

WOLLONGONG CITY COUNCIL

# ANNUAL REPORT

2018 - 2019





**ACKNOWLEDGEMENT OF COUNTRY**

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

# WELCOME TO WOLLONGONG CITY COUNCIL ANNUAL REPORT 2018-19

Welcome to Wollongong City Council's Annual Report 2018-19. This report provides a summary of our performance over the 2018-19 financial year against the actions in the Operational Plan 2018-19 and the three year actions in the Delivery Program 2018-21.

## HOW TO READ THIS DOCUMENT

The annual report comprises five main sections. The first section provides an overview of our city, Council and financials. *Pages 2-18.*

The main body of the report contains two sections: Strategic Priorities and Strategic Goals. Both sections provide an overview of our performance during 2018-19 toward achieving the five year Strategic Priorities and Delivery Program Actions. *Pages 19-62.*

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*

## INTENDED AUDIENCE

This report provides information to a broad range of stakeholders including Wollongong City Council residents and ratepayers, government and non-government organisations, our partners and local businesses. It also provides our staff with information on how well we have performed over the year and how their efforts are contributing to achieve our community's vision, *From the mountains to the sea, we value and protect our natural environment and we will be leaders in building an educated, creative and connected community.*

## HOW TO OBTAIN A COPY OF THIS DOCUMENT

A copy of this annual report and various other Council publications are available on our website ([www.wollongong.nsw.gov.au](http://www.wollongong.nsw.gov.au)). If you would like a hard copy of this report, contact the Council 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.

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Attachment B: General Purpose Financial Statements
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## Local Government Requirements

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# Fast Facts

216,071 residential population (ERP 2018)

69 suburbs

84,056 dwellings (2016 census)

3.16 people per hectare

39 median age

\$11.01B GRP

13,387 local businesses

94,554 local jobs

100,787 employed residents

Health Care and Social Assistance - Largest Industry

## CITY OF WOLLONGONG

Located 80 kilometres south of Sydney, Wollongong covers 714 square kilometres and occupies a narrow coastal strip bordered by the Royal National Park to the north, Lake Illawarra to the south, the Pacific Ocean to the east, and the Illawarra escarpment to the west. The name Wollongong originated from the Aboriginal word woolyungah meaning five islands. Archaeological evidence indicates that Aboriginal people have lived here for at least 30,000 years. Wodi Wodi is the tribe name of the Aboriginal people of the Illawarra. Dr Charles Throsby first established a settlement here in 1815, bringing down his cattle from the Southern Highlands to a lagoon of fresh water located near South Beach.

The earliest reference to Wollongong was in 1826, in a report written by John Oxley, about the local cedar industry. The area's first school was established in 1833, and just one year later the Surveyor-General arrived from Sydney to lay out the township of Wollongong on property owned by Charles Throsby-Smith. Our local steel industry commenced in 1927 with Charles Hoskins entering into an agreement with the state government to build a steelworks at Port Kembla, thereby commencing a long history of steel production that still continues to this day.

Operations began in 1930 with one blast furnace of 800 tons capacity. In 1936, BHP acquired Australian Iron and Steel Limited and production at Port Kembla increased rapidly. The steel industry was a catalyst for growth for many decades, and laid the foundations for the city's economy, lifestyle and culture. Wollongong is proud of its industrial roots, and is still known and acknowledged as one of Australia's leading industrial centres. While steel and other manufacturing industries remain an essential part of the local economy, the city has long recognised the need to diversify its economic base. Construction of the spectacular Sea Cliff Bridge to the north has given even more focus to the burgeoning tourism industry, and information technology, hospitality, health services and telecommunications continue to grow as key industries of the region.

Wollongong enjoys a rich sense of community and cultural heritage, with people from more than 30 different language groups and 20 religious backgrounds living in harmony. A deep respect for others' traditions and regular celebrations of diverse customs add to the vibrant tapestry of community life and provide another dimension to our increasingly sophisticated city.



# COMMUNITY STRATEGIC PLAN

## OUR WOLLONGONG 2028

Our Wollongong 2028 is a whole of community plan, in which all levels of government, businesses, educational institutions, community groups and individuals have an important role. The community strategic plan outlines the community's main priorities and aspirations for the future, and includes strategies for how we will achieve them.



### COMMUNITY VISION

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.

### OUR COMMUNITY GOALS

To support the achievement of our community vision, collaborative efforts will focus on six interconnected goals:

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 have a healthy community in a liveable city
6. We have affordable and accessible transport

### PLANNING PRINCIPLES

Our Wollongong 2028 is underpinned by the Social Justice Principles of equity, access, participation and rights. These four interrelated principles ensure that:

- There is fairness in decision making, prioritisation and allocating resources, particularly for those in need
- All people have fair access to services, resources and opportunities to improve their quality of life
- Everyone has the maximum opportunity to genuinely participate in decisions that affect their lives
- Equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

## **ALIGNMENT TO OUR COMMUNITY'S PRIORITIES**

Council refers to its adopted strategies and plans as Supporting Documents. These direction setting documents support the delivery of the Community Strategic Plan, Council's Resourcing Strategy, Delivery Program and Operational Plan. These documents include goals, strategies and actions specific to a project. However, until the actions are enabled through resourcing and included in the Delivery Program and Operational Plan, they remain aspirational.

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

### **Community Services and Facilities**

Ageing Plan 2018-2022 Implementation Plan

Beach and Foreshore Access Strategy 2019-2028

City Libraries Strategy 2017 - 2022

Community Safety Plan 2016-2020

Creative Wollongong 2019-2024

Crematoriums Strategic Plan

Disability Inclusion Action Plan 2016-2020

Economic Development Strategy 2013-2023

Places for People – Wollongong Social Infrastructure Planning Framework 2018-2028

Public Art Strategy 2016 - 2021

Public Spaces Public Life 2016-2019

Public Toilet Strategy 2019-2029

### **Corporate Governance and Internal Services**

Information Management and Technology Strategy 2018 – 2020

### **Environment**

Dune Management Strategy

Environmental Sustainability Strategy 2014-22 and Action Plan

Environmental Sustainability Strategy Part 2 2017-2022

Illawarra Biodiversity Strategy 2011-2016

Illawarra Escarpment Management Plan 2015

Illawarra Regional Food Strategy 2014-2018

Keiraville/Gwynneville Implementation Plan 2014-2016

Pest Animal Management Plan – Deer, Rabbit, Myna Bird 2017-2020

Urban Greening Strategy 2017 - 2037

Waste and Resource Recovery Strategy Plan 2015-2022

Stormwater Management Plans

### **Planning and Engagement**

Corrimal Town Centre 2015-2022

Dapto Town Centre Plan 2017-2027

Figtree Town Centre Plan 2014-2020

Heritage Strategy and Action Plan 2015-17

Port Kembla Revitalisation Plan 2025

Sandon Point and McCauleys Beach Plan of Management 2015

Unanderra Town Centre Masterplan 2014-2024

Warrawong Town Centre Plan 2013-2023

West Dapto Vision 2018

West Dapto Section Development Contribution Plan (2017) and draft (2020)

Wollongong Development Contribution Plan (2019)

Wollongong City Centre Access and Movement Strategy 2013-2033

Wollongong Major Events Strategy 2016-2020

### **Recreation and Open Space**

Figtree Oval Recreational Master Plan 2016 – 2029

Sportsground and Sporting Facilities Strategy 2017-2021

The Future of Our Pools Strategy 2014-2024

Wollongong Play Strategy 2014-2024

Tourist Parks Strategic Plan

### **Transport Services and Infrastructure**

Bike Plan 2014-2018

Inner City Parking Strategy 2010-2026

Pedestrian Plan 2017-2021

# MESSAGE FROM THE LORD MAYOR



It has been another busy year at Wollongong City Council and I am pleased to present the Council's Annual Report 2018-19 as we try to address all the expectations of our residents.

The demands on our resources means, at times, we are challenged to meet all the needs of our city. Councillors have endeavoured to do our best within the funding that you provide through rates and other opportunities, such as state and federal grants, as well as being financially responsible and sustainable.

This document captures the work that has been done and highlights the projects big and small that come together to deliver a city that's easier to move around, offers great cultural and social amenities and spaces and everything we need to enjoy living, working and playing here in Wollongong.

Council is responsible for more than \$3.6 billion of community assets. These include everything from more than 1,000km of roads and more than 500km of footpaths to more than 600km of stormwater drains, as well as pools and parks. It includes the libraries where we had around 1.3 million loans across our seven branches in 2018. It includes our creative spaces like the Wollongong Art Gallery and our essential community centres.

As Lord Mayor, I'm joined by 12 passionate Councillors who advocate for you, as our community, to deliver the best for you.

In the 2018-19 financial year, Council delivered a capital works program worth \$116 million. This included finishing, starting or continued work on over 500 projects across the city. Some of these are the high-profile projects like the Fowlers Road to Fairwater Drive bridge link, which is on track to be finished in 2020. Others included upgrades or improvements to some of our 152 playgrounds including at Wombarra's Matron Dunster Reserve, Fairy Meadow's Pop Errington Park and Berkeley's Fred Finch Park, and work on our much-loved rock pools.

Our focus on beach safety has continued and, along with our professional lifeguard service keeping an eye on beachgoers across the year, we also had some 7,000 primary school students and more than 600 TAFE and university students, and culturally diverse and refugee groups participate in water safety education programs.

I look forward to continuing to work for you, our community, over the next 12 months to ensure what Council does day-to-day, week-to-week and year-to-year delivers on the commitments and goals we made as part of Our Wollongong 2028 Community Strategic Plan. After all, everything we do is focused on achieving the vision that *From the mountains to the sea, we value and protect our natural environment and we will be leaders in building an education, creative and connected community*.

Gordon Bradbery AM

Wollongong City Lord Mayor

# MESSAGE FROM GENERAL MANAGER



Each year we not only plan the priorities for the next 12 months, we account for what we've done over the past year on behalf of our community.

This Annual Report 2018-19 is the document that sets out what we achieved and delivered over the past year. It shows in figures, tables and words how we're working to make Wollongong an extraordinary place to live, work and play.

The past 12 months has seen the delivery of some major projects including the Grand Pacific Walk and the ongoing progress of the Fowlers Road to Fairwater Drive road links.

We've had an unprecedented capital works program worth more than \$116 million and have invested significant funds into repairs, upgrades and the installation of new footpaths and shared pathways. This work isn't a one-year wonder, either. We'll continue this focus into the next financial year to ensure we're providing more ways for people to move about and between our suburbs without relying upon cars. We will continue to work on what it is we have committed to delivering.

We're looking at ways to make our city more sustainable. The rollout of our Urban Greening Strategy has started and by planting more trees in our streets and parks we're able to increase our city's tree canopy and work to reduce the impact of climate change.

Community centres, facilities and libraries continue to be a priority for Council. Whether it's speaking with the community about a new space in Warrawong or ensuring our existing combined community centre and library facilities in Dapto, Corrimal and Thirroul are maintained, we're working to give our residents spaces to meet their needs. We're also investing in our community halls so they may continue to host happy family celebrations, significant events or social gatherings.

All of this is being done with a keen eye on our financial sustainability. Through prudent measures we've been able to increase significantly our investment in capital renewal and asset maintenance. This is set to continue in 2019-20. We're a stable organisation financially and the measures we have in place will ensure we remain one. Good governance is an ongoing priority.

We're also continuing to listen to our community and their needs, their hopes and their desires for the future. My commitment to you as the General Manager of this organisation, and as the individual who has been entrusted to guide our city's growth, is that we will continue to put the people who call Wollongong home first in everything we do. That way, together, we're working towards meeting the goals of Our Wollongong 2028 Community Strategic Plan.

Greg Doyle  
General Manager

# 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, 14 Ordinary Council meetings and no Extraordinary Council meetings were held, and the agendas and minutes are available on Council's website. In addition, 28 Councillor briefings/workshops were held.



**LORD MAYOR  
GORDON BRADBERRY AM**

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 2011, re-elected 2017

## WARD 1



**MITHRA COX**  
Senior Electorate Officer / Musician  
Mobile: 0419 720 322  
Email: cr.mcox@wollongong.nsw.gov.au  
First elected 2017



**JENELLE RIMMER**  
JP  
Senior Electorate Officer  
Mobile: 0418 147 016  
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First elected 2017



**LEIGH COLACINO**  
Artist  
Mobile: 0417 199 189  
Email cr.lcolacino@wollongong.nsw.gov.au  
First elected 2011, re-elected 2017



**JANICE KERSHAW**  
Manager  
Mobile: 0407 383 927  
Email: cr.jkershaw@wollongong.nsw.gov.au  
First elected 1991, re-elected 1995, 1999, 2004, 2011, 2017

## WARD 2



**DEPUTY LORD MAYOR DAVID BROWN**  
BSc, GAICD, JP  
Media Consultant  
Mobile: 0409 897 597  
Email: cr.dbrown@wollongong.nsw.gov.au  
First elected 2002, re-elected 2004, 2011, 2017



**JOHN DORAHY**  
GAICD  
Sales Director Australia NZ  
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Audit, Risk and Improvement  
Committee member  
First elected 2011, re-elected 2017



**CATH BLAKEY**  
BEnvSci (Hons)  
Mobile: 0458 490 122  
Email: cr.blakey@wollongong.nsw.gov.au  
First elected 2017



**TANIA BROWN**  
GAICD, BA, JP  
Chief Operating Officer  
Mobile: 0428 604 999  
Email: cr.tbrown@wollongong.nsw.gov.au  
First elected 2017

## WARD 3



**VICKY KING**  
JP FPA  
Accountant  
Mobile: 0418 426 651  
Email: cr.vking@wollongong.nsw.gov.au  
First elected 1987, re-elected 1991, 1995, 1999, 2017



**ANN MARTIN BM**  
BA (Visual Arts), MFA, MPlan, GAICD  
Artist/Planner  
Mobile: 0435 575 370  
Email: cr.amartin@wollongong.nsw.gov.au  
First elected in 2011, re-elected September 2018 (by-election)



**DOM FIGLIOMENI**  
Dip Public Admin, B.Bus, Post Grad Bus.Mgmt,  
FCPA, FECU, FCILT, GAIST, GAICD  
CEO / Retired  
Mobile: 0427 114 307  
Email: cr.dfigliomeni@wollongong.nsw.gov.au  
First elected 2017



**CAMERON WALTERS**  
JP  
Head of Business Development  
and Public Relations  
Mobile: 0401 558 359  
Email: cr.cwalters@wollongong.nsw.gov.au  
First elected 2017

# 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 2018 to 30 June 2019) is **\$635,113.52** and consist of the following:

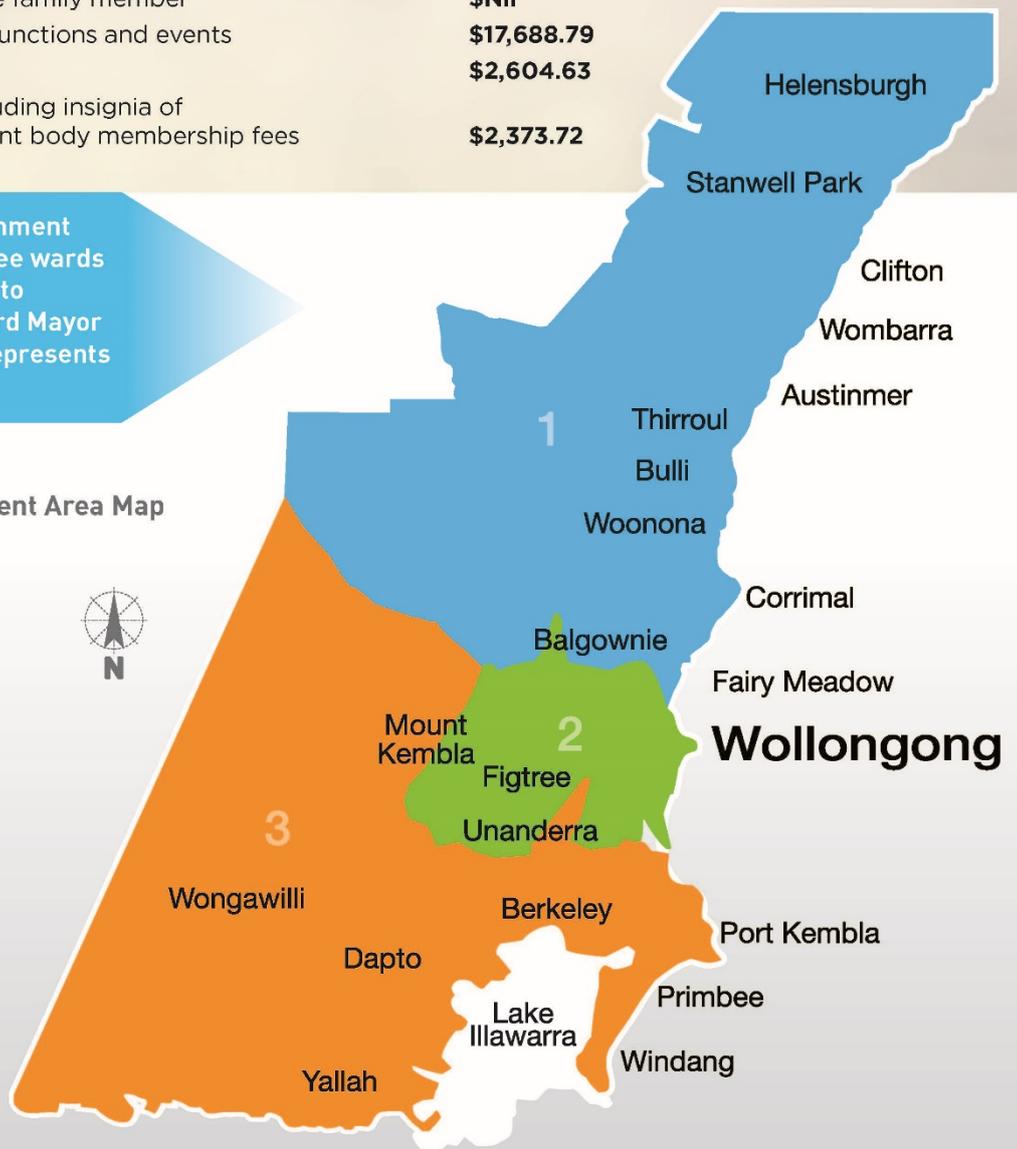
Fees	<b>\$498,711.30</b>
Expenses and facilities	<b>\$136,402.22</b>

Detailed expenditure relating to expenses and facilities are as follows:

i. Provision of facilities	<b>\$11,182.60</b>
ii. Telephone calls	<b>\$1,194.60</b>
iii. Conference and seminars	<b>\$36,392.22</b>
iv. Induction and other Professional Development	<b>\$56,646.17</b>
v. Other Training and skills development	<b>\$Nil</b>
vi. Interstate travel (non-conference related)	<b>\$Nil</b>
vii. Overseas travel	<b>\$8,319.49</b>
viii. Partner, spouse or accompanying person	<b>\$Nil</b>
ix. Care of child or immediate family member	<b>\$Nil</b>
x. Attendance at meetings, functions and events	<b>\$17,688.79</b>
xi. Newspaper subscriptions	<b>\$2,604.63</b>
xii. Other Civic expenses including insignia of office and local government body membership fees	<b>\$2,373.72</b>

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.

Wollongong Local Government Area Map



# DURING 2018-19 WE PROVIDED, INSPECTED AND MAINTAINED:

## ENVIRONMENT

- 994 environmental program events/ workshops
- Over 44 hectares of restoration at 131 natural area sites

## RECREATION

- 152 playgrounds
- 500 park sites
- 67 sportsgrounds consisting of 220 sports fields
- 5 skate parks
- 6 outdoor exercise facilities
- 18 pools (rock pools and swimming pools)
- 7,000 primary school students, and over 600 TAFE, university students, and culturally diverse and refugee groups participated in water safety education programs

## TRANSPORT

- over 1,000km roads
- over 500km footpaths and cycle ways
- over 300 car parks
- over 600km stormwater pipes

## BUILDINGS

- over 800 community buildings
- 104 public toilets

## COMMERCIAL OPERATIONS

- 2 leisure facilities
- 3 tourist parks
- 276 all day parking spaces and 754 on-street metred parking spaces

## CUSTOMER SERVICE

- 97,370 telephone calls answered within 30 seconds
- 41,813 face to face discussions
- 4,911 online requests
- 2,040 webchats

## AND

- 8,813,792 domestic, recycling and green waste bins collections
- 1,846 inspections of food premises
- 42 different programs and projects for young people
- 40,725 hours of social support services



# MAJOR CAPITAL WORKS PROJECTS

Wollongong City Council is the custodian of infrastructure, property, plant and equipment assets valued at approximately \$3.6 billion<sup>^</sup> on behalf of the community. During 2018-19, Council delivered a capital works program worth \$115.8 million, across 521 projects throughout the local government area. This includes \$52 million on renewing and replacing existing ageing assets, and \$64 million on upgrading or constructing and purchasing new assets.

