



WOLLONGONG CITY COUNCIL

END OF TERM

REPORT
2012 - 2017

From the
mountains
to the sea

Acknowledgement of Country

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

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Message from the Lord Mayor

It's with pride I present to you the end of term report for Wollongong City Council.

This current Council was elected in September 2011 after the organisation had spent a period of time in administration. We welcomed the challenge of restoring democracy, rebuilding community trust and working to ensure Wollongong City Council grew stronger under our watch.

At the beginning of our Council term we made a commitment to support the organisation and the community in making Wollongong a better place to live, work, visit and play.

We agreed on five key focus areas and I'm pleased to say we have made significant progress in every one. You can read more about these achievements in this document, so I won't go into detail here, but I would like to mention just a few.

The restoration of the historic Bathers Pavilion at North Beach has seen this precinct come into its own as a jewel of the Wollongong coastline.

Further showcasing our stunning coastline is the Grand Pacific Walk, which commenced construction during this term. In July 2014 the first major piece of infrastructure, the Stoney Creek Shareway Bridge, was completed, followed by the Coalcliff Station Precinct upgrade and realigning of Lawrence Hargrave Drive.

We've rebuilt the Berkeley Community Centre to make it a bigger, more functional and a modern space. We also created the Holborn Park Skate Plaza which has provided young people in the southern suburbs with a world class skate park.

Work continues on the West Dapto Access Strategy which is creating better flood resistant access and infrastructure for existing residents in the area, as well as preparing for a significant population increase in the next 20 years when the Urban Release Area is fully realised. Design work is now underway on a key part of this strategy – the Fowlers Road extension.

Our City Centre has been through a transformation with a range of works to improve the look, feel, safety and functionality of our City Centre. The biggest project by far was the refurbishment of the Crown Street Mall. This space, which sees millions of visitors every year, was long overdue for an upgrade and the significant investment has delivered a brighter, more open, vibrant and usable space which has played host to a diverse range of activities since work finished in November 2014. This work has been complemented by significant private investment in the CBD, including the construction of the new \$200 million GPT centre, the new Wollongong Private Hospital and numerous residential developments.

More broadly the region's economy continues to diversify, expanding our economic base beyond traditional industries. Our economy is moving from being heavily reliant on the steel and mining industries to one focused on advance manufacturing, mining services, ICT and knowledge services.

While there was significant reinvestment and new investment in our city during this term, we were also faced with the challenge of ensuring the financial security of our Council into the future.

We went through a major Financial Sustainability Review in 2013-14 and the robust process, which included much passionate debate, community input and hard decisions, led to the development of a plan that achieved the financial targets to make us "Fit for the Future", while continuing to be able to deliver the services, programs and facilities that we enjoy in the City of Wollongong.

The last six years have been a busy, challenging, interesting and rewarding time and I am proud of what we have achieved and the strong position Wollongong City Council is in.

Cr Gordon Bradbery OAM
Lord Mayor
Wollongong City Council



Message from the General Manager

The past six years have been busy ones for Wollongong City Council.

We've seen the return of elected representatives after a period of Administration. One of their first activities was to work extensively with the community to develop our Community Strategic Plan, Wollongong 2022, to guide our actions and allocation of resources over the coming years.

Council continued to focus on building our financial sustainability and coming to grips with ensuring our roads, pools, playgrounds and other community infrastructure were being renewed or replaced in a timely fashion. We have done this working with our community to identify their priorities. This, in turn has seen the annual capital budget expand significantly across the last five years.

This increased expenditure is visible in the community with a number of our ageing rockpools being refurbished, work completed on the renewal of the North Beach Bathers Pavilion, the Crown Street Mall refurbishment, major streetscape works across the Local Government Area, footpath works on the Grand Pacific Walk and significant stormwater and playground renewal.

During this period the State Government has been undertaking a review of local government. As part of this we have been able to demonstrate that Wollongong is in a strong financial position moving into the future.

We've consolidated our governance practices with the Independent Hearing and Assessment Panel now embedded in our planning process and strong Governance and Audit Committees which include a majority of independent members. Our governance matches best practice in the industry and I'm proud to report that we are ahead of many of our local government counterparts in this area.

Another key indicator of the success of the current term of Council is the improvements in community satisfaction across a range of measures as recorded in our biannual community survey. Overall results were good with 90% of residents satisfied to some extent with Council's overall performance, an all time high.

I am pleased to present this report and acknowledge the achievements of Councillors and staff across the last six years.

David Farmer
General Manager
Wollongong City Council



Our Council

Elected Representatives

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.



LORD MAYOR
GORDON BRADBERRY OAM
BA, BD (Psych, Sociology and Divinity), GAICD
Minister of the Uniting Church in Australia
First Elected in 2011.

WARD 1

LEIGH COLACINO
Artist
First elected in 2011.



JANICE KERSHAW
Deputy Manager
First elected in 1991, re-elected 1995, 1999, 2004, 2011.



JILL MERRIN
MSc, BSc
First elected in 2011.



GREG PETTY
FCPA, GAICD, AGIA, BBS (NSWIT), JP
Company Director
First elected in 2011.



WARD 2

JOHN DORAHY
GAICD
Sales Director Australia New Zealand
First elected in 2011.
Deputy Lord Mayor: (elected twice asDLM)
10 September 2012 to 9 September 2013.
14 September 2015 to present.



DAVID BROWN
BSc, JP
Media Consultant
First elected in 2002, re-elected 2004, 2011.
Deputy Lord Mayor:
14 September 2011 to 10 September 2012.



MICHELLE BLICAVS
MMgt, GAICD, FAE
Company Director
First elected in 2011.



GEORGE TAKACS
BSc(Hons), PhD, GAICD
Physicist
First Elected in 2011.



WARD 3

DEPUTY LORD MAYOR CHRIS CONNOR
MEdAdmin, GradDipEdSt (School Admin), DipT, MAICD
School Principal
First elected in 2011.
Deputy Lord Mayor: (elected twice asDLM)
9 September 2013 to 14 September 2015.



BEDE CRASNICH
Stylist
First elected in 2011.



ANN MARTIN BM
BA(Visual Arts), MFA, MPlan, GAICD
Artist / Planner
First elected in 2011.



VICKI CURRAN
GAICD
Juvenile Justice Support + Community Advocate
First elected in 2011.



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.



About the End of Term Report

Under the NSW Government's Integrated Planning and Reporting Legislation for Local Government, Council is required to produce a report on its progress in implementing the Community Strategic Plan during its term.

The aim of this report is to provide the community with a status of how the Council is progressing toward achieving its Strategic Plan Wollongong 2022. Wollongong City Council adopted its Community Strategic Plan Wollongong 2022 in June 2012. Wollongong 2022 is a long term plan that identifies where the Wollongong community want to be in the future. It outlines the Wollongong community's priorities and aspirations and how these will be achieved. This Plan assists in shaping the future of the Wollongong Local Government Area (LGA). It provides the direction for the provision of key projects and services which enable us to meet the needs of our community and deliver good quality services and facilities. Wollongong City Council initiated and facilitated the development of the community plan and will continue to have a custodial role during its implementation, monitoring, reporting and review. However it is not the sole responsibility of Council. Wollongong 2022 is a whole of community plan in which all levels of government, business, education institutions, community groups and individuals have an important role to play.

Wollongong 2022 was developed with extensive community input and involvement including representatives from community, government, business, education institutions, non-government organisations, community groups, councillors and Council staff. Council commenced the conversation with the community in 2011. Throughout the engagement process, thousands of community members were involved via the submissions of photos, artworks and poems, surveys, community conversations, Town Hall Talks, workgroups, Community Summit and the exhibition of the draft plan. Four key questions were considered throughout the development of this plan, including:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we know we have arrived?

In addition, Social Justice Principles of equity, access, participation and rights have been central to the development of this plan as well as consideration of social, environmental, economic, and civic leadership issues.

Wollongong 2022 Community Strategic Plan includes an aspirational community vision:

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

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

*'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.'*

The end of term report should be read in conjunction with **Attachment A** and **Attachment B**.

Attachment A -

Whilst the Community Strategic Plan expresses the community's long term aspirations, the Resourcing Strategy outlines Council's responsibilities and how these will be achieved through the allocation of our resources (finances, assets and people).

Wollongong City Council's Resourcing Strategy is a long term plan spanning ten years, with the exception of the Workforce Strategy, which is a four year plan. It consists of three components: Long Term Financial Plan, Asset Management Planning and Workforce Management Strategy.

Attachment A will provide the reader with a status update of how we have progressed over the Council term with regard to our allocation of resources.

Attachment B -

Community Indicators Report

Community indicators seek to identify the cultural, social, environmental, economic and governance trends and outcomes for communities at a local, regional and state level. These indicators are crucial tools for planning and ensuring policies implemented by Council, State Government and educational institutions are grounded in evidence (UTS:CLG, 2013). Community indicators have been developed in order to assess Wollongong's progress towards achieving the community vision, goals and objectives as identified in the Wollongong 2022 Community Strategic Plan.

Each community goal contained in the Wollongong 2022 Community Strategic Plan identifies where we want to be in 2022 and the indicators reflect the whole of community efforts to achieve the goals. The indicators are high level and outcome driven rather than program based and support us in understanding

whether our collective efforts are making a difference to the community in which we work, play and learn. In line with quadruple bottom line planning principles, indicators contained within this report generally reflect four classes:

- Local amenity – appropriateness of development, access, ease of movement
- Social capital – extent to which the Wollongong community have opportunities to engage in community activities and are connected with others
- Environment/sustainability – quality of land, air and water
- Governance – extent to which the community feels safe in their local area, and is engaged in decision making about their community

Across the current term, Council developed and endorsed a broad range of supporting documents to guide the future direction of the LGA. Some of these include:

- Crown Street Mall Activity Policy
- Public Art Strategy
- Disability Access Inclusion Plan
- Wollongong City Centre Access and Movement Strategy
- Bike Plan 2014 – 2018
- The Grand Pacific Walk Masterplan
- Community Safety Plan 2012-2016
- Positive Ageing Strategy 2013-17
- Wollongong City Libraries Strategy
- Cultural Action Plan
- Live Music Action Plan
- Evening Economy Action Plan
- Illawarra Regional Food Strategy
- Figtree Town Centre Masterplan

- Warrawong Town Centre Masterplan
- Corrimal Town Centre Plan
- Keiraville/Gwynneville Implementation Plan
- Wollongong Waste & Resource Recovery Strategy 2022
- Heritage Strategy and Action Plan 2014 – 2017
- Economic Development Strategy
- Wollongong Major Events Strategy 2016-2020
- Play Wollongong Strategy
- The Future of our Pools Strategy 2014 – 2024
- Environmental Sustainability Strategy 2014-22 and Action Plan
- Public Spaces Public Life Wollongong
- Dune Management Strategy

Future Councils will be in a position to continue existing and new programs of work arising out of these supporting documents such as:

- West Dapto Access Strategy
- Financial Sustainability
- Grand Pacific Walk
- Continue delivery of the Wollongong Waste & Resource Recovery Strategy
- City Centre Revitalisation
- Upgrade of path and cycle network
- Town Centre Plans and Implementation
- Options for Warrawong Library

Our Planning & Reporting Framework

In accordance with the Local Government Act 1993 and Local Government (General) Regulation (2005), all local councils in New South Wales are required to report under the Integrated Planning and Reporting (IP&R) Framework. Wollongong City Council transitioned to IP&R in June 2012 with the endorsement

of its first Community Strategic Plan, Wollongong 2022. This Strategic Plan is supported by Council's Resourcing Strategy, Delivery Program and Annual Plan. Council reports on progress towards achieving the Delivery Program and Annual Plan in its Quarterly Review Statements, Budget Review Statement

and Annual Report. Achievements towards Wollongong 2022 Community Strategic Plan will be reported in this report (Council's End of Term Report). The following diagram demonstrates Council's planning and reporting framework.

Planning

Reporting



Wollongong 2022... Community Strategic Plan

- Supporting Documents



Delivery Program 2012 - 17

- Principle Activities
& Projects



Annual Plan 2016 - 17

- Annual Deliverables
- Service Delivery Plans



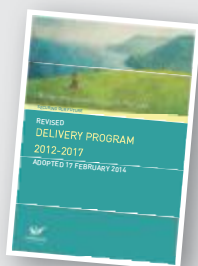
End of Term Report 2012 - 17



Annual Report 2016 - 17



Quarterly Report



WCC Resourcing Strategy

- Asset Management Strategy
- Workforce Plan
- Long Term Financial Plan

Summary of Key Statistics

	2011-12	2012-13	2013-14	2014-15	2015-16 [°]	2016-17 [#]
Total number of residents*	202,068	203,181	205,231	206,794	208,875	
Total number of ratepayers	77,558	78,292	78,985	79,316	79,881	
Rates levied (income)	\$118.4M	\$123.3M	\$127.6M	\$137.8M	\$146.4M	
Average general residential rate	\$1,098.25	\$1,135.62	\$1,174.95	\$1,249.30	\$1,333.12	
Increase in average residential rate	2.50%	3.40%	3.46%	6.33%	6.71%	
State government rate ceiling	2.8%	3.6%	3.4%	2.3%	2.4%	
Specific purpose grants revenue (incl. capital and operating)	\$16.0M	\$14.0M	\$22.0M	\$16.0M	\$21.29M	
Available working funds balance	\$22.8M	\$31.5M	\$24.5M	\$17.4M	\$14.3M	
Operating performance ratio	-5.87%	-4.43%	-6.53%	2.31%	0.84%	
Debt service ratio	1.47%	1.71%	2.68%	2.73%	3.25%	
Asset maintenance ratio	0.69	0.70	0.78	0.97	0.97	
Capital Works Program	\$64.7M	\$53.9M	\$86.2M	\$85.8M	\$82.7M	
Number of employee (permanent FTE)	982.7	996.3	1,008.2	1029.8	1046.27	
Population per employee (permanent FTE)	205.6	212.3	203.6	200.8	199.6	
Governance + Admin expense per capita	\$172.02#	\$221.02#	\$139.14#	\$143.91	\$166.62	
Environmental expenditure per capita	\$270.07#	\$267.20#	\$272.05	\$281.48	\$280.17	
Community services, education, housing, amenities expenditure per capita	\$119.83#	\$126.00#	\$132.01	\$137.74	\$143.04	
Recreational + Culture expenditure per capita	\$238.92#	\$245.78#	\$263.24	\$249.99	\$261.66	
Public order, safety + health expenditure per capita	\$70.71#	\$75.54#	\$74.03	\$69.96	\$73.99	
Roads, bridges and footpath expenditure per capita	\$225.09#	\$177.50#	\$229.86	\$224.91	\$238.62	
Material diverted from landfill (Domestic waste collection)	48.4%	46.6%	47.0%	47.6%	46.9%	
Development applications assessed	1,386	1,328	1,388	1479	1,462	
Wollongong Botanic Garden visitation	312,335	346,517	393,468	440,929	481,214	
Wollongong City Gallery visitation	56,144	78,128	99,915	83,727	80,488	
Illawarra Performing Arts Centre visitation	124,884	116,120	107,790	145,368	131,231	
Library visitation	999,233	931,207	969,207	1,103,454	777,175	
Pools attendance	899,622	1,037,083	1,086,412	1,075,193	1,175,667	

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

° Expense per capita was calculated by the Office of Local Government on the estimated resident population figure available at that time. Note, for 2013-14 2014-15 and 2015-16 the current estimated resident population as published by .id was used. Please note: The allocation of costs between the services has varied over the reporting period making direct comparison at this level inaccurate.

2016-17 figures where not available at the time of print.

STRATEGIC PROGRAMS

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

Financial
Sustainability

West Dapto
Urban Release

Waste
Management

City Centre
Revitalisation

Connectivity
/ Walkability

Financial Sustainability

Project Sponsor: General Manager

Project Manager: Executive strategy Manager

Progress: ON TRACK ✓

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

At its meeting of 23 June 2014, Council adopted a revised budget and annual plan that included a special rate variation, efficiency targets, minor service adjustments and planned increases in fees and charges. This three year strategy commenced in July 2014, and is reflected in the expansion of the capital works program to address asset renewal priorities across the city.

Annual efficiency targets were built into the budget and across Council's

service portfolio with the intent that specific improvement opportunities and initiatives would be identified over the course of the year. A strong focus on financial management reviews meant the forward targets were achieved ahead of schedule, and the Securing our Future program formally closed out as part of the December 2016 quarterly review.

The sustained focus on Securing our Future has contributed to an overall Council spend of \$188.1 million on

renewal projects as part of its capital works program over the last four years, with revenue made available to capital from operational funds of \$174.7 million. This equates to a performance of 92.9% relative to the target of 85%.* Council's Fit for the Future review project highlighted a continued trend of increasing capital funds to renewal into the future. Further information on Council's financial sustainability is included in Attachment A.

* This is based on actuals from July 2013 to the 2017 March Quarterly Review



West Dapto Urban Release

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

Project Manager: Manager Project Delivery

Progress: ON TRACK ✓

Council has been working in collaboration with key agencies to provide the infrastructure needed to support growth within the West Dapto Urban Release Area. This includes improving access, infrastructure and local services which are needed to support the additional 17,000 future housing lots within the release area.

Over the term the West Dapto Urban Release area has seen significant improvements to infrastructure and at the time of print the following had occurred:

- Rezoned: 6,900 lots
- Neighbourhood Plan approved: 3,400 lots
- DA approved: 1,138 lots, (another 444 under assessment)
- Lots constructed and released: 739 lots (another 223 lots under construction)
- Houses built: approximately 600
- Infrastructure constructed \$46 million

Shone Avenue Stage 1 Bridge replacement and road upgrade

COMPLETE

The single lane bridge on Shone Avenue

was replaced with a wider bridge allowing the flow of two-way traffic. The bridge was raised approximately 2.7 metres, making Shone Avenue more accessible during periods of heavy rain. The alignment of the road was changed which improved lines of sight and increased safety. Shared paths were constructed on both sides of the road providing improved safety and amenity for cyclists and pedestrians. The project was funded by the Federal Governments Building Better Regional Cities Program (BBRCP). Works were completed in 2014.

Shone Avenue Stage 2 Bridge replacement and roadworks

COMPLETE

The culvert on Shone Avenue was replaced with a four span bridge. The bridge is at a higher level, removing

the dip that was in the road previously. The bridge allows better access during periods of heavy rain and flooding. The works also included kerb and guttering and extension of the shared path.

The project was funded by the Australian Government's Building Better Regional Cities Programme (BBRCP). Works were completed in 2015, earlier than anticipated.

Cleveland Road Bridge over Mullet Creek and associated roadworks

COMPLETE

A number of safety measures have been implemented including traffic lights at the intersection of Cleveland Road and Marshall Streets, establishing 'No Right Turn' into Marshall Street from Cleveland Road and construction of a median strip from Mullet Creek bridge to Western Avenue.

Shone Avenue bridge replacement.



Cleveland Road bridge.



STRATEGIC PROGRAMS



Artist impression of Fowlers Road to Fairwater Drive link.

New and wider footpaths and a pedestrian safety fence have also been constructed from the rail bridge to the Princes Highway to provide better access for school students and pedestrians.

The single lane bridge over Mullet Creek was replaced with a higher two lane bridge providing increased access during periods of heavy rain. A roundabout, a 'kiss and drop zone' (car park) and new school bus zone were also constructed. The project was funded by the State Government's Local Infrastructure Fund (LIF). Works were completed in 2014.

Intersection improvements Princes Highway and West Dapto Road Kembla Grange

COMPLETE

These works provided a signalised intersection where West Dapto Road meets the Princes Highway, including a new access road into the Kembla Grange Turf Club facility. This intersection will increase safety while providing for the increased number of users expected through this intersection.

Road improvements West Dapto Road and Wongawilli

DESIGN COMMENCED

The proposed upgrades to Wongawilli Road and part of West Dapto Road will cover a distance of approximately 1km, and provide a flood reliable access route. The project involves the construction of two bridges, widening the road to four lanes a shared pathway and flood mitigation measures. The installation of traffic lights at the intersection of Shone Avenue and Wongawilli Road and boom gates at the rail crossing are also included.

We spoke to the community about the concept plans for this work and have incorporated their feedback into the scoping for the detailed design phase. The detailed plans are being developed and when they are complete, we will have a design which is ready to be built when the remaining funding is secured. The design component was funded through the Australian Governments Building Better Regional Cities Program (BBRCP). Council is continuing to source funding for construction.

Design of the road link from Fairwater Dive to Fowlers Road

UNDERWAY

The proposed new link will cover a distance of approximately 1.3km, and provide a flood reliable access route. The project involves construction of a four lane road a shared path along the side of the road, and two large bridges.

The first bridge will cross the South Coast Rail Line and Mullet Creek, and the second will cross the floodplain.

Concept designs have been developed for a link road from Fowlers Road to Fairwater Drive. The upgrades will increase safety, improve amenity for vehicles, cyclists and pedestrians, and provide better access during flood events. Council has obtained funding under the State Government's Restart NSW - Illawarra Infrastructure Fund, the NSW Office of Local Government Local Infrastructure Renewal Scheme Round 3 and design funding from the NSW Department of Planning and Infrastructure.

Council accepted a tender for construction of Stage 1A of the Fowlers Road to Fairwater Drive link road project. The works for Stage 1A includes initial earthworks for road construction, the installation of drainage and the relocation of a water main. Works on Stage 1A are expected to begin mid-2017 and be completed in 2018, weather permitting. This marks a significant milestone for the people of West Dapto and Wollongong as this project has been some 30 years in the making, and will be one of the largest projects ever delivered by Wollongong City Council.

Waste Management

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

Project Manager: Manager City Works

Progress: ON TRACK ✓

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

The Wollongong Waste and Resource Recovery Strategy 2022 was endorsed by Council on 28 July 2014. The strategy represents a pathway for Council and the community to work towards sustainable waste management. Actions contained within the strategy are now being implemented. Some highlights of this program include:

- Environmental approval for the extension of the Wollongong Waste and Resource Recovery Park (Whytes Gully) landfill. By securing the baseline ability of the region to place waste into landfill, strategic opportunities can be considered that will continue to divert more materials from landfill and reduce the environmental impact of materials that are not reused or recycled. The overall project will consist of the following key components:
 - New landfill cell construction (Stage 1A, 1B, 2A, 2B, 3 and 4). Approximately forty years of capacity based on current fill rates, allowing for population growth (although increased recycling and waste diversion is expected to add even more years of operation)
 - New landfill cell operation (Stage 1A, 1B, 2A, 2B, 3 and 4)
 - Progressive landfill rehabilitation and revegetation of the finished landform

- Surface water drains and surface water ponds
- Leachate management infrastructure and ponds
- Landfill gas extraction and beneficial treatment
- Demolition of existing buildings, construction of temporary and permanent roads.

Construction commenced in August 2013. Construction of Stages 1A & 1B has been completed, with a new fully lined, best environmental practice cell in operation from March 2015.

- The construction of Stage 2 & 3 are now underway.

Capital expansion works completed include:

- A new landfill gas management system* including gas collection and flaring infrastructure
- Bench scale laboratory analysis for a new leachate collection system and biomass optimisation modelling
- New leachate collection infrastructure
- Construction of the new haul road in the western gully area to service the new landfill cells

- Stormwater infrastructure diverting clean surface water runoff from the landfill to better manage surface water quality and stormwater flows at the site. This included the construction of a 'rain shed' to divert clean stormwater from the active tipping face
- Design of an integrated small vehicle facility that will incorporate increased opportunity to recycle and divert more types of materials from landfill
- Expansion of the Whytes Gully environmental monitoring network

In addition to the major improvements at Whytes Gully, the following works have also been completed under the direction provided in the Waste and Resource Recovery Strategy:

- Receipt of contestable grant funding from the EPA to establish a Community Recycling Centre. Once operational, the Community Recycling Centre is intended to be a facility that will accept various recyclables and problem wastes from the community free of charge (where possible). Almost \$200,000 of grant funding was secured for the project in August 2014. Construction commenced in March 2017.
- Approval of the design for the environmental rehabilitation of the former Helensburgh Waste Disposal Depot site.

* When waste is placed in landfill and begins to decompose, landfill gas is generated. Much of the landfill gas generated at Whytes Gully is now captured through underground infrastructure that actively draws the landfill gas into a flare that combusts the gas to reduce its global warming potential. This process also reduces odour and helps Council better understand the quality and quantity of gas generated at the landfill site in view of an even more beneficial end use.

STRATEGIC PROGRAMS



Our very first load in our new landfill cell, March 2015.

- Expansion of the Helensburgh Waste Disposal Depot environmental monitoring network. The expanded system provides Council with an opportunity to better monitor the environment around the former waste disposal site to ensure that best practice environmental performance is maintained.
- Procurement of new waste collection and processing contracts that have provided residents with multiple ways to recycle the majority of their waste materials at home and remove the residual waste for disposal.



City Centre Revitalisation

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

Project Manager: Manager Project Delivery | Manager Community Cultural Economic Development

Progress: ON TRACK ✓

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

Major refurbishment works were undertaken on Crown Street Mall delivering a more streamlined and modern design. The works which were completed in November 2014 were a significant milestone in Council's plans to revitalise the city centre. The newly designed space incorporates concertina coloured lighting throughout, that can be programmed for special and/or seasonal events. It also provides new outdoor dining opportunities and Council has worked closely with a number of cafe operators regarding the opportunity for outdoor dining and leveraging off the blanket development approval that was developed.

This space has been activated through initiatives delivered by Destination Wollongong, Council and other stakeholders. Key events include Thursday Night Eat Street in Upper

Crown St Mall which attracts up to 15,000 people each night, New Year's Eve Music Festival in Globe Lane, the artwork on the tree guards undertaken by Kane Horspool, the "Say It Sing It" monthly poetry and music event, music in the Arts Precinct on Wednesdays, Globe Lane light pole poetry and colourful knitting, a pop-up Botanic Garden in the Upper Mall and the play maze and games across the Mall. Nocturnal Arts provided the backdrop to an innovative after hours arts program within the Mall, Arts Precinct and Globe Lane between 17 February and 5 March 2016. As part of Nocturnal Arts local digital designers, street theatre artists, dancers and musicians took over the City Centre for a series of pop-up performances. To continue to foster and support a vibrant and revitalised Mall and a strong sense of place for the community and stakeholders, Council

has developed a draft Activity Policy. Council also developed an Evening Economy Strategy and Action Plan as part of the Cultural Plan to guide the development of the evening economy in the city centre.

Other key infrastructure projects delivered include:

- Commencement of Western Crown streetscape improvements. These works will improve footpaths, replace service pit lids and provide kerb and gutter replacements along western Crown Street from the western corner of Atchison and Crown streets on the southern side through to the Jubilee Bridge at the train station has commenced
- West Keira streetscape improvements extending from Crown Street north to Smith Street

The Crown Street Mall refurbishment was officially opened with a community celebration on 22 November 2014. Senator for New South Wales The Hon Concetta Fierravanti-Wells and Minister for the Illawarra, The Hon John Ajaka were amongst the dignitaries in attendance.



STRATEGIC PROGRAMS

- Installation of new unisex toilet facilities, including artwork, in MacCabe Park
- Installation of a new playground in MacCabe Park
- Successful implementation of the Clear Path of Travel project. This project negotiated the removal of A-frame signage and furniture which often blocked pedestrian access along the mall and surrounding streets, particularly for people with visual impairment
- Installation of traffic lights and improved pedestrian access in the intersection of Burelli and Auburn streets and also Burelli and Kenny streets including renewal of adjoining footpaths

- Bus shelter upgrades along Burelli Street
- Introduction of free Wi-Fi in January 2013 along Crown Street between Gladstone Avenue and Corrimal Street, and Globe Lane and the Arts Precinct. Also refer to page 41 capital works within the city centre.

Other key activities, programs and works undertaken during the term include:

- Introduction of the CellOPark App for paying for on-street parking in Council-managed metered spaces in the city centre
- Crown street inner City Façade Rejuvenation program was completed

resulting in 38 façades being upgraded and a total investment of \$15.5 million including \$600 thousand council contribution.

- A City for People, (Wollongong Public Spaces, Public Life) presents a vision for the city centre and key strategies to deliver a high quality city for people to work, visit, live and play. Accompanying A City for People is a City Centre Implementation Plan informing a range of priorities for delivering planning, infrastructure and community capacity building projects. Informing the project, Council has consulted broadly with the community. The "A city for People" was adopted by Council 30 May 2016.

Thursday Night Eat Street in Upper Crown St Mall which attracts up to 15,000 people each night.



Connectivity / Walkability

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

Project Manager: Manager Infrastructure Strategy and Planning

Progress: ON TRACK ✓

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

The Wollongong Bike Plan was completed in 2014 and a similar project to develop a citywide pedestrian, shared path and footpath plan has commenced. The project was scoped in consultation with the Active Transport Reference Group and is expected to be completed in 2017. Actions identified within the bike plan will and are being incorporated into the capital works and operational programs for progressive implementation.

Council has spent approximately \$27 million on replacing and providing new footpaths and cycleways (excluding

separate major projects such as the Grand Pacific Walk the Crown Street Mall and lower tramway seawall and park).

Major works include:

- Grand Pacific Walk
- West Dapto
- Kembla Street (Crown and Burelli Street)
- Princes Highway Dapto (Kembla Grange Place to West Dapto Rd)
- Princes Highway West Wollongong (London Dr to Abercrombie St)
- Construction of the Stoney Creek footbridge at Coalcliff

- Replacement of non-standard kerb ramps, footpath extension and the construction of a pedestrian facility on Royal Crescent, Woonona to improve pedestrian access to the Woonona East Public School
- Replacement of several paths in the Botanic Garden
- Reconstruction of Keira Street under the Keira Street Precinct Plan
- Flagstaff Hill Heritage Walk Stage 2 along Endeavour Drive
- Squires Way cycle and pedestrian path (Elliott's Road to Fairy Creek), Fairy Meadow

Squires Way cycle and pedestrian path.



STRATEGIC PROGRAMS

- Foreshore Road, Port Kembla
- Mount Keira Road between Abercrombie and Yellagong streets, Mt Keira
- Gibsons Road and Princes Highway, Figtree
- Cliff Road stairs to continental pools
- Major repairs of shared path along Windang Road adjacent to Port Kembla Golf Club
- Shared path through Nyrang Park, Keiraville
- Replacement and/or construction of footpaths and shared pathways in various locations throughout the LGA
- Lower tramway seawall and path project has been commenced
- Scoping, traffic modelling and design work for the Smith and Kembla street, on road cycleway and Smith Street railway shared path underpass are continuing which will provide access for cyclists into the city centre
- Cordeaux Road Shared Pathway Project.

Below: Keira Street traffic modelling.

Bottom: Blue Mile shared path.



Wollongong 2022... Community Strategic Plan Snapshot

GOAL 1

We value and
protect our
environment

OBJECTIVES

- 1.1 The natural environment is protected and enhanced.
- 1.2 Our coastal areas and waterways are protected and enhanced.
- 1.3 Wollongong's ecological footprint is reduced.
- 1.4 Community awareness and appreciation of heritage is increased.
- 1.5 Local food production and community food initiatives are supported.
- 1.6 The sustainability of our urban environment is improved.

GOAL 2

We have an
innovative and
sustainable
economy

OBJECTIVES

- 2.1 Local employment opportunities are increased within a strong local economy.
- 2.2 The region's industry base is diversified.
- 2.3 The profile of Wollongong as the regional city of the Illawarra is expanded and improved.
- 2.4 New industries and green technologies are established and flourish.
- 2.5 Wollongong continues to expand as a place of learning.

GOAL 3

Wollongong is
a creative,
vibrant city

OBJECTIVES

- 3.1 Creative industries are established and fostered.
- 3.2 The visibility of our cultural diversity is increased.
- 3.3 Community access to the arts and participation in events and festivals is increased.
- 3.4 Strong diverse local cultures thrive.

GOAL 4

We are a
connected
and engaged
community

OBJECTIVES

- 4.1 Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city.
- 4.2 Our residents feel an increased sense of community.
- 4.3 Residents have easy and equitable access to information resources and services.
- 4.4 Our local Council has the trust of the community.

GOAL 5

We are a
healthy
community in a
liveable city

OBJECTIVES

- 5.1 There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents.
- 5.2 Residents have improved access to a range of affordable housing options.
- 5.3 The public domain is maintained to a high standard.
- 5.4 Community safety is improved.
- 5.5 Participation in recreational and lifestyle activities is increased.
- 5.6 Residents have a high level of life satisfaction and personal happiness.

GOAL 6

We have
sustainable,
accessible and
affordable
transport

OBJECTIVES

- 6.1 Walking, cycling and public transport is an accessible and well resourced means of transport and the use of private cars is reduced.
- 6.2 Wollongong is supported by an integrated transport system.
- 6.3 Transport-disadvantaged communities have increased access to services.

GOAL 1

We value and protect our environment

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

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

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

Council's role in delivering on the goal

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

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

Community Environmental Programs

Community Environmental programs are conducted to improve the awareness of our local environment through bush regeneration, tree planting, waste education as well as the removal of waste and litter from various locations across the city. Some of the highlights from these programs over the term include:

- Bushcare program – On average 63 groups volunteering approximately 16,000 hours per annum
- FireReady - On average eight groups with volunteer hours ranging over the term per annum from 66 to 380
- Dune care - seven groups, 22 volunteers, 298 hours per annum
- Greenplan
- Educational activities at the Wollongong Botanic Garden
- Waste wise events - Approximately 30 Waste Wise Events are held annually with a diversion rate of approximately 90% from landfill.

Illawarra Escarpment Strategic Management Plan

The Illawarra Escarpment Strategic Management Plan was reviewed, updated and in 2015 endorsed by Council and the NSW Department of Planning and Environment.

As part of the Illawarra Escarpment Strategic Management Plan the Escarpment Planning Reference Group was formed in September 2012. The primary role of the group was to update the Plan and to consider planning proposals in the escarpment against the planning principles identified in the Plan.

Vertebrate Pest Management Program

Council's Vertebrate Pest Management Program continued in partnership with state agencies.

Pest control operations focused on deer and rabbit populations. The Vertebrate Pest Animal Management Policy was updated in July 2015.

The Northern Illawarra Wild Deer Management Program has reached the end of its five year initial term. The program has been independently evaluated. Currently working with Local Land Services to develop a forward program.

Community participation in the Wollongong Indian Myna Bird Program resulted in many workshops with residents involved in the trapping program. In 2013-14 Council's Myna Bird Action program was named a finalist in the NSW Keep Australia Beautiful awards under the Protection of the Environment category.

Bushcare volunteers.



Annual Bushfire hazard Reduction Works Program

Council's annual bushfire hazard reduction works program was conducted every year of the term. The program seeks to reduce ground fuel in high priority Council and community land areas. These areas are primarily in the northern suburbs including Helensburgh, Otford, Stanwell Park and Stanwell Tops.

Council has 98 bushfire hazard reduction sites and 361 Asset Protection zones.

Illawarra Biodiversity Strategy

The Illawarra Biodiversity Strategy informs the prioritisation of Natural Area Management across the city. The intent of the strategy is to improve biodiversity for the city.

Biodiversity Certification

Council has been pursuing Biodiversity Certification for the West Dapto Release Area, which will protect important vegetation and biodiversity values at West Dapto, and facilitate development in appropriate locations.

- A BioBanking Agreement was finalised to allow recurrent funding towards the conservation of Puckey's Reserve, a site with known natural, Aboriginal and non-indigenous heritage values.

Botanic Garden

- A successful events program was delivered annually during the term with highlights including the Sunset Cinema, Backyard Festival and Christmas Carols, while the Friends of the Botanic Garden assisted in delivering major events.
- In 2013-14 two hundred new rare and endangered palm species were added to the Botanic Garden Palm collection, bringing the number of specimens to 500, many of which are listed as critically endangered. This project was undertaken in partnership with a private donor.
- Enhancement of the natural area annexes continued, with the installation of new collections at the Mt Keira Summit Park.
- A resource sharing agreement was established with the Australian National Botanic Garden Canberra, Booderee National Park Botanic Garden, and Eurobodalla Botanic Garden to coordinate threatened species conservation work in the South East NSW region.
- Wollongong Botanic Garden was fortunate to host the BGANZ (Botanic Garden Australia and New Zealand) Congress in October 2015. The four-day national congress was attended by 165 delegates representing 77 botanic gardens or related businesses across Australia and New Zealand. The response from delegates was extremely positive.
- The Botanic Garden has established annual open days which invite the community to enjoy the beauty of the gardens.



Coastal Zone Management

The Wollongong Coastal Zone Study was adopted by Council in 2010. The Draft Wollongong Coastal Zone Management Plan [2012] was considered by Council in 2012 and a decision on finalising it was deferred in view of the reforms being introduced by the State Government. In 2012, the NSW Government announced a program of reforming coastal management and Council has been provided with regular updates and made submission on the NSW Government legislative changes relating to this project. In February 2016, the draft Coastal Management Bill 2016 was introduced into Parliament.

In November 2016 Council endorsed the Coastal Zone Management Plan to be submitted for certification to the Minister for the Environment. We are currently waiting for feedback.

Wollongong Dune Management Strategy

One of the key actions identified in the Draft Wollongong Coastal Zone Management Plan was preparation of a Dune Management Strategy. The Dune Management Strategy aimed to identify options for the high use recreational areas of the 17 patrolled beaches to address safety and recreational amenity issues, whilst considering biodiversity values and the role of dunes in coastal processes. The Plan assessed severity of key recreational issues at 17 swimming beaches using three criteria: sight lines for lifeguards/lifesavers, beach access and recreational amenity (usable beach area). Based on the Dune Management Strategy, a four year action plan was developed and is being implemented by Council.

The following beach specific options are underway or completed:

- Bulli Beach: To reduce dune scarping due to northward opening of the creek, an entrance management study and plan for Wharton's Creek was completed in February 2016.
- Woonona Beach: Removal of vegetation from the frontal zone and dune reshaping occurred in June 2014.

- Corrimal Beach: The tower was moved forward in June 2014 to facilitate clear line of sight to the patrolled swimming area. Dune reprofiling work for Corrimal Beach was completed in September 2016.

- Towradgi Beach: Removal of vegetation from the frontal zone and dune reshaping occurred in June 2015.

- Fairy Meadow Beach: The main access path to the beach has been widened to facilitate movement of rescue equipment to and from the beach. Dune reprofiling work for Fairy Meadow Beach was completed in July 2016.

- Wollongong City Beach: A new tower was installed in March 2015.

- Port Kembla Beach: The lifeguard tower facilities have been improved to allow shared access with the Surf Lifesaving volunteers.

- Windang Beach: A new tower was installed in September 2014.

Vegetation Management in Dunes

Vegetation management work is being undertaken at seven priority beaches by bush restoration contractors, Green Army teams, Dunecare volunteers and the Council Dune Crew. Vegetation management work is informed by detailed vegetation management plans prepared for each of the priority beaches. Works undertaken have involved removal of weeds, dead and senescent *Acacia longifolia* (Coastal Wattle) and re-planting with appropriate native species at Bulli, Woonona, Bellambi, Corrimal, Towradgi, Fairy Meadow and Wollongong City beaches.

Dunecare volunteers.



Dune Monitoring Program

Council has conducted a Beach and Dune Monitoring Program which has involved regular beach and dune profile surveys and photopoint monitoring. Monthly profile surveys have been undertaken at Thirroul, Woonona-Bellambi, Towradgi-Fairy Meadow and Wollongong City-Coniston beaches to assess changes in beach profiles and condition, especially after storms. Assessment of any changes that occur at Woonona and Towradgi beaches following the dune reprofiling work is part of the dune monitoring program.

Throughout the term, Council has been awarded a number of grants to assist in the implementation of the dune management studies. Preparation of the Coastal Zone Study and draft Coastal Zone Management Plan was jointly funded by Office Environment Health (OEH) under the Coastal Management Program. Council currently has grants from OEH for vegetation management and dune profile monitoring. Three Green Army project teams funded by the Federal Government have previously worked in the dunes.

Beaches

- Council achieved state recognition during 2012-13 Annual Keep Australia Beautiful Week for North Wollongong and City beaches. North Wollongong Beach was awarded the Sydney Water – Water Conservation Award and received highly commended recognition in the overall category. City Beach was the state winner of the friendly beach award and received highly commended in the community partnerships category.
- Council lifeguard and Surf Life Saving Illawarra (SLSI) services and beach patrols were delivered effectively throughout the term. An average 1.3 million people visit our beaches per annum.
- In 2013, Wollongong City Council Beach Lifeguards participated and won the Annual Relay in the Professional Ocean Lifeguard Team Challenge.

- The surf sense Water Safety Education Program was effectively delivered to primary school students. The program was also delivered to targeted university and TAFE students as part of their orientation to the city. Council continues to work with key migrant agencies including SCARF Illawarra to deliver surf and water safety education presentations to targeted groups.
- In 2015, Wollongong City Council won a major award for Beach Safety initiatives in the Westpool Risk Management Excellence Awards. The award is recognition for the beach safety program and initiatives which have contributed to the overall safety for beachgoers on Council's 17 patrolled beaches.

Lake Illawarra

In July 2014 the NSW Government decided to disband the Lake Illawarra Authority and hand back responsibility for the managing of Lake Illawarra to other State agencies, Wollongong City and Shellharbour City Councils. In October 2014 Council endorsed the establishment of the Lake Illawarra Estuary Management Committee. Wollongong City Council together with Shellharbour City Council commenced the water quality monitoring program.

We commenced the preparation of a coastal management program for Lake Illawarra.

Wollongong City Council won a major award for Beach Safety initiatives in the Westpool Risk Management Excellence awards.



Urban Stormwater Management Programs

In 2015, Council developed an Integrated Stormwater Management Plan and has been implementing key priorities from this Plan:

The integrated Stormwater Management Plan combines the following plans to ensure that actions in catchments are co-ordinated:

- Review of Stormwater Management Plans (SMP)
- Wollongong Coastal Catchment SMP
- Port Hacking Catchment SMP
- Estuary Management Plan for Fairy, Towradgi, Hewitt's and Tramway Creeks
- Estuary Management Plan for Several of Wollongong's creeks and lagoons
- Allans Creek Floodplain Risk Management Plan
- Collins Creek Floodplain Risk Management Plan
- Duck Creek Floodplain Risk Management Plan
- Fairy-Cabbage Tree Creeks Floodplain Risk Management Plan
- Hewitt's Creek Floodplain Risk Management Plan
- Lake Illawarra Floodplain Risk Management Plan
- Minnegang Creek Floodplain Risk Management Plan
- Mullet and Brooks Creeks Floodplain Risk Management Plan
- Northern Suburbs Floodplain Risk Management Plan
- Towradgi Creek Floodplain Risk Management Plan
- Wollongong City Floodplain Risk Management Plan
- Illawarra Biodiversity Strategy
- Over the term Council has spent approximately \$38 million dollars on stormwater management asset maintenance, while a further \$19.5 million was spent on capital works to improve stormwater and floodplain assets including acquisition of flood

affected properties.

Floodplain Risk Management Plans

Implementation of the Floodplain Risk Management Plans continues through the capital works and maintenance programs. The preparation of various Flood Studies/Floodplain Risk Management Plans is ongoing and the design and construction of flood mitigation/stormwater works either in progress or completed.

Recently completed studies and plans are:

- Collins Creek Floodplain Risk Management Study and Plan adopted by Council in July 2014.
- Towradgi Creek Flood Study. The Review of Flood Study was adopted by Council in June 2015.
- Hewitts Creek Flood Study adopted by Council on 30 November 2015.
- Wollongong City (CBD) Floodplain Risk Management Study and Plan adopted by Council on 30 November 2015.
- Mullet and Brooks Creek. A draft Flood Study has been prepared by SMEC Australia Pty Ltd.

Council purchased 8 high risk flood affected properties and demolished the buildings, increasing flood flow conveyance and reducing flood risk at the following addresses:

- 1 Willow Grove, Corrimal
- 81 Koloona Avenue, Figtree
- 83 Koloona Avenue, Figtree

- 1 Arrow Avenue, Figtree
- 3 Arrow Avenue, Figtree
- 143 The Avenue, Figtree
- 17 Burringbar Street, Dapto
- 19 Burringbar Street, Dapto

Council conducted a major review of historical flood information and used advanced statistical methods and stochastic modelling to review the way we account for blockage in flood studies. This review has been completed and recommends changes to our current policy.

Continued Enforcement of Dogs on Beaches and Parks Policy

In 2013-14 the Dogs on Beaches and Parks Policy was reviewed during the term. Education programs were undertaken by Rangers to explain the rules and responsibilities which were extremely well received by the community. Council was congratulated for putting the effort into education to help people understand the rules without punitive action.

New signage for the Dogs on Beaches and Parks Policy was installed. Council also commenced the Office of Local Government (OLG) funded Responsible Pet Ownership Program which is focused at providing dog owner information and free microchipping to lower socio economic communities within our LGA. Dogs on beaches brochures were also distributed as part of this program.

Swan Street culvert.



eWaste

During the term Council put in place eWaste Product Stewardship.

The National Computer and Television Recycling Scheme (eWaste Product Stewardship) provides householders and small businesses with access to free collection and recycling services for televisions and computers. In March 2013, Council entered into a five year agreement for the collection and recycling of the services. The Wollongong Waste and Resource Recovery Park at Whytes Gully will accept eligible eWaste at no cost.

Gas Flaring

A new landfill gas management system, including gas collection and flaring infrastructure was constructed and in 2013 commenced beneficial treatment of landfill gas. When waste is placed in landfill and begins to decompose, landfill gas is generated. Much of the landfill gas generated at Whytes Gully is now captured through underground infrastructure that actively draws the landfill gas into a flare that combusts the gas to reduce its global warming potential. This process also reduces odour and helps Council better understand the quality and quantity of gas generated at the landfill site in view of a more beneficial end use. Also refer to Strategic Program: Waste Management.

Gas flaring unit being utilised at Whytes Gully.



Waste Education

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

Some of the major programs which have been delivered over the term include the Love Food Hate Waste program; annual Asbestos Awareness campaigns; Bi-Annual Giant Car Boot sales; National Garage Sale Trail event; Ban the Bag promotional events as well as a host of workshops and bus tours aimed at waste avoidance and reuse.

Rise and Shine is a Council run campaign encouraging community participation in a range of activities to improve the environment that in turn will benefit the quality of life enjoyed by local residents. Rise and Shine aims to increase civic pride, accelerate environmental improvement and increase quality of life for present and future generations. 2017 is the 31st year this program has been running.

Every year approximately 100 community groups with 1,200 individuals participate in an environmental clean-up collecting over 20 tonnes annually.

PhD student / researcher Nat Harris, Lord Mayor, Cr David Brown and Rory Anderson from Law Media at the community forum on Climate Change.



Implement Water Saving and Energy Saving Action Plans

Council has actively pursued opportunities to improve organisational water and energy efficiency across its building portfolio. Actions implemented include lighting upgrades, building control systems tuning, waste audits, sustainable cleaning contracts, staff education and development and implementation of a Sustainable Building Strategy. Council is also in the process of identifying options for water and energy efficiency at high consumption sites. The plans will identify further efficiency improvement opportunities. Council's efforts to improve efficiency contributed to the attainment of the first ever 5 Star Green Star Performance Rating for the Administration Building. Council also won the 2014-15 Excellence in the Environment Award in the Sustainable Procurement category recognising the integration of sustainability outcomes into the Administration Building cleaning contract.

Climate Change Forum

A community forum on Climate Change was held on 22 October 2015 at the Wollongong Town Hall. The event provided information from local, regional and national climate change experts on climate change predictions and impacts. The event attracted approximately 130 attendees. A new web page on climate change has also been developed.

Heritage in Wollongong

Wollongong has a rich indigenous heritage dating back an estimated 40,000 years. Council has worked with the Aboriginal community on key projects at Sandon Point, Mt Keira, Windang, West Dapto and other locations to conserve and protect cultural significant places and sites. Sandon Point and Bellambi Point have been declared Aboriginal Places under the National Parks and Wildlife Act.

In 2015-2016 the Illawarra region commemorated the Bicentenary of European settlement. To mark the occasion, Wollongong City Council and Shellharbour City Council worked to appropriately acknowledge this milestone in our region's history. Within the Wollongong LGA there are some 500 listed heritage items, some of which are recognised of being of State significance.

North Beach Bathers Pavilion

In September 2012 Council completed work on a complex restoration and adaptive re-use project for the North Beach Bathers Pavilion and its surrounds. The Bathers Pavilion was fitted with new public amenities and a café. The brickwork was cleaned, repaired and re-pointed with specialist contractors employed to make sure the new repairs to the brickwork matched the original colour. The civil works around the Pavilion raised complicated geotechnical, archaeological and access issues as the new pedestrian promenade and retaining walls were built and the seawall replaced as part of the Blue Mile project.

The North Beach Bathers Pavilion won the Regeneration and New Development award at the National Trust of Australia (NSW) Heritage Awards in May 2013. The award recognises the conservation of built heritage through design, capital works and repair.

Aboriginal Heritage

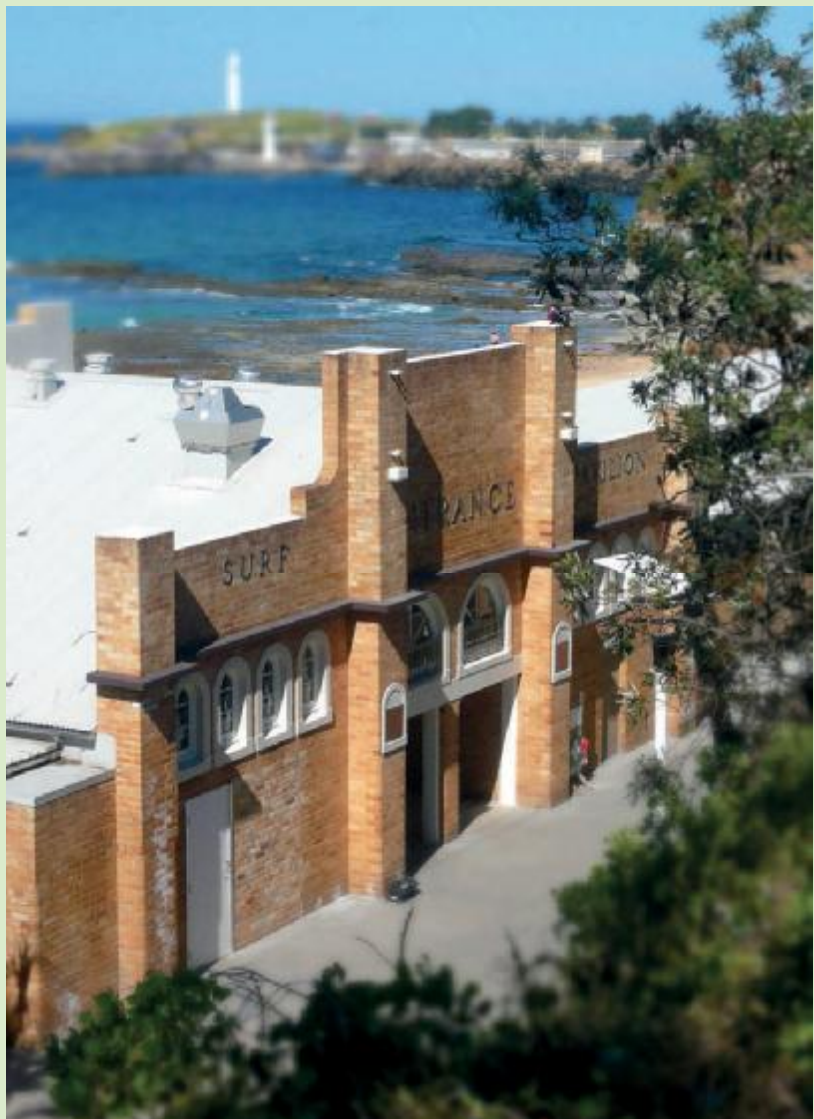
Sandon Point and McCauley's Beach Plan of Management were adopted by Council in 2015. The plan of management provides ideas and plans to manage the community land with respect for all users and to recognise the area's rich Aboriginal significance.

Sandon Point Joint Management Agreement – Council and five Aboriginal Elder and Stakeholder groups have developed and endorsed a Joint Management Agreement for the on-going management of the Sandon Point Aboriginal Place.

Local Studies Projects

During the term, the Local Studies section of Wollongong City Libraries focused on preserving and sharing local stories and historical records via digital and electronic media. Major local history projects delivered during the term included: Illawarra Remembers 1914-1918 and the Illawarra Mercury Digitisation project.

Illawarra Remembers 1914-1918 was initiated to coincide with commemoration of the onset of World War I. It aimed to collect and share the stories of local men and women who



North Beach Bathers Pavilion.

were part of the war effort. Library branches hosted 'scan and share' sessions, where community members brought in family memorabilia and artefacts associated with WWI, which were scanned or photographed and their associated stories recorded. These digital records and digitised artefacts were then hosted on the Illawarra Remembers website, which was developed by the Local Studies Library, to enable preservation of and access to these important local history stories.

The Illawarra Mercury Digitisation project saw the conversion of copies of the Illawarra Mercury, printed between 1856–1954, to digital format to enable online access to this important historical resource.

The Illawarra Local History Prize was introduced in 2016, with funding provided by the Friends of Wollongong City Libraries for an award for an

original piece of research into an aspect of Wollongong's local history.

Heritage Assistance Fund

Over the term, Council has continued to support the conservation of heritage listed properties, through the Heritage Assistance Fund which provides dollar for dollar funding. The fund allocates \$50,000 on annual basis.

Heritage Festival

Over the past five years Council has supported a "Wollongong Heritage Festival" program, as part of the National Trust Heritage festival. The program has grown to deliver a total of 24 events in 2016, including a wide range of Council and community run events. Council staff were involved in a number of events, including the running of tours of Puckey's Estate, Gleniffer Brae, and the City Centre as well as a range of talks, exhibitions and displays. Council has also supported the festival through the production of brochures detailing the local events. Council's involvement was coordinated through the Wollongong Heritage Advisory Committee.



- Museum Advisor appointed under a joint funding arrangement with Museums and Galleries NSW.
- Blue Mile Heritage Interpretation Strategy finalised and delivery commenced.
- Wollongong Museum Trail developed in partnership with Destination Wollongong, Lost Wollongong and Local Museums.
- Launch of the "Wollongong Heritage and Stories" Website.
- Production and launch of the Wollongong City Centre Heritage Trail Brochure.

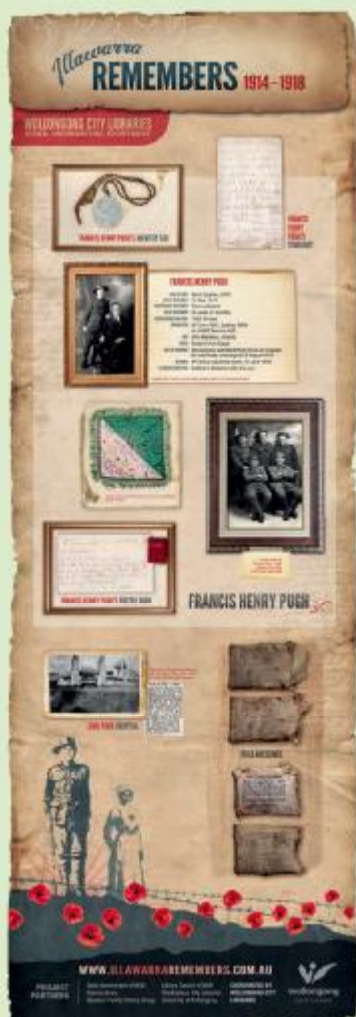
Heritage Strategy

Council adopted the Wollongong Heritage Strategy and Action Plan (2015-17) updating the previous strategy adopted in 2011. The Wollongong Heritage Strategy is important in ensuring the on-going conservation, increased community appreciation, and awareness of our city's unique and valuable heritage. The Strategy also supports the on-going allocation of funding from the NSW Heritage Fund toward Council's Heritage Programs and guides the work of Council's Heritage Advisory Committee.

Some of the key highlights from the Heritage Strategy (not previously mentioned) over the term were:

Waterfall (Garrawarra) General Cemetery

Council prepared and adopted a Conservation Management Plan for the Garrawarra Cemetery that is located near the Garrawarra Centre. In 2014 Council committed to the re-establishment of the Waterfall (Garrawarra) General Cemetery. Funds were allocated to re-establishing the site as a bush cemetery with preliminary investigations commencing in 2015 and site works to follow. Council also prepared and adopted a Planning Proposal to update the heritage listing of the Cemetery.



Illawarra Remembers display panel.

Illawarra Regional Food Strategy

Council is committed to the sustainability and wellbeing of our community, a cornerstone of which is the resilience, quality, fairness and health of our local food system. The Illawarra Regional Food Strategy was collaboratively prepared and adopted by Kiama Council 16 October 2013, Shellharbour City Council 29 November 2013, and Wollongong City Council 12 August 2013.

Supporting Local Food Production and Community Food Initiatives

The Illawarra Regional Food Strategy (IRFS) seeks to outline a framework for the Illawarra Councils in supporting local food production and community food initiatives. The Strategy describes how, in partnership with our community, we will work together over time to realise a vision for a vibrant, sustainable local food system that is resilient, prosperous, fair and secure.

The IRFS is a significant achievement for Council. It is profiled in a current case study commissioned by the NSW Government Premier's Council for Active Living to promote the incorporation of healthy food into the Integrated Planning & Reporting process. In 2014-15 the NSW Environment Trust engaged Council to collaborate in the design and delivery of the 'Securing our Food Future' workshop series which engaged staff and Councillors from across NSW in training and delivered a toolkit of resources.

The local food sector has grown and diversified over the term, with a high level of community support for new ways to engage with food. Produce markets, street food, food stalls and boutique dining opportunities have all expanded with Council support. There are a number of social enterprises operating across the food sector, including market gardens and delivering skills training. Niche producers are beginning to emerge, operating micro-enterprises

supplying fresh produce and value-added lines through diversified market, co-operative and direct sales avenues.

Community-led food initiatives remain vibrant and include initiatives focused on peer education, food waste avoidance through creating markets for 'upcycled' food and the transformation of backyards into productive landscapes. Council revised the Community Gardens Management Policy (2014), and three new community gardens have been established.

Illawarra Food Hub

In early 2015 Council co-founded the Food Waste and Recovery Working

Group, a new network with a focus on cross-sector regional collaboration for shared outcomes in food security and waste avoidance. This network has successfully applied for grant funding to establish the Illawarra Food Hub, which will rescue and redistribute an additional 25 tonnes of food/week to people in need that would otherwise go to waste.

The popular Low Cost and Free Meals Directory was reimaged as a simple A3 flyer in early 2015, linking people in need and potential donors with local services. Council's community education programs have integrated sustainable food themes as standard and include workshops on keeping chickens, growing and preserving food.



Planning Proposal for the Former 7(d) Lands

During 2012-13, the draft Planning Proposal for the former 7(d) lands at Helensburgh, Otford and Stanwell Tops was exhibited, with 58,000 submissions being received. The submissions were reported to Council in July 2013 and Council resolved to progress a Planning Proposal which was approved in June 2015. The Lady Carrington Estate South precinct was subject to a Pre-Gateway appeal to the NSW Department of Planning and Environment which was upheld and remains the subject of a rezoning proposal.

Farmborough Heights to Mt Kembla Strategic Plan

A strategic plan for Farmborough Heights to Mt Kembla was prepared in two stages during 2012-13 to determine whether rural lands adjoining existing residential areas is suitable for development. Stage 1 Ecological Assessment provided independent and up-to-date information on the ecological and riparian values of the study area. Stage 2 examined the capacity of the lands mapped outside these proposed conservation areas to accommodate any land use change or intensification. The Plan was adopted by Council in December 2013 and by the NSW Department of Planning and Environment in March 2014 to guide future rezoning applications. Council is now progressing with rezoning applications for the site.

Environmental Sustainability Strategy

Council's Environmental Sustainability Strategy was adopted in July 2014.

The five focus areas of the Strategy are:

1. Protect our natural assets
2. Reducing our ecological footprint
3. Improving our urban environment
4. Creating a healthy future
5. Showing leadership and sustainable governance.

Some of the key highlights achieved from the plan to date are:

- Implementation of staff environmental awareness program
- Develop a Vegetation Vandalism Policy
- Finalise Dune Management Strategy
- Develop a Sustainable Building Policy
- Develop a utilities consumption and emissions tracking system
- Deliver a waste wise events program
- Deliver targeted community awareness programs, such as Ban the Bag program
- Develop a Sustainability Chapter in the DCP (endorsed)
- Prepare an Urban Greening Strategy (in progress)
- Review and update the Wollongong Bicycle Plan
- Improve bicycle facilities in Council Administration Building basement.

Proposed Transfer of Port Kembla Copper site at Korrungulla to Council

The Korrungulla swamp site was previously used for emplacement of copper slag by Southern Copper and more recently Port Kembla Copper (PKC) under a Land and Environment Court consent. In 2003, PKC closed the smelter and refinery at Port Kembla and have subsequently demolished the smelter stack and site buildings to permit sale of the site.

The Korrungulla swamp emplacement site is zoned E2 - Environmental Conservation under the WLEP 2009. Based on the existing zoning and the proposed closure strategy, recreation areas or environmental facilities are considered the most likely future. As part of its closure and exit strategy, PKC is working on a process for transfer of ownership of the Korrungulla site to Wollongong City Council. The closure strategy has been developed by PKC in conjunction with Council, NSW EPA and an EPA accredited site auditor. Transfer of the land to Council has been identified as there are no other viable options for PKC to rezone, use or sell the site for another purpose. As part of the closure strategy, PKC have undertaken a series of detailed investigations and studies that will inform landscaping works for the final landform and use for the site. Council will not accept transfer of the land until all remediation has been undertaken and requirements of the site auditor have been met.

GOAL 2

We have an innovative and sustainable economy

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

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

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

Council's role in delivering on the goal

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

Wollongong Economic Development Advisory Board

In September 2012, Council endorsed the establishment of an Economic Development Advisory Board (EDAB) comprising of 12 members, including the Lord Mayor (Chair), four Councillors and seven community and/or business members. The board is responsible for providing advice to Council management in the formulation, monitoring, implementation and review of Council's Economic Development program and policies. There is a strong focus on business attraction and expansion, business development, industry development and business infrastructure.

Council launched the Economic Development Strategy 2013-23 in 2013, which outlines the key priorities, goals and actions to support economic activity in the City of Wollongong. The Action Plan contains 23 projects in total, including 7 high priority projects: lobbying NSW and Commonwealth Governments; jobs for Wollongong LGA; generating positive media coverage; advocating for regionally significant transport infrastructure projects; advocating for regionally significant tourism infrastructure projects; port precinct lands; and developing an economic development culture across the organisation.

Recent highlights which culminate from several years planning include:

- Over the last 5 years, the Wollongong City Centre has seen over \$1.3B worth of investment in major development projects completed or currently underway, with a further \$300m in the pipeline.
- The Economic Development Team facilitating over 200 business/ investment enquiries alone, in 2015.
- NEC announcing they will be investing around \$25 million into Wollongong, creating around 110 jobs.
- Winning the "Innovation Award" for Council's Event Process at the National Economic Development Australia Conference.

- Joining the NSW Government's Small Business Friendly Councils Program.
- Launching the new Advantage Wollongong website and video and the Deloitte's report.
- The successful trade mission to China.
- Completion of the Industry Attractor Project to attract greater industry diversification in Wollongong.
- Calling on the Commonwealth Government to name the proposed Western Sydney Airport 'The Lawrence Hargrave International Airport'.
- Participating in a united submission to the Commonwealth Government's Defence White Paper: "The Jewel of the East Coast: The case for the relocation of the Royal Australian Navy Fleet Base East to the Port of Port Kembla".
- The announcement that the SES would be moving to a new headquarters in the Wollongong CBD.
- The \$200M upgrade to Wollongong Central by GPT, which included 18,00m2 of speciality stores, a new supermarket, department store and 650 car spaces.
- The \$120M Wollongong Private Hospital operated by Ramsey Health Care
- The \$13M expansion of the Wollongong Public Hospital
- Attending a range of events across key target areas, including the CFO Summit, CeBIT World Business Forum, Shared Services and Outsourcing Week, AusContact National Conference;
- Hosting a night at Parliament House, showcasing the region with over 200 businesses and investors in attendance;
- Hosting the annual Knowledge Services Forum;
- Sponsoring the "Innovative Business" category of In the Loop – an online lifestyle show profiling Wollongong;
- Updating and launching the new Advantage Wollongong website and video; and
- Being nominated as a finalist in the NSW Premier's Awards for the category – "Strengthening the economy and making NSW a better place to do business".

Wollongong City Council continued to host a number of international trade delegations to promote the region and attract greater business investment. The Lord Mayor also attended a trade mission to China in 2015 to promote opportunities for new and existing business investment in Wollongong.

Business Investment and Attraction Strategy

Advantage Wollongong, a partnership between Wollongong City Council, the University of Wollongong and the NSW Department of Industry works to increase local jobs in the region. Advantage Wollongong focuses on Wollongong's levy grants sectors including Knowledge Services, Advanced Manufacturing Trade and Logistics through attending events to promote the region and facilitating business enquiries.

There have been a number of significant achievements, including:

Economic Gardening Program

Wollongong City Council, in conjunction with Shellharbour City and Kiama Councils continued to support the Economic Gardening Program, which offers small/medium enterprise's from around the region access to professional business assistance designed to help fast track the sustainable expansion of their businesses. Each program includes a boot camp and workshops covering customer relationship management, financial management, digital strategy, social media and advanced marketing. Selected small medium enterprises are also offered the opportunity to have one on one sessions to further improve their business.

Since the program has commenced, over 450 participants have participated in the Economic Gardening Program.

A survey of past participants found that:

- 81% of participants (2006-2013) stated that Economic Gardening had a positive impact on their business; and
- 92% of previous participants would recommend the program to others.

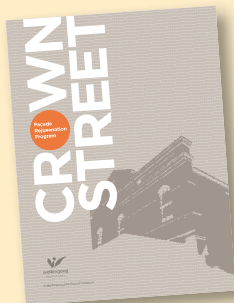
Evening Economy

The Wollongong City Centre Evening Economy Action Plan 2014-18 was launched, which has resulted in a transformation of the city's evening economy into a food and small bar hotspot and in changing the perceptions of Wollongong.

Wollongong has seen around 65 new cafés/small bars and restaurants open in the city centre. The cultural change within the city centre has seen a 48% decrease in alcohol related assault and a 68% decrease in alcohol related disorderly conduct since 2009. This evolving small bar and café scene, coupled with safety improvements, relative affordability and close proximity to the beach means the Wollongong City Centre is an increasingly desirable location to work, live and play.

Crown Street Façade Project

This successful program has resulted in a total investment of \$1.5 million - \$900,000 by the private sector and \$600,000 by Council. As well as delivering broad streetscape improvements, positive social outcomes, increased community safety and positive economic outcomes, the program has also fostered pride in our local heritage and identity. This program was entered into the Blue Star Sustainability Awards Cultural Heritage Category and was successful in attaining a finalist position.



Development of Social Enterprises

Council has worked in partnership with the School for Social Entrepreneurs, iAccelerate and Wild Rumpus to conduct the Social Change 101 course for social entrepreneurs. The course was run over a three month period and 12 participants graduated in June 2015.

As part of the pre-work to conducting the Social Change 101 course, 100 people attended a forum called The Big Conversation - fostering social innovation in the Illawarra to both raise awareness of existing social enterprises and opportunities/supports to develop new social enterprises in the Illawarra.

Gender Equity Award

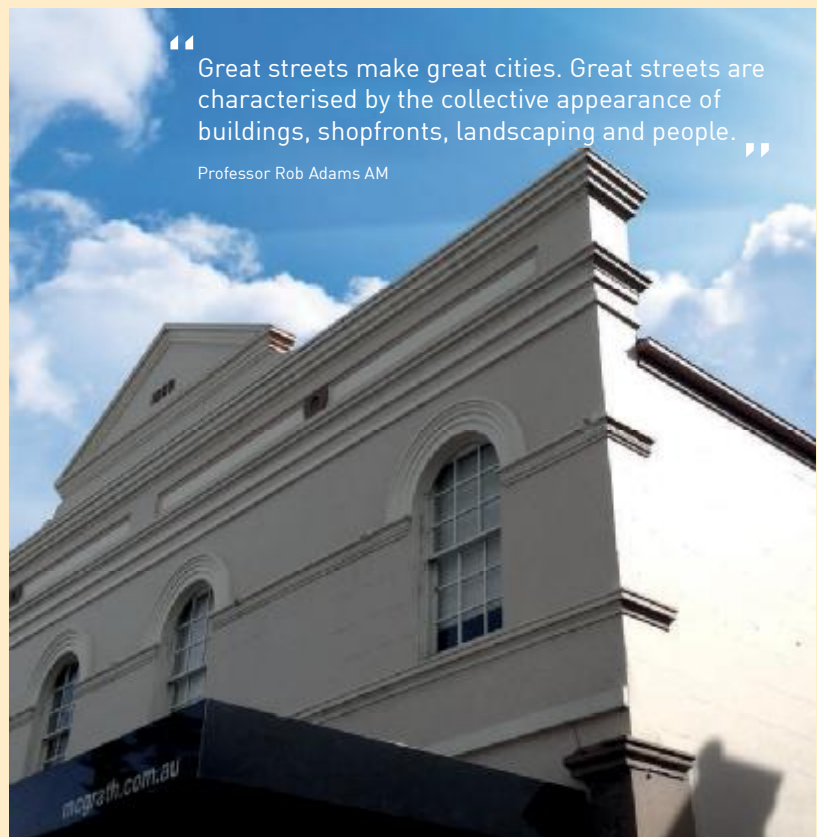
Council received the 50:50 Vision Councils for Gender Equity Award in July 2016 from Australian Local Government Women's Association (ALGWA) The

development of strategies and actions to support Council's Workforce Diversity Policy and Plan will include promoting Council as an employer of choice for Women in Local Government.

Promotion of Tourist Parks

The effective management and ongoing development of Council's three tourist parks has resulted in an improved financial position. The ongoing relationship with TAFE Wollongong continues to see three new cabins built each year by pre-apprenticeship students. The relationship provides the youth of the Illawarra with an opportunity to develop hands on skills in their industry with the majority of the class moving directly into apprenticeship positions. The three cabins built replace older cabins from the three tourist parks and provide fully self-contained accommodation.

Crown Street Façade Project.



“Great streets make great cities. Great streets are characterised by the collective appearance of buildings, shopfronts, landscaping and people.”

Professor Rob Adams AM

Bald Hill Reserve

Bald Hill is an iconic site, much loved by locals and visitors. It is also a popular hang gliding and paragliding location. Catering for both tourist and aero sport activities at the site is an important consideration in the Master Plan design of Bald Hill.

Council engaged the community over a number of years to determine ways in which access and facilities at Bald Hill could be renewed and improved. A number of guiding principles were identified by the community which helped inform the Draft Concept Landscape Master Plan.

The eight guiding principles are noted below:

- Improve traffic safety
- Maintain 'bald' character
- Improve parking layout and function
- Improve amenities and access
- Maintain food offering and improved coffee offering

- Protect gliding activity zones
- Improve site legibility and way finding
- Enhance heritage features.

In March 2013, Council adopted the Bald Hill Reserve Master Plan and secured funding from Restart Illawarra which allowed us to begin designing and planning the works.

The works will include:

- Realignment of Lady Wakehurst Drive / Otford Road to allow the construction of a roundabout at the Bald Hill Reserve entry and bus parking bays
- A lower car park near the intersection of Lady Wakehurst Drive and Lawrence Hargrave Drive
- An amenity block in the current location and regrading of the upper car park to provide equal access to the amenities
- Construction of a pedestrian area around the Lawrence Hargrave memorial and connection to the lower car park

- The development of a larger pedestrian plaza around the current food and beverage service.

The works were undertaken in three stages:

- **Stage one** included rebuilding the lower car park. Completed March 2015.
- **Stage two** included road works, new roundabout, carparks, improved landscaping and site servicing. These works have improved traffic safety, provided additional parking and equal access walkways and enhanced the heritage of this wonderful area.
- **Stage three** included the rebuilding of the public amenities, provision of a coffee spot and improvements to the surrounding landscaping. Works on the new building were essentially complete before the end of 2016 in time for the busy summer season.

Bald Hill Reserve.



Tourism

The tourism industry in Wollongong has experienced solid growth and strong performance in recent years thanks to the initiatives of Destination Wollongong that have resulted in significant increases in visitation and positive growth to the visitor economy.

Tourism expenditure exceeded \$1 billion for the first time in the Year End September 2015 according to the National and International Visitor Survey statistics. That same report also showed that there were over 1 million domestic overnight visitors (up by 5.4%), 63,200 international overnight visitors (up by 20.2%) and nearly 3.9 million domestic daytrip visitors (up by 18.0%). This demonstrates that Wollongong is positioned well to achieve the NSW Government's ambitious target of doubling overnight visitor expenditure by 2020.

Over 2016-17 Wollongong welcomed four cruise ships including Royal Caribbean's Radiance of the Seas, Voyager of the Seas and Norwegian Cruise Lines Norwegian Star.

Wollongong welcomed its first cruise ship on 30 October 2016 with Royal Carribeans Radiance of the Seas maiden voyage into Port Kembla. More than 2000 passengers and 900 crew were welcomed by 400 volunteers, thousands of locals and a regional food market fair at Lang Park.

A focus on major events as a visitation driver has reaped rewards, with Destination Wollongong now seeding and supporting a portfolio that injects almost \$40 million annually into the local economy. Significant growth in events such as Yours & Owls, Run Wollongong, Wonderwalls and the Crossfit Games has been achieved, while mass participation events such as the Eastern University Games and Police Games have enlivened shoulder seasons. Strategic alignment with Destination NSW has resulted in successfully marketing event campaigns, and signature events have been targeted in adventure sports and the arts, with BRAVO Challenge and the Blender festival being introduced in 2015.

Destination marketing continues to be a key driver of awareness and visitation for Wollongong through regular campaigns

such as the 'It's ON!' campaign that sees Destination Wollongong partner with Destination NSW to promote the strong line-up of summer events. In 2015 Destination Wollongong also successfully applied for funding from Destination NSW under the Regional Visitor Economy Fund to revitalise the marketing activity of the Grand Pacific Drive. The first phase of the project was completed in early 2016 with the launch of a new website and the generation of a strong digital presence on social media platforms. Moving forward Grand Pacific Drive will continue to be a key driver of visitation to the region both domestically and internationally.

Container Kiosk at Mt Keira

The container kiosk at Mt Keira was installed and the operator commenced operations in December 2016. The container kiosk forms part of Council's overall Mount Keira Summit Park vision.



In October 2016 the Royal Caribbean's 'Radiance of the Seas' brought 2,000 tourists into Port Kembla. Image by Kramer photography.

Grand Pacific Drive website.



Mt Keira Visioning

Council has commissioned a leading tourism and recreation consulting company to work with the community to develop a vision for Mt Keira Summit Park.

The project aimed to develop a shared vision for use of the Summit Park that reflects the aspirations of the community and recognises Mt Keira as a unique place of natural, cultural and social significance.

This has involved detailed engagement with major stakeholders and the general community, including a public exhibition period.

Council has now commenced the draft Master Plan for the park and plan of management for the Mt Keira Summit Park. The vision was endorsed by Council in June 2016.

Crown Street Mall Refurbishment

Work has now been completed on this major project and the community celebrated the end of works with an official ceremony and Summer Party on Saturday 22 November 2014.

After years of planning, construction on the Crown Street Mall refurbishment began in February 2013, pausing briefly for the 2013 Christmas period before resuming in early 2014.

As well as removing all old infrastructure and installing 52,000 new pavers, the project has included the addition of decorative lighting, free wi-fi, street furniture and a sustainable watering system for the new gum and Flame trees. The refurbishment of Crown Street Mall was part-funded by a \$5 million grant from the Australian Government.

Free Wi-Fi in the City Centre

On 27 February 2012, Council endorsed the implementation of a free wi-fi service in the City Centre. Following extensive consultation and the implementation of supportive infrastructure, the service was introduced on 21 January 2013. The coverage area extends along Crown Street between Gladstone Avenue and Corrimal Street, and Globe Lane and the Arts Precinct.

The Crown Street Mall Refurbishment Project which took place between early 2013 and late 2014 impacted on people movement and visitation numbers and as a result on the capacity to provide a true reflection of usage of the service.

Data collected for 2015 shows that an average 1,347 different devices connect to the wireless infrastructure every day and an average 255 active internet users every day. The most commonly used access points in the top half of the Mall

Crown Street Mall Refurbishment.



are the Keira Street entry, Globe Lane, and the corner of Church and Crown Streets, while the most commonly used access points in lower Crown Street are the Arts Precinct, Town Hall area, and the corner of Crown and Corrimal Streets.

Seasonal factors such as cold weather and university/school holidays have an impact on trend usage.

Destination Wollongong

Destination Wollongong contributes to the promotion of Wollongong, growing the visitor economy and attracting investment to the region. Destination Wollongong entered into a new five year agreement with Council on 1 July 2016.

The tourism economy has undergone significant growth, reaching around 5 million visitors in 2015, with the total visitor economy contributing around \$1 billion to the local economy. International visitor numbers and nights spent in the region have significantly increased, with mainland China providing the largest share of international visitors to the region.

The Destination Wollongong Board has also undergone significant change, entering into a new Constitution and changes to the governance structure.

Wollongong has hosted a number of major events, including the Blender Festival and a range of large music festivals, including Yours and Owls re announcement and that Wollongong is the only NSW concert for international superstar Sir Elton John.

Inner City Parking

The construction of a new car park at 17 Stewart Street was completed along with additional 17 spaces being provided in the established Stewart Street East Car Park; bringing the total spaces in this car park to 205 metered parking spaces, plus 5 mobility spaces and 12 bays for motorcycle parking. A three yearly traffic survey was also conducted to provide details on the availability of parking around the city.

Occupancy throughout the city has been slightly below the target of 75% due to ongoing development within the city.



Globe Lane.

Implement Capital Works within the City Centre

Council has completed a number of major capital refurbishment projects within the city centre over the term including:

- Completion of the Keira Street precinct from Crown Street to Smith Street
- Improvements to the Keira Lane shared zone
- Installation of traffic signals at Keira Street/Victoria Street to improve traffic and pedestrian safety
- Reconstruction of the kerb and road pavement in Burelli Street in conjunction with a major redevelopment of the Woolworths site.
- Increased parking capacity in the Stewart Street car park
- Commenced reconstruction of the Market Street footpath from Keira Lane to Young Street
- Installation of traffic signals at the intersection of Burelli Street with both Auburn and Kenny Streets including reconstruction of adjacent footpaths
- Commenced the preparation of a precinct plan for the Crown Street west zone from Keira Street to Gladstone Avenue

- Completed works of the Crown Street West footpath renewal extending from the Railway overbridge to Atchison Street.

Globe Lane

Council worked on initiatives to revitalise the Globe Lane precinct. This included installation of light curtains and Globe Lane was included in Destination Wollongong's City Centre Marketing Plan. Focus was on building an activated City Centre in the evening through the attraction of new evening events. In December 2015, a Christmas Music Concert and New Year's Eve Music Concert were held in Globe Lane. Each event attracted between 1,000 - 2,000 patrons. Both concerts featured performances by key national and international artists establishing Globe Lane's reputation as a music lovers destination and delivering economic benefits to our city centre. The New Year's Eve Concert featured Jamie XX, an English producer, remix artist and DJ.

Administration Building Green Star Performance Rating

Wollongong City Council's Administration Building in Burelli Street Wollongong became the first existing building in Australia to achieve a 5 Star Green Star – Performance rating, signifying 'Australian Excellence'. The rating is also the highest Green Star – Performance rating achieved in Australia to date.

Council has been able to retrofit an ageing building to achieve these significant reductions. This demonstrates that you can gain a 5 Star Green Star rating with an ageing building if you use the right methods and programs. We have shown that this pathway to sustainability could be used by other local governments or government agencies. We have also shown that we can gain a rating comparable to brand new buildings that are purpose-designed to achieve 5 or 6 Star Green Star ratings.

#Illawarra Digital Strategy

Council has partnered with Regional Development Australia Illawarra (RDA-I), and Kiama and Shellharbour councils to commission Explor Consulting to prepare a five year digital futures strategy for the Illawarra region with sub strategies for the three local government areas.

Wollongong City Council Administration Building.

We took a 30-year-old building and achieved a 5 Star Green Star rating.

Visit our website to find out how we did it.



i-Accelerate

StartPad, Illawarra's ideas incubator, was a joint initiative between the University of Wollongong, Wollongong City Council, NSW Trade and Investment, Regional Development Australia Illawarra (RDA-I) and Enterprise Connect. Council provides support for this initiative through the leasing of space to the University of Wollongong at Level 2, 93 Crown Street for the operations of StartPad, incorporating the StartPad operations into the central Wollongong Information Hub (i-Hub). This program effectively commenced the University of Wollongong's i-Accelerate project providing business incubation.

The region's first business incubator and accelerator opened in July 2016 with space for 280 entrepreneurs. i-Accelerate provides bright minds with the infrastructure, mentoring and education programs to help them succeed.

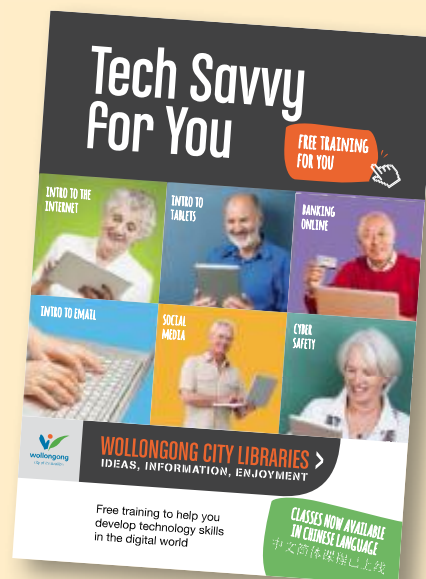
i-Accelerate building



Program of Activities and Services that Support Learning

Wollongong City libraries provided the Tech Savvy Seniors training program which was part-funded by Telstra. This is very popular and successful, and also includes programs in Italian and Chinese for our culturally diverse community.

During the term libraries also held a large variety of other programs and events for adults including Introduction to e-Books to all libraries, Helensburgh Historical Society Guest speaker at Helensburgh, database training for HSC students and a Dr Who Trivia Day. Programs were run for children and young people including storytime, Wiggle and Jiggle, Born to Read, WOW (What's on Wednesday), school holiday activities, and book clubs. Wollongong Art Gallery delivered over 1,000 education and public programs for children and adults. These included art workshops, free guided tours, enrichment programs, performances, talks and presentations. YourTutor was launched through the library website. It is online tutoring service offering just-in-time homework



and study help to students in years 3 – 12, in English, maths, science, research and study skills. Students connect online, on-demand to an exclusive, expert network of qualified teachers and tutors, the moment help is needed after school hours.

School workplace learning

The School Workplace Learning (SWL) Program has proven to be very successful with placements taking place until the end of the year. Council are working with the Illawarra Careers Advisers Network and Workplace Learning Illawarra to offer up to 150 weeks of SWL to regional high school students in 2017. Council employed six School Based Trainees (SBATs) and won an Excellence in Workplace Training Award in the Employer category of the 2016 Illawarra Schools Excellence in Vocational Education and Training Awards for the SBATs Program. Council is continuing to work with education providers to develop relationships and identify potential internship pathways in 2017 that will provide valuable on-the-job learning experience for tertiary students in the region.

GOAL 3

Wollongong is a creative, vibrant city

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

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

Council's role in delivering on the goal

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

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

Public Art Program

During the term Council delivered many public art projects which aim to connect local residents and communities by enhancing pride and ownership of places and spaces. Some of these include:

- The Wollongong Bicentennial Acquisitive Sculpture Design Award situated in the Wollongong Botanic Garden included a selection of 14 local, national and international artists. The exhibition was launched and was supported by a public program of events that included artist talks, sculpture tours, art exhibition at Towrie Centre, Twilight Community Events and sculpture workshops. The Award Winner Louis Pratt's sculpture 'King Coal' has been permanently placed in the Botanic Garden. This program was very well received and the exhibition was extended an additional two weeks due to public demand (refer to objective 5.6 for further information).
- Art Works in the Wollongong CBD:
 - Eight Tree Guard Panels by artist Trait.
 - Illawarra Remembers Panels on Council Administration building curated by Dulcie Dal Molin.
 - Central Business District (CBD) Panel Project - Various and changing exhibition of artworks - Arts Precinct, Kembla St and Pig Alley.
 - Art Light Boxes – Ethel Hayton Walk changing exhibitions that light up the walkway at night.
 - Street Talk Mural: Town Hall Place: Three street artists Finton Mcgee, Sam Clouston and Trait Cross collaborated with three slam poets: Ahmad Al Rady, Zohab Khan and Lorin Reid to develop wall design.
 - Sound Installation 'The Hub' Town Hall Laneway – Artist Brent Williams
 - Pig Alley Mural by artist Danielle O'Toole.
 - Contribution and support to the Wonderwalls Festival.

Other areas:

- The Migration Project Public Artwork in George Dodd Reserve by artist Nerine Martin in partnership with the community and Council, has resulted in a series of sculptural artworks that

celebrate and honour the contribution that migrants have made to the social, cultural and economic fabric of the City of Wollongong. Also included Electricity Box Mural by artist Kathryn Orton celebrating the diversity of Wollongong's residences.

- Warrawong Safer Places - A mosaic bench by artist Terry Cook and Jess McKenzie, a mural art sign by artist Col Henry in Greene St.
- The Warrawong 'Laneway 127' Street Art Project - Artists engaged a range of local residents to develop themes and designs, and to paint and install artwork at identified sites in Warrawong.
- Cowper Street Mural by artist as part of

the revitalisation of Warrawong Town Centre.

- Berkeley Placemaking Project - including Art Boat Seats and mural by artist Anita Larkin.
- Corrimal Memorial Park Mural celebrating the locality by artist Phibs, Peques and Bafcat.
- 'Sea Life' by Niche Art a contemporary public artwork created for the public recreational area along the Lake Illawarra foreshore at Judbooley Parade, Windang.

*Below: Pig Alley Mural by artist Danielle O'Toole.
Bottom: Art Light Boxes – Ethel Hayton Walk changing exhibitions that light up the walkway at night.*



Bellambi Place Making

Bellambi Place Making Project saw seven artists working with local Bellambi residents to design and create nine murals and sculptural projects that focus on the Bellambi Neighbourhood Centre and the Bellambi Surf Life Saving Club. The artworks aim to involve the community in creating a sense of unique space and distinct qualities through the public art project to improve amenity.

Creative Spaces Strategy

The Creative Spaces Strategy is designed to invigorate Wollongong and suburban centres by creating opportunities and partnerships between Council, property owners and local creative industries and community/ social enterprises to use empty shop fronts on a short term basis. Currently six artists are in residence in the Lower Town Hall through this program as a first step to the development of a creative arts hub.

This strategy also delivers a program of forums, presentations, exhibitions and performances that invite the community to engage with a variety of cultural development opportunities. Some of the projects undertaken include Papergirl (pop-up shop), Lunch in the Precinct, Creative Dialogue Program and Viva la Gong Festival and examples include:

- 13 digital artworks were presented on the big screen over 3 nights in Crown Street Mall.
- Secret Suburbs program where local organisations and individuals provided presentations on what they treasure about their community and its neighbouring suburbs. This program was held in 4 locations across the 3 Wards.
- Music Matters- APRA AMCOS, Fbi Radio and Yours and Owls joined a panel to discuss how to develop emerging musicians in Wollongong.

- Cubby house installation- Beyond Empathy and Polyglot Theatre partnered with Cultural Services to develop an interactive cubby house built by general public and young actors. At Viva la Gong and in the Arts Precinct, the work operated as an Outreach artistic installation.
- Social Initiatives Part 1 & Part 2 -Q&A panel format with established creative leaders focused on discussion about how to continue to establish creative initiatives for creative artists.
- Hugh Mackay is a prolific and well-known social researcher, writer and commentator in Australia and Council partnered with University of Wollongong to launch his book *The Art of Belonging: It's not where you live, it's how you live.*

- Screen Connect- partnership between Screen Illawarra South East and Council.
- A networking evening including speakers from ABC Open, University of Wollongong, i-Accelerate, Digital Media Centre, Why Documentaries and Illawarra ITEC showcasing their inspirational, innovative or entrepreneurial endeavours or ideas.

Small Cultural Grants Program

The small cultural grants program aims to encourage innovative approaches to cultural projects and to promote greater community awareness and participation in cultural activities with 64 projects funded over the term. Funding recipients and projects include:

- Development of creative industries such as ADART's (art on coffee cups). The aim of this project was to promote and celebrate the rich and varied art scene in Wollongong. ADART has now collaborated with Biopac to curate artwork on their bio-degradable cups. There has been one release of six designs with two reprints - a total of 300,000 cups and ADART has been signed for more releases.
- Support for art components of Yours and Owls 2015 festival.
- Papergirl Wollongong, which included workshops, pop up exhibitions and art gifted during Viva la Gong.

- Support for the development of community circus shows with local circus groups such as Circus Wow and Circus Monoxide.
- Support for the professional development for young dancers 18-24.
- Creative writing mentorship project with emerging aboriginal and non-aboriginal writers.
- Opportunities for musicians from diverse cultural backgrounds to get together and perform while sharing bread as part of Port Kembla's Bread and Jam program.

Large Cultural Grants

In 2016 Wollongong City Council introduced a new Large Cultural Grant Program aimed at growing and supporting local arts based community cultural development programs and projects. Eight separate projects have been funded in the inaugural year across Council's 3 wards totalling \$67,000. A selection of projects that have been funded this round include pop up performances at transport hubs and on public transport, the development of a number of mosaic artworks along an identified heritage trail, a creative theatre production inspired by our local history, and the development of a specific musical composition performed by 100 + musicians in Honk.

Refugee Week

Refugee Week is Australia's peak annual activity to raise awareness about the issues affecting refugees and celebrate the positive contributions made by refugees to Australian society. Wollongong Council works in partnership with the community annually to deliver a range of activities to mark this week. The 2013 Refugee Week included a multifaceted arts program with Council working with community partners to deliver a community art exhibition, an education program with schools and a Living Books program with people from refugee backgrounds. World Refugee Day 2013, saw the Art Gallery achieve one of its busiest days with the launch of Restoring Hope exhibition and the professional art exhibition Me the Road and I.

Illawarra Refugee Challenge

The Illawarra Refugee Challenge was a pilot project in 2015. It included an interactive exhibition which replicates a refugee journey and experience of a refugee camp and was held in partnership with Wollongong High School of Performing Arts and Keira High School. The project aimed to raise awareness of refugee experiences amongst school students and increase knowledge of refugee issues. In the pilot 32 students from the Student Representative Councils were trained as peer facilitators and 528 students from the schools attended the exhibition. Feedback from the students included "I actually learnt the truth to what a refugee is", "they came from normal homes" What they go through is unimaginable." As part of the project a community night was held with 70 people attending the exhibition which provided a back drop for local refugees to share their stories and engage people in conversations. In 2016 this project was delivered in partnership with Woonona High School.

Reconciliation Week and NAIDOC Week

Council conducts Reconciliation Week and NAIDOC Week activities each year, both delivering events directly and through the provision of NAIDOC Week grants to the community. On average over 2,500 people each year will attend one of these events to celebrate Reconciliation Week and NAIDOC Week which are held throughout the Wollongong City Council area.

Lantern Festival 2016

To strengthen networks in the local Chinese community, raise awareness of Chinese culture and foster a sense of belonging the Council supported theming the March 2016 Twilight Markets to reflect the traditions of the Lantern Festival. Council worked with a newly formed Chinese group to hold this public Chinese cultural event, the first in collective memory. Feedback was extremely positive and included "this makes Chinese culture come alive for my Australian born daughter" and "it's amazing to have this here in Wollongong and not have to go to Sydney". Council is currently supporting members of the Chinese community as they consider opportunities to grow and develop events and festivals which celebrate Chinese culture within Wollongong.



Lantern Festival 2016.

Songworld

In 2012-13 the Songworld program was delivered, involving 130 Year 7 and 8 students from Cringila, Coniston, Bulli and Helensburgh public schools. The program, funded by Federal Government Department of Immigration and Citizenship, aimed at building new community networks using music as the intermediary tool. The songs represented a culturally diverse repertoire covering Swahili, Scottish, Maori, Macedonian, Arabic and Burmese languages. The project resulted in resources that could continue to be used after the program itself was completed.

Living Books

Living Books, Council's key harmony project since 2008, continued to be delivered. This program inspired by the Human Library movement which began in Denmark in 2000 brings to the community a group of people from diverse backgrounds, known as "books", who share their life experiences. There are currently 32 living books who share their stories with high school students, at community events, with community organisations, youth programs and at themed and special events. This highly successful program has delivered more than 87 events with 14 high schools and 20 organisations, 8,262 conversations have been held with 4,134 readers. This program has had significant impact on the readers, with 92% of young people at recent school events reporting that they had learned something new and 90% of young people who participated in a focus group reporting that they had changed their behaviour.

Museums

Wollongong City Council has partnered with Museums and Galleries NSW to fund the Museum Advisor program. The museum advisor has been providing support, advice and sourcing funding opportunities for this sector. We were successful in receiving a grant for the development of a Virtual Museum which was launched in May 2016 – Wollongong Heritage and Stories. Eleven of our local museums and heritage groups collaborated in the development of this resource.

Commemoration of 200 years of European Settlement in Wollongong

Wollongong City Council in partnership with Shellharbour City Council and the Bicentenary Committee created a program called Illawarra 200 to commemorate 200 years of European settlement in the Illawarra. Expressions of interest were opened in February 2015 to give community organisations and individuals the opportunity to badge their events as part of the Illawarra 200 calendar. The calendar was launched in May 2015 on the shores of Lake Illawarra. The first event took place

during Reconciliation Week in May 2015 to acknowledge the area's Aboriginal history and culture. The program will conclude in December 2016.

Wollongong City libraries has partnered with the Illawarra Historical Museum to prepare and exhibit a display on the First Land Grants in the Illawarra which were made in 1816. This display was presented in the Central Library throughout 2016.

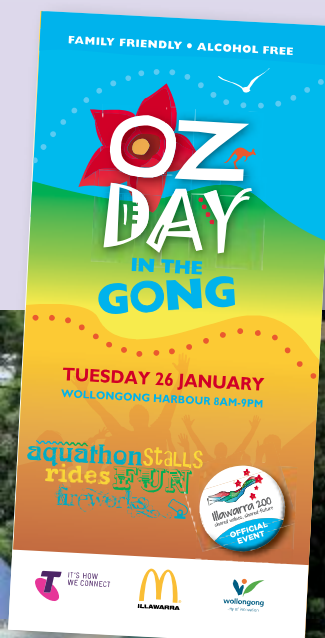


Australia Day 2016.



Community Events Program

Annually Council hosts a New Year's Eve event at Belmore Basin including fireworks and a range of Australia Day events. Crowds range each year between 20,000 – 35,000 for each event. In addition an annual round of financial assistance is made available for small to medium community based events. These include events such as Spring into Corrimal and Dapto Fair.



Viva la Gong

Viva la Gong provides access for the community to a range of cultural experiences across visual and performance art and from popular culture through to classical cultural forms. It is a multi-faceted festival offering performance, exhibitions, physical theatre, workshops, art markets and international food. The festival has attracted 20,000 + people since 2012. There is a strong emphasis on providing opportunities for local artists, performers and creative groups to showcase their skills. Council has worked with our diverse community to provide a stage where local cultural groups can perform, which had an audience of over 3,000 people in 2014. We have built partnerships with local creative organisations such as Beyond Empathy, where they curated the film stage in 2014 and then partnered with Polyglot Theatre in 2015 to bring a cubby house installation to the festival site which engaged with 750 children and families. Illawarra Folk Club is another Viva la Gong partner, curating the Folk Festival Lounge. Viva was the 2014 Winner of the Local Government Developing Arts and Culture: Festival and Events Award. The Wollongong City Council Community Survey has shown a significant increase in the importance of the Viva la Gong festival.

Viva la Gong 2015.

Activation of the Arts Precinct

The live music series Lunch in the Precinct runs between September and May with local professional and emerging artists performing to lunchtime crowds each Wednesday from 12-2pm. The performances support local artists and complement activities at the Wollongong Art Gallery, Illawarra Performing Arts Centre, Wollongong Town Hall, Central Library and cafes housed within the precinct. Other events such as digital displays, performance and music have been delivered in the evenings most recently with Nocturnal Designs Program. In 2016 the Arts Precinct Masterplan commenced providing guidance for the future use and activation of this space.



Music in the Arts Precinct.

Culturally and Linguistically Diverse (CALD) Community

Council collaborates extensively with the Culturally and Linguistically Diverse Community in Wollongong. A key highlight was support to the Spanish and Latin American Laneway Fiesta held in Mowbray Lane in Warrawong. The event aims to celebrate the culture of Spanish speaking communities. The Laneway Fiesta supports key planning objectives related to the activation of public spaces in the Warrawong Town Centre Master Plan.



Cultural Plan

The Cultural Plan 2014-18 was endorsed by Council on 26 May 2014. The plan incorporates the Cultural Action Plan, Live Music Action Plan and the City Centre Evening Economy Action Plan which set a strategic direction for cultural programs, events and activities in the city.

The plan was developed through extensive consultation and aims to build on the city's cultural strength, identify new options for delivering cultural services and celebrate Wollongong's cultural heritage, public spaces and identity. The plan also recognises the significant contribution that live music and an active evening economy in the city centre make to a successful experience.

Highlights from the plan included:

- Digital Art Projections Project – a public outdoor space screening 13 large scale digital artworks in the forms of video, animation, 3D animation, stop frame animation, experimental video, photo montage and music videos with soundtracks. This program was screened over three nights with over 1,000 people engaged with the digital art display.
- Success of the Friday Markets, Eat Street, Foragers Market, Viva, Twilight Markets and new bars and cafes continues.

- A Council Officer from the Small Business Assessment Team attended the Creative Spaces and the Built Environment forum at the University of Sydney where a discussion paper was prepared on the Building Code of Australia and Cultural Practice.

- Hugh McKay delivered a seminar titled "The Art of Belonging: It's not where you live, it's how you live" in partnership with University of Wollongong, with over 200 attendees.

- Forty young people participated in a Master Barista Program at the Wollongong Youth Centre. As a result, three of the young people have been able to gain part time or casual employment in the industry.

- City Centre Team facilitated an interactive session with city centre properties/business owners to identify red tape problems. These findings have been incorporated into the strategies and actions in the Evening Economy Chapter of the Cultural Plan.

Men's Spaces and Places Action Plan

The Men's Spaces and Places Action Plan 2013 was informed by Council's Men's Spaces & Places Community Engagement Report, which gathered

information of future priority directions for supporting men's programs and activities, including Men's Sheds.

The community engagement findings represented a wide variety of voices in the community: users and non-users of Men's Sheds; males and females; a good range of organisations and health professionals; and all age ranges above 19 years. Key highlights have included:

- Providing resourcing and supporting existing Men's Sheds through the provision of information and promoting funding opportunities.
- Linking Men's Sheds to projects such as
 - When Life gives you Lemons project.
 - Developing a partnership between Council's Green Team and the Kanahooka Men's Shedders to make Bokashi recycling buckets.
 - Working with Corrimal Men's Shed who make and sell the traps and nesting boxes for the Indian Myna Bird program.

Council continues to deliver Men's Shed for frail, older men, supported by funding from the Department of Social Services. A highlight of the year was the donation of toys made by the Men's Shed participants to the Lord Mayor's Giving Tree at Christmas (also refer to objective 4.3).

Coniston Men's Shed display hats made for Viva la Gong.



Comic Gong

Wollongong City Libraries initiated the Comic Gong Festival in 2013 to connect with new library audiences via non-traditional library media. The event has grown from a small beginning at Corimal Library in 2013 to its current multi-venue format, across the Arts Precinct, Wollongong Town Hall, Wollongong Art Gallery and Central Library. The Festival has also grown in attendance from 1,300 in 2013 to between 7,000 to 8,000 in 2016 and has turned into a major drawcard for both the local community and comic and cosplay fans from other regions.

Community Development

On 5 September 2016, the Minister for Disability Services The Hon John Ajaka MLC together with the Lord Mayor, launched Council's Disability Inclusion Action Plan, the first in NSW. As part of the development of the Plan Council engaged with a more than 200 people with disability and their carers to identify

priorities for action. The community told us that Council was performing well with heated pools, patrolled beaches, waste collection, public pools and the Botanic Garden. Areas to improve included the footpaths, public toilets, designated parking, access at Council run events, cycleways / pathways (people's behaviour) and access to parks, open spaces and sports fields.

Young People

The Happiness Cycle Project aimed to get vulnerable young people (aged 15-16) to make a commitment to becoming more physically active and earn/build a bike through the process. The event was delivered in partnership with The Bicycle Network and Wollongong City Council's Youth Services on 26 June 2014 at The Snakepit. Over 300 young people enrolled and 278 built bikes on the day. The program reached all corners of the LGA and engaged high numbers of Indigenous and Culturally and Linguistically Diverse (CALD) young people. This program was one of the most successful in Australia with the highest number of enrolments and participants.

The Illawarra Multicultural Youth Conference is a partnership between Wollongong City Council, Department of Education, Multicultural Communities Council of Illawarra, Illawarra Multicultural Services, The NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors, Youth off the Streets, Relationships Australia, NSW Police, and Together for Humanity.

Held annually, Wollongong Youth Services (WYS) has a long association with the planning and delivery of the Conference. Over 120 Culturally and Linguistically Diverse (CALD) and newly arrived migrant students from local high schools participate in the Conference workshops that aim to promote safety in the community, building healthy relationships, water safety, resilience and understanding the law.

The hub for youth service delivery, the Wollongong Youth Centre, continues to provide programs and activities for young people each year. The centre supports youth sub-cultures within the arts, music and other creative areas.

Cosplay at Comic Gong.



Engage Children and Young People in Planning and Design Processes

Council continues its strong commitment to creating a child friendly Wollongong and engaging directly with children on key projects. This has included a number of town and village plans, policies such as Smoking in the Mall and the development of the Play Wollongong Strategy 2014-2024. Children have also played a key role in the design of a range of play spaces including:

- Thirroul play space
- Holborn Park play space
- Bruce Park
- Stuart Park play space design and art inclusions
- MacCabe Park design and official opening
- Harry Bagot Reserve, Happy Valley Reserve, Diamond Bros Park and William Beach Reserve play space designs.

In September 2014, Council received a national award from the National Association for the Prevention of Child Abuse and Neglect for the Child Friendly Cities initiative. This award recognised Council's commitment to engaging children in planning for the future. Children from Warrawong Public School and Warrawong High School attended the ceremony hosted by the Governor-General Sir Peter Cosgrove.

A Youth Engagement Strategy 'It's Our Future' was introduced in 2013 to provide young people with ongoing opportunities to have their say on the issues and decisions which affect their lives. Coordinated by Youth Services, the strategy provides a range of methods and activities to encourage young people to become active participants in Local Government and their community.

In 2012 a collective of community organisations and Council embraced the Paint the Town REaD model and established Paint the Gong REaD. The Paint the Gong REaD collective now has around 20 organisations from across the LGA working together to increase awareness of the importance of early childhood literacy. Bright Spark, our mascot, promotes the importance of reading.



The re-opening of the refurbished Berkeley Community Centre.

Council also continues to partner with Big Fat Smile to deliver the Annual Transition to School Picnic in November each year. In 2015 more than 160 school starters for 2016, and their families, joined the celebrations.

Refurbish Corrimal Library

Corrimal District Library and Community Centre underwent a refurbishment program in mid-2014 that included: upgrading of the main kitchen to improve functionality for groups that deliver aged services and other community activities; updating the library layout, colour scheme and furnishings; and the inclusion of shade umbrellas in the courtyard, to provide outdoor space suitable for a greater variety of activities.

The refurbishment program coincided with a project to work with the Corrimal Pensioners and Superannuants Association (CPSA), to transition them from their existing premises in an aged building, in poor condition, located in Memorial Park, Corrimal, to the Corrimal Library and Community Centre. This project ensured that members of the CPSA voluntarily vacated their premises and they are now accommodated in more accessible and amenable facilities

and that their former premises could be demolished in line with Council's Asset Rationalisation Program.

Refurbish Berkeley Community Centre

A major refurbishment project to transform the dated Berkeley Community Hall into a modern, accessible community centre that meets the needs of the local community was completed in late 2015. The project included the relocation of the Berkeley Neighbourhood Centre (BNC) from aged premises, in poor condition, adjacent to the Hall, into the new facility, which allowed for demolition of the former BNC building.

Council's Community Facilities team worked closely with the BNC management committee to facilitate their move to new premises and the team continues to support the organisation in meeting its responsibilities to manage the Berkeley Community Centre on behalf of Council. The Berkeley Community Centre was officially opened on 27 February 2016.

Town Hall

After a period of closure and an extensive refurbishment project, the Wollongong Town Hall reopened in February 2011, with Pegasus Venue Management appointed to operate the facility on behalf of Council.

During the Council term, the Town Hall re-built its reputation and program, attracting bookings from high profile performers, such as the Australian Chamber Orchestra, local events such as the Choral Festival and delivering concerts for diverse audiences, such as the Monday Melodies series for senior citizens.

The Merrigong Theatre Company assumed responsibility for management of the Town Hall from March 2014 and has continued to build the profile of the venue, as well as introducing initiatives, such as the Music Room venue, which opened in 2016.

Project to Develop New Community Facility for Warrawong and Southern Suburbs

During the term, Council endorsed planning for a new community facility to service the southern suburbs of the LGA. Initial concept planning was undertaken during 2013, with stakeholder workshops, interviews and surveys collecting community ideas regarding location, design, character and amenity of the proposed facility, as well as the range of services and activities that the facility should deliver. Research into leading practice was also undertaken and a number of case studies were considered.

An initial scoping document, that proposed options for location and design principles, facility characteristics, spaces and amenity, was developed, based on consideration of existing and future community needs and the gap in current offerings.

This body of work informed site selection for the new facility and a preferred site was the subject of extensive due diligence studies during 2015-2016, with negotiations for purchase pending.

Wollongong Art Gallery

The Gallery was rebranded in 2012 as Wollongong Art Gallery. The Art Collection has grown both in size and value through active acquisition and donation – currently almost 3,000 items valued at \$13.5 million.

Servicing the region, the Gallery has developed exhibitions that respond to community stories – Steel Town: Port Kembla (Steel Industry), Green Cathedral (Surfing), Steel City Sound (Music), Me the Road and I (Refugees) and Generations (Migration).

There was a significant increase in visitor attendance from 2011-12 to 2015-2016 – 56,000 to 83,000 per annum. This is due to a change and growing focus on more gallery program projects that have a strong and direct link to community stories and history. The year 2013 also saw a significant increase in associated education and public programs as well as external space for hire all of which contributed to the gallery's increased attendance figures.

Illawarra Performing Arts Centre

In 2013 Council renewed a five year Funding Agreement between Council and the Illawarra Performing Arts Centre Limited to support IPAC in the provision of a range of services which contribute to the cultural economy and life of the city of Wollongong. This Funding Agreement provided for sublicensing of part of the Centre for use as a café/restaurant to broaden the customer offer provided by the Centre. In 2013-14 the café/restaurant was completed and opened for the public.

Also during this term Council adopted a revised Illawarra Performing Arts Centre Constitution which resulted in a restructuring of the membership base and Council being the sole member of the Company. This has enhanced the partnership that Council has with IPAC as well as strengthening Council's role. In 2014, the management of operations of the Town Hall was also awarded to IPAC resulting in a holistic approach to

the development of the cultural economy and cultural life of Wollongong.

Over the term several parts of the IPAC were refurbished/upgraded and the IPAC/Merrigong Theatre company continue to host successful shows.

Community Facilities - Support for Community Based Organisations

During the term Council has worked to support community organisations that hold licences to manage a range of facilities on behalf of Council. This includes providing advice on governance and compliance matters (such as WHS), supporting organisations in applying for Community Builders funding from the NSW Government, encouraging initiatives such as new programs and social enterprises and assisting with crisis management when community organisations are facing funding or operational challenges.

A number of community organisations over the past five years have not been able to remain viable, despite support from Council, reflecting the increasingly difficult and precarious governance and funding context for not for profit entities. In these cases – for example Koonawarra, Coniston and Horsley Community Centres and Wollongong Senior Citizens Centre – the Council has stepped in, often at short notice, ensured the doors of these community buildings stayed open and services continued to be delivered. In every instance where a licensee handed back premises to Council, the Council subsequently worked through the allocations process to facilitate the introduction of a new licensee organisation to take over management of the venue.

GOAL 4

We are a connected and engaged community

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

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

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

Council's role in delivering on the goal

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

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

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

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

Community Engagement

Following an extensive exhibition period, including online surveys, kiosks, stands at shopping centres and information on our website and at neighbourhood forums, the Community Engagement Policy was endorsed by Council in April 2013 and an updated Neighbourhood Forum Charter was adopted in May 2014. A comprehensive Community Engagement Framework was created as a key internal documentation of processes to ensure effective engagement.

Securing our Future - Financial Sustainability Review was a key highlight where a Citizen's Panel represented the LGA and provided feedback to Council on service delivery.

- Our engagement of the community for Wollongong 2022 merited three prestigious awards:
 - OOSCHAS Award (peak body for Out of School Hours Services in NSW) from the Network of Community Activities for work consulting and collaborating with children;
 - Best Project for NSW in the Australasian Awards for the International Association of Public Participation (IAP2) for Best Practice Engagement; and
 - Highly Commended in the RH Dougherty Award for Reporting to your Community (Division C: more than 100,000 population).

Council's consultation process and plan has been included as a best practice case study in the NSW Commission for Children and Young People.

Online Engagement and Communication Tools

Council actively uses social media channels to provide information to the community. The format allows us to make timely updates, answer community enquiries, engage the community in decision making and provide links to further detail on our web pages. The three main channels we use are Facebook, Twitter and Instagram.

Since September 2011, Council's website has attracted an average of 2.7 million visits per year and an audience growth of approximately 43%. In the 12 months to April 2017, there were over 2.5 million site visits. Council also established a presence on social media as a means of engaging with the broader community. Wollongong City Council Facebook and Twitter accounts were created in September 2011, and now have over 19,700 and 4,887 followers respectively (as of 17 May 2017). An official Instagram account was also established in February 2013, which now has more than 3,200 followers.

Customer Service Online

Customer Service Online was launched in July 2012. Feedback has been positive and many customers have taken advantage of the opportunity to do business with Council outside normal business hours.

Council is currently developing a new customer service system which provides additional means of contact for customers such as an enhanced online experience and a smart phone app for the lodgement of requests to Council.

A staged implementation has commenced with various processes now available to the community. This work has focused on efficient work practices with a focus on customer value. The project will not only provide more ways to contact Council, but will also enable field staff to work on customer requests digitally immediately after being lodged by the customer. The new web self-service has also been released which allows customers to log into a portal and track progress of their individual case at any time. Interactive scripting has also been developed to enable a consistent message which provides information and directs customer to case lodgement if required.

Biennial Community Survey

Wollongong City Council undertook their biennial community survey in November 2014. Overall results were good with 90% of residents satisfied to some extent with Council's overall performance, the highest satisfaction score recorded since commencing the community survey in 1997.

Community engagement.



National Youth Week

Youth Services participate annually in National Youth Week. Youth Week is organised by young people, for young people, in communities across NSW and Australia and is an opportunity for young people to share ideas, attend live events, have their voices heard on issues of concern to them, showcase their talents and celebrate their contribution to the community. The National Youth Week activities in Wollongong were nominated as finalist for the Local Government Awards in the National Youth Week Innovation category in 2013, 2014 and 2015.

Seniors' Festival

Seniors Week has now been replaced with the Seniors Festival. This is an annual event held in March or April each year. Council coordinates the city wide events program which includes the development and distribution of the Seniors Week Booklet. In 2016 the program included 147 events delivered by approximately 48 event holders including 13 new events. The cover of the booklet featured photographs from the Golden Oldies: Screen Dreams in Picture project and was widely distributed across the LGA. The Lady Mayoress Afternoon Tea Dance was held at the Wollongong Town Hall and is Council's signature event. Council also partnered with the Department of Human Services to deliver the mini expo where seniors accessed information and attended a range of presentations. As part of this year's Festival, Council also participated in the As I Age' chalkboard project an initiative of Feros Care. The community were invited to provide a comment around ageing. The chalkboard was located in the Mall, available at the Afternoon Tea Dance, Mini Expo and a range of other events. It was a great success and generated many conversations. Many people commented on how 'chalk' made them feel. It brought back memories, made them smile and for some evoked a childlike feeling, participants enjoyed "chalking their thoughts". Feedback suggests our community ages with a positive approach, an appreciation of friends and a sense of humour. The comments gathered will help inform future planning for older people within the city.

Place Based Work

Council has undertaken place based work in a number of communities including Warrawong, Berkeley and Bellambi.

Warrawong

The place based work within Warrawong resulted in a number of initiatives including supporting the Laneway Fiesta, the Cowper St and Laneway 127 mural projects and the Safer Spaces project at the community centre.

Berkeley

Council worked with the Building Better Berkeley group to identify projects within Berkeley and local champions to drive these. This resulted in the Community Carols in December 2013. The opening of the Holborn Park Skate Plaza in 2015 also provided an opportunity to work with the local community to deliver a range of activities to promote safe skating. These include the development of a Skate Park Safety Brochure which gives tips on looking after yourself, other skaters and the park and the Presence in the Park sessions where local skaters were employed to run sessions modelling safe and positive skating behaviour and encouraged those new to skating to participate at the skate park. Sessions were held in July and September with approximately 100 children and young people attending each session. There has been very positive feedback from children and young people, families and the local police command on the value of this project. The sessions culminated in a Skate and Play day held on 29 September 2015 and delivered in partnership with a number of local community organisations and the skating community. Approximately 150 young people and families participated in the four hour event which received very positive feedback. Eight skaters' safety sessions have been delivered during July and August 2015 to local schools and youth groups with around 630 young people participating. The sessions, including a 30 minute interactive presentation, were delivered by a community development worker and local skater and reinforced positive messages.

The Berkeley Safer By Design project is progressing and Council continues to liaise with shop owners in Berkeley

about the location of the graffiti prevention murals and issues around malicious damage. Artists chosen to produce the graffiti prevention murals will be consulting with community members on the themes for the murals. Community groups have been engaged to develop and maintain one community garden. As part of the Berkeley Safer By Design project, Council is currently investigating a possible community activation initiative with the installation of an outdoor table tennis table being located near the Berkeley Community Centre.

Bellambi

Council continues to work in collaboration with NSW Family & Community Services, NSW Housing, NSW Police, local schools and the community around the 'Collective 2518' which includes Bellambi. Community Safety Audits were conducted in the Bellambi area in conjunction with NSW Police and the local community. This process has identified safety issues at a community level and outlined possible actions that can be taken by a variety of stakeholders to address them.

In December 2015 "The Collective 2518 Forum" conducted the Bellambi Action Plan 2015/2018 day with over 80 people in attendance. Council was involved as a member of the planning working group for the day as well as contributing to and facilitating sessions that were held. The following four actions agreed to by community have been established for Bellambi :

- Safety and Physical Environment
- Connections, Support and Inclusive Communities
- Learning, Education and Employment
- Community –Focused Services

In 2016 Council has established a Community Safety Working Group with residents focusing on 'clean up' activities to increase the perception of safety in the area, progressed the Graffiti Prevention Murals in conjunction with the Public Art Program at the Bellambi Surf Club and consulted with children in relation to the design of the Bellambi Point play space.

Volunteering Illawarra

Volunteering Illawarra (VI) is a community service auspiced by Wollongong City Council. VI is primarily funded by grants from the Commonwealth Department of Human Services and NSW Family and Community Services.

One of the highlights during the Council term was the delivery of a major research project into the status, challenges and future directions of local volunteering. The State of Volunteering in the Illawarra research project was completed in 2012 and an outcomes report launched in 2013. Volunteer organisations across the LGA have drawn on the research findings to inform their strategy and approach to management of volunteers.

Volunteering Illawarra also delivered training services to volunteer organisations throughout the term, including delivery of a new training program 'Way2Go' to assist volunteer managers and management committees to comply with the National Volunteering Standards.

Volunteering Illawarra worked closely with the University of Wollongong to deliver a number of collaborative projects to assist local non-government organisations (NGO) in their governance and operational activities and to increase capacity of the NGO sector, including assistance with constitutional changes, business improvement and the establishment of a collaborative website to provide an internet presence for organisations.

National Volunteer Week is celebrated annually, with Council business units that work with volunteers providing recognition activities to acknowledge the contribution of volunteers to the delivery of services. Volunteering Illawarra also delivers an annual "Volunteering Expo" to coincide with National Volunteer Week, providing an opportunity for local community members who wish to volunteer to connect with local volunteer organisations.

Aged and Disability Support Services

Council continued to deliver opportunities for frail older people and people with a disability to connect and engage with others in the community, throughout the term of Council.

Council worked closely with a range of local organisations and State and Commonwealth Government departments to deliver a suite of collaborative services to older people. Partnerships with organisations such as Alzheimer's Australia, the Multicultural Communities Council of the Illawarra and with the Illawarra Senior College, which provides a venue for our Men's Shed Program, ensure that a network of care and support is available to older people and people with a disability.

Over the term, Council faced the major challenge of significant changes to the Commonwealth Government's approach to funding and delivery models for aged and disability services. These changes required a review and restructure of Council's service approach, along with the introduction of new service philosophies, procedures and technologies. Council has adapted well to the demands of the new funding context, however it also made a decision during this term to transition out of service delivery of social support services during 2017.

Council Website Accessibility

Council commissioned Vision Australia to review the accessibility of its website against the Web Content Accessibility Guidelines (WCAG) 2.0 specification. Their recommendations will now guide website improvements, content management and future development to ensure 'A' and 'AA' level compliance.

Expand Council's Use of Multimedia

Council successfully trialled webcasting at the December 2012 Council meeting where approximately 160 live viewers tuned in across the night. Since then all Council meetings have been webcast providing greater community access to meetings and enhancing transparency in decision making.

Social Support Services.



Libraries

During the term Council finalised consultation and gained endorsement for Wollongong City Libraries Strategy 2012-2015. The Strategy sought to take Council in a number of new directions for library services, including increasing “e” resources and services, the introduction of new procurement approaches and the shift in emphasis from books and loans to the library as a community space, offering a range of experiences to the community. Further to this, extensive community consultation and analysis of best practice was undertaken during 2015, in preparation for the new Wollongong City Libraries Supporting Document, for the period 2017-2022. This document was adopted June 2017.

In 2015 Council undertook a Library Satisfaction survey, the results of which showed a high level of customer satisfaction - satisfaction with staff helpfulness and friendliness was above 90% across the libraries seven branches. As a result of the survey, the Libraries service has focused on improving promotion of eResources and increasing our internet speed. A contract was signed with NSW State Library in 2014 to roll out Wi-Fi across all library sites and the NBN has been installed at Dapto Library.

In 2012, the Libraries service reviewed opening hours across all branches and introduced extended hours of operation at Helensburgh and Unanderra Libraries. A further review of the Central Library roster system during 2016 provided the resources for Central Library to open from 9am on weekdays, from June 2016. These extensions to library hours of operation were all achieved on a cost neutral basis.

Wollongong City Libraries introduced e-loans, including a live music streaming service, “Comicsplus” an e-comics collection, “Zinio” e-magazines and the “My Career Match” resource.

Supporting the increase in e-services and e-presence, the Libraries introduced the highly successful “Tech Savvy Seniors” programs during the Council term. Initially funded through Telstra, these workshops to skill up older people to work with computers, iPhones, tablets and other mobile devices have continued to be delivered by Council. The scope of participants has also been extended to encompass all members of the community seeking initial skills in new technologies. During 2016, special “Tech Savvy” programs for members of the Chinese and Italian communities were offered.

The Friends of Wollongong City Library have provided funding support for a range of activities, including Comic Gong 2015 and 2016, digital frames for promotion and information displays in each library branch and the introduction of an Outdoor Reading Room at Beaton Park. The Friends have also approved funding support for an annual Local History Prize for original research on a Wollongong local history topic.

A new Community Information Directory (LINCS) was introduced in 2016, to replace the previous Community Information Directory with one that is more accessible and user friendly. The LINCS directory uses a geographical search system, so that information on the nearest, local services is provided first. Another feature of LINCS is improved and faster processes for local organisations to update their entries in the database.

Council launched the YourTutor online tutoring service in 2015. Your Tutor offers just-in-time homework and study help to students in years 3 – 12, in english, maths, science, research and study skills. Students connect online, on-demand to an exclusive, expert network of qualified teachers and tutors, the moment help is needed after school hours.

Dapto Library.



Streamline Reporting Across the Organisation and Provide User Friendly, Plain English Reports

A new performance planning software system was successfully rolled out in 2014 with quarterly reviews and monthly performance indicators now being completed within the system. The new system was also utilised as a tool to build Council's 2015-16 Annual Plan.

This term also saw Council build its prototype for Supporting Document (plans and strategies) integration within the system. This project seeks to better integrate the large number of Council strategies and plans into the organisational planning framework. It is based on the premise of One Plan, One Program to reflect the importance of the Community Strategic Plan and Delivery Program. The organisational planning framework provides the avenue for resource allocation and prioritisation.

Securing our Future

In August 2013 Council launched 'Securing our Future', a review to address the funding gap, as required under Council's Delivery Program 2012-17 and Annual Plan 2013-14. The review involved engagement with internal staff, councillors and the Community, including a Citizen's Panel process, to determine options to ensure Council can continue to provide high quality assets and services into the future.

As a result of the Securing our Future review at its meeting of 23 June 2014, Council adopted a revised budget and Annual Plan that included a special rate variation, efficiency targets, and minor service adjustments and planned increases in fees and charges. This three year strategy commenced in July 2014 and is reflected in the expansion of the capital works program to address asset renewal priorities across the city. Annual efficiency targets were built

into the budget and across Council's service portfolio with the intent that specific improvement opportunities and initiatives would be identified over the course of the year. A strong focus on financial management reviews has meant the forward targets through to 2017 have already largely been achieved (Refer to Strategic Program Financial Sustainability)

Fit for the Future Program

2014-15 saw the introduction of Fit for the Future - the NSW Government's response to the Local Government Independent Review Panel's recommendations on NSW Local Government Reform. The Fit for the Future program recommends a number of changes to the sector to enable councils to have strategic capacity and be financially sustainable into the future.

Fit for the Future required councils to prepare proposals for how they will improve their performance against a set of seven financial and infrastructure benchmarks. Council was well positioned in preparing their improvement proposal having undertaken the Securing our Future program in 2013-14. Council submitted its Fit for the Future Improvement Plan on 30 June 2015, which reflects a number of our annual delivery planning actions towards achieving financial sustainability. Council met six of the seven benchmarks, and is working well towards achieving the 7th benchmark by 2020.

Lead Continuous Improvement in Council's Health and Safety Culture and Behaviour

The implementation of the (Work Health Safety) Management System continued to be a focus for the organisation to ensure ongoing improvement in safety culture, behaviour and compliance

with legislative and organisational standards. Key objectives of the WHS Management System included the continuation of WHS Leadership Training for management and supervisors (over 150 completed to date), compliance assessments through audits of thirteen of Council's businesses, implementation of the noise management program, development of the plant and equipment training and competency program and commencement of the Mentally Healthy Workplace Program. Other significant projects included Asbestos Management and Contractor Management.

The WHS Management System is supported by our injury management services to effectively manage work and non-work related injuries/illnesses to return employees to work as soon as practicable. The success of the program is evidenced by our reduction in Workers Compensation costs and the results of internal surveys where staff feel they are supported with illness and injury at work.

The Live Well - Lets Work Together program was initiated during the term to support our safety and wellness culture. This wellness program delivered a number of initiatives to enable our staff to make healthy lifestyle choices.

Corporate Governance Health Checklist

The Corporate Governance Health Checklist has been reported to Corporate Governance Committee each quarter. The checklist rates Council's performance against 60 indicators of good corporate governance. The checklist as at May 2016, showed an achievement rating of either 3 or 4 (4 being the highest) for all reported items.

GOAL 5

We are a healthy community in a liveable city

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

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

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

Council's role in delivering on the goal

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

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

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

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

Positive Ageing Strategy

Council continued to provide information and actively participate in networks, partnerships and links across relevant sectors to implement the Positive Ageing Strategy.

- Seniors Week has now been replaced with the Seniors Festival. This is an annual event held in March or April each year. As part of the program Council delivers activities such as the Lady Mayoress Afternoon Tea Dance, the Art and Photography competition, activities at Beaton Park and Lakeside leisure centres, an Op Shop Tour, the Mini Expo, the LGBTQI Intergenerational Playback Theatre event, and a range of activities with the libraries and Water Colour Workshops at the gallery.
- In partnership with Smith Family, St Francis of Assisi Primary School and the Illawarra Multicultural Village Council contributed to the 'Me, You and Us' Intergenerational story telling project. This project involved students interviewing residents of the village and documenting (in a video) the stories and wisdoms of older people.
- Council worked in partnership with Illawarra Shoalhaven Local Health District and the Illawarra Forum to provide a series of exercise sessions at Council's Outdoor Fitness Equipment in Nicholson Park, Woonona.

Council's Recreation and Leisure Assets

Wollongong City Council have two first class fitness facilities providing the Illawarra with all its fitness needs. Beaton Park Leisure Centre is located in Gwynneville and Lakeside Leisure Centre is located in Kanahooka. A variety of activities are provided at the centres for people of all ages including childminding, gymnastics, learn to swim, athletics, squash and tennis and over 130 group exercise classes. In 2016 the Beaton Park Needs Assessment was completed and provides an overview of the recreational needs for the local community in the years to come. It encompasses both the Beaton Park and Wiseman Parks Precinct.

Beat it Programs' designed specifically to target people living with or at risk of developing diabetes have continued over the past three years at Beaton Park. The partnership with South East Sydney Area Health Service has continued to grow with 3 programs each year being offered to residents, free of charge, in an effort to promote the benefits of an active lifestyle.

Healthy Communities Initiative Wollongong Project

Council received \$703,000 in grant funding from the Australian Government to provide the Healthy Communities Initiative Wollongong (HCIW) Project from September 2011 until May 2014. Council worked in collaboration with 20 community based organisations to deliver a range of physical activity and health programs. The project delivered the following: Installation of Outdoor Fitness Equipment at Kanahooka Park and Nicholson Park, provision of BEAT IT Healthy Lifestyle program, CALD Heartmoves and Austcycle, Stir it up!, five Aboriginal Health and Lifestyle programs, 11 Community Developed Physical Activity programs and Healthy Eating programs, Healthy Eating Workshops and two Healthy Living Books events, a review of Council's planning policies and their relationship to health and the built environment. Council worked together with the community to produce designs for the upgrade of three Laneways to enhance pedestrian links in Warrawang Town Centre and the preparation of the Warrawang Laneways Public Domain Manual. Library books and DVD's were purchased for Council libraries.

Fitness equipment at Kanahooka Park.



3,538 adults predominantly not in the paid workforce participated in a HCIW activity or program with 498 of these regularly attending and completing a HCIW program of 10 weeks or greater length. Some of the feedback from participants included social benefits of coming together, increases in functional capacity to perform day-to-day tasks and increased confidence to try new things. Participants also reported an increased participation in community life.

Participants in the physical activity programs reported reduced pain, greater mobility and flexibility, having more energy, improved coordination, having less need for mobility aides, sleeping better, improved mental health and life outlook, increased understanding about the benefits of regular exercise.

Participants in the Healthy Eating programs reported confidence to use new cooking skills at home, new ways to use herbs to flavour foods, substitutes for sugar and healthy ways of eating.

Land Use Planning

Key highlights include:

- The Warrawong Town Centre Masterplan was endorsed by Council in June 2013, promoting the renewal of Cowper Street, including the widening of footpaths and possible future community public spaces.
- The Figtree Oval Masterplan was exhibited and endorsed by Council on 15 August 2016. The community identified key outcomes they wanted to see in the masterplan including increased opportunities for community meeting spaces, enhanced sporting, social, environmental and recreational services and formalising a cycle and walking track along Allan's Creek.
- During 2012-14 Council worked with the Keiraville – Gwynneville community to prepare the Keiraville – Gwynneville Village community – led Plan. In April 2014 Council endorsed the vision statements for the area prepared by the community, and on August 2015 Council endorsed an implementation plan.
- Town Centre Planning studies for the Unanderra and Figtree town centres were adopted by Council in August 2013. The Figtree Town Centre Masterplan led to the Figtree Oval Recreation Master Plan which explored

improved linkages between the shops and community land. The Unanderra Town Centre Masterplan recommends improved pedestrian links through the town centre, the continuation of lobbying the state government for improved pedestrian access to Unanderra Railway Station and the creation of new community spaces.

The Corrimal Town Centre Plan was endorsed by Council on 30 November 2015. Working in partnership with the community, the Plan sets a Vision and strategies for delivering a vibrant town centre with a distinct identity, a thriving community heart, strong connections, smart growth and pride in quality spaces. Accompanying the Plan is an Implementation Plan which sets out key actions and priorities for Planning, Infrastructure and Community Capacity Building. Fundamental to the process was the partnership with the Corrimal Revitalisation Action Group (CRAG), made up of representatives from the Chamber of Commerce, Neighbourhood Forum 4, local residents and business and the acknowledgement that incremental, small changes were necessary in the short term to build momentum and stimulate change.

Other planning achievements include:

- Wollongong Heritage Strategy and Action Plan (2015-17) – Council has adopted the strategy, updating the strategy previously adopted in 2011. The Wollongong Heritage Strategy is important in ensuring the ongoing conservation, increased community appreciation, and awareness of our City's unique and valuable heritage. The Strategy also supports the on going allocation of funding from the NSW Heritage Fund toward Council's Heritage Programs.
- Review of former 7(d) lands at Helensburgh, Otford and Stanwell Tops – Council completed the review of the planning controls for this area, and exhibited and endorsed a Planning Proposal, which increased the extent of E2 lands and recognised some existing developments. The plan did not facilitate urban expansion.
- Sandon Point and McCauleys Beach Plan of Management – prepared, exhibited and endorsed by Council, to guide the future management of this significant, culturally sensitive Aboriginal Place.
- Sandon Point Joint Management Agreement – Five Aboriginal Elder and Stakeholder groups and Council have developed and endorsed a Joint Management Agreement for the on going management of the Sandon Point Aboriginal Place.
- Yallah Marshall Mount – Council has endorsed a revised structure plan and resolved to finalise a draft Planning Proposal when infrastructure funding for the West Dapto release area has been finalised.
- Planning Proposals – Council has finalised 22 Planning Proposals which have updated the land use controls in the Wollongong LEP 2009. Council also resolved not to support a number of other rezoning requests.
- Development Control Plan – Council has exhibited and finalised 32 amendments to the Wollongong Development Control Plan 2009, including preparing new chapters for Brickyard Point at Austinmer (former Headlands Hotel Site) and the former Bulli Brickworks site and a new chapter on ecologically sustainable development.
- Farmborough Heights to Mt Kembla Concept Plan – Council and the Department of Planning and Environment have endorsed a concept plan to guide future rezoning proposals in the Farmborough Heights to Mt Kembla area.
- West Dapto – Council approved 8 Neighbourhood Plans in the West Dapto Release Area, increasing the number of approved plans to 10. The plans cover 3,400 lots, enabling Development Applications to be lodged and assessed in those Neighbourhoods.
- Waterfall General (Garrawarra) Cemetery – Council prepared and adopted a Conservation Management Plan for the cemetery that is located near the Garrawarra Centre. Council also prepared and adopted a Planning Proposal to update the heritage listing of the cemetery.
- Planning Agreements – Council exhibited and endorsed 3 planning agreements for the completion of infrastructure works at West Dapto by private companies, to assist with the expansion of the West Dapto Release Area.

5.1

WOLLONGONG CITY COUNCIL • END OF TERM REPORT • 2012 - 2017

OBJECTIVE: There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents

- The Wongawilli Village Plan was adopted in May 2012 leading to a planning proposal to amend zoning and built form controls.
- The South Wollongong Precinct Plan has progressed during 2015/2016. The land use survey and other data collection is underway.

Also refer to City Centre Revitalisation Strategic Program for City for People study.

Helensburgh Community Centre Kitchen

Helensburgh Community Centre's kitchen was extensively renovated during 2012-2013, including the installation of a commercial quality stainless steel kitchen facility which is compliant with Health and Building regulations. Renovation work also included replacing the old roller doors between the kitchen and hall and meeting room with user-friendly bi-fold doors, installing additional storage cupboards and a new mini-boil. At a total cost of approximately \$80,000 the works were co-funded by Council and a grant from the NSW Government's Community Building Partnerships program.

Lifeguard Facilities

During the term lifeguard facilities at Corrimal, City Beach, Coledale and Windang were enhanced through the provision of new towers. Improved lifeguard tower facilities at Port Kembla also occurred to allow shared access with Surf Life Saving volunteers.

Also Council mobilised the service through the provision of all-terrain vehicles and jet skis and pursued building maintenance refurbishments at Corrimal and Towradgi surf clubs.

Sandon Point Surf Club Refurbishment and Expansion

Sandon Point Surf Life Saving Club renewal works were completed with the club officially opened by the Lord Mayor in April 2013. The building has been extensively refurbished and has improved storage areas, club activity rooms, amenities and a lifeguard observation room. The updated clubhouse will provide both the growing club and Council's lifeguard service with greatly improved facilities.

Fairy Meadow Skate Park

In November 2016 the Fairy Meadow Skate Park was reopened.

Council had been upgrading the Park since July to include a new vert ramp. Other improved features include walls and incorporated hubbas, replacement transitions and hips, box extension, rail wall ride, hips and rail, hob wall with metal edge, wedge ramp, and a new lick of paint.

In addition to the vert ramp, which is eight metres wide and three metres at its highest point, the existing concrete surface has undergone grinding for an even smoother riding surface.

Vert ramp Fairy Meadow Skate Park.



Improved lifeguard tower facilities.



West Dapto Home Assistance Program

The West Dapto Home Deposit Assistance Program was established to help low to moderate income earners get their foot in the door of the housing market in the West Dapto Urban Release Area.

The Program was an initiative of Wollongong City Council established with funding received under the Australian Government's Building Better Regional Cities Program. Council received \$13.9 million in funding to help bring forward transport infrastructure for the West Dapto development. As development occurred and development contributions were received \$9.2 million of these funds was to be reallocated to assist low to moderate income earners to purchase a home in the West Dapto Urban Release Area. The Program as approved by the Australian Government was established in cooperation with IMB.

The Program aimed to get successful applicants into new houses or house and land packages in the West Dapto Urban Release Area up to the value of \$474,000. Under the Program, a security deposit of 20% of the home price was to be placed with IMB for approved applicants. As the home loan reduced and a Program borrower's equity in their home grew, the security deposit would be released back to Council allowing further assistance to new applicants. In this way Council had estimated it would be able to help as many as 300 households buy their own home over the next 15 years. At the time of conception and development, the housing prices in West Dapto started at \$325,000 and expectations for the Program were high.

The program launched on 24 October 2014 and there were twelve applications with eleven of these approved. A single property purchase was completed but this success was reliant on the perseverance of the applicant and advantageous pricing provided by a land developer supportive of the program. While many people remain interested in the Program, there is now (and almost

since the launch of the program), a growing mismatch between 'affordable housing' and the entry level of new housing stock in the area. 'Affordable housing' is defined in this instance by income limits and purchase price limits set with the Federal Government. Currently, the only product being developed within the Greenfield areas of West Dapto are medium to large lots with detached housing. We are now seeing an entry price of that is significantly higher than the \$474,000 maximum property value allowed under the program.

Council actively promoted the Program and its value to the housing industry and actively met with developers and builders with a presence in the West Dapto region to get an understanding of the actions that could be taken to make the Program successful.

The Department of Social Services were regularly updated on issues relating to the implementation of the Program. It was highlighted that the Greenfield development is in the early stages with expected maturity over 30-50 years and anticipation that supply would improve as planning and infrastructure constraints were resolved. Options such as 'Expansion of the Boundaries to the Dapto Township' and 'Increase of Income Thresholds and Property Cap' were provided to the Department for consideration aiming to provide short term success until more favourable conditions prevail.

Although these were rejected the Department provided a program extension of 9 months until March 31 2017. The existing agreement between Council and the Commonwealth Government that supports the Program has now terminated. To date, the Federal Government has not indicated what will happen to the funding. It is clear, however, that due to the prevailing housing market, the Program will

not succeed in its current form. We are working closely with the Federal Government to determine whether Council will retain the funding for the purpose of developing an alternative mechanism that might more successfully deliver affordable housing in our region. It is expected that advice for the finalisation of the Program and /or future operating requirements will be issued to participating Councils in the near future.

Annual Local Development Performance Monitoring Report

Wollongong City Council was named amongst the top three improvers in its group of Local Government Councils for improvements in development assessment times.

The Annual Development Performance Monitoring Report was released by NSW Planning and Infrastructure in March 2014. The report recognises Council's reduced development assessment times and marks the fifth consecutive year of improvements.

Smoking Ban in Crown Street Mall & Arts Precinct

Following extensive community consultation, Council resolved in December 2012 to ban smoking in Crown Street Mall and Council owned outdoor dining areas from the start of summer 2013-2014. In July 2015 Council extended the smoking ban to Wollongong Arts Precinct. The decision supports results of a Council survey which found that 85% of respondents supported plans to ban smoking in these areas.

Thirroul Beach Kiosk Refurbishment

The refurbishment of the Thirroul Beach Kiosk and Pavilion was completed. The Thirroul Beach Kiosk and Pavilion was opened in 1940. Together with the adjoining Thirroul Olympic Pool, it's considered to be of local heritage significance and is a great example of inter-war functionalist architecture.

While it's remained largely unchanged since its opening, the building has become run down and we undertook a major refurbishment to extend its design life and bring it up to date with the needs of today's beach lovers.

Work includes:

- Installing new storm drainage underneath the building
- Underpinning and re-laying the floors
- Replacing the roof and guttering, and electrical work
- Repairing and repainting exterior walls
- Reconfiguring internal walls
- Creating an entrance to the building from the adjoining Thirroul Beach Reserve
- Installing glass balustrades on the eastern side for beachfront outdoor dining
- Renovating toilets, showers and change rooms, including new access points and an accessible toilet

- Installing water tanks for flushing toilets, hosing etc.
- Installation of sand traps to stop pipe blockage
- Demolishing the garage and fence at the rear of the property
- Landscaping

The building now has improved accessibility for people with disability and those using prams and mobility aides.

North Beach Kiosk Refurbishment

The North Beach Kiosk building and its sister building, the historic North Beach Bathers Pavilion, were opened in 1938. Both buildings are listed in the State Heritage Register.

Situated in a popular beachfront location, this historic building is exposed to harsh coastal conditions, and is showing signs of ageing and deterioration.

In order to preserve this much-loved building, Council has refurbished the kiosk starting over the winter of 2015, working for approximately 12 weeks. Work included:

- Replacement of the failing brick parapet to match the original in appearance
- New roