellambi social enterprise working group.

### Leisure Centres

Visitation at both centres remains steady with a number of changes being made to increase numbers and improve return to Council. These initiatives include new program launches (Les Mills GRIT and Beat It) at Lakeside Leisure Centre, merging databases allowing two centres for the price of one, as well as roster changes to reduce costs.

Both Beaton Park and Lakeside leisure centres also continue to provide a diversified seniors program that meets the growing needs of our population. Programs such as Beat It, Lungs In Action as well as the water and land based classes continue to maintain high attendances.

A continued focus on programming has ensured membership across the key areas of the gymnasium and learn to swim has remained steady.

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

Throughout the year, Council completed repairs to the concourse and walls of Woonona Pool and the Gents Pool in Wollongong.

It has been a challenging year at the Austinmer rock pool project site. Unfortunately tide, swell and sea conditions have not been satisfactory for the major components of the work to proceed, which includes the installation of the precast wall panels along the eastern end of the southern pool. Council will continue to monitor the tide, sea and swell conditions to identify opportunities to carry out the remaining works. Works which have progressed during the year include completion of repairs to the central concourse area and the core hole drilling on the eastern wall of the northern pool for the erection of the hand railing. The pools have remained open during times of inactivity.

Repairs to the rock pool at Coalcliff have commenced and are well underway.

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

Comprehensive engagement was undertaken with the community to identify key priorities for the Positive Ageing Plan 2018-22. The engagement strategy was informed by a body of research which helped to identify key issues at an international, national and state level. This research also highlighted groups to be targeted as part of the engagement. 561 people participated in the consultation phase through surveys, focus groups, workshops and community conversations. The issues and priorities raised will inform the strategies and actions to be included within the plan.

### **Disability Inclusion Action Plan 2016-20**

The Disability Inclusion Action Plan was launched by the Minister for Disability Services the Hon John Ajaka MLC and the Lord Mayor in September 2016, the first in NSW. The plan has now has been lodged with the NSW Disability Council. Implementation of the plan continues to progress well and has a strong commitment across all divisions within Council. Some of the initiatives that have been undertaken during the year to improve access in the city include:

- access appraisals of Dapto and Corrimal town centres as part of the town and village plans.
- major access upgrades at Bald Hill, resulting in very positive feedback from the community
- new picnic shelters and accessible BBQs connected by a continuous accessible path of travel at Galvan Park, Stuart Park. New amenities were also built including an adult change table.
- upgrade of Western Crown Street (southern side) footpath and seating from the train station to mall.
- kerb and footpath upgrades in Tannery Street, Unanderra
- development of An Easy Read version of Disability Inclusion Action Plan
- installation of a Play Communication Board for Luke's Place Playground
- updating the Disability webpage on Council's website
- development and implementation of an access plan for the 2016 New Year's Eve event
- consultation with the deaf community resulting in a number of programs including provision of Auslan interpreters for the Central Library's Declutter Workshop, the Bee Workshop at Greenhouse Park and the Fabric Making Workshop with the Deaf Community at the art gallery
- access training for Council design and technical staff, relevant to their work areas
- employment vacancies being distributed through disability networks, with two targeted positions successfully recruited.

The development and approval of the Disability Inclusion Action Plan 2016-20 has also seen a significant increase in request for access advice from across a diverse range of Council services and projects. This includes advice in relation to:

- provision of information about disability requirements
- access to events and activities such as library programs and New Year's Eve
- links to people with disability
- access to the built environment.

Looking forward, funds have been allocated in 2017-18 for:

- the development of a public toilet strategy
- consideration of access as part of the footpath condition audit
- an access audit of bus stops and shelters
- an audit of accessible parking on road and in car parks in key locations.

#### INTERESTING DATA:

- 29,777 young people participated in programs/projects delivered by Wollongong Youth Services
- 54,188 hours of service provided by Social Support
- 1.22 million visits to Council's pools
- 445,000 visit to Wollongong Botanic Garden

### Unanderra Access and Movement Strategy

Implementation of priority actions identified in the Unanderra Access and Movement Strategy continue, including:

- installation of traffic lights at the corner of Nudjia and Central roads
- progression of design works to incorporate pedestrian facilities and traffic calming on Central Road
- streetscape improvements on the west side of Princes Highway between Central Road and Tannery Street
- near completion of works in Tannery Street west of the corner of Tallegalla Street.

Subject to Roads and Maritime Service concurrence, the next major action for implementation is the installation of multiple marked crossings along Central Road including footpath upgrade, kerb and gutter replacement as well as road resurfacing.

### Playgrounds

In accordance with Council's Wollongong Play Strategy and our scheduled capital program, Council undertook renewal works at the following playgrounds:

- Primrose Place, Farmborough Heights
- James Pearson Reserve, Balgownie
- Lakelands Oval, Dapto
- Charles Stimson, Farmborough Heights
- Bellambi Point, Bellambi
- Windang Foreshore Reserve, Windang.

In May 2017 the official opening of the brand new Kanahooka playground at Lakeside Drive occurred. In line with current play guidelines, the space also incorporates a dry creek bed that provides kids with the opportunity to play and explore in a natural environment.

Construction works were also completed at Nicholson Park, Woonona including water play, flying fox, climbing frame, swings and natural landscaping.

### Upgrade to North Dalton Park Amenities

Renewal works at the North Dalton Park were completed in time for the Australian Country Cricket Championships in January 2017. Works were also completed on the grandstand seating renewal in time for the Sheffield Shield Match in February 2017.

The renewal of the amenities, site screens and grandstand seating sees the venue now being rated as Cricket NSW's preferred regional venues with Cricket Australia indicating that the venue would be suitable to host subsequent matches including a Sheffield Shield Final.

### Illawarra Aerial Patrol

Through a formal service level agreement with Council's preferred Aerial Shark Surveillance operator, Touch Down Helicopters, Council trialed the use of the helicopter surveillance service for 26 days that were not covered by the Department of Primary Industries shark surveillance program. This trial provider delivered 24 scheduled flights with two being cancelled due to inclement weather in March. Council received excellent coverage with the aerial surveillance service from Windang to Stanwell Park noting one shark sighting at Coniston in March 2017. The service was also tasked to a call out to a reported shark sighting at Sandon Point.

### Illawarra White Ribbon Walk and Illawarra Reclaim the Night

Council works closely with the community and has partnered on a variety of events that promote community safety. The Reclaim the Night and White Ribbon events for 2016 were well attended with over 1,000 participants. The 2016 events focus was on young men and high school boys who led the White Ribbon Walk and participated in the oath not to be violent to women.

## Botanic Garden

Wollongong Botanic Garden supported a host of small community events through to larger commercially operated ventures to provide visitor experiences for all ages and abilities. Key highlights for the year included another successful Sunset Cinema season, Easter event and the second Botanic Gardens Australia New Zealand open day. Visitation for the year totalled 445,000 people.

## Gleniffer Brae

Council received the National Trust and Local Government Excellence in the Environment Awards for its innovative heritage interpretation tour *Step Back in Time*, which is held quarterly onsite.

Heritage maintenance works completed during the year include an exterior and interior paint work which restored the original colour schemes of the house and commencement of garden retaining wall restorations.

A review of the Gleniffer Brae Conservation Management Plan and Botanic Garden Plan of Management was also undertaken along with full public consultation. A planning proposal was also submitted to the Department of Planning and Environment to allow a function centre use at Gleniffer Brae.

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

Council's Social Support Services provided a variety of programs to the community to improve social connections for frail aged people, people with disability and their carers. This year Social Support provided 54,188 hours of services, higher than the 47,395 hours that the service is funded to provide. The demand for support continues to grow, as indicated by the number of new referrals received this year- 476 new referrals compare to 407 referrals the previous year, and by the additional services commenced in the last twelve months.

This year, the services introduced a number of new initiatives to provide social connections for our target group, including:

- a community service newsletter for customers and volunteers
- additional weekly Twilight Tour for people with dementia and a social bus outing on a Thursday to meet the demand for this type of service
- IT training on how to use tablets for clients at Centre Based Day Care Groups to assist our customers with the use of technology in their everyday life. Customers showed considerable interest in this activity and it is now a regular feature at the centre
- hosted an Elder Abuse Awareness afternoon tea with 50 people participating in the workshop, including representatives from other community services agencies, guest speakers from the Elder Abuse Hotline and police officers
- a new Carers Support Gathering at Corrimal Leagues Club, which provided an opportunity for carers to connect with other carers, while their care recipients were cared for by brokered staff at Corrimal Community Centre
- two information sessions in April and May to inform our customers about the roll out of the National Disability Insurance Scheme (NDIS) in the Illawarra.

## Youth Services

Youth Services has undergone significant change this year with a key focus on increasing young people's opportunity to develop new skills and build capacity. Changes included:

- increased structured programs such as barista training, art and guitar workshops, a computer programming course and planned events on Friday evening's
- a reduction to drop in hours (to expand structured programs)
- increased opportunities for young people to participate in decision making.

Youth Services have actively sought opportunities to increase their profile in the community through marketing, media and attending community events. The new approach has increased the number of new participants to the service encouraging skills and connecting young people to additional opportunities through a more diversified program.

Other Youth Services initiatives include:

- the *I Love Wollongong Because* panel project was launched, providing public exhibition opportunities for high school students and increasing valuable links to the school community
- Rainbow League introduced two peer facilitators and a structured program which resulted in participation rates quadrupling
- Commencement of service provision in Bellambi with a key focus of increasing young people's opportunity to develop new skills and build their capacity
- scoping for a youth service to be delivered in Koonawarra has commenced.

### **Community Facilities**

Community organisations, who manage and operate many of Council's community facilities under a licence agreement, continue to provide a large range of services and activities across the LGA. The community facilities team has negotiated several licenses during this period, including SALCO taking on the licence for Wollongong Senior Citizens Centre and the amalgamation of Thirroul Neighbourhood Centre with Careways Community Inc. The community facilities team continues to work with licensees to enable delivery of their services and manage the logistics of a significant refurbishment program of works, a small sample of which includes Cringila Small Hall's new kitchen, retaining wall replacement at Stanwell Park Children's Centre and repainting works across many facilities.

### **Dapto Town Centre Plan 2017-27**

The Dapto Town Centre Plan was prepared with the assistance of the Dapto Futures Group, exhibited and endorsed by Council. The plan updates the vision for Dapto, and highlights its important role to serve the future West Dapto communities. During 2017-18 work will commence on planning the upgrade to Dapto Square, which was identified by the community as the key priority project.

### **FUTURE DIRECTIONS**

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

- Develop and implement a model for the delivery of Youth Services informed by the outcome of the Neighbourhood Youth Work Program (NYWP) compliance report due to Council in April.
- Establish youth service delivery in Koonawarra and Cringila.
- Finalise the development of the Positive Ageing Plan 2017-2020 and when adopted by Council begin implementation.
- Continue implementation of priority recommendations from Warrawong Town Centre Studies - undertake the Cowper Street Renewal Project, subject to support from RMS (Roads and Maritime Services).
- Undertake Corrimal Traffic Study and access movement.

## STATUS OF ANNUAL PLAN 2016-17

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Partner with community based organisations in the provision of services	All annual deliverables on track/ongoing	Director Corporate + Community Services
Actively engage children and young people in planning and design processes	All annual deliverables on track/ongoing	Director Corporate + Community Services
Partner with agencies and health authorities to support improvements to the region's medical services	All annual deliverables on track/ongoing	Director Corporate + Community Services
Assess the changing profile of the community and reprioritise services appropriately	All annual deliverables on track/ongoing	Director Corporate + Community Services
Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	All annual deliverables on track/ongoing	Director Corporate + Community Services
Investigate the future provision of Aquatic Services across the local government area and implement improvements	4 annual deliverables ongoing, 1 delayed. <i>Delayed: Undertake programmed renewal works at Council's rock pools in accordance with the capital works program.</i> Austinmer Rock Pools Tide, swell and sea conditions have prevented much work being able to be achieved on the rock pools. Some core hole drilling has occurred on the eastern wall of the northern pool for the erection of the handrail. The central concourse pavement surface has been repaired which now has good slip resistance. Unfortunately, conditions have not been satisfactory for the installation of the precast wall panels on the eastern end of the southern pool	Director Corporate + Community Services Director Infrastructure + Work
Continue to undertake social, land use and environmental planning activities that assists in service planning	All annual deliverables on track/ongoing	Director Corporate + Community Services Director Planning + Environment
Carry out commercial business management of Council's operational lands	2 annual deliverables on track/ongoing, 1 delayed <i>Delayed: Reinstate Waterfall (Garrawarra) Cemetery.</i> Easements over the Crown Land surrounding the Garrawarra site have progressed this quarter with an outcome pending. These easements are required to allow Council to submit a development application for the site, as well as gain lawful access through a right of carriageway so works can commence to reinstate the site as a bush cemetery.	Director Corporate + Community Services
Develop a sustainable financial model and strategy for the maintenance and management in perpetuity for Council cemeteries, in response to the Cemeteries Act and establishment of 'Cemeteries NSW'	Annual deliverable completed. <i>Completed: Review the impact of the Cemeteries Act and actions required to comply and determine the financial implications for consideration.</i>	Director Corporate + Community Services
Review planning controls for priority locations	All annual deliverables on track/ongoing	Director Planning + Environment

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	<p>3 annual deliverables on track/ongoing, 2 delayed</p> <p><i>Delayed: Explore opportunities outlined in needs assessment developed for the Beaton Park Precinct</i></p> <p>A draft plan of management has been developed along with a planning proposal which will ensure the permissible uses of the site are in alignment with current activities at Beaton Park.</p> <p><i>Delayed: Construct synthetic football pitch at Ian McLennan Park, Kembla Grange.</i></p> <p>The project has progressed through the Master planning and preliminary pre tender budget stage. Consultation with the key stakeholder Football South Coast has been undertaken noting a significant budget shortfall. This has led the scope of the project to be reduced and tendering has been put on hold until budget funding can be confirmed.</p>	Director Corporate + Community Services
Policies and plans are developed, reviewed and implemented to encourage physical activity	<p>2 annual deliverables delayed.</p> <p><i>Delayed: Review West Dapto Recreation needs in line with the adopted Section 94 Plan including current concepts on Cleveland Road and West Dapto Road and ascertain recreation needs for Reed Park South.</i></p> <p>The needs assessment and site suitability study project brief has been finalised, feedback from internal staff has seen the scope broaden and now sees the study assessment to now be undertaking works during the coming year to aid to inform level of facilities to be provided and preferred site.</p> <p><i>Delayed: Pursue funding opportunities to install additional outdoor exercise opportunities in public space.</i></p> <p>Delays in pre planning approvals such as Section 60 permits from OEH at the Hill 60 precinct for the proposed fitness stations along the beach reserve adjacent to Gloucester Boulevard Port Kembla have been encountered. A proposal for an outdoor fitness equipment installation at Helensburgh was adopted as part of Council's 2017-18 capital delivery program.</p>	Director Corporate + Community Services
Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	All annual deliverables on track/ongoing	Director Planning + Environment
In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality and enhanced access to service	All annual deliverables on track/ongoing	Director Planning + Environment
Promote and enforce compliance with litter reduction	All annual deliverables on track/ongoing	Director Infrastructure + Work Director / Planning + Environment
Manage and maintain public facilities	All annual deliverables on track/ongoing	Director Infrastructure + Work
Use additional funds achieved through the financial sustainability review for renewal of major building projects as per capital program	All annual deliverables on track/ongoing	Director Infrastructure + Work

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Manage and maintain community infrastructure portfolio with a focus on asset renewal	All annual deliverables on track/ongoing	Director Corporate + Community Services / Director Infrastructure + Work
Facilitate a range of partnerships and networks to develop community safety initiatives	All annual deliverables on track/ongoing	Director Corporate + Community Services
Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	All annual deliverables on track/ongoing	Director Corporate + Community Services
Continue to liaise with Local Area Commands on key initiatives and crime reduction strategies.	All annual deliverables on track/ongoing	Director Corporate + Community Services
Deliver projects and programs to reduce crime in the Wollongong Local Government Area	All annual deliverables on track/ongoing	Director Corporate + Community Services
Safety is considered in the planning and design of any development	All annual deliverables on track/ongoing	Director Corporate + Community Services / Director Planning + Environment
Maintain and establish corridors and parks that strengthen open space connections and people movement.	All annual deliverables on track/ongoing	Director Corporate + Community Services
Coordinate an access improvement program through pre-planning and renewal activities	All annual deliverables on track/ongoing	Director Infrastructure + Work
Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet hanging community needs	2 annual deliverables on track/ongoing, 1 delayed <i>Delayed: Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla.</i> Council officers have continued to liaise with OEH officers in attempting to progress approvals onsite. During the quarter officers have progressed requirements for a section 60 application relating to car park, fitness equipment and way finding signage. This advice is being reviewed to determine likely impacts on projects being delivered in 2017-18.	Director Corporate + Community Services
Implement Council's Planning, People, Places Strategy	All annual deliverables on track/ongoing	Director Corporate + Community Services Director Infrastructure + Work
Develop a Regional Botanic Garden of Excellence	2 annual deliverables on track/ongoing, 1 deferred <i>Deferred: Design and construct a visitor information booth and kiosk at the Botanic Gardens.</i> Project re-scoped to include feasibility and design of a permanent facility as part of the 2017-18 Botanic Garden masterplan project.	Director Planning + Environment
Provide statutory services to appropriately manage and maintain our public spaces	All annual deliverables on track/ongoing	Director Corporate + Community Services Director Planning + Environment
Develop a play strategy to support the planning of high quality centralised and integrated park facilities	All annual deliverables on track/ongoing	Director Corporate + Community Services
Use additional achieved through the Financial Sustainability Review to replace below standard playground facilities informed by the Play Strategy	All annual deliverables on track/ongoing	Director Corporate + Community Services
Deliver a range of programs for older people	All annual deliverables on track/ongoing	Director Corporate + Community Services

Delivery Program 2012-2017 5 Year Action	Status of Annual Deliverables 2016-17	Responsibility
Deliver a range of recreational pursuits for older people	All annual deliverables on track/ongoing	Director Corporate + Community Services
Deliver a diverse suite of projects to the community that foster and enhance community strengths	<p>4 annual deliverables on track/ongoing, 1 deferred.</p> <p><i>Deferred: Support the Laneway Fiesta in Warrawong to become a sustainable community event.</i></p> <p>Due to logistical issues the Fiesta could not be delivered within the Mowbray Laneway and the alternative location of the Five Islands College was found for 2016. Given organisational demands existing within SALCO they are unable to partner with Council to deliver the Fiesta in 2017. SALCO has indicated that they will pursue an alternative location in the southern suburbs early next year for a 2018 Fiesta and Council's Multicultural Community Development Worker will provide support if this opportunity is presented.</p>	Director Corporate + Community Services



## ***Goal 6***

# ***We have Sustainable, Affordable and Accessible Transport***

We will have access to an integrated transport network from north to south and east to west.

We prefer to walk, cycle or take the bus or train. We have safe, accessible and interconnected pathways to encourage pedestrian traffic.

The local government area continues to be linked to the broader region and the City of Sydney via efficient, safe and affordable linkages.

### **COUNCIL'S ROLE**

Council's role in contributing to an integrated transport network across the local government area involves planning, construction and maintenance of our local roads, footpaths and shared pathways. Council also partners with other agencies, including state government to investigate, lobby and establish an improved public transport system.

# Summary of 2016-17 Actions

## ANNUAL DELIVERABLE PROGRESS

On Track/ Ongoing	Not Scheduled to Commence	Delayed	Deferred	Completed (Project Only)
94.8%	0%	5.3%	0%	0%

An overview of how we worked towards achieving the community's goal of sustainable, affordable and accessible transport through the five year delivery program actions and annual plan actions are detailed in the following pages. *Additional highlights relating to this goal are also included under the Strategic Programs – Connectivity / Walkability (page 22).*

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

	2012-13	2013-14	2014-15	2015-16	2016-17
Community transport*	151,657	127,521	122,497	143,992	167,460
Capital works program	\$53.9	\$86.2	\$85.8	\$82.7	\$90.8

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

### Community Transport

Community Transport Wollongong-Shellharbour provides a range of services to ensure frail older people, people with disability and people who are transport disadvantaged continue living independently in the community and have access to essential services, such as social activities, medical appointments, shopping, etc. The service provided 167,460 passenger trips, 79,656 of those trips were delivered via the taxi voucher scheme.

Community transport received 1,241 new referrals, compared to 1,009 new referrals the previous year.

Highlights of the year include:

- Christmas Morning Tea to promote the service to the Aboriginal community and the Elders. The event was very successful, with more than 50 Elders in attendance. They enjoyed the activity and the opportunity to socialise. The Lord Mayor and councillors also attended the event.
- information sessions for our customers about the National Disability Insurance Scheme (NDIS) - in preparation for the roll out of the NDIS in the Illawarra. Two information sessions were held to inform our clients about the roll out of the scheme in the region and to stress the importance of including transport in their individualised plans.

### Park n Ride' Feasibility Study

The *Park and Ride* initiative is identified in the adopted Wollongong City Centre Access and Movement Strategy. During 2016-17 the feasibility assessment of a southern city centre shuttle bus route and service to support park and ride was finalised. The findings will be incorporated into revised planning and actions as part of the review of the Inner City Parking Strategy and also the City Centre Access and Movement Strategy.

### Extend the Lake Illawarra Cycle Way

Council continues to maintain, renew and extend sections of shared path around the lake on Council land through allocation of budgets within capital and maintenance programs. During 2016-17 a large section of shared path was reconstructed outside the Illawarra Yacht Club.

Through the establishment of the Lake Illawarra Estuary Management Committee and supporting Memorandum of Understanding, future investigative work will be undertaken following resource allocation.

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

As part of the Secure Our Future Program, Council extended the average lives (depreciation rate) of footpaths to 80 years which has resulted in footpaths being maintained for a longer period prior to replacement, and hence created about \$1 million savings in depreciation annually. The impact of this is being monitored through periodic (5 yearly) condition audits and ongoing review of customer requests.

The footpath condition audit was last assessed in 2013 and this forms the baseline level of service to enable the assessment of any changes. More frequent inspections are carried out for high use areas such as the city centre and foreshore.

## Footpath Renewal

During 2016-17 Council invested \$6.2 million in the footpath renewal program. Works included:

Completion of construction at:

- Farmborough Road; shops #7 to #29, south side, Unanderra
- Lake Heights Road to Barina Avenue, offroad path, Lake Heights
- Northcliffe Drive, Kully Way to Griffin Street, North side, Warrawong
- Bourke Street footpath, Corrimal Street to Flinders Street (south side), North Wollongong
- Cliff Road to Continental Pools staircase renewal, Wollongong
- Pendlebury Rest Park, Woonona
- Murray Road; Pioneer Road to tourist park, south side, East Corrimal
- Market Street; Corrimal to Queens Streets, Wollongong
- 4 - 4B Flinders Street, North Wollongong
- Farmborough Road; Jenkins to Jemima Streets, south side, Unanderra
- Lakeview Parade, Overhill Road to Bundah Place, Primbee
- Market Street; Young Street to Richardson Lane, south side, Wollongong
- Crown Street West - Stage 2, Wollongong
- Thirroul Commercial Area
- Tannery Street; Tallegalla Street to opposite #19, Unanderra.

Completion of designs for:

- Brompton Road, Daphne to Rothery Street, east side, Bellambi
- Pendlebury Rest Park, Woonona
- Blackett Street, Cliff Road to Kembla Street, north side, North Wollongong
- Pop Errington Park, Fairy Meadow
- Cringila CBD; Stage 1, Cringila
- Princes Highway; Central Road to Tannery Street, Unanderra
- Unanderra Masterplan
- Grand Pacific Walk - Section 1, 2 and 4, Coalcliff
- Cringila CBD; Stage 1
- Austinmer commercial area.

## Road Resurfacing and Reconstruction Program

During 2016-17 Council delivered an extensive annual road resurfacing and reconstruction program, including using additional funds achieved through the Financial Sustainability Review. Works undertaken include:

- reconstruction of 40 roads, with a further eight commencing road resurfacing and reconstruction works
- resurfacing 34 roads with a further four having construction commenced
- various stages of design for six road resurfacing projects in preparation of construction later in 2017
- various stages of design for 15 road upgrade or reconstruction projects for delivery during 2017-18.

## Fowlers Road, Dapto to Fairwater Drive, Horsley

Council has concentrated efforts this year in developing its design for the new link road between Fowlers Road/ Princes Highway to Fairwater Drive, and to get it to a stage that construction could begin. The project has been broken into several stages to improve the efficiency in the construction program. The main stages are Stages 1 and 2. Stage 1 works, which involve the construction of approximately 300m of road embankment from the Fairwater Drive end, have commenced with the engagement of a contractor to undertake these works.

Stage 2 works, which entails the construction of the remainder of the earthworks and the larger bridge, are not scheduled to commence until the first quarter next year following the completion of the detailed design.

## INTERESTING DATA:

- 167,460 passenger trips; 79,656 of those trips were delivered via the taxi vouchers scheme– well above the 67,653 trips funded for
- \$6.2 million invested in the footpath renewal program
- 40 roads reconstructed, with an additional 34 resurfaced

### **Grand Pacific Walk - Stage one**

The detailed designs and specifications for the construction of a pathway to improve accessibility for pedestrians and cyclists, extending from Stoney Creek Bridge to Stanwell Park has been completed. Works, mainly site clearing, have recently begun on Section 1 between Stoney Creek Bridge and Coalcliff Railway Station. Once fully established, works are scheduled to be occurring concurrently along Stages 1, 2 and 4 of the Grand Pacific Walk.

### **Integrated Transport Strategy**

Council continues to liaise with key state government agencies in relation to significant transport projects. These include:

- City Centre projects
- Albion Park Rail Bypass
- the upgrade of the Mount Ousley Road/ Old Mount Ousley Road intersection
- Princes Highway Corridor Strategy
- Keiraville/ Gwynneville Access and Movement Strategy.

We are also scoping prioritisation of actions for bus stops and bus zones to ensure compliance with the Disability Discrimination Act requirements for accessibility to public transport.

### **FUTURE DIRECTIONS**

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

- Continue implementation of the Wollongong Bicycle Plan
- Implement footpath and cycleway improvement programs and the development of city wide pedestrian plan
- Continue delivery of accelerated capital program for footpath renewal
- Continue to construct Stage 1 of the Grand Pacific Walk.

## STATUS OF ANNUAL PLAN 2016-17

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