In addition, Council received a further \$7.0 million of contributed assets such as roads and drainage from new subdivisions constructed by developers.

The following is a summary of the 2018-19 expenditure program, highlighting some of the major projects undertaken in the financial year:

<sup>^</sup> Written down value after depreciation of \$1.8 billion.

	2014-15	2015-16	2016-17	2017-18	2018-19
Capital Works*	\$85.8M	\$82.7M	\$90.8M	\$95.9M	\$115.8M

## MAJOR CAPITAL PROJECTS

Fowlers Road to Fairwater Drive Extension	\$32.1M
Whytes Gully New Cell (Stage 2)	\$6.4M
West Dapto Road/ Wongawilli Road Upgrade	\$2.4M
Ian McLennan Park, Synthetic Football Field	\$2.3M
Kembla Terraces Roof Replacement	\$1.5M
Stanwell Park Beach Kiosk Replacement	\$1.3M
Mt Keira HV Power Supply	\$1.3M
Wollongong Lawn Cemetery New Access Road	\$1.3M
Wombarra Rock Pool Reconstruction	\$1.0M
Central Road, Unanderra: Princes Hwy to Nudjia Streetscape Upgrade	\$1.0M

## PROJECTS ACROSS MULTIPLE LOCATIONS

West Dapto	9 projects	\$37.2M
Roads Bridges and Related Assets	180 projects	\$20.9M
Buildings	57 projects	\$9.7M
Floodplain and Stormwater Management	132 projects	\$8.2M
Footpaths and Cycle Ways	122 projects*	\$7.7M
Waste Facilities	12 projects	\$7.3M
Parks, Gardens and Sports Fields	33 projects	\$4.2M
Plant and Equipment		\$3.7M
Beaches and Pools	19 projects	\$2.5M
Car Parks	24 projects	\$1.9M
Commercial Operations	11 projects	\$1.3M
Library Books		\$1.2M

Expenditure quoted above refers to the actual expenditure for 2018-19, not the total cost of the project.

\* Number of projects quoted refers to the number of projects Council spent money on, not necessarily constructed.



# YOUR RATES AT WORK

Council's revenue for 2018-19 was over \$338.5M, with the majority of revenue coming from general rates and annual charges. This funding supported more than 34 services and programs, as well as new investment in operational and strategic priorities for the city. The following information provides an overview of Council's revenue and expenditure in 2018-19.

## FINANCIAL SNAPSHOT WHERE DOES THE MONEY COME FROM?

59%



**\$199.5M**

Rates and Annual Charges

18%



**\$59.6M**

Grants and Contributions - Capital Purposes

13%



**\$45.4M**

User Fees and Charges and Other Revenue

9%



**\$28.9M**

Grants and Contributions - Operating Purposes

2%



**\$5.1M**

Interest and Investment Revenue

**TOTAL  
\$338.5M**

## EXPENDITURE BY SERVICE

The following table provides the operating costs associated with the delivery of each of Council's services along with comparities for the previous year.

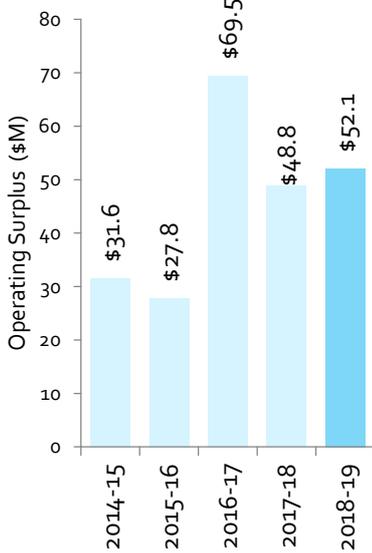
SERVICE	2017-18 Actual \$M	2018-19 Actual \$M
Aged and Disability Services	4.11	4.03
Aquatic Services	12.93	13.48
Botanic Garden and Annexes	3.61	3.63
City Centre Management	3.10	3.06
Communications, Engagement, Events and Signage	2.63	2.87
Community Facilities	5.44	5.55
Community Programs	2.14	2.03
Corporate Strategy	2.72	2.71
Crematorium and Cemeteries	2.36	2.27
Cultural Services	6.96	7.24
Development Assessment and Certification	7.66	8.14
Economic Development	2.26	2.67
Emergency Management	5.26	5.06
Environmental Services	2.31	2.42
Financial Services	7.43	7.44
Governance and Administration	9.05	8.42
Human Resources	5.84	14.12*
Information and Communications Technology	3.57	6.85
Infrastructure Planning and Support	11.99	13.47
Integrated Customer Service	4.65	4.56
Land Use Planning	3.02	3.20
Leisure Services	4.68	4.71
Libraries	10.67	11.35
Natural Area Management	3.45	3.94
Parks and Sports Fields	18.79	19.66
Property Services	1.67	4.45^
Public Health	1.02	1.10
Regulatory Control	4.63	4.98
Stormwater Services	14.85	14.82
Tourist Parks	5.76	6.31
Transport Services	48.47	50.18
Waste Management	41.79	40.51
Youth Services	1.19	1.19
	<b>266.01</b>	<b>286.42</b>

\* The increased expenditure for 2018-19 is largely due to the revaluation of employee leave entitlements to reflect current discount factors and reassessment of prior years' workers compensation claims to reflect broader community trends.

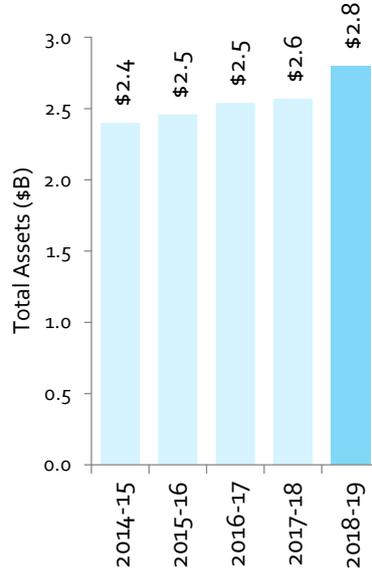
^ Profit on land sales reduced the net cost in 2017-18.

# YOUR RATES AT WORK

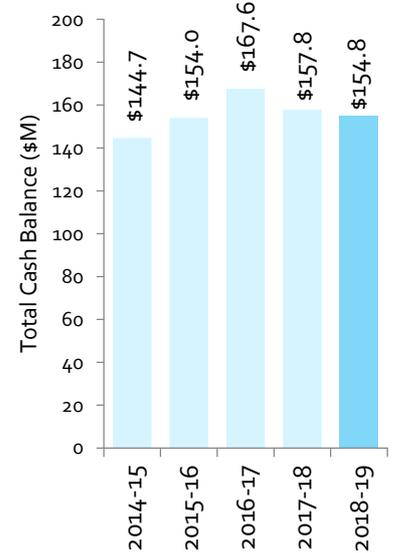
## OPERATING RESULT



## TOTAL ASSETS



## CASH AND INVESTMENT



### INCOME STATEMENT

The income statement identifies income and expenses for 2018-19. As at June 2019, Council's operating result was \$52.1 million. The operating surplus of \$52.1 million was \$5.2 million higher than original budget, primarily due to the early payment of the first two quarters of the 2019-20 Financial Assistance Grant in June 2019.

### 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 2019, Council managed \$2.8 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 2019 was \$154.8 million. This represents a \$3.0 million decrease from the previous year, primarily due to timing of capital works.

### EXTERNAL FUNDING

In 2018-19 Wollongong City Council received \$52.4 million in federal and state government funding compared to \$41.7 million received in 2017-18. These receipts have been impacted by the acceleration of West Dapto funded works and development.

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

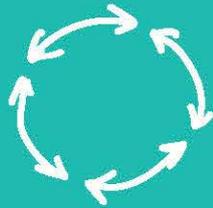
# FIVE YEAR SUMMARY OF KEY STATISTICS

	2014-15	2015-16	2016-17	2017-18	2018-19
Total number of residents*	206,794	208,875	211,201	213,841	216,071
Total number of ratepayers	79,316	79,881	81,005	82,089	82,961
Rates levied (income)	\$137.8M	\$146.4M	\$158.1M	\$159.8M	\$164.7M
Average general residential rate	\$1,249.30	\$1,333.12	\$1,417.99	\$1,444.05	\$1,477.69
Increase in average residential rate	6.3%	6.7%	6.4%	1.8%	2.3%
State government rate ceiling	2.3%	2.4%	1.8%	1.5%	2.7%
Specific purpose grants revenue (incl. capital and operating)	\$16.0M	\$21.3M	\$15.2M	\$21.1M	\$33.8M
Available working funds balance	\$17.4M	\$10.4M	\$27.0M	\$23.1M	\$29.4M
Operating performance ratio	2.3%	0.9%	10.7%	2.8%	-0.5%
Debt service ratio	2.7%	3.3%	3.2%	3.3%	3.3%
Asset maintenance ratio	0.97	0.97	0.98	0.98	1.00%
Capital Works Program	\$85.8M	\$82.7M	\$90.8M	\$95.9M	\$115.8M
Number of positions (permanent FTE)	1,029.8	1,046.27	1,045.92	1,097.26	1,117.55
Population per employee (permanent FTE)	200.8	199.6	201.9	194.9	193.3
Governance + Admin expense per capita	\$144	\$167	\$199	\$153	\$198 <sup>†</sup>
Environmental expenditure per capita	\$281	\$280	\$291	\$302	\$300
Community services, education, housing, amenities expenditure per capita	\$138	\$143	\$134	\$151	\$163
Recreational + Culture expenditure per capita	\$250	\$262	\$258	\$267	\$282
Public order, safety + health expenditure per capita	\$70	\$74	\$76	\$69	\$69
Roads, bridges and footpath expenditure per capita	\$225	\$239	\$192	\$251	\$242
Material diverted from landfill (Domestic waste collection)	47.6%	46.9%	46.3%	45.2%	48.0%
Development applications assessed	1479	1,462	1,419	1,502	1,430
Wollongong Botanic Garden visitation	440,929	481,214	451,652	418,177	413,359
Wollongong City Gallery visitation	83,727	80,488	87,328	101,030	119,208
Illawarra Performing Arts Centre and Town Hall visitation	103,316 <sup>^</sup>	131,231	113,694	170,351	144,500
Library visitation	1,103,454	1,008,330	981,551	1,020,671	1,023,880
Pools attendance	1,075,193	1,175,667	1,219,485	1,152,239	1,282,194

\* 2018 Estimated Resident Population figure - Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled by .id # Note: The allocation of costs between the services has varied over the reporting period making direct comparison at this level inaccurate. <sup>†</sup> Increase in costs allocated to Administration in 2018-19 relates primarily to a significant variation in the value of future employee leave entitlements due to the impact of decreased interest rates on the net present value calculation, the reassessment of prior year worker's compensation estimated values, and the upfront costs associated with the purchase and first stage implementation of an Enterprise Resource Planning System. <sup>^</sup> In June 2014, Merrigong Theatre Company took over the management of the Wollongong Town Hall.

# OUR ORGANISATION

## OUR VALUES



### **SUSTAINABLE**

*use our community's  
resources responsibly*



### **COURAGE**

*challenge the norm  
to be better*



### **RESPECT**

*inclusive and considerate*



### **INTEGRITY**

*honest and reliable*



### **ONE TEAM**

*together we deliver  
excellent service*

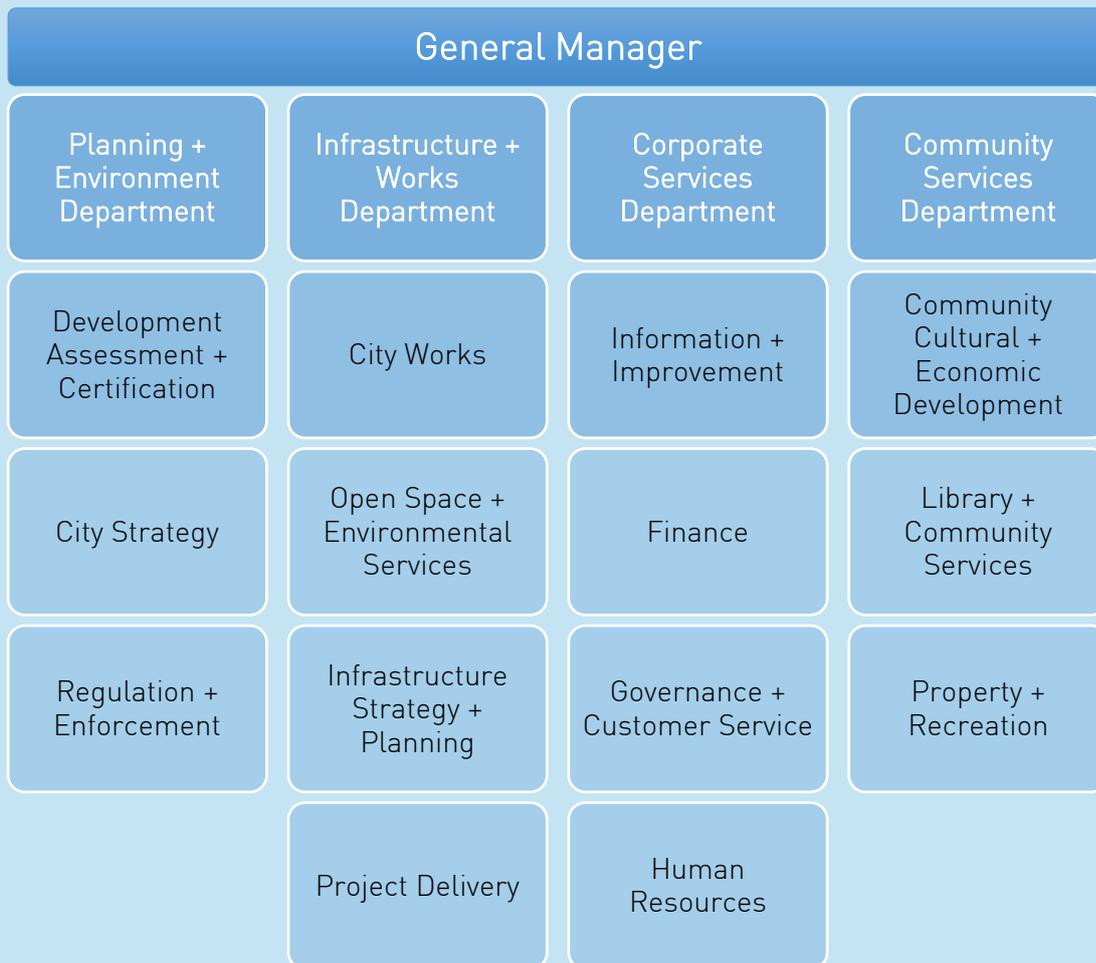
# LEADERSHIP

Council is the governing body that appoints the General Manager.

Four directors (Planning + Environment, Infrastructure + Works, Corporate Services and Community Services), along with the General Manager, form the Executive Management Committee (EMC). The senior staff structure was endorsed by Council in May 2018.

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.

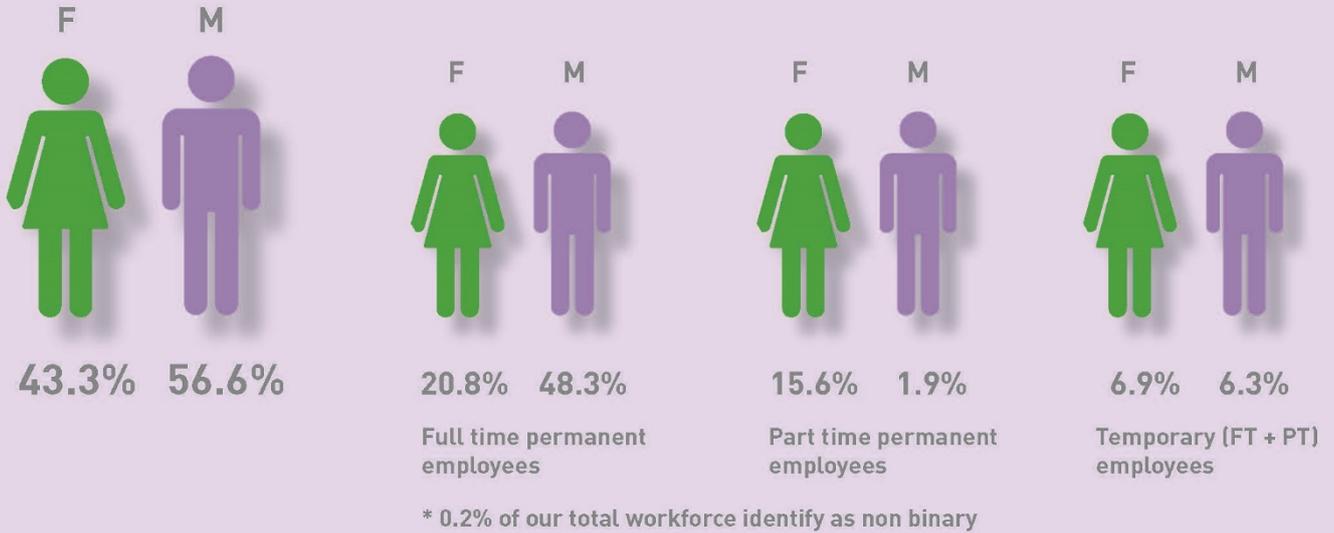
This Executive team is supported by senior managers and staff that have responsibility for implementing the policies and directions set by the Council.



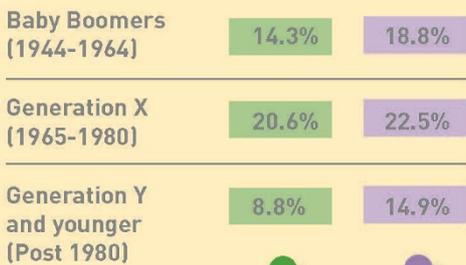
# OUR WORKFORCE

(INCLUDES ALL PERMANENT, TEMPORARY AND CONTRACT EMPLOYEES AS AT 30 JUNE 2019)

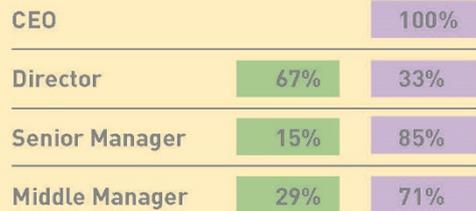
## OUR WORKFORCE IS COMPRISED OF 1210.49 FTE EMPLOYEES, INCLUDING



### 33% of employees are Baby Boomers, of which 14.3% are women.



### 27% of employees at manager level and above are women



### JOB FAMILIES ARE DOMINATED BY



85% Information & Knowledge Management

71% Administration



91% Trades and Labour

68% Engineering and Technical

# GENDER PAY ANALYSIS



## WOLLONGONG CITY COUNCIL'S FULL TIME GENDER PAY GAP

**0.83%** (\$673 p.a.)  
in favour of women

\* Compared to WGEA May 2019 national gender pay gap 14.0% (\$12,558 p.a.) in favour of men



**WOMEN TAKE HOME A BASE SALARY OF \$673 p.a. MORE THAN MEN, ON AVERAGE.**

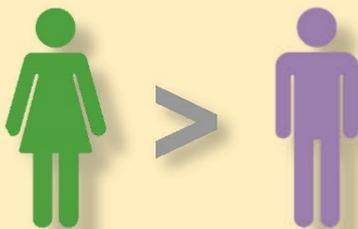
Based on like-for-like, which compares positions in the same job family and same salary range that have similar attributes, roles and responsibilities)

## BASE SALARY PACKAGE PER JOB FAMILY: **\$129** pay gap

**A woman's full time base salary across job family categories, on average, is \$129 (0.16%) a year more than the average man's.**  
(High level comparison that compares all positions in the same job family, however it does not consider the difference in pay range or position attributes, roles and responsibilities.)

### BASE SALARY GENDER PAY GAP: OVERALL MANAGER\* CATEGORY

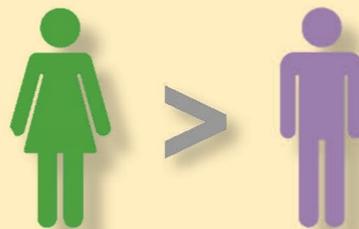
Includes all senior staff contracted managers, middle managers, coordinators and supervisors/leading hands)



**Women in management (leadership) roles are paid \$4,753p.a. MORE than men as a base salary package.**

\* Compared to WGEA 2018 gender pay gap ranging from \$32,117 to \$91,003 pa in favour of men across manager category

### TOTAL REMUNERATION GENDER PAY GAP: SENIOR STAFF CONTRACTED MANAGERS



**Women in senior staff contracted positions are paid \$23,618 p.a. MORE than men as a total remuneration package**

# INTEGRATED PLANNING AND REPORTING

Our community strategic plan includes the community’s vision, goals, objectives and strategies for the future. Council’s delivery program outlines how those strategies for which it holds responsibility will be translated into actions, with detailed operational deliverables for each year of the program.

## REPORTING ON OUR PROGRESS

The Local Government Act 1993 and Local Government (General) Regulation (2005) requires us to report under the Local Government Planning and Reporting (IP&R) Framework. This includes regularly reporting on our progress towards implementing the objectives and actions within our 2018-21 Delivery Program and Operational Plan.

### Quarterly Reports

The quarterly report to Council provides an assessment of progress against the objectives and key performance indicators identified in the three-year delivery program and one-year operational plan.

### Annual Report

The annual report provides the community, councillors and staff with a summary of the work completed by the Council during the year.

### End of Term Report

Achievements towards Our Wollongong 2028 Community Strategic Plan are reported in an end of term report. End of term reports are prepared at the end of a council term.

## WOLLONGONG CITY COUNCIL



# STRATEGIC PRIORITIES

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 priorities; which are outlined in the Delivery Program 2018-21.

## Activating Our Suburbs

We are committed to enhancing and activating spaces and places across our Local Government Area through sound planning and focused programs.

Our Delivery Program includes an ambitious plan of action to establish our city, towns and villages as connected and liveable spaces offering a variety of attractions and opportunities for people to work, live, play, learn, visit and invest. Our program supports a variety of infrastructure spending to enhance recreation, sporting and cultural opportunities.

**Project Sponsor:** Director Community Services

**Project Manager:** Manager Community Cultural and Economic Development

**Strategic Program Progress:** ✓ On Track

### PROGRAM ACHIEVEMENTS

During the year, a range of initiatives have been undertaken to activate the suburbs.

During September 2018, the Dapto Square Activation project was completed. This included art murals by young people, a play space for young children and tables, seats and shade for everyone to enjoy. The Creative Container also arrived in Dapto Square, with a range of projects delivered including Yarn Bombing which was a tree decoration place making project which consisted of 12 creative textile workshops held with a range of local community members. In the April school holidays, the Container hosted a sensory play space and the Paint the Gong REaD tent. Bright Sparks (child development) 5th birthday was celebrated at Dapto Mall in May. Playing in the Precinct has taken place in the square on Tuesdays, bringing live music to the area. During June, a community cultural development project was undertaken with Dapto High School students and young people from Kanahooka High School.

The Connecting Neighbours Grant Program was piloted with projects delivered in a range of suburbs. To date projects have been funded in Wollongong, West Wollongong, Bulli, Russell Vale, Thirroul, Bellambi, Port Kembla, Warrawong, Tarrawanna, Unanderra, Figtree, Windang, Stanwell Tops, Stanwell Park, Helensburgh, Cringila and Fairy Meadow.

Council officers have been working with the Australian Social Investment Trust (ASIT), Family and Community Services NSW, Bellambi Neighbourhood Centre and residents of Bellambi to implement funded projects and community led action plans. Council participated in and contributed to the Bellambi Community Action Planning day in October 2018. The planning day acknowledged achievements made by the community and partner organisations over the past three years which have increased the feeling of community connectedness in Bellambi and identified priority actions to be undertaken over the next two years. Council also worked with these partners, along with local design firm Edmiston Jones and the Bellambi community, to develop a masterplan for the future of the Bellambi Neighbourhood Centre. This led to a successful application for a grant under the NSW Social and Community Housing Investment Fund, which funded minor refurbishment works for the centre.

The Bellambi Safety Group continues to meet monthly, to clean up areas along the cycle way, creek and further afield into other streets within the social housing boundary. Over the last 12 months, the group have recruited other local residents and attended planning meetings at the Bellambi Neighbourhood Centre. Currently, the group is undertaking a 'rubbish audit' to determine the effectiveness of the group's activities and to document places within Bellambi estate which would benefit from another concerted education campaign regarding rubbish removal.

In July 2018, Council delivered and supported a range of NAIDOC week celebrations and activities, including the NAIDOC awards dinner which celebrated and recognised the achievements of local Aboriginal elders, community members and organisations. Wollongong City libraries hosted two *Indigenous artists in residence* at Dapto and Warrawong libraries, as well as delivering an Indigenous Film Festival, celebrating the International Year of Indigenous Languages in conjunction with NAIDOC Week. Council officers also attended regular monthly meetings of the Wollongong Northern District Aboriginal Community (WNDAC) Network to develop a Bellambi community NAIDOC Week event for 2019. The WNDAC group continues to investigate the development of a two-day a week, Aboriginal specific pre-school within the Bellambi area. Staff also share information on activities, upcoming programs in the area for children and young people with a focus on cultural activities.

Support was provided to Mission Australia to conduct the Saltwater Festival in April 2019, held at Howard Fowles Park, Warrawong with over 300 people attending on the day. Council also supported the South Sea celebration in Bellambi in May 2019. The Wollongong Northern Districts Aboriginal Community (WNDAC) brought together Maori and Puka Puka communities along with the broader Bellambi community in a sharing of cultural traditions across communities and between generations.

Council officers have been working with Family and Community Services NSW, Mission Australia, Barnardos South Coast and the residents of Warrawong, Bundaleer and Illawong Gardens to implement a community developed action plan for each location. As part of this plan, a community garden was launched in November 2018 at Illawong Gardens. The community garden encourages residents to both grow their own food and make connections in their neighbourhood through gardening together.

Coordination of a twice a year 'Clean-Up Bundaleer Day', where residents can place their household rubbish on the street to be collected (similar to any other resident across the local government area) has been undertaken. This has involved many stakeholders including Council, Remondis, Barnardos Australia, Mission Australia, Housing and Family and Community Services NSW. The first clean-up day occurred in January 2019, with over 20 tonnes of rubbish collected and sorted where possible. The second clean-up day is being planned for August 2019. It is anticipated these events will become an ongoing twice-a-year program based on a collaborative approach with the local community towards rubbish removal.

The Neighbourhood Youth Project funded by Council continues to be delivered in Berkeley, Dapto, Helensburgh and Port Kembla and Council Youth Services team provide services, programs and engagement for young people in Wollongong, Bellambi, Corrimal, Cringila, Bundaleer Estate, Warrawong, Koonawarra and Kanahooka. Council officers are providing staff resources and support for the NAIDOC Week family fun days to be held at Warrawong, Bellambi and Koonawarra in early July 2019, organised by Barnardos, WNDAC and Careways respectively.

In response to the City for People (Public Spaces, Public Life) brief, a suite of three pilot projects has been implemented to promote visual connectivity, vibrancy and street comfort in and between key city centre sites. These diverse projects are installed in high profile city locations including: Globe Lane (architectural seating, synthetic turf), Western Crown Street (four vibrant and lit wayfinding sculptures including seating) and Lower Crown Street (series of large trees illuminated by colourful projected spotlights). Each project has been designed specifically to meet key objectives at each site.

Council's \$400 million four-year Infrastructure Delivery Program includes a suite of programs and projects which directly respond to our strategies and priorities to activate and enhance our community centres, public domain and open spaces. During the year, the shop-front façade improvement program was delivered in Port Kembla and Corrimal. These projects have improved the general amenity of the main retail street areas in the suburbs, with the aim, in time, of lifting foot traffic. There have also been streetscape and public domain improvements in Warrawong, Corrimal, Dapto, Thirroul and Helensburgh town centres.



## Urban Greening

Urban Greening forms a significant focus during this Council term. Our program includes the implementation of key priorities within Council's Urban Greening Strategy, in conjunction with projects and services that impact sustainability and the quality of our environment.

**Project Sponsor:** Director Infrastructure and Works

**Project Manager:** Manager Open Space and Environmental Services

**Strategic Program Progress:** ✓ On Track

### PROGRAM ACHIEVEMENTS

There have been a number of important achievements in the Urban Greening program during the financial year with the key highlights summarised below.

Council has commenced collecting an online inventory of tree assessment data to better understand the condition of our existing trees. This inventory allows Council to proactively plan and schedule new tree plantings, manage workflows and risks and schedule maintenance. Over 11,000 records have been collected to date, and a further 12,000 trees are expected to be catalogued during 2019-20. In addition, a live register of trees removed from public land was established and is now published on Council's website to inform the community of tree removals and their reason across the local government area.

Securing an appropriate and ongoing supply of high-quality trees from the market is essential to meeting our targets, and Council is working toward finalising a supply agreement to ensure we're able to access quality tree stock for the program. The Wollongong Botanic Garden is playing a critical role in supplying wild-sourced local native trees species to be grown on at professional arborist nurseries to ensure advanced local native trees can form part of our future urban landscape.

We have upskilled our people who have undertaken specialist horticultural training in advanced tree installation and establishment. Our Arborists have undertaken the highest level of industry training for undertaking risk-based assessments of trees to ensure our understanding of individual tree risk is fully understood in the urban landscape.

On the ground, Council has planted more than 1,300 advanced trees in high priority urban areas with identified low canopy cover across the local government area, replacing those removed at a ratio of 2:1.

Corrimal was one of the top 10 suburbs identified as having a low tree canopy so 250 advanced trees were planted in parks and streetscapes during 2018-19. Council has made a commitment to provide natural shade to all 55 local level playgrounds during the next four years, with 11 playgrounds completed during the reporting period, and renewal planting has been undertaken to offset future losses of important avenues and individually significant trees.

Implementation of tree planting aligned with Council's capital works program continues in projects such as car parks, footpath renewals, and accessible pathways providing shaded accessible pathways to parks infrastructure including bbq's and picnic shelters. Arborists are working across Council teams to improve outcomes for tree protection during construction of roads, private development and footpaths. Pilot plantings have been successfully undertaken in residential streets including Corrimal, Berkeley, Farmborough Heights and Unanderra to trial direct engagement with the community, and new notification protocols for tree planting works have been developed.

During the period, Council also entered into a discretionary tree removal program with a local energy provider. The program relates to the complete removal of selected Council owned trees (with Council's consent) growing within the power network. In total, some 272 trees in poor condition and growing under powerlines were removed as part of this program at the cost of the energy supplier. As part of this agreement, the provider will fund the purchase, installation and maintenance of 272 advanced tree specimens with Council selecting the site and species in the 2019-20 financial year.



## West Dapto Urban Release

We will continue to work in collaboration with key agencies to provide the infrastructure needed to support growth and employment lands within the West Dapto Urban Release Area. This will include, but is not limited to, coordinated planning for access improvements including new roads and bridges which are needed to support the additional 19,500 future housing lots and 8,500 jobs required over the next 30 years.

**Project Sponsor:** Director Planning and Environment

**Project Manager:** Urban Release Manager

**Strategic Program Progress:** ✓ On Track

### PROGRAM ACHIEVEMENTS

Council adopted the West Dapto Vision in December 2018. The vision will guide planning decisions for the release area through the establishment of strategic planning principles across the key topics of:

- Transport
- Water Management
- Conservation
- Open Space
- Community Facilities
- Town Centres
- Housing
- Employment.

Staff are progressing implementation of the vision through a review of the West Dapto Urban Release and Subdivision Chapters of Wollongong Development Control Plan 2009.

In summary key milestones achieved by Council over the past ten years and during the past year include:

- 2010 - Stages 1 and 2 zoned for urban development with capacity for approximately 6,700 homes
- 2018 - Stage 5 zoned for urban development with capacity for approximately 4,000 homes
- 2019 - Part Stage 3 zoned providing additional capacity for approximately 1,000 home
- \$120 million in infrastructure works investment to facilitate growth of the release area.

To date, neighbourhood plans have been adopted for over 4,350 lots. Neighbourhood plans to support a further 3,623 lots are currently under assessment. The pace of land development within West Dapto remains strong and Council continues to assess and determine draft planning proposal requests, neighbourhood plans and development applications facilitating urban development.

In June 2019, Council adopted the draft West Dapto Development Contributions Plan 2020 as part of biennial review required by the state. A public exhibition was held from 29 June to 2 August 2019. The draft plan and all public submissions received are currently being reviewed by the Independent Pricing and Regulatory Tribunal. Council aims to adopt the revised contributions plan by the end of June 2020 subject to support being provided by the NSW Minister for Planning.

The Department of Planning, Industry and Environment (DPIE) made first payment of the Local Infrastructure Growth Scheme to Council during the year. Council continues to make representations to the NSW Government requesting progress on an Illawarra/ Shoalhaven Special Infrastructure Contribution determination and more importantly to identify a clear program for state investment in regional infrastructure required to support Council's ongoing commitment to infrastructure funding at West Dapto.

### PROGRAM RISKS

Council staff are progressing the biennial review of the West Dapto Section 7.11 (former Section 94 Plan) to ensure the contributions plan continues to reflect local infrastructure requirements within the urban release area.



## Active Transport and Connectivity

We are planning for and progressively working towards an integrated and active transport network with improved connectivity across the local government area. A series of actions will be undertaken across this term of Council to facilitate the upgrade of our public transport and bicycle networks and pedestrian access. This renewed focus is complemented by a significant investment into our footpaths and cycle ways.

**Project Sponsor:** Director Infrastructure and Works

**Project Managers:** Manager Infrastructure Strategy and Planning

**Strategic Program Progress** ✓ On Track

### PROGRAM ACHIEVEMENTS

Actions identified within the Wollongong Bike Plan and Wollongong Pedestrian Plan are incorporated into the Infrastructure Delivery Program and operational programs for progressive implementation. A highlight is the significant budget increase for 2018-19 for new footpaths and to implement actions in the pedestrian plan.

The Bike Plan review commenced during 2018-19 with initial scoping discussions held with councillors and members of the Walking, Cycling and Mobility Reference Group. This group will be actively engaged throughout the plan's review and revision, working with the community and key stakeholders to develop a new Wollongong Cycling Strategy 2030. Development of the new strategy will support the City's Cycle Friendly status leading up to the 2022 World Road Cycling Championships and beyond.

The concept design of the Smith and Kembla Street on-road cycle way which provides dedicated access for cyclists into the city centre is nearing completion. Discussions are underway with Roads and Maritime Services and Transport for NSW to establish funding priorities for these projects and other active transport programs. Council received funding to undertake an initial feasibility assessment to use the Otford Railway Tunnel as a shared pathway or rail trail. A pre-feasibility study was provided to Transport for NSW in December 2018 to consider. In addition to major cycling infrastructure projects such as these, Council continues to seek grant funding through a range of NSW and Commonwealth initiatives to support broader active transport and connectivity improvements, including streetscape upgrades in commercial centres such as Warrawong, Corrimal and Helensburgh. In June 2019 Council was advised that it will receive a \$1.6 million State Government grant under the Resources for Regions program for the revitalisation of the Helensburgh town centre. The grant will contribute to over \$3 million worth of work on streetscape upgrades, crossing facilities, parking improvements and play facilities in the town centre.

Stage 1 of the Grand Pacific Walk was officially completed in December 2018. The 3.5 kilometre link from Stanwell Park to Stoney Creek Bridge, Coalcliff includes a viewing platform with expansive views along the coast and out over the Pacific Ocean. Work has commenced on scoping and planning further stages of the Grand Pacific Walk, aiming to progressively fill in missing links in the off road paths between Coalcliff and Austinmer.

During the year, a number of initiatives were undertaken to actively engage people with disability. The Public Toilet Strategy 2019-2029 and the Beach and Foreshore Access Strategy 2019-2028 were placed on public exhibitions and the engagement for the Warrawong Community Centre and Library were promoted to people with disability and support agencies. Feedback was also sought from organisations around the existing adult lift and change table at Stuart Park. The Walking, Cycling and Mobility Reference Group which includes representation from people with disability held its first meeting in February 2019 and now meets every two months. This group is actively supporting Council to consider and address the needs of people with disability in the planning of all Council activities and will take a key role in the review and update of both the Bike Plan and Disability Inclusion Action Plan.



## Business and Investment

We will continue to grow the Wollongong economy through attracting business, investment, major events and tourism to the region. We will continue to promote our local advantages, including our proximity to Sydney, supportive business environment, innovative ecosystem, vibrant CBD and superb liveability to attract businesses and encourage local jobs growth. We will work with key stakeholders, including state and federal governments to further promote our city and attract greater investment in infrastructure and other key assets.

**Project Sponsor:** Director Community Services

**Project Manager:** Manager Community Cultural and Economic Development

**Strategic Program Progress:** ✓ On Track

### PROGRAM ACHIEVEMENTS

The work of Council and Advantage Wollongong during 2018-19 has continued to support Council's business and investment strategic priority.

The success of this work is evident in key employment measures. The unemployment rate in Wollongong LGA (4.6%) dropped below that of NSW (4.8%). This contrasts with the historical situation of local employment being up to 2% points above the state average.

As at June 2019, there are nine cranes on Wollongong's skyline including a number of new commercial developments which will result in delivering considerable new A-grade office space in the city centre. This is particularly significant given the low vacancy rate in A-grade office of just 1.4%, according to the Property Council of Australia's annual office market report.

Looking ahead, the ground work laid in 2018-19 leaves Wollongong well placed to continue to grow jobs in 2019-20. In particular, the draft Economic Development Strategy 2019-2029 (once adopted) and the review of Advantage Wollongong's target sectors, unique selling points and brand positioning will provide a solid platform to build further jobs growth in the years ahead.

Destination Wollongong secured 24 major events for the region during 2018-19 across the six priority sectors identify in the Major Events Strategy. These events included Australian IRB Championships; Splendour in the Grass sideshows; the Antique Motorcycle Club of America Motorcycle Weekend; Australian Police Rugby Union Championships; sell-out Yours and Owls Festival; Beach Netball Festival; NSW Touch Country Championships; the Ocean 6 Ironman Series (signature event funding); Corona SunSets Festival at North Wollongong Beach; Illawarra Folk Festival; Illawarra Titans Battle of the Countries; Australia Day Aquathon; Shimano Super Criterium; Tribal Clash and Ainsley's [celebrity chef, Ainsley Harriot] Market Menu; Spiegeltent Wollongong; Wollongong Triathlon Festival; Touch NSW Junior State Cup Final; Down Under Crossfit Championships (signature event funding); Hockey Men's Masters Championships and the Dancesport Australia National Championships. These events injected an estimated \$38.83 million into the local economy during the year.

During the year, Council's event concierge service approved 33 event and 77 filming applications. Council also responded to a range of event related enquiries over the year. The support required varied from a quick response for small events, to facilitating stakeholder meetings for proposed larger events and assistance in venue finding. General navigation through Council was also provided to ensure compliance requirements associated with applications were met.

# 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 work together to decrease our impact on the environment. Our beautiful city is well maintained and cared for, and the urban environment is well planned and managed so that population growth and urban expansion are achieved 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 and preserve our city's natural environment.

### Highlights

#### Status of Operational Plan Actions

On Track	Ongoing/ Completed	Delayed	Deferred	Not Scheduled to Commence
81.4%	2.9%	4.3%	11.4%	0.0%

54 Bushcare groups - over 500 volunteers, contributed 10,004 hours of labour

6 Dunecare groups - 24 active volunteers, contributing 595.5 hours of labour

10 FiReady groups - contributed 277 hours of labour

1,200 trees planted across the LGA, replacing those removed at a ratio of 2:1

Approx. 800 volunteers participated in Clean up Australia Day activities including 52 schools, 12 businesses and 55 groups; collecting 8.34 tonnes of litter and rubbish

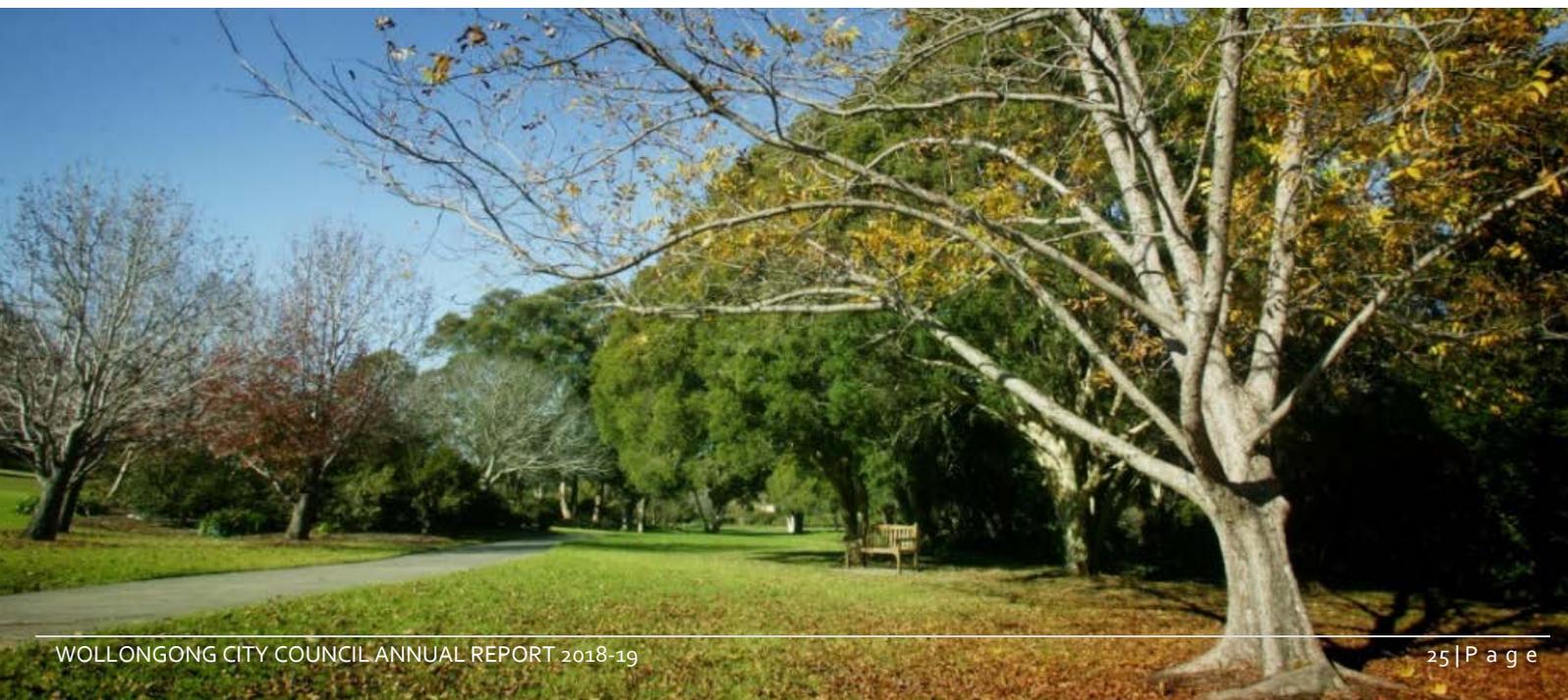
1,098 buyers at Spring into Corrimal car boot sale

126 entries in the school competition on single use plastic

2,254 customers purchased 20,595 plants through Botanic Garden Greenplan program

6 Star Green Star - Council's Administration Building achieved the highest sustainability rating from Green Building Council of Australia

28 drainage and flood construction projects were completed or nearly completed, and four projects were under construction at the end of the year



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 operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **Activating Our Suburbs** (page 19), **Urban Greening** (page 21) and **West Dapto Urban Release** (page 22).

### **Global Covenant of Mayors for Climate and Energy**

Council has committed to reducing the impacts of climate change and became a signatory to the Global Covenant of Mayors for Climate and Energy (GCoM) in 2017. As part of that commitment we have completed an emissions inventory and we're working towards setting an emissions reduction target for our city. We have continued to reduce emissions from our own operations through implementing a variety of energy saving actions.

Council has also continued to support the community to reduce their impact on the environment and encourages active participation in a wide variety of environmental activities. Highlights of these actions and activities are outlined in the information below.

### **Reducing Wollongong's Ecological Footprint**

Council has developed and implemented a range of programs that encourage community participation in reducing Wollongong's ecological footprint. Such programs include Rise and Shine Program, Clean Up Australia Day, World Environment Day, National Recycling Week, International Composting Week and other waste education activities, all of which were successfully held throughout the year.

Waste minimisation programs, in accordance with the Waste Strategy, were equally successful with initiatives such as the Giant Car Boot Sale. Held in May the event was at full capacity with around 1,476 buyers attended selling approximately 1,909 items. This equated to the equivalent of 58,240 litre bins of waste being diverted from landfill.

Council officers continue to collaborate and communicate with staff from Environmental Protection Authority and Office of Environment and Heritage to prevent and respond to pollution incidents. The development of an organisational protocol to define roles and responsibilities and how to better manage public health risks around community events is underway.

Throughout 2018-19, Council investigated 445 cases of illegal dumping across the city, as part of the Regional Illegal Dumping (RID) Program.

### **Illawarra District Weeds Authority (IDWA)**

During the year, the IDWA on behalf of Council, implemented the Vacant Crowns Land Program with a \$12,900 grant to mitigate the threatening processes Bitou Bush has on the habitat value of the SEPP 26 Littoral Rainforest and Bangalay Sand Forest complex by undertaking a ground spraying program at the northern and southern ends of Perkins Beach (Windang Reserve).

### **Water and Energy Savings Actions**

During the year, Council has integrated sustainability outcomes into all building project scopes as a matter of business as usual. The integrated sustainability outcomes are being informed by Council's draft Sustainable Buildings Strategy.

A particular highlight of the year has been Council's Administration Building achieving the highest sustainability rating from the Green Building Council of Australia, 6 Star Green Star, representing world leadership. Only 21 buildings in Australia and 10 in NSW have received the rating, and no other building this age (32 years) has achieved a 6 Star Green Star in Australia. It is also the only local government building to achieve this certification.

Electricity consumption across Council's high consumption sites for 2018-19 has fallen by 505,000 kWh. This reduction equates to an emissions abatement of approximately a 465 tonnes of CO<sub>2</sub>-e. The savings are generally distributed across the high use sites with the exception of the Administration Building which reduced consumption by a further 55,000 kWh relative to 2017-18.

Since the introduction of smart lighting and water efficient systems, the Administration Building's annual consumption of electricity has reduced by more than 200,000 kilowatt-hours (184 tonnes of emissions) and water savings of approximately \$30,000 per year. Had Council not reduced electricity consumption below 2007-08 levels, Council would be paying an estimated \$250,000 more each year for electricity. Both these electricity and water savings are significant as they have helped Council to maintain overall financial sustainability and capacity for re-invest into projects and services that benefit the community.

### **Flood Plain and Stormwater Management**

During the year, construction of 28 drainage and flood projects were completed or nearly completed, four projects were under construction at the end of the year and 42 projects had their designs complete to allow future construction.

Many key stormwater and floodplain mitigation projects had investigations and designs further progressed including Memorial Drive and Gordon Hutton Park debris control structures and West Street flood mitigation. Concept designs of Ursula Road flood mitigation scheme, Bellambi Gully flood mitigation scheme and McMahon Street detention basin were also progressed. Additionally, Council secured flood management grant funding of \$2.4 million during 2018-19 and four applications have been submitted for the 2019-20 funding program.

Flood studies (implementing Council's blockage policy) or floodplain risk management studies are currently underway in eleven different catchments with each project at different stages.

- Brooks Creek Catchment: flood study review completed and adopted by Council in June 2018
- Mullet Creek Catchment: flood study review completed and adopted by Council in June 2018
- Mullet Creek Floodplain Risk Management Study and Plan is in progress (20%)
- Duck Creek Catchment: flood study review completed and adopted by Council in June 2019
- Minnegang Creek Catchment: flood study is nearing completion with public exhibition expected in August 2019
- Kully Bay Catchment: flood study is nearing completion with public exhibition expected in August 2019
- Wollongong City Catchment: flood study review public exhibition completed, report to Council for adoption is expected in August 2019
- Collins Creek Catchment: flood study review complete with public exhibition in progress (July 2019)
- Allans Creek Catchment: flood study review nearing completion with public exhibition expected in August 2019
- Fairy and Cabbage Tree creeks catchment: flood study review in progress (55%)
- Hewitts Creek Catchment: floodplain risk management study and plan review including the review of the flood study in progress (90% progress on flood study)
- Towradgi Creek Catchment: floodplain risk management study and plan review including the review of the flood study in progress (90% progress on flood study).

## Waste and Resource Recovery Strategy

Council officers continued to deploy Council's Waste and Resource Recovery Strategy throughout the year. Notable developments and strategic progress include:

- Further negotiations with landfill gas infrastructure providers are underway. It is anticipated a preferred contractor will be identified within the next two months;
- A three-month trial of a FOGO (Food Organics Garden Organics) program will commence in September 2019 in selected streets within Austinmer, Cordeaux Heights and Warrawong;
- Investigations into Alternative Waste Treatment options for Council are underway with a call for expressions of interest likely in coming months.

A new piece of plant (materials handler) is being trialled to recover more recyclable material from Council's transfer station and minimise the amount of material being landfilled.

## Preserving Local Cultural Heritage

The Wollongong Heritage Advisory Committee was re-formed by Council under the new name Wollongong Heritage Reference Group during 2018. The group met five times throughout the year. It has provided advice and input on a range of projects and has been supporting Council staff in preparing a revised Wollongong Heritage Strategy and Implementation Plan. This document was reported to Council in June 2019.

The Wollongong Heritage Grant Fund for 2018-19 was allocated to nine eligible projects, with eight successfully completed and the ninth not proceeding. The projects had a total project value of \$149,500 with \$36,500 in funding allocated by Council (including \$6,500 from the NSW State Heritage Fund).

The Illawarra Remembers database continues to expand as more records are moderated by Council staff. Accessible from anywhere across the globe, people can view profiles, create new profiles or add new information to a current profile, such as a comment, image, story, link or other media. A total of 437 profiles have been added to the collection this year, providing an overall total of 2,157 profiles in the database as at the end of June.

The Illawarra Mercury photographic collection continues to be digitised and catalogued, with 712 Illawarra Mercury images added to the collection this year. A total of 386 digitised maps have also been added to the collection throughout 2018-19.

During the year, 44 new online stories were added to the Illawarra Stories website. Five stories have been fully transcribed by digital volunteers via the Amplify platform, which was launched in October 2018 by the State Library of NSW.

In total the Local Studies collection has grown by 2,270 items during 2018-19.

## FUTURE DIRECTIONS

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

- Monitor Food Organics Garden Organics (FOGO) trial to divert waste from landfill
- Complete Helensburgh Town Centre Study
- Continue implementation of the West Dapto Vision
- Engage with the community and carry out Bulli Town Centre Planning Study
- Prepare a Local Strategic Planning Statement for the local government area
- Commence Stage 1 of the Sandon Point Interpretive Strategy and Indigenous Art Project
- Develop a Climate Change Adaption Action Plan and Emissions Reduction Action Plan
- Achieve certification of the draft Lake Illawarra Coastal Management Program from the NSW Minister of the Environment
- Finalise the revised Wollongong Heritage Strategy and Implementation Plan.

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

	2014-15	2015-16	2016-17	2017-18	2018-19
Participation in environmental programs	41,462*	35,349*	44,817	62,370	72,142
Plants propagated by Wollongong Botanic Garden Nursery	63,772	64,896	74,280	55,001	62,948 <sup>†</sup>
Plants distributed via Greenplan, external sales, landscape sales, Bushcare, Fiready, Dunecare and Botanic Garden collection	67,623	68,678	79,291	55,025	53,641
Tonnes of rubbish collect from clean up activities <sup>^</sup>	67	53	60	58	36
Total domestic material to landfill (tonnes)	46,870	47,681	49,158	45,964	44,795

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

<sup>†</sup> Number of plants propagated increased due to the recommissioning of the new larger shade house and the benefit of additional resources allocated to nursery production. Distribution figures for the 2019-20 are forecast to increase via Bushcare, Greenplan and landscape projects.

<sup>^</sup> Measures the tonnage collected from Environment Strategy and Planning Community Service Program, Rise and Shine and Clean Up Australia Day.

## DELIVERY PROGRAM 2018-21 STATUS

5 Year Action	Status of Annual Deliverables 2018-19
Implement programs and events which facilitate community participation to improve natural areas	All annual deliverables on track/ongoing.
Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented	6 annual deliverables on track/ongoing, 1 deferred. <i>Deferred: Support the Illawarra District Weeds Authority to fulfil weed control obligations under the Biosecurity Act 2015, prioritising actions identified under relevant threat abatement plans and high priority natural areas</i> One management meeting of the Illawarra District Weeds Authority occurred during the fourth quarter, hosted by Wollongong City Council. There were four meetings during 2018-19. Annual aerial spraying was suspended due to community concerns. A review of the options across the natural areas is being undertaken.
Protect and conserve the health and biodiversity of our waterways and coast	All annual deliverables on track/ongoing.
Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	All annual deliverables on track/ongoing.
Establish effective urban stormwater and floodplain management programs	4 annual deliverables on track/ongoing, 1 delayed. <i>Delayed: Review and implement key priorities from the Integrated Stormwater Management Plan</i> During the year, construction of 28 drainage and flood projects were completed or nearly completed, 4 projects were under construction at the end of the year and 42 projects had their designs complete to allow future construction. Many key stormwater and floodplain mitigation projects had investigations and designs further progressed including: - Memorial Drive and Gordon Hutton Park debris control structures and West St flood mitigation. Concept designs of Ursula Road Flood mitigation Scheme, Bellambi Gully flood mitigation scheme, Mc Mahon St detention basin. A number of projects are scheduled to be delivered during the delivery program.
Promote and enforce compliance with litter reduction	All annual deliverables on track/ongoing.
Methods to reduce emissions are investigated and utilised	All annual deliverables on track/ongoing.

5 Year Action	Status of Annual Deliverables 2018-19
Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	All annual deliverables on track/ongoing.
Impacts from development on the environment are assessed, monitored and mitigated	All annual deliverables on track/ongoing.
Develop planning controls and town centre and neighbourhood plans with regard to the economic, social and environmental impacts	<p>3 annual deliverables on track/ongoing, 7 deferred.</p> <p><i>Deferred: Carry out the Berkeley Commercial Land Study; Engage with the community and carry out Bulli Town Centre Planning Study; Complete the Industrial Lands Review; Engage with the community and carry out the Woonona Village Planning Study; Engage with the community and carry out the Mt Kembla Village Centre Planning Study; Engage with the community and carry out the Windang Town Centre Planning Study; Engage with the community and carry out Fairy Meadow Town Centre Planning Study</i></p> <p>During the annual strategic planning process (specifically, February 2019), Council decided to defer these projects.</p>
Carry out best practise assessment for urban development proposals and applications	All annual deliverables on track/ongoing.
Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas	<p>1 annual deliverable on track/ongoing, 1 deferred.</p> <p><i>Deferred: Commence city wide LEP</i></p> <p>During the annual strategic planning process (specifically, February 2019), Council decided to defer this project.</p>
Work in partnership with others to promote a diverse range of heritage education and promotion programs	<p>4 annual deliverables on track/ongoing, 1 delayed.</p> <p><i>Delayed: Develop a Heritage Asset Management Study</i></p> <p>Council engaged RPS Heritage to prepare a Draft Heritage Asset Management Strategy and Implementation Plan in 2018. The project team and consultants held a series of staff workshops and meetings and undertook site inspections of a broad range of Council's Heritage Assets. Following the completions of this work, a draft Heritage Asset Management Strategy was prepared and provided to Council for review. Council's Heritage Staff are currently working with Council's Infrastructure and Works staff to ensure that the draft plan provides an informed and practical strategic framework that integrates heritage asset management into Council's broader Asset Management Framework. This requires significant internal input and consideration. Following this process, the draft Heritage Asset Management Strategy will be finalised and progressed.</p>
Work with the local Aboriginal community in the management of Indigenous heritage	All annual deliverables on track/ongoing.
Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	<p>1 annual deliverable on track/ongoing, 1 delayed.</p> <p><i>Delayed: Complete a Climate Change Vulnerability assessment</i></p> <p>This work is required as a component of the Global Covenant of Mayors initiative which consists of a hazard assessment, vulnerability assessment and action plan. Discussions have been held with the neighbouring councils to undertake the vulnerability assessment on a regional basis.</p>

# GOAL 2

## We have an innovative and sustainable economy

We are global leaders in innovative and sustainable research, development and new industries. We plan for the impacts of disruptive industries and work together to build a Smart City. Wollongong is established as the regional capital of the south, creating hubs of activity with a thriving and resilient local economy. The city is able to support the establishment of new industries, enterprises and business which attract and retain people to live, work and play. Wollongong is a student-friendly city and our residents are educated and employed. We have access to employment and education through a diverse industry base and world-class institutions.

### Highlights

#### Status of Operational Plan Actions

On Track	Ongoing/ Completed	Delayed	Deferred	Not Scheduled to Commence
91.7%	2.1%	4.2%	2.1%	0.0%

Over 400 people attended Paint the Town REad Relay

Approximately 8,000 people attended The Corona Sunsets music event in December with a global live streaming audience across Europe and America

Grant application successful for Council's Illawarra-Shoalhaven Smart Water Management Project Application under the Smart Cities and Suburbs Program - smart technologies and data analytics to help improve water quality, flood mitigation and community safety during flood events

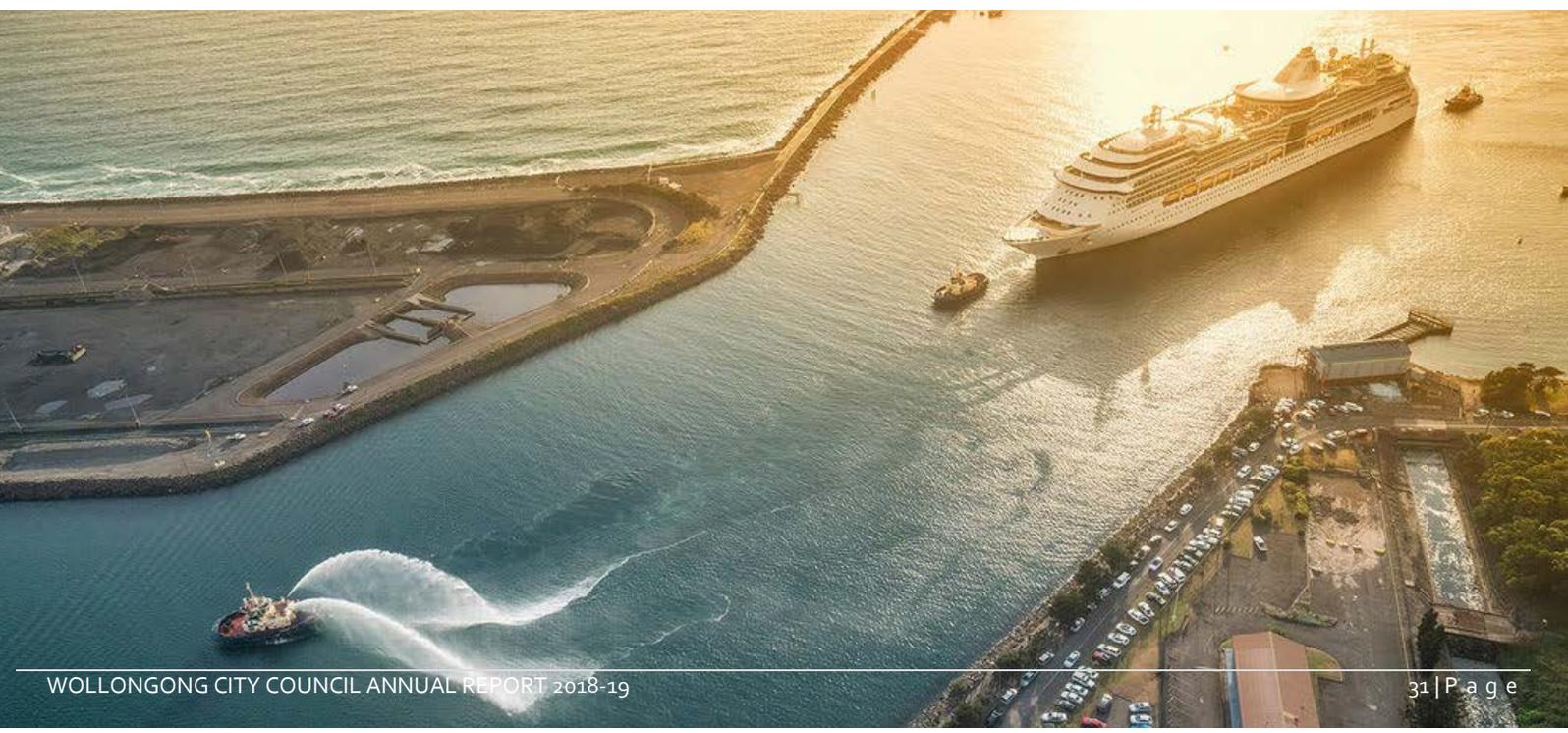
16 properties in Port Kembla and 11 properties in Corrimal participated in the façade upgrade program

2,505 library learning programs and events were delivered across our seven libraries

225 programs with 2,529 attendees participating in learning programs for employment, digital inclusion and creativity in 'The Hub' digital learning space

23 new employees commenced working at Council as part of the Cadets, Apprentices and Traineeship Program

Winner of National Local Government Award for Libraries' School-Based Traineeship Program



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 operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **Activating Our Suburbs** (page 19), **West Dapto Urban Release** (page 22) and **Business and Investment** (page 24).

### Marketing the 'City Experience'

The *Centre of it All* marketing and promotion campaign was developed and implemented in partnership with the GPT Group/Wollongong Central and Council. A number of joint marketing activities were developed and deployed throughout the year to promote the city centre including television advertisements, radio advertisements and editorial, signage and collateral. Individually managed channels include website, social media, digital media and electronic direct mail.

The annual activation program included a variety of Council and third party events including school holiday programs, One Day Sale Campaigns, cruise ship welcomes, Easter programs including Bilby sculpture/workshops/Easter egg hunt, Lunar New Year; Playing in the City, Nowruz; Free Style Kings Motorcross event, Christmas in the City, and Nights on Crown.

### Positioning and Promoting Wollongong

Advantage Wollongong, a partnership between Council, University of Wollongong and NSW Government, focuses on changing perceptions of Wollongong and promoting Wollongong as open for business.

Advantage Wollongong released a new Investor Prospectus which outlines the benefits of locating a business in Wollongong.

Advantage Wollongong also commissioned independent research around the benefits of locating a shared services operation in Wollongong over other locations (Sydney CBD, Parramatta and Melbourne). This report was officially launched in April and will be further rolled out over 2019-20. A key finding was staff turnover in Wollongong is only 8% compared to 19% across Australia. For a 150 seat contact centre this results in staff turnover costs being three times higher for the rest of Australia than Wollongong.

Social media is now a key channel for spreading the positive message about Wollongong, particularly via LinkedIn. This effort has seen followers of Advantage Wollongong triple during 2018-19.

Advantage Wollongong is promoting the city's entrepreneurship via working with Siligong, the region's main meetup group. This informal group attracts professionals from a range of industries and at various stages of the development of their business, from start-ups through to established and growing businesses.

Advantage Wollongong co-launched the inaugural Wollongong marketing meetup for marketing and communications professionals. Based on the brand review undertaken by Advantage Wollongong in 2018-19, the partnership will be launching a new website which will aid in the changing of external perceptions about the city, as well as reaching out to key target sectors.

### Economic Development Strategy

During the year, the Economic Development Strategy 2013-23 was reviewed and a new strategy developed. This process involved extensive consultation with local stakeholders, the business community and internally within Council and the commissioning of independent economic analysis regarding Wollongong's future for the next decade. The outcome is a draft Economic Development Strategy 2019-2029 containing three goals:

- Jobs target – generate 10,500 new jobs in the next decade to reduce the jobs deficit. This will be more than double the 4,998 net new jobs created in the decade to 2018.
- Lifting median incomes – focus on generating new jobs in industries that are higher-paying, have a greater share of full-time jobs and are expected to grow in the future.
- Targeted sectors align with talent pool – align the target industries with Wollongong's existing talent pool, in particular commuters and graduates of the University of Wollongong, to create more local job opportunities for residents.

The draft Economic Development Strategy will go to Council for adoption in early 2019-20.

As the new strategy was being developed, key activities relating to the Economic Development Strategy 2013-2023 included:

- Directly assisting 68 investors in Wollongong over 2018-19, ranging from support for small businesses to a number of large-scale enquiries.
- The Easy to do Business program was officially launched in June 2019, following extensive work by Council Officers and Service NSW staff to ensure members of the community looking to start a new business will receive the correct advice and a positive experience from the program.

- Council secured a new economic data provider, Economy.id, to ensure the community has access to up to date information about the local economy.
- Local businesses in Port Kembla (funded by the PK Community Infrastructure Fund) and Corrimal were supported by Council overseeing façade upgrade programs for these two town centres. These programs resulted in upgrades to 16 properties in Port Kembla and 11 properties in Corrimal.
- Council advocated for improved transport links to Sydney by supporting further research by SMART Infrastructure Facility into the benefits of building SWIRL, linking Wollongong with South Western Sydney.
- Australian Industrial Gas Energy's terminal project has been approved for Port Kembla, which will be Australia's first LNG terminal.

### Wollongong As A Smart City

In November 2018, the Commonwealth Government announced Council's grant application to the Smart Cities and Suburbs program was successful. The application was for the Smart Illawarra-Shoalhaven Water Management Project; a collaboration between Wollongong City, Shellharbour City, Kiama Municipal and Shoalhaven City councils, developer Lend Lease and the University of Wollongong. The objective of the project is to apply smart technologies and develop data analytics to help improve water quality, flood mitigation and community safety during flood events. The total value of the project is \$1.1 million, with 40% of the value of the project funded through the grant. Work commenced in February 2019 with a Smart Cities Coordinator appointed in March to oversee delivery of the project. The project is progressing well and is anticipated to be finalised by June 2020.

Council has also worked with UOW SMART Infrastructure in developing a proposal for smart pedestrian counting and parking surveys.

### Paint the Town REaD (Early Literacy Program)

Paint the Gong REaD continues to grow based on strong local partnerships and is one of the 83 teams which form the National *Paint the Town REaD*.

A range of local activities were undertaken during 2018-19. The Reading Tent and mascot and *Bright Spark* [child development] were included in 11 community events including NAIDOC Week, Moonlight movies; child protection week events, the Lord Mayor's transition to school picnic and Dapto Square container activities.

The annual reading day was held in August 2018 at Warrawong, and Bright Sparks' 5th birthday was celebrated in Dapto in May 2019.

Paint the Gong REaD book boxes were delivered to key locations across the LGA including community Hubs, NSW Department of Family and Community Services – OnePlace, Lifeline; Berkeley Community Centre, Early Childhood Centre and Southern Youth and Families Services, Aboriginal Medical Services, Barnardos Warrawong, Olives Café Bellambi Surf Club, Bunnings Wollongong, Wollongong Dental Clinic; CareSouth and Headspace.

A highlight for the year was the Paint the Town REaD National Reading Relay which began in Perth, Western Australia and made its way across Australia, finishing in Wollongong in May. The event coincided with simultaneous story time and involved 13 community partners who provided a range of activities in Stuart Park. The event attracted over 52 volunteers and staff, 15 participating schools and centres, 12 activations, stage and performance with an attendance of approximately 450 children and their families. The parachuting in of the book *Alpacas with Maracas* was a highlight for all. Council also co-presented a National Australian Research Alliance for Children and Young People (ARACY) webinar on the topic *Babies Brains are Fed when you Paint your Town REaD* with 120 people participating.

Support continues to be provided to the Combined Rotary Clubs for the delivery of the Imagination Library, which provides free children books monthly to disadvantaged families.

### Emerging Technologies for Library Services

New scanning technology has been installed in the Family History room at Wollongong Library, enabling customers to scan from microfilm or microfiche records to USBs or to send images to the library's printers.

New customer RFID (radio frequency identification) self-serve checkout units have been installed across all libraries. A 'self-scan' after hours returns chute was also installed at Wollongong Central Library to enable customers' returned items to be 'checked in' automatically as they travel through the chute and into the library.

Council has investigated, and is now preparing to trial, the use of eCustomer satisfaction *quick response* kiosks which will allow customers to respond to short questions about their experience in Wollongong City libraries. Council is trialling this software and hardware with the intention (if successful) of the technology being adopted more broadly across Council.

The Local Studies team are now using voice recognition software (on the Amplify platform) to translate oral history recordings to printed text. The text will then be digitised so that each story can be read and listened to. Volunteers listen to the recordings and review the automated transcript for accuracy. Where editing is required, volunteers edit the transcript to provide a more accurate version of the oral history recording.

Council also partnered with the University of Wollongong to design and trial the use of facial recognition software (Imagelink) which examines an image or photograph and finds a 'match' to other images held in Council's and the university's collections. The software is now in use across the libraries for customers to access.

### Library Lab Learning Space

Some of the programs held this year in the Lab were financial literacy, Get Skilled technology training, Seniors festival activities, Pride Month *Same Same but Different* panel discussion, online safety presentation, strata rights presentation, sewing sessions, family history meetings, Illawarra Historical society talks, 3D printing, six Author Talks, 42 Knit, Stitch and Yarn activities and 18 Family Movie sessions.

### Supporting Social Enterprise

A Social Enterprise/ Social Procurement project was developed and approved for implementation beginning February 2019. The project involved the development of a social enterprise supplier database to capture the broad array of products and services (ie. lawn mowing, catering, manufacturing, laundry, etc.) delivered in the Illawarra. The data set has the potential for a self-service web portal to enable Social Enterprises (and all other suppliers) to update their contact and service information on a regular basis.

The Social Enterprise/ Social Procurement project has identified over 20 local social enterprises and Not for Profit (NFP) service providers including Indigenous businesses, providing in excess of 45 products and services used by local government. Apart from Social Enterprise supplier information being recorded in the database, more general and community focused Social Enterprise information will continue to be available on Council's website via Wollongong City Library's Community Information Directory.

The first Council Social Enterprise workshop session was held in May 2019 with 25 representatives from 15 Social Enterprises in attendance. The workshop introduced Council's social procurement policy, provided guidance on how to become a Council supplier and how to align Social Enterprise business

operations with Council requirements. Examples were shared of how social value is being delivered through social enterprise purchasing arrangements, for example Council's tourist parks contract with Flagstaff's commercial laundry service.

The workshop also resulted in the establishment of an informal Illawarra Social Enterprise network. Feedback from the workshop reinforced the need to provide Council purchasing officers with an understanding of local Social Enterprise supply capacity, along with the associated social benefit outcomes they deliver. Workshops to inform Council's purchasing officers will occur in 2019-20.

### Cadets, Apprentices and Traineeship Program

Council welcomed 23 new employees as part of the Cadets, Apprentices and Traineeship Program.

Information sessions were held in August 2018 as part of the attraction strategy for the 2019 Cadet, Apprentice and Trainee intake. Council also participated in the annual Illawarra Schools Careers Expo in May 2019.

During 2018-19 Council continued to promote the Learning Pathways Program with local high schools. Seven school based trainees commenced and a number of internships are taking place through the University of Wollongong.

### National Local Government Award for Libraries' School-Based Traineeship Program

In June 2019, Council was delighted to be announced as the winner of a national award for the innovation, quality and effectiveness of our School-Based Traineeship Program. The program introduces seven school-based trainees to work within Wollongong City libraries, providing them with mentoring, support and individualised pathways to achieve work and learning outcomes.

### FUTURE DIRECTIONS

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

- Adoption of the draft Economic Development Strategy 2019-2029
- Development and implementation of an Innovation Program
- Undertake a review of planning controls for Tourism Accommodation
- With Destination Wollongong, implementation of a new visitor information strategy that best reflects visitor needs.

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

	2014-15	2015-16	2016-17	2017-18	2018-19
Business investment enquiries	133	285	350	106 <sup>#</sup>	68 <sup>#</sup>
Paid on street parking occupancy rate*	69%*	69%*	72%	77%	76%
Visitation to tourist information centre	64,212	68,547	56,580	53,305	53,399
Tourist park occupancy of cabins	48%	57%	58%	59%	59%
Tourist park occupancy of powered sites	42%	47%	47%	46%	50%
Tourist park occupancy of unpowered sites	31%	26%	33%	46%	36%

<sup>#</sup> This change reflects a change in methodology, as it now only counts unique individual enquiries. Internal enquiries are no longer counted in these statistics.

\* Occupancy of metered parking was lower in 2014-16 due to a number of parking zones being block or isolated as a result of construction zones within the city making those parking areas inaccessible.

## DELIVERY PROGRAM 2018-21 STATUS

5 Year Action	Status of Annual Deliverables 2018-19
Build on partnerships which enable the retention of local talent	All annual deliverables on track/ongoing.
Ensure that Wollongong is attractive for business expansion, establishment and relocation.	All annual deliverables on track/ongoing.
Progress implementation of the City for People and its accompanying Implementation Plan	All annual deliverables on track/ongoing.
Support regional activities and partnerships that promote business investment and jobs growth	All annual deliverables on track/ongoing.
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.
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.
The development of renewable energy products and services is supported	All annual deliverables on track/ongoing.
Partnership opportunities in research and development are expanded	All annual deliverables on track/ongoing.
In conjunction with partner organisations support the development of innovative industries	All annual deliverables on track/ongoing.
Undertake major refurbishment works in the city centre	All annual deliverables on track/ongoing.

5 Year Action	Status of Annual Deliverables 2018-19
Pursue initiatives that promote the region as a place to holiday to domestic and international markets	<p>3 annual deliverables on track/ongoing, 2 delayed and 1 deferred.</p> <p><i>Delayed: Develop a cultural tourism strategy which draws on and celebrates aspects of the city's natural and built heritage, social history and cultural attributes through an interdivisional working party; Implement actions of the Cultural Tourism Strategy</i></p> <p>Council has received the final draft Cultural Tourism Strategy from the consultant and it is under review. A range of initiatives have been considered and incorporated in the draft Economic Development Strategy and the adopted Creative Wollongong Strategy. The draft Cultural Tourism Strategy will be finalised during 2019-20.</p> <p><i>Deferred: Undertake a review of the planning controls for Tourism Accommodation</i></p> <p>Review of tourism accommodation controls - During the annual planning process (specifically, February 2019), Council decided to defer this project to 2019- 20.</p>
Support projects that investigate opportunities for the provision of tourism infrastructure	All annual deliverables on track/ongoing.
Market and promote events in the city centre	All annual deliverables on track/ongoing.
Provide a diverse range of activities in the city centre that target and engage a broad community	All annual deliverables on track/ongoing.
Improve policies and systems to support the revitalisation of the city centre	All annual deliverables on track/ongoing.
Continue to grow Wollongong's attractiveness to attract signature events and festivals	All annual deliverables on track/ongoing.
Ensure Wollongong is attractive to research and development companies and organisations	All annual deliverables on track/ongoing.
Implement a range of programs that incorporate learning and development	All annual deliverables on track/ongoing.
Implement programs to ensure Wollongong becomes a Smart City	All annual deliverables on track/ongoing.

# GOAL 3

## Wollongong is a creative, vibrant city

Wollongong is a creative, vibrant city where our rich cultural heritage is celebrated. We embrace new ideas and have thriving creative industries that reflect the diversity of our community with internationally and nationally recognised events and festivals. Our public spaces are activated, exciting and attractive at all times of the day. All of our communities work together in partnership to strengthen our connection and celebrate the diversity of our city.

### Highlights

#### Status of Operational Plan Actions

On Track	Ongoing/ Completed	Delayed	Deferred	Not Scheduled to Commence
97.2%	2.8%	0.0%	0.0%	0.0%

Over 11,500 people attended the annual Comic Gong festival (24% from out of area), with an estimated economic benefit of \$476,000

48 artists engaged and 24 performances involved in the Creative Space Program

Wollongong Art Gallery celebrated its 40th anniversary. The year saw 21 new acquisitions, 16 new exhibitions and over 300 education and public programs undertaken

Around 20,000-25,000 people attended Viva la Gong

20,904 participated in programs and activities delivered to young people - 6,759 in targeted programs, 5,637 for drop-ins, 4,849 in music and culture, 589 in engagement and community development, 308 support and referrals and 2,081 participants in sector development

Wollongong's approach to transforming nightlife recognised as best practice by NSW Live Music Office

24 major events for the region secured by Destination Wollongong, injecting an estimated \$38.83 million into the local economy

Living Books celebrate 10 years. 206 young people participated in events held at Corrimal High School, Berkeley Youth Project, Illawarra Sports High and Bulli High School

Over 130 delegates attended the Walking Together – A Journey Towards Appreciation, Respect and Action Reconciliation Conference



An overview of how we worked towards achieving the community's goal of Wollongong is a creative, vibrant city through the five-year delivery program actions and operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **Activating Our Suburbs** (page 19) and **Business and Investment** (page 24).

### 'Made in Wollongong'

*Made in Wollongong* had a soft launch in January 2018 at the welcome precinct for cruise ship visitors. *Made in Wollongong* artists represented the brand and successfully sold their work in the precinct market organised by Destination Wollongong.

The *Made in Wollongong* concept is being further developed to enable the inclusion of innovators and start-ups in addition to creative makers. Work is also being undertaken to consider other products that are made in Wollongong for inclusion into the program.

### Cultural Plan

Engagement in Art and Culture is recognised as an increasingly important part of providing creative, safe and liveable cities. A rigorous community engagement process was undertaken over a 12 month period to gain insight and community feedback on the new Cultural Plan: Creative Wollongong, endorsed by Council in February 2019.

A range of strategies and community cultural development projects were delivered as part of the cultural plan, including:

- *Creative Dialogue* program featuring Arts Law, Creative Plus Business, Renew Wollongong, content creators (film industry) and 'Honk! Oz' musical festival across the year.
- *Creative Spaces* included 12 Yarn Tree Decoration workshops which took place at Dapto Square. The two main participation groups included the local Aboriginal community with ties to Dapto and Dapto Square and Kanahooka High School students attending the Special Education Unit. This was followed by an exhibition of works by Dapto High School Year 10 students. Sensory and creative workshops were also held, with an exhibition with Kanahooka High School students and Lower Town Hall resident artist Richard Lee.
- *Step Up Creative Dance* project offered two rounds of five dance choreography and performance workshops to people living in aged care facilities. 84 people over the age of 80 years participated in these workshops. Council partnered with Marco Polo Aged Care Services and Australian Health Professionals physiotherapy team to develop and deliver this program.

### Public Art Strategy

Council delivered a range of Public Art projects throughout 2018-19. Some of the key highlights include:

- *Curio Gallery* where 40 local professional and emerging artists presented their works
- *Town Hall Laneway Art Panel Renewal Project 2019* - eight local professional and emerging artists presented dynamic and colourful works in this outdoor gallery space.
- *Ephemeral Art Project 2018* - Artist Abhiruchi Chikkara completed five digital artworks exploring the fusion of art and technology. These projects included Thirroul street projections, wearable tech fashion show on the mall stage, light installations in the Globe Lane tunnel, Entwine - an interactive artwork at VIVA and light up the skate park in Berkeley.
- *Sound Art Installation 2018* transformed the laneway into a soundscape of sounds, voices and stories that reference Wollongong's social history and environment.
- *Art Light Projection Project Town Hall Laneway* transforms the city's outdoor public spaces into exciting and evocative creative spaces during the day and night.
- Ward based art work – Council in conjunction with local artists, instigated two public artworks on the shores of Lake Illawarra in Holborn Park, Berkeley; and Haddon Lane, Woonona. The works included a large artwork of the local Mistletoe Bird and an installation that references the *clinker boats* on the lake.

### Merrigong and Town Hall

A diverse and comprehensive program of events attracted audiences from both within the region and beyond during the year. Merrigong's annual season presented a broad range of works including curated professional theatre, traversing opera [Madame Butterfly, Opera Australia], circus [Humans, Circa, Model Citizens, Circus Oz], contemporary dance [The Beginning of Nature, Australian Dance Theatre], and works for families [including The 78 Storey Treehouse, CDP productions].

Highlights of the Merrigong mainstage theatre program included the live homage to the horror film genre, Horror [Jakop Ahlbom Company, NL]; the moving and visceral story of a refugee turned boxer, Prize Fighter [La Boite and Brisbane Festival]; the storytelling wizardry of Shôn Dale-Jones in The Duke and Me & Robin Hood [Hoipolloi, UK]; and the rockin' and resonant Barbara and the Camp Dogs [Belvoir]. The Gospel According to Paul and The Wharf Revue were particular box office successes this year.

Merrigong's program for emerging and independent artists, MERRIGONGX, brought to the stage several cutting edge works from artists with local connections, including Tom William Mitchell (Mark Rogers, Woodcourt Art Theatre) and a showing of a new work inspired by Port Kembla women's stories, The Siren Project (The Society of Histrionic Happenings).

Outside of Wollongong, Merrigong delivered a 21-venue tour of its own work, Letters to Lindy, to critical acclaim around the country.

At the Town Hall, The Music Lounge program hosted musical acts from across the country, attracting music lovers to a range of contemporary music acts across blues, jazz, world music, folk, classical, cabaret and more. Music in the Morning continued to be popular for older audiences, including large group attendances from several retirement living organisations in the region.

The Arts Precinct pop-up event, Spiegeltent Wollongong 2019, delivered another season rich in entertainment. The event attracted over 14,000 people to an eclectic range of comedy, cabaret, music, circus, family and community events.

### Live Music Action Plan

The NSW Live Music Office recognised Wollongong's approach to transforming nightlife as best practice. An outreach to the National Live Music Awards was held in the Music Lounge (Town Hall) in recognition of the work Wollongong has undertaken in the area of live music. Council sponsored the award for Best Live Event in NSW.

Council continues to support Live Music with key highlights including:

- *Playing in the Precinct* (Wollongong Art Precinct) - 12 performances, 24 artists
- *Playing in the Square*, Dapto Square - 12 performances, 24 artists
- *Playing in the City* (Crown Street Mall) - 51 live music acts, including choirs across the year
- *The Honk! Oz festival* performed in the Arts Precinct and Crown Street Mall. A creative dialogue presentation by Mike Smith, the musical leader and creative director of the US band Environmental Encroachment (EE) complemented the festival
- *Nights on Crown* featured 10 live music acts over three nights.

### Comic Gong Festival

Comic Gong 2019 was a success with over 11,500 attendees. Local artists and creatives were well-represented among the 79 stallholders at the event, as well as delivering workshops and participating in panel discussions and the

cartooning *draw off* that was a highlight of the event. Partnerships with local organisations, from the University of Wollongong Early Start Centre to the Project Bucephalus robotics group, ensured the event is embedded within the local community.

### Mentoring Opportunities for Young People

The On-Air Play Out Radio program is a regular youth presented show on Vox FM that provides the opportunity for young people to develop and enhance their broadcasting skills. Fifty On-Air Play Out radio shows were presented during the year. The young people presenting continued to develop their skills in radio production and broadcasting with the assistance and guidance of industry professionals.

The Acting Up drama program performed their production - *Degausser The Play* during the winter school holidays. Young people within this program had been working on various components of the production over the previous two terms including writing, set design, technical and light support.

Industry and professional mentors were sourced and led the Sound and Lighting 101 workshops held throughout the year to young people. These workshops taught technical skills, which are transferable to other youth based programs and events.

### Viva La Gong Festival

*Viva la Gong* was held in November 2018 with between 20,000-25,000 attending and enjoying a fantastic day of live music, performance and community participatory activities. The event continues to attract local sponsors and community partners to support the festival.

Council ran an intergenerational weaving project with the Aboriginal community and local primary children. Nine workshops were held with over 100 participants. Woven owls were made for festival site decoration and as a link to a large interactive weaving loom - the Archiloom. The Archiloom provided an interactive public art opportunity on the festival day. A series of short films celebrating Wollongong's film and music scene through the eyes of writers, film makers, music video producers and experimental narrators was presented.

The festival included:

- 29 food stalls
- 9 workshops
- 16 community groups
- 22 professional performers
- 11 market stalls
- 30 volunteers.

### Cultural Grants Program

Council supported two key cultural grant categories in 2018-19, being large (ward based) grants and small cultural grants.

Twenty five large (ward based) grant applications were received, with five being successful. These included *Mr Geoffrey Loxton Sykes*; *Gennifer Anderson*; *Illawarra Historical Society*; *Novak Manojlovic*; and *Big Fat Smile*.

Twenty eight small cultural grant applications were received and 13 were successful: *Stanwell Park Art Theatre Inc*; *Arcadians Theatre Group*; *Honk Oz Association*; *South Coast Writers Centre Inc*; *Wollongong Northern District Aboriginal Community*; *Angie Cass Art*; *Diane Zaharis and Millicent Wheeler*; *Circus WOW*; *Circus Monoxide*; *SOL Illawarra Cultural Arts*; *Phoenix Theatre Incorporated*; and *Ms Sarah Nicolson*.

### Creative Spaces program

The Lower Town Hall Studios have been in constant use over the year, following two successful expression of interest rounds, with artists changing over in August and February. Several artists successfully renewed their licenses for either three or six months during 2018-19.

The Dapto Container project showcased two community cultural development projects in association with local high schools. The Art Pod Project was developed with Kanahooka High School and Lower Town Hall Studio resident Richard Lee, taking place every Friday during June 2019. This was preceded by two exhibitions from Dapto High School in March 2019.

Music in the Arts Precinct and Playing in the Square (Dapto) continued in partnership with the Wollongong Conservatorium of Music.

### Wollongong Art Gallery

This year the Wollongong Art Gallery celebrated its 40th Anniversary with a number of programs designed to showcase the collection and commemorate its history and role in the community, as well as its ongoing support of art and cultural endeavour in the region.

During the year, 16 new exhibitions and over 300 education and public programs were also undertaken. These programs encouraged visitation, totalling 119,208 for the year.

The gallery collection also grew in number and value during the year, with 21 new acquisitions (eight purchased at \$98,180 and 21 gifted worth \$192,050). In total, the collection is now worth approximately \$15.77 million.

### Music in the Libraries

Wollongong City libraries continued to deliver and host musical events, including monthly Saturday morning jazz recitals at Thirroul Library, in partnership with the Wollongong Conservatorium of Music, live streaming of the Sydney Symphony Orchestra in concert and the biennial From Book to Baton concert, sponsored by the Friends of Wollongong City Library.

### NAIDOC Week, Reconciliation Week and Sorry Day

Council provides NAIDOC Week grants to assist community groups in facilitating a range of NAIDOC Week celebrations and activities. Six community groups received a total of \$6,000, including:

- Illawarra Koori Men's Group – Annual NAIDOC family and community bowls day
- Wollongong Northern District Aboriginal Community (WNDAC) – Bellambi NAIDOC Celebration at Bellambi Surf Life Saving Club
- Noogaleek Children's Centre – NAIDOC Morning Tea at Noogaleek Berkeley in partnership with IAC Elders Group
- Careways Dapto – Careways NAIDOC Family Fun Day at Koonawarra
- Barnardos Warrawong – Greene Street NAIDOC Family Fun Day
- Benevolent Society – Women's Weaving Group as part of WNDAC Bellambi NAIDOC Celebration.

Council is an organising committee member of the Local Government Regional NAIDOC Awards Dinner 2018 which was hosted by Kiama Municipal Council. The dinner was held at the Pavilion in Kiama in July 2018, with 230 people attending. It was a successful evening celebrating and recognising the achievements of local Aboriginal Elders, community members and organisations.

Council provided funding and assisted in the planning of the Bellambi Reconciliation Walk which was held in May 2019 organised by Bellambi Public School and the Wollongong Northern Districts Aboriginal Community group. Over 2,000 people attended with over 20 schools from across the Wollongong area being represented in the walk.

Wollongong City libraries hosted two Indigenous artists in residence, who both developed artworks and conducted workshops, at Dapto and Warrawong libraries during NAIDOC week. The libraries also delivered an Indigenous Film Festival, celebrating the *International Year of Indigenous Languages* in conjunction with NAIDOC Week.

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

People from Culturally and Linguistically Diverse (CALD) communities were actively engaged in the Viva la Gong community stage and as part of the Australia Day celebrations. CALD communities were encouraged to participate in the celebrations as performers and community members.

For the second consecutive year, Council supported community partners from Iranian, Afghani and Kurdish communities to host an open community celebration in the Wollongong Mall for Nowruz (New Year). Nowruz is the biggest secular event in dozens of countries in the Middle East and East Asia. Approximately 250 people from diverse backgrounds, including many family groups, enjoyed a colourful program of dance and music performances as well as communal circle dancing. The event also drew in people attending Eat Street markets. Iranian and Afghani food stalls were a special part of the Eat Street offering. A particular highlight was the first ever performance of the newly formed Afghani dance troupe.

As part of the city's 2019 Refugee Week celebrations, Council also supported TEAM4R (Team for Refugees) to host a Refugee Week celebration in June at the Town Hall. Eleven other community partners supported the event, which showcased the diversity of our community and included Eritrean, Congolese, Burmese, Kurdish, Vietnamese, Afghani, Iranian and Arabic song, dance, poetry and film. Approximately 400 people attended the event.

Support was provided to assist young leaders to organise their first multicultural soccer day at the University of Wollongong in December 2018. This day targets young people of refugee background.

Technology training for speakers of Italian and Chinese was delivered by Wollongong libraries, along with Storytime programs delivered with the support of Auslan interpreters, to ensure inclusion and recognition of people who communicate via signing.

Pride Week events delivered by Wollongong libraries celebrated Wollongong's vibrant LGBTIQ+ community.

## Refugee Challenge Program

Council continued to partner with Multicultural Communities Council of Illawarra (MCCI) and a local host high school to deliver the fourth Refugee Challenge program.

The 2018 challenge was held at Dapto High School where 19 Year 11 students undertook peer facilitator training. As part of the facilitator training, six young people of refugee background from Keira High School shared their stories with Dapto High students. To

prepare students to participate in the tours and deepen their understanding, two guest speakers from refugee backgrounds presented to 150 Dapto High students. 210 students participated in the tours which included students from Dapto High School, Figtree High School and Mt Brown Public School.

Six community members from refugee background also assisted facilitators to present information and share their personal experiences, providing a richness and depth to the tours.

As part of the challenge, two short films were commissioned with two local high school students sharing their personal story. These films provide an additional resource for the challenge and have been integral in the development of a teaching resource in partnership with the NSW Department of Education. The resource is available to all teachers across NSW.

## Living Books Program

A highlight for the year was the 10-year celebration of *Living Books* held in October 2018. The night provided an opportunity to celebrate and reflect on Council's flagship program for community harmony.

During the year, Living Books events were held at Corrimal High School, Berkeley Youth Project, Illawarra Sports High and Bulli High School with 206 young people participating. An extension of the Living Books Program, Indigenous Conversations was also held at Wollongong High School with 16 Year 11 students sharing conversations with two Aboriginal community members.

Filming began in April for a new promotional video for Living Books with six books being interviewed and filmed. Planning for the next phase of filming at a local high school is underway.

## Joint Projects with Local Aboriginal Organisations

Council planned and delivered a reconciliation conference: *Walking Together – A Journey Towards Appreciation, Respect and Action* in June 2018 with over 130 delegates. The conference was designed for early childhood educators and learning staff who participated in discussions and planned collaborative reconciliation initiatives. The two-day event saw local Aboriginal leaders and Elders sharing their cultural practices. Yarning Circles was a defining part of the conference which included 24 Elders sharing their stories of growing up as an Aboriginal person in the local area.

Council also participated in the organising committees for Barnardo's Greene Street Warrarong and Careway's Koonawarra NAIDOC Week family fun day events, and coordinated two Aboriginal music workshops for the Early Childhood and Family Services sector at Berkeley Community Centre, with over 65 people participating.

## FUTURE DIRECTIONS

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

- Implement public art opportunities at Hills 60
- Contribute to the delivery of the 3 Fest Arts, Science and Technology Festival in 2020
- Prepare a concept design entrance to the Art Gallery from the arts precinct.

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

	2014-15	2015-16	2016-17	2017-18	2018-19
Wollongong art gallery visitation	83,730	80,490	87,328	101,030	119,208
IPAC and Town Hall visitation	103,316	131,231	113,694	170,351	144,500
Library visitation	1,103,450	1,008,330	981,550	1,020,671	1,048,701
Library loans	1,373,000	1,421,000	1,432,000	1,367,542	1,298,671
Library programs - number	1,669	1,590	2,082	2,167	2,360
Library programs - participation	31,402	39,831	48,296	62,433	68,996

## DELIVERY PROGRAM 2018-21 STATUS

5 Year Action	Status of Annual Deliverables 2018-19
Promote Made in Wollongong to become a well-known brand	All annual deliverables on track/ongoing.
The visibility of our cultural diversity is increased	All annual deliverables on track/ongoing.
Encourage the integration of urban design and public art	3 annual deliverables on track/ongoing, 1 not scheduled to commence. <i>Not scheduled to commence: Involve children in the design of public art features within key regional play space renewals</i> Whilst children have continued to have input into the design on the District Level playground at Charles Harper Park at Helensburgh, there were no regional playgrounds in design or construction in 2018-19.
Deliver sustainable and successful events and festivals through Council investment and delivery of the Events Strategy	All annual deliverables on track/ongoing.
Encourage Sports Associations to conduct regional, state and national events in the city	All annual deliverables on track/ongoing.
Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	All annual deliverables on track/ongoing.
Provide support to existing and emerging artists and performers	All annual deliverables on track/ongoing.
Seek funding for the promotion of heritage sites, museums and galleries to the community and visitors	All annual deliverables on track/ongoing.
Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct	All annual deliverables on track/ongoing.
Support the coordination of an externally funded calendar of activities delivered across the City	All annual deliverables on track/ongoing.
Deliver a program of activities in local communities	All annual deliverables on track/ongoing.
Deliver and support a range of projects and programs which build harmony, understanding and cultural awareness	All annual deliverables on track/ongoing.

# GOAL 4

## We are a connected and engaged community

We are an inclusive connected community, engaged in our neighbourhood and other social networks. We have opportunities to participate in the social, economic and political life of the city 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.

### Highlights

#### Status of Operational Plan Actions

On Track	Ongoing/ Completed	Delayed	Deferred	Not Scheduled to Commence/ No Longer Required
93.0%	0.0%	3.5%	1.8%	1.8%

2,501,332 page views on Council’s website. New website built – to be launched in early 2019-20

67% increase in LinkedIn followers; 36% increase in Instagram followers; and over 7.6% increase in Facebook likes and Twitter followers

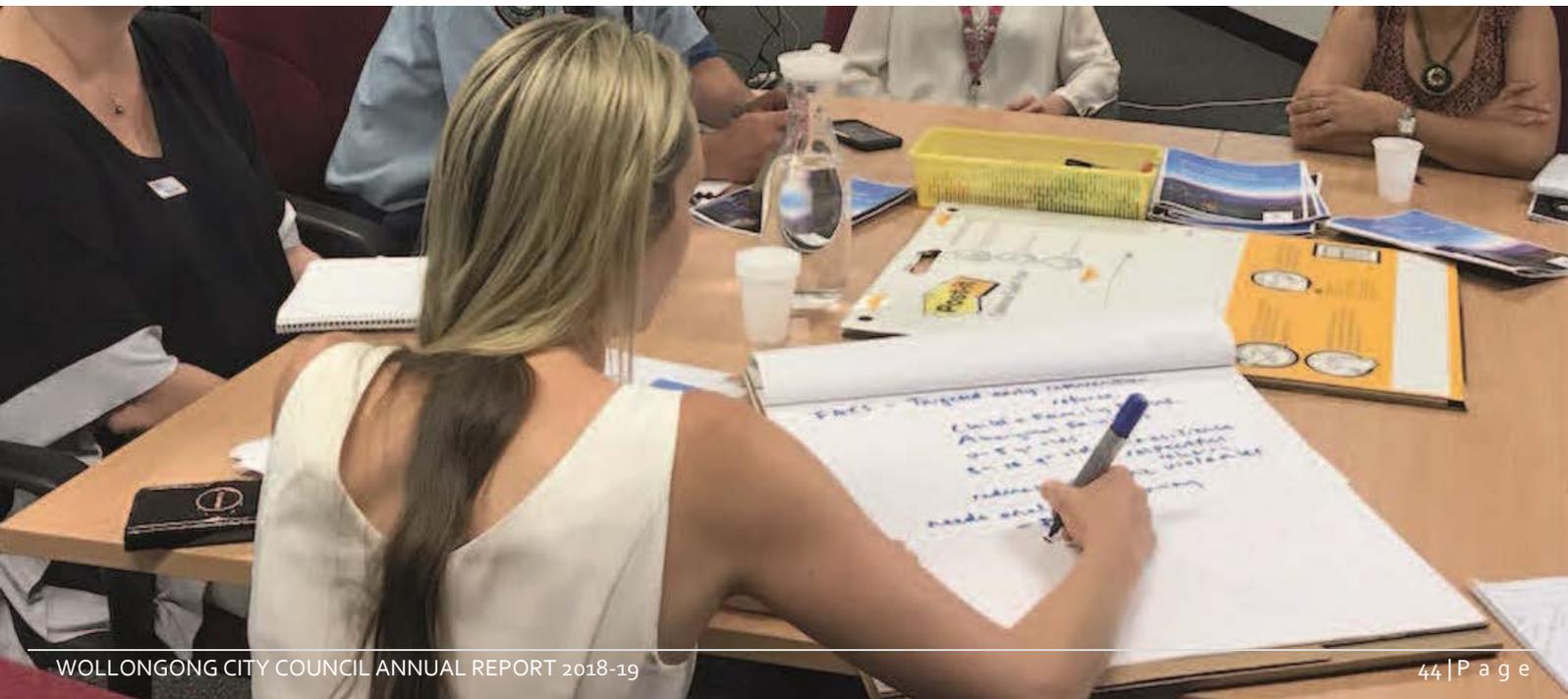
228 people signed up to the Register of Interest to be engaged in disability access matters

375 potential volunteers were referred by Volunteering Illawarra to non-government organisations with an average placement rate of 90%

58 active library volunteers delivering home library service, children’s story time and other youth and children programs

66 successful applications for ClubGrants NSW Funding worth \$338,404

99 staff members recognised for their efforts during the year, including 17 teams



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 operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **Active Transport and Connectivity** (page 23) and **Business and Investment** (page 24)

### **Community Engagement Opportunities**

During the year, a revised community engagement policy was adopted. The policy is written in plain English and uses graphics to encourage greater understanding about engaging with Council.

Opportunities were created to engage in conversations with the community. In addition to a range of engagement activities Council has demonstrated commitment to working with the community on the topic of flooding. Stakeholders have been engaged about flood studies, mitigation works, concept designs and changes to the Australian Rainfall and Runoff guidelines. A range of communication tools and engagement methods have been introduced to ensure the community are informed and have the opportunity to provide input.

A Register of Interest was launched, providing the opportunity to be notified about engagement opportunities related to environment, disability inclusion, heritage, business, flood, culture and arts, and red tape reduction.

Council has actively sought to ensure Aboriginal and Torres Strait Islanders, people from culturally and linguistically diverse backgrounds, children and young people and people with disability have appropriate access and opportunities to get involved and have their say. Two new targeted positions have been established and Council has worked with Aboriginal people and services to understand how we can better engage on projects across our business.

A children's version of the Community Engagement Policy has been developed with children. An *Easy Read* document was also produced to more easily explain community engagement to people with an intellectual disability.

Throughout the year, Council also continued to use digital channels to promote our services and activities, and engage with the community.

The City of Wollongong Facebook page had 26,078 Likes at the end of the year, an increase of 7.9% from the previous year. Twitter followers increased by 7.6% from 5,508 to 5,929. Council had 5,642 Instagram followers at the end of the financial year, up 36.4%. Followers on Council's LinkedIn company page grew 66.8% during the financial

year, with 6,004 followers by the end of the year. There were 2,501,332 page views on Council's website, with the most visited pages being the homepage, library, jobs, View a Development Application, and Contact Council.

### **Volunteering Illawarra**

During 2018-19 Volunteering Illawarra (VI) referred 375 potential volunteers to NGOs with an average placement rate of 90%. Staff have updated the VI website to ensure all information on the site reflects changes in the sector.

A major component of VI's role is to identify, organise and provide relevant training. In the past 12 months, training has been provided on Kitchen Health and Hygiene, Work Health and Safety, How to Attract and Retain Volunteers, Managing Poor Volunteer Performance and Dispute Management, Wellness and Reablement, Understanding Risk Assessment and Abuse of Older People. A total of 123 participants attended the training with an average satisfaction level of 89.5%. VI staff continue to conduct Volunteer Corporate Induction for volunteers from across all relevant business units.

### **Sister Cities Relations**

Council continued to maintain relations with international cities throughout 2018-19, hosting Mayor of Kawasaki City, Mr Norihiko Fukuda in July 2018 and Deputy Mayor of Longyan, Mr Wang Jiansheng in May 2019. Mr. Fukuda's visit marked the 30th Anniversary of the sister city relationship between Wollongong and Kawasaki. Activities included a tea ceremony, official dinner and visits to Wollongong University, Botanic Garden, the Port of Port Kembla, NEC, and IRT Links Seaside Lifestyle Community. The tours were coordinated as opportunities for cultural exchange and to foster economic links. The relationship was established in 1988 to build stronger ties between Wollongong and Kawasaki. Over the years, there have been regular visits by Japanese delegations to Wollongong. Council also hosted the annual Kawasaki junior culture prize in August 2018.

### **Friends of Wollongong City Libraries and Other Library Volunteers**

During the year, Friends of Wollongong City Libraries continued to raise funds supporting a range of library projects through regular author talks, book sales and other fundraising activities. Highlights from 2018-19 include the funding of Comic Gong 2019 (\$10,000) and the Book to Baton II concert event (\$7,500). In recognition of libraries being more than books, Book to Baton II featured the Sydney Concert Orchestra (under the direction of Dr Steve Watson) to celebrate great films based

on popular books and their soundtracks. The event catered to diverse community interests, bringing together fans of music, films and books and demonstrates how open and inclusive city libraries' are. The Friends also funded a staff member to attend the Book Council of NSW conference in Canberra.

Libraries continued to increase its contingent of volunteers and extend the range of activities and programs in which they are involved. Some of the activities include working with staff to deliver children's Storytime and other children and youth programs, and checking the accuracy of written transcriptions in Local Studies. The majority of volunteers work with the home library service delivering library materials to customers in their homes and retirement villages.

Volunteer induction, ongoing meetings and recognition events ensure volunteers are supported and engaged, which sustains their ongoing connection as volunteers with Council.

### **Financial Assistance to Address Infrastructure Renewals and Key Regional Projects**

Throughout 2018-19, Council continued to apply for and expend Commonwealth and state funding on the Fowlers Road extension project. This is the largest civil project ever undertaken by Council.

Additionally in West Dapto, Council was successful in securing funding under the NSW Housing Acceleration Fund for economic business case studies of the upgrade of West Dapto Road and Wongawilli Road. This complements the existing Restart NSW \$2.4 million funding currently being expended on the Wongawilli Road upgrade project.

Funds from the NSW Government's Restart NSW – Resources for Regions Program, will support projects that deliver economic growth in mining affected regions. The successful application includes a suite of current and future projects for the Helensburgh town centre, including:

- upgrade of Rex Jackson Oval car park
- resurfacing of the Charles Harper Park car park
- replacement of the Charles Harper Park playground
- streetscape upgrades on Parkes and Walker streets, Helensburgh
- improvements to pedestrian crossing facilities on Parkes Street near the Walker Street intersection
- construction of the Lilyvale/Walker streets roundabout.

In addition to the grant, Council will contribute \$1.36 million for these projects, and Helensburgh Metropolitan Coal will contribute a further \$180,000. This brings total spend of more than \$3

million on projects that will improve road safety and revitalise town centre infrastructure and amenity.

### **Redesign and Launch Wollongong City Council Website**

During 2018-19, Council undertook significant work on building a new website for the community. The website redevelopment project is nearing completion, with the site launching in early 2019-20.

The redesigned site has been developed with a newly acquired cloud based customer experience platform. The new modern design has been informed by extensive community engagement focusing on customer needs, ensuring accessibility and providing a superior mobile experience.

### **Mitigation Strategies for Fraud and Corruption Risks**

The Professional Conduct Coordinator (PCC) continues to report quarterly to the Audit, Risk and Improvement Committee (ARIC), to enhance existing risk management practices and control environments within Council by providing independent assurance and advice on key elements of Council's fraud and anti-corruption programs. Council's Fraud and Corruption policy is reviewed and updated with the rolling three-yearly schedule. The PCC meets with the NSW Audit Office annually to provide feedback and statistics on fraud and corruption control within the organisation, which to date has been deemed satisfactory.

### **Information Management and Technology Strategy (IMT)**

The adoption of the OneCouncil project to replace existing disparate legacy systems with a single Enterprise Resource Planning solution has enabled acceleration of many IMT Strategy actions including single source of data, mobility, access to information and integration. These elements will be key considerations and driving factors throughout the OneCouncil implementation. The current implementation is progressing on track, with financials, supply chain, performance planning, budgeting and spatial successfully implemented. Phase 2 of the project is currently in progress and will see asset management, human resources and customer service processes implemented in early 2020, with a mobility and efficiency focus.

## **Our Safety - Everyone Everyday Everywhere**

*Our Safety - Everyone Everyday Everywhere* is a key program for Council, with the following key activities undertaken during 2018-19:

- Establishment of Our Safety Key Performance Indicators and organisational score card
- Over 280 management, coordinator and supervisor roles have completed the two day program to build leadership capability
- Over 700 staff have completed the all employee program, establishing team improvement plans across the organisation
- Council identified the top 11 critical safety risks. These were established from detailed analysis of safety incidents data over a three year period and workshops with operational staff across Council.

Through our safety engagement and communication plan, monthly safety videos (which involve Council employees) enables sharing of information and learnings from incidents and celebrate safety innovation that have been achieved across the organisation.

## **Funding to Deliver Financially Sustainable Services and Facilities**

During 2018-19, Council was successful in gaining external funding for the following core infrastructure projects:

- \$1.6 million under the NSW Resources for Regions program for the Helensburgh Town Centre upgrade project.
- \$140,000 for the Upgrade of the Allan Street car park Port Kembla under the NSW Government Port Kembla Community Investment Fund.
- Approx. \$500,000 for a range of Smart Water Management projects under the Federal Government's Smart Cities and Suburbs Program.

## **FUTURE DIRECTIONS**

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

- Launch new website
- Continue to develop and implement the Suburb/Place Name Signage Strategy.

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

	2014-15	2015-16	2016-17	2017-18	2018-19
Twitter followers	3,240	4,212	4,965	5,508	5,929
Facebook likes	8,779	14,053	20,412	24,062	26,078
Instagram followers	1,044	2,224	3,422	4,141	5,642
Telephone calls answered within 30 seconds <sup>^</sup>	74%	71%	78%	83%	86%
In person enquiries attended to within 5 minutes	92%	91%	97%	92%	94%
Sick leave (days)#	7.03	8.29	6.86	8.13	7.46
Workers compensation costs	1.2%	1.0%	1.0%	1.5%	1.5%

<sup>^</sup> The range in calls is from 143,820 pa to 185,046 pa 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.

## DELIVERY PROGRAM 2018-21 STATUS

Delivery Program	Status
Ensure an effective community engagement framework that connects the community to Council decision making	All annual deliverables on track/ongoing.
Improve community understanding and awareness of Council decisions	All annual deliverables on track/ongoing.
Ensure the NBN is rolled out across the Wollongong LGA	All annual deliverables on track/ongoing.
Council continue to partner with our local Aboriginal community	All annual deliverables on track/ongoing.
Increase opportunities for the community to connect with volunteering organisations	All annual deliverables on track/ongoing.
Support community participation in community activities	All annual deliverables on track/ongoing.
Build the capability of community based organisations in managing, developing and sustaining their volunteers	All annual deliverables on track/ongoing.
Continue to participate and contribute to an integrated community service network	All annual deliverables on track/ongoing.
Support a range of projects and programs in the city	All annual deliverables on track/ongoing.
Ensure appropriate strategies and systems are in place that support good corporate governance	All annual deliverables on track/ongoing.

Delivery Program	Status
Build a workplace culture that is safe, engaged, responsive and professional	<p>5 annual deliverables on track/ongoing, 1 deferred and 1 no longer required.</p> <p><i>Deferred: Conduct a biennial Staff Engagement Survey</i> A review of Council employee engagement activities within the last five years has been undertaken identifying feedback themes and recommendations and aligning those to actions/ projects to address them. This information has informed a decision to defer any further surveying activity until such time as feedback themes and corresponding actions have been communicated across the organisation. Council will then consider the instrument and platforms to be utilised for future engagement survey activities.</p> <p><i>No longer required: Implement a new Human Capital Management System</i> The purchase of a Human Capital Management System was discontinued in July 2018 with the consideration and subsequent purchase of the OneCouncil Enterprise wide solution.</p>
Effective and transparent financial management systems are in place	All annual deliverables on track/ongoing.
Continue to pursue alternative funding options to deliver financially sustainable services and facilities	<p>3 annual deliverables on track/ongoing, 1 delayed.</p> <p><i>Delayed: Investigate options to increase the environmental sustainability of charitable waste disposal practices</i> Council has engaged a consultant to undertake this review. Meetings with charitable organisations are currently being arranged to review their waste management practices.</p>
Improve the efficiency of supply management in order to achieve operational efficiencies	All annual deliverables on track/ongoing.
Deliver the Asset Management Strategy and Improvement Plan 2012-17	All annual deliverables on track/ongoing.
Coordinate a service review program with a focus on business development and improvement	All annual deliverables on track/ongoing.
Working together, levels of service are established and service continuously improve and offer best value for money	<p>1 annual deliverable on track/ongoing, 1 deferred.</p> <p><i>Delayed: Investigate options for a continuous improvement methodology</i> Council staff have reviewed a number of different continuous improvement methodologies. This action will be incorporated in to a broader business improvement focus for the organisation that is a simple, self-sustaining approach. An externally supported continuous improvement methodology may be considered to support the business improvement approach.</p>

# GOAL 5

## We have a healthy community in a liveable city

Our community is safe, healthy and happy. The city provides diverse and accessible recreation 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, opportunities for being with family and friends, helping our neighbours and meeting new people. We encourage informal and lifelong learning and we share a common goal to make Wollongong a place where as a minimum, all residents basic needs are met and our quality of life improved.

### Highlights

#### Status of Operational Plan Actions

On Track	Ongoing/ Completed	Delayed	Deferred	Not Scheduled to Commence
86.0%	9.4%	3.7%	0.0%	0.9%

195 school zone (primary school) parking patrols were conducted as part of this safety program

288 young people engaged with the It's Our Future youth engagement strategy

380 children engaged on the development and design of play space at Bulli Beach, Helensburgh Town Centre Plan and Warrawong Community Centre and Library

2,360 programs held at Council libraries, attracting an estimated 68,996 participants - programs ranged from technology training sessions through to sewing classes and family history research

\$2.76 million synthetic turf football field at Ian McLennan Park, Kembla Grange completed

Wollongong Botanic Garden, the first Australian Botanic Garden to receive Conservation Practitioner Accreditation from Botanic Gardens Conservation International (BCGI)

457 events and tours with 44,323 participants at Wollongong Botanic Garden

Over 24 Sunset Cinema screenings with around 15,000 participants attending

40,725 hours of social support services provided

\$9,630 in funding allocated to 20 projects under the Connecting Neighbours Grant program - community members and groups who have a good idea to make a positive impact in their local area

7,000 primary school students, and over 600 TAFE, university students and culturally diverse and refugee groups participated in water safety education programs



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 operational annual plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **Activating Our Suburbs** (page 19) and **West Dapto Urban Release** (page 22)

### Neighbourhood Youth Work Projects

The Neighbourhood Youth Work Projects (NYWP) have continued to support suburban based and local programs for young people in Helensburgh, Berkeley, Port Kembla and Dapto. Youth Services worked collaboratively with NYWP in Youth Week to provide four major events across Wollongong and in the suburbs. These free events included:

- *Youth Shout Out at Dapto Town Square*. This event launched the Y Vote Program, encouraging young people to activate their civic participation. The event also showcased young musicians and had interactive stalls and giveaways.
- *Sand and Soundz at Bellambi Rock Pools* – with sports workshops, interactive art, live music and DJ's, food and service information stalls.
- *Roller Racer Challenge in Crown Street Mall* – in partnership with Code The Gong involved racing sphero bots around a track to compete for the fastest time to win a prize.
- Youthfest was held in Holborn Park, Berkeley - mini festival had live music, sport and art workshops, food stalls and information from local services providers.

### Ageing Plan 2018-2022

The Ageing Plan 2018-2022 provides the strategic framework to deliver services and programs for older people in our community. Initiatives undertaken throughout the year include:

- Liaising with Northern Illawarra Hospital Group to display the *Things I've Learnt* story panels at Wollongong Hospital.
- Support for the proposed dementia art project.
- Contributing to the Illawarra Elder Abuse Cooperative and providing information to the local police on Elder Abuse and safety at home.
- Delivering health and falls information sessions to the community via libraries. Twenty people attended the Healthy Skin information session in March and approximately 20 people have booked to attend the upcoming Healthy Eating talk at Warrawong Library.
- The 2019 Seniors Festival was held in February with a diverse range of activities delivered across the city including the Lady Mayoress Tea Dance.

- Setting up the Navigator Hub Trial Program in the Central Library. The program which has Federal funding and is auspiced by Council of the Ageing (COTA) now runs every second Wednesday from the ground floor of Wollongong Central Library.

### Support Newly Arrived and Refugee Communities Through Sector Development and Coordination, Community Awareness and Education

Throughout the year, Council hosted and provided secretarial support for the Illawarra Refugee Issues Forum (IRIF). For the first time in over six years, IRIF formed sub-committees to collaborate on systemic issues. The Employment and Housing Working Parties have now been established, prioritised key focus areas and are developing strategies. The group also set up a highly successful Q&A panel with JobActive providers.

Council continued to participate in the local Culturally and Linguistically Diverse (CALD) Water Safety Committee which brings together key stakeholders in water and surf safety programs for CALD communities.

Council has also been an active participant of the CALD Local Drug Action Group which focuses on young people, adults and older people. Council support focused on the engagement with young people and the planning and film/ editing process of the CALD friendly Drug and Alcohol Services YouTube clip.

Council officers liaised with Figtree High School regarding community sector support for newly arrived Burmese students and continued partnership discussions with three key community organisations regarding filling service gaps for refugee communities.

Diversity Awareness training was provided to nine University of Wollongong (UOW) Discovery Space volunteers. Resource and support was provided to UOW to build capacity to deliver in-house training in the future.

A tour of Council for students of the Adult Migrant English Program was facilitated and support provided to the Ready Arrive for Work Day for Year 10 English as a second language students.

Refugee guest speakers provided cultural awareness sessions to 150 Figtree High Year 10 HSIE students, as part of Refugee Week. In collaboration with the Department of Education, a classroom resource was developed for teachers to accompany the short video clips produced by Council last year to highlight the settlement journeys of two young people of refugee background. A primary and high school version was created and distributed across the state to public schools. As part of the 2019 Refugee Week

celebrations, Council supported TEAM4R (Team for Refugees) to host a Refugee Week celebration in June at the Town Hall. Eleven other community partners supported the event, which showcased the diversity of our community and included Eritrean, Congolese, Burmese, Kurdish, Vietnamese, Afghani, Iranian and Arabic song, dance, poetry and film. Approximately 400 people attended the event.

### **'Connecting Neighbours' Grants Program**

The Connecting Neighbours Grant program provides grants to community members and groups who have a good idea to make a positive impact in their local area. The program was piloted in mid-2018.

Five Category 1 (up to \$250) and 11 Category 2 (up to \$1,000) projects representing geographical spread, diversity of groups and a broad range of projects ideas were funded as part of the pilot. Approximately \$10,000 was allocated through the grant process with 770 people participating in 16 project activities. Nine of these projects will continue to be delivered beyond the funding. As a result, the city now has additional free book boxes, a walking school bus, a new transition to school playgroup, new and revamped gardens, a singing group, children with improved cooking skills, adults with improved gardening skills and neighbours who know each other and friendships formed. An afternoon tea was held in February 2019 and provided an opportunity for celebration, feedback and further connection.

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

During the year, Council engaged 288 young people with the It's Our Future youth engagement strategy. 35 young people were also engaged to provide input into the Warrawong Community Centre and Library. Staff also presented to 90 children from the gifted and talented classes at Bellambi, Scarborough and Coniston public schools. The children had submitted a range of questions on how Council engages with children and young people to ensure they have a voice in their community. The presentation included navigating Council website, Id Profile online demographic data, the Urban Greening Strategy and the Community Strategic Plan.

Council engaged a local artist to work with children from Helensburgh Public School, Holy Cross Catholic School and Helensburgh Pre-School to develop art work to be installed in Charles Harper play space. 110 children aged from 2 years to 12 years old were engaged in this process.

### **Youth Services**

Council continued to provide a diverse community development based program for young people across the city throughout the year. Some of these programs include Youth Connect 2518, Code the Gong, Rainbow League & Q-community in partnership with Headspace, Acting Up, Teenz Connect at Warrawong Library and Express Yourself Art Workshops in partnership with Australian Community Support Organisation and NSW Health.

The *I Love Wollongong Because* Program partnered with Bulli High School, Kanahooka High School and Illawarra Sports High School (Aboriginal Support Unit) to produce photography panels to celebrate what young people love about Wollongong. A celebration of works was curated within Youth Week, and the panels displayed within a GPT shop with over 1,800 community members visiting throughout the week. A selection of panels is now on hoardings within the GPT shopping centre to enhance a shop fitout and continue to showcase young people's photography skills.

Team Ignite continued to support music events for young people within Wollongong Youth Centre's On Stage program along with Youth Week events.

Council also facilitates the Wollongong Youth Network (WYN), and have recently conducted a review of the network, including meeting format, communication and dissemination of information preferences and themes and issues within the sector.

### **Library Programs and Activities**

During 2018-19, Council libraries delivered 2,360 programs to the community, attracting an estimated 68,996 participants. These programs have included a range of inclusive events such as tactile story time for children on the autism spectrum, catering to members of the deaf community and several events aimed at engaging and supporting our LGBTIQ+ community and their families. A particular highlight of the year was the delivery of three successful events celebrating Pride Month in June. The three events were planned to enhance literacy, creativity and inclusion within our local community and included a family-focused storytime activity, a paid event at Wollongong Art Gallery and a panel discussion in Wollongong Library.

*Rainbow Storytime* saw the return of local drag queen Roxee Horror sharing stories, rhymes, games and songs with all ages. The second (paid) event welcomed Maeve Marsden's show *Queerstories* to Wollongong. The show has been travelling around Australia for more than two years, with a line up consisting of comedian

Annaliese Constable, writer Patrick Lenton, lifelong activist Mystery Carnage, poet Gabrielle Journey Jones and local drag queen James Christie-Murray sharing their stories of pride, prejudice, love, life and humour. The third event, *Same Same but Different* was co-presented by Council and The Disability Trust. The panel discussion featured the lived experiences of people with disability, parents and carers, and community service providers, sharing their stories about dating, identity family dynamics, mental health and prejudice.

### **Social Connection Programs for Frail Aged People and Their Carers**

During 2018-19 Council provided approximately 40,725 hours of service and received an average of 42 new referrals each month.

The demand for social support services continued to grow particularly for individual services, outings and flexible respite services for carers. A number of cottage respites for both the client and carer took place at a new cottage in Kiama and several new bus trips have commenced, outings for clients who have early stage dementia and a monthly outing for male clients to a destination of their choice.

Throughout the year, the clients and volunteers at Wollongong Men's shed have made and donated numerous items to local community groups and to the Mayor's Giving Tree. Staff and volunteers have revised all policies and procedures pertaining to the shed, and volunteers have undergone competency assessments for the use of tools by an independent qualified assessor.

### **Council's Commercial Businesses**

All three commercial business units have performed strongly in 2018-19, with improvements in tourist parks and leisure centre income up compared to previous years. Highlights for 2018-19 include:

- addition of three new tourist cabins at Bulli Tourist Park
- a new and improved reservation system across all tourist three parks
- construction of a roadway at Wollongong Lawn Cemetery to facilitate the opening of new areas (particularly for the Macedonian and Aboriginal communities)
- opening of a new garden at Wollongong Memorial Gardens, which will provide a variety of interment options for many years
- new exercise equipment at leisure centres ensuring members are provided with up to date facilities.

### **Synthetic Football Pitch at Ian McLennan Park, Kembla Grange**

Council oversaw completion of construction works on the synthetic turf football field at Ian McLennan Park, Kembla Grange. The project was delivered within the budget of \$2.76 million which incorporated financial contribution from Council, the state government and Football South Coast. The project was completed in March 2019 with a licence agreement signed by Football South Coast for ongoing management and maintenance responsibilities. The project included:

- synthetic turf field to main field to comply with all FIFA and Football NSW requirements
- LED lighting to synthetic turf-field, the natural turf field, and the junior natural turf field
- sports field fencing around the synthetic fields
- installation of player dugouts for the synthetic turf field.

### **Warrawong Town Centre Studies**

Council has acquired land for a new community centre and library to be built in Warrawong at the corner of Greene and King streets. Council hopes it will be a welcoming and accessible place for all and has commenced discussions with the community on the design and what services should be incorporated into the building. Three community drop-in sessions were held in March 2019.

### **Dapto Town Centre Planning Study**

During 2018-19 Council completed the construction of the Baan Baan Street extension. This project allows for smoother traffic flow around the Dapto Town Centre, alleviating pressure on Bong Bong Road. It involved the purchase of two blocks of land, construction of road and footpath and two roundabouts on Station Street and Osborne Street.

Dapto CBD car park, is a large car parking space located on Bong Bong Road near the Dapto train station. It has been upgraded to be a more attractive option, supporting growing West Dapto population accessing the train and shopping precinct. To compliment this, the design of traffic signals at the intersection of Station Street and Bong Bong Road is well underway. This is a complex project including managing the level crossing traffic.

### **Unanderra Town Centre Studies**

The Central Road upgrade, the major piece of the Unanderra Town Centre masterplan, was completed during the year. This project saw our traffic engineers working closely with RMS to implement multiple pedestrian crossing opportunities in this busy local CBD road, which is unique in the City of Wollongong.

### **Schools Zone Parking Safety Program**

Council's Parking Rangers conducted a School Zone Parking Program focused on education and compliance with school zone parking restrictions. A total of 195 school zone (primary school) parking patrols were conducted as part of this safety program, 71 customer service requests were also received in school zone areas.

Council also delivered an education program focusing on school zone parking with the placement of educational banners promoting safe parking practices at school zones and Rangers proactively engaging with parents and carers to discuss the importance of safe parking and compliance with parking restrictions in school zones.

### **Community Safety Initiatives**

Council worked with community partners to deliver a range of safety initiatives in the areas of domestic violence, anti-social behaviour and Community Drug Action Teams (CDAT's).

In March, Council hosted a meeting facilitated by the Illawarra Women's Health Centre to discuss the economic impact of Domestic Violence in the Illawarra and to garner support for a Domestic Violence Trauma Recovery Centre. Over 60 people attended the evening and there was a clear demonstrated support for proposed Domestic Violence Trauma Recovery Centre (DVTRC).

The *I Belong in the Gong* campaign to reduce anti-social behaviour and alcohol fuelled violence in Wollongong's CBD was successful in winning the National Local Government Award in 'Community Safety and Prevention' category. The innovative campaign enters its next phase of development by undertaking a pedestrian pathway lighting audit within the CBD, to be completed early in 2019-20. The audit will be conducted by a Crime Prevention through Environmental Design specialist, and will engage key stakeholders to determine factors that are impacting (positively or negatively) on community safety in the CBD area.

### **Programmed Works at Rock Pools**

Upgrade works to the rock pool at Wombarra commenced earlier in the year, including an extension to the sea wall and access ramp to the beach. Works involved the installation of precast concrete wall elements, grout infilling and shotcreting (spray concrete) around the external walls of the rock pool. The construction of the ramp and extended sea wall will protect the existing embankment from damaging sea conditions and provide safe access to the rock pool. Some delays were experienced during the course of construction, mainly due to the inflow of seaweed

into the pool. The construction works were completed in December 2018 in time for the busy summer swimming season. Construction works have recently commenced on the upgrade works to the Bellambi rock pool.

### **The Future of Our Pools Strategy 2014-2024**

Key actions of the *The Future of Our Pools Strategy* saw key projects such as the extensive renovations of amenities at Western Suburbs Pool and disability access ramp at Berkeley completed. The replacement of the ageing inlet pipes at Thirroul Pool are currently in the construction phase with works scheduled for completion in mid October 2019.

During the year, Western Suburbs Pool Public and Staff amenities were also commissioned bringing the facility up to contemporary standards with provision of disability amenities, adult change table and state of the art privacy cubicle and water saving device fittings.

### **Regional Botanic Garden of Excellence**

2018-19 saw the Botanic Garden hold some 457 events and tours with 44,323 participants.

During the year, the Botanic Garden continued to hold Sunset Cinema with around 15,000 participants attending over 24 screenings. A cruise ship visit also attracted 120 visitors to the gardens.

Flora and Fauna bushwalks and Aboriginal Cultural tours at Mt Keira and Nocturnal Walks have been booked heavily, representing the increased use of the Eventbrite booking system to cross promote upcoming activities at the gardens. Easter Fun Day attracted around 3,000 visitors and the Easter weekend some 12,545 overall. BGANZ Open Day attracted approximately 3,500 visitors showcasing the garden. Five school holiday programs were held during the year, with multiple school, tertiary and international students participating in Discovery Centre education programs. The Botanic Garden was represented at the BGCI Congress in September and Eco Arts in May.

### **Senior Programs at Our Leisure Centres**

Partnerships with the Local Area Health District have continued with new programs commencing targeting people with chronic diseases, lung diseases and osteoarthritis. A number of these programs are now fully self-funded. Funding has also been sourced to provide seniors water safety classes in partnership with Royal Lifesaving. Along with the sixteen general population seniors classes, these specialist classes continue to provide a number of reduced or low cost options and opportunities for our senior community.

### Services for the Homeless

Council officers have been attending meetings with the Wollongong Homeless Hub, Housing NSW and other relevant agencies to consider possible partnerships that could be undertaken to assist homeless people in our community. This includes provision of assistance to find suitable temporary and long term accommodation, mental health outreach services, food, clothing and showering services.

In February 2019, Council assisted the Wollongong Homeless Hub and Illawarra Retirement Trust to conduct a count of the number of homeless people within the Wollongong CBD. On the night, between midnight to 3.00am over 60 people were counted as being homeless. This data will assist emergency accommodation service providers to plan and advocate for appropriate services to be funded to adequately support the needs of homeless people.

### Graffiti Prevention

A total of 70 graffiti community safety inspections were conducted during the year, where suggested actions for graffiti prevention and actual removal of graffiti at those sites were considered. The graffiti site inspections determine the location of the graffiti and colour matching if painting over is required and/or appropriate.

A new Community Partnerships program begun with the Unanderra Re-Integration Centre. This community partnership has enabled Council to remove graffiti from high profile locations (eg. Thomas Gibson Park at Thirroul) on a regular basis. Dapto Rotary has been one of Council's first Community Partnerships partners and throughout the year they have continued to remove graffiti from many sites, not only in Dapto, but across the Wollongong LGA.

In June 2019 Council completed the Unanderra Community Youth Project graffiti prevention mural panels at the Lindsay Maynes Park amenity block. The aim of this project was to both, reduce the graffiti on this Council asset as it has had high incidents of graffiti reported, and to educate young people about illegal graffiti. Young people were engaged in the project from the Unanderra Youth Group. They worked with community artists who assisted the young people in the design and development of nine panels which were then attached to walls of the Lindsay Maynes Park amenity block. Graffiti on this asset has been significantly reduced since the panels have been installed.

### FUTURE DIRECTIONS

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

- Contribute to the Collective Impact partnership with government agencies, businesses, non-government organisations and the community in Bellambi
- Implement, monitor and report on the review of the Disability Inclusion Action Plan 2016-2020
- Carry out design work for the recreation areas at all three tourist parks
- Explore opportunities outlined in needs assessment developed for the Beaton Park Precinct
- Progress the Bulli Showground Masterplan Stage 2
- Relocate and enhance the Cringila Hills Playground and finalise the site masterplan
- Continue to engage with the local Community regarding the development of the Draft Illawarra Escarpment Mountain Bike Plan.

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

	2014-15	2015-16	2016-17	2017-18	2018-19
Direct Run District Community Facilities – Visitation*	244,268	240,298	232,986	254,690	286,880
Direct Run District Community Facilities – Utilisation*	37,873	37,321	37,669	40,695	37,862
Dapto Heated Pool - Visitation	71,996	67,304	72,701	74,659	76,045
Corrimal Heated Pool - Visitation	115,187	124,027	92,844	128,211	116,666

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

## DELIVERY PROGRAM 2018-21 STATUS

Delivery Program	Status
Partner with community based organisations in the provision of services	All annual deliverables on track/ongoing.
Continue to undertake social, land use and environmental planning activities that assists in service planning	All annual deliverables on track/ongoing.
Partner with agencies and health authorities to support improvements to the region's medical services	All annual deliverables on track/ongoing.
Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation	All annual deliverables on track/ongoing.
Carry out commercial business management of Council's operational lands	3 annual deliverables on track/ongoing, 1 delayed. <i>Delayed: Reinstate Waterfall (Garrawarra) Cemetery</i> A licence has been negotiated over Crown Land that surrounds Waterfall Cemetery allowing the progression of a development application. An update of the Statement of Environmental Effects is currently being completed as well as final approvals for access (over Water NSW land) which will progress the submission of the development application and allow the reinstatement of the site as a bush cemetery.
Increase opportunities to enhance library multimedia and online services	All annual deliverables on track/ongoing.
Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	All annual deliverables on track/ongoing.
Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	All annual deliverables on track/ongoing.
Review planning controls for priority locations	All annual deliverables on track/ongoing.
Policies and plans are developed, reviewed and implemented to encourage physical activity	All annual deliverables on track/ongoing.
Develop and implement public health, amenity and safety regulatory programs and reviews that assist in improving compliance with legislative requirements	All annual deliverables on track/ongoing.

Delivery Program	Status
Facilitate a range of programs and activities which improve food security and support local food systems	All annual deliverables on track/ongoing.
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.
Investigate the future provision of Aquatic Services across the local government area and implement improvements	All annual deliverables on track/ongoing.
Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet community needs	7 annual deliverables on track/ongoing, 1 delayed <i>Delayed: Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla.</i> Council officers have completed key projects where Office of Environment and Heritage approvals have been obtained. These include the perusal of park infrastructure, car parking interpretative artwork on MM Beach on Gloucester Boulevard. Council Officers are working with Niche consultancy to develop a new Conservation Management Plan for Hill 60, with a goal to see the plan completed in 2019-20.
Develop a Regional Botanic Garden of Excellence	All annual deliverables on track/ongoing.
Provide statutory services to appropriately manage and maintain our public spaces	2 annual deliverables on track/ongoing, 2 delayed. <i>Delayed: Finalise land title requirements for the transfer of private land occupied by Russell Vale Golf Course.</i> Further to requirements under the Crown Land Management Act 2016, the Generic Plan of Management is still under review. The Plan of Management will inform permitted uses for the site. Investigations are ongoing with regards to the flooding constraints associated with the upstream basin and potential landform, with final landform being reviewed. <i>Develop and implement promotional material that raise community awareness regarding the revised Companion Animal Control Areas (Dogs on Beaches &amp; Reserves) Policy</i> This action has been deferred owing to delay in regard the Dogs on Beaches and Park Policy review. The policy will be reported to Council in the first half of 2019-20.
Implement Council's Planning, People, Places Strategy	1 annual deliverable on track/ongoing, 1 deferred <i>Deferred: Develop an updated Landscape Master Plan for Stuart and Galvin Parks North Wollongong</i> An updated landscape plan for Stuart and Galvin Park is on hold, with design to be informed by key issues impacting the precinct. These include further work on Foreshore Parking Strategy and drainage matters.
Deliver a range of programs and recreational pursuits for older people	All annual deliverables on track/ongoing.
Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	All annual deliverables on track/ongoing.
In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality enhanced access to services	All annual deliverables on track/ongoing.
Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	All annual deliverables on track/ongoing.

Delivery Program	Status
Facilitate a range of partnerships and networks to develop community safety initiatives	All annual deliverables on track/ongoing.
Delivery projects and programs to reduce crime in the Wollongong Local Government Area	All annual deliverables on track/ongoing.
Well maintained assets are provided that meet the needs of the current and future communities	<p>8 annual deliverables on track/ongoing and 1 not scheduled to commence.</p> <p><i>Not scheduled to commence: Undertake an access audit of Council's Administration Building to inform upgrades</i></p> <p>An access audit will be reviewed and undertaken as part of the Accommodation Project. Should any additional major works be required it will be incorporated with approved floor renovations to the Administration Building. The team is currently reviewing options to progress the overall project. All requests for enhanced accessibility are reviewed and implemented within existing operational budgets when raised by teams.</p>
Manage and maintain community infrastructure portfolio with a focus on asset renewal	All annual deliverables on track/ongoing.
Coordinate an access improvement program through pre-planning and renewal activities	All annual deliverables on track/ongoing.

# GOAL 6

## We have affordable and accessible transport

Our links and connection with Sydney, both physical and economic will be strengthened. We will have an integrated transport system that focuses on reducing our private car dependency by increasing the use of public transport, cycling and walking. Our pedestrian accessibility is improved and maintained to enhance our residents' and visitors' usage of our foreshore and access throughout the city. We will be at the forefront of emerging transport technology including planning for innovative transport initiatives such as car and bicycle share schemes and planning for driverless vehicles.

### Highlights

#### Status of Operational Plan Actions

On Track	Ongoing/ Completed	Delayed	Deferred	Not Scheduled to Commence
84.0%	8.0%	4.0%	0.0%	4.0%

Gong Shuttle fare free until 2020-21

53,225 direct trips and 64,180 taxi vouchers across the Wollongong and Shellharbour local government areas provided under Community Transport project

\$115.8 million capital works program - the largest ever undertaken

Fowlers Road extension to Fairwater Drive project - significant milestone was completion of Marshall Street deviation project and realignment works



An overview of how we worked towards achieving the community's goal of affordable and accessible transport through the five-year delivery program actions and operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **West Dapto Urban Release** (page 22) and **Active Transport and Connectivity** (page 23).

### **Plan and Implement an Integrated and Sustainable Transport Network**

Council continues to liaise with key NSW Government agencies on an ongoing basis in relation to significant transport projects. These include city centre projects, Albion Park Rail Bypass, upgrade of Mount Ousley Road/ Old Mount Ousley Road intersection, Thirroul to Unanderra Network Strategy and Keiraville/ Gwynneville Access and Movement Study. Council is also reviewing the West Dapto Infrastructure Plan and liaising with NSW Government agencies to resolve access issues.

Scoping of prioritisation of actions for bus stops/ bus zones to ensure compliance with Disability Discrimination Act requirements is currently underway.

A working group has been formed to specifically progress the Wollongong City Centre Access and Movement Strategy review. This strategy will re-examine the function of transport interchange within the Wollongong Station Precinct.

### **Projects and Programs to Encourage Sustainable Transport**

Additional staff were engaged in early 2019 to support sustainable transport projects. Staff have made initial contact with bus operators and the Department of Transport to seek their views and ideas on the feasibility of installing bike carriers/racks onto their buses. Discussions will continue into 2019-20.

Contracts commenced during the financial year for the audit of all bus stops and car parks for accessibility. Audit data for bus stops was finalised and is being reviewed by the Walking, Cycling and Mobility Reference Group, including preparation of a prioritised schedule of works to upgrade some bus stops. The audit for car parks commenced in late 2018-19, with results due in 2019-20.

The *Park and Ride* initiative is identified in the adopted Wollongong City Centre Access and Movement Strategy. The feasibility assessment of a southern city centre shuttle bus route and service to support park and ride has been completed and incorporated into the scope of the City Centre Access and Movement Strategy, which is scheduled to progress during 2019-20.

### **Citywide Foreshore Parking Strategy**

A draft report was finalised during 2018-19 identifying initial results of usage rates at all foreshore parking areas between Stanwell Park and Port Kembla. The draft information was discussed with councillors, including potential short and medium term options to improve parking availability, visibility and access. Additional data collection will be carried out during 2019-20 to inform proposed actions. The proposed actions for foreshore parking improvements along the Blue Mile will be included in the Wollongong City Centre Access and Movement Strategy.

### **Fowlers Road Extension to Fairwater Drive**

The Fowlers Road extension to Fairwater Drive project undertaken by Council will provide flood reliable access to the West Dapto Urban Release Area. Following completion of Stage 1 works, including the construction of the Fairwater Drive/ Daisy Bank Drive intersection to the first floodway bridge, Stage 2 construction works will commence in August 2019.

The Stage 2 works comprise the construction of the 198-metre-long bridge over the railway and Mullet Creek floodplain, construction of embankments and roadway from the floodway bridge to the Princes Highway, realignment of Marshall Street under the new bridge, excavation of flood channels and improvements at the Fairwater Drive/Daisy Bank Drive intersection. Construction has progressed to schedule with many elements associated with the above activities completed.

A significant milestone of this project was the completion of the Marshall Street deviation project and realignment works. The project was complex and offered some unexpected challenges with the original designs requiring modification. Changes were required to the new underground draining line to thread a pipeline between a complex array of existing electrical, water, gas and telecommunications services, located at varying depths below ground. These challenges were successfully overcome and the road reopened on 23 February 2019.

During these construction activities, Council has been negotiating the acquisition of relevant properties along the Princes Highway to facilitate improvement works to the Princes Highway/ Fowlers Road intersection. Acquisition of these properties is nearing completion and has facilitated commencement of Stage 3 of the works. Stage 3 includes relocation of services, intersection widening, adjustment to traffic signals and associated line marking. Works are scheduled to be completed in early 2020.

This significant, essential infrastructure project will provide flood-reliable access to the growing West Dapto community and improve traffic congestion throughout the area.

### **Grand Pacific Walk Review of Priorities and Design of Identified Sections**

Stage 1 of the Grand Pacific Walk was officially completed in December 2018. The 3.5 kilometre link from Stanwell Park to Stoney Creek Bridge, Coalcliff includes a viewing platform with expansive views along the coast and out over the Pacific Ocean. Investigation into missing links and existing path condition commenced in early 2019. A number of sections have been identified as requiring repair, reconstruction and missing links. Scoping of identified works has commenced.

### **Extend Lake Illawarra Cycle Way**

During the year, Council continued to maintain, renew and extend sections of shared path around the lake on Council land through budget allocations within capital and maintenance programs. One such works included the reconstruction of a large section of shared path outside the Illawarra Yacht Club. The redevelopment of Tallawarra Lands will present significant opportunities to extend the path.

Investigative work to identify constraints and options for an around-the-lake shared path will commence later in 2019.

### **Road Resurfacing and Reconstruction Program**

The scheduled 2018-19 program was fully delivered by early 2019. This early completion enabled approximately \$3 million of works to be accelerated from future years and all project scopes have been submitted for 2019-20 projects.

### **Implement Footpath and Cycle Way Improvement Programs**

Significant works were completed to deliver continual improvements in Council's footpath and cycle way networks. Details are reported against separate actions including the Strategic Priority – Active Transport and Connectivity.

The published Infrastructure Delivery Program for 2019-23 also includes a listing of all projects completed or commenced during the 2018-19 year.

Council continues to roll-out the Wollongong City Bike Plan implementation program, with designs for major projects being developed to submit to the Transport for NSW grant funding scheme. The current year will consider the University - CBD cycle way including the Smith Street underpass, Smith Street and Kembla Street links.

The Bike Plan review commenced during the 2018-19 year with initial scoping discussions held with councillors and members of the Walking, Cycling and Mobility Reference Group. This group and the broader community will be actively engaged throughout the plan's review and revision. Council continues to seek grant funding through a range of NSW and Commonwealth initiatives to support active transport and connectivity improvements, including streetscape upgrades in commercial centres such as Warrawong, Corrimal and Helensburgh.

Council received funding to undertake an initial feasibility assessment to use the Otford Railway Tunnel as a shared pathway or rail trail. A pre-feasibility study was provided to Transport for NSW in December 2018 to consider and Council is waiting on further advice on any further work to be undertaken.

### **Community Transport**

Community transport provides a variety of services across Wollongong and Shellharbour LGAs including individual transport, travel training, taxi vouchers and group transport where Community Transport provides buses to 54 community groups at a subsidised rate.

During 2018-19 the community transport project provided 53,225 direct trips and 64,180 taxi vouchers across the Wollongong and Shellharbour LGAs. The service receives an average of 120 new referrals each month and on a number of occasions has received 140 referrals in a month. Staff continue to promote the service, in particular the travel training program at sector meetings within the region, such as the Community Care Forum and a variety of community events (e.g. Seniors' Expo). Action research service evaluation took place in early 2019, when Community Transport staff literally 'rode the buses' over a period of several weeks, talking to customers about their needs and expectations and identifying opportunities for service improvement.

### **FUTURE DIRECTIONS**

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

- Advocate for the implementation of a shuttle route for the south of the Wollongong City Centre
- Council to work with key agencies and partners to reduce traffic congestion and review emergency access plans.

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

	2014-15	2015-16	2016-17	2017-18	2018-19
Community transport*	122,497	143,992	167,460	132,000	126,008
Capital works program	\$85.8M	\$82.7M	\$90.8M	\$96.1M	\$115.8M

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

## DELIVERY PROGRAM 2018-21 STATUS

Delivery Program	Status
Support the delivery of the Gong Shuttle Bus as an affordable transport option	All annual deliverables on track/ongoing.
Implement a variety of projects and programs to encourage sustainable transport throughout the LGA	5 annual deliverables on track/ongoing, 1 delayed. <i>Delayed: Investigate opportunities to install bike carriers on buses.</i> Council staff have made initial contact with bus operators and the Department of Transport to seek their views and ideas on the feasibility of installing bike carriers/racks onto their buses. Discussions will continue into 2019-20 with options communicated back to councillors when developed.
Plan and implement an integrated and sustainable transport network	All annual deliverables on track/ongoing.
Facilitate the integration of public amenities and transport with local communities	All annual deliverables on track/ongoing.
Work with partners to reduce travel time between Sydney and Western Sydney with Wollongong	All annual deliverables on track/ongoing.
Plan and implement projects to improve connectivity	All annual deliverables on track/ongoing.
Deliver sustainable transport asset renewal programs and projects	All annual deliverables on track/ongoing.
Investigate the option for disruptive transport technologies and the impact on the future transport network	1 annual deliverable not scheduled to commence. <i>Not scheduled to commence: Research cities that have installed driverless transport systems</i>
Work with key agencies and partners to continue and improve late night transport options	All annual deliverables on track/ongoing.
Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation	All annual deliverables on track/ongoing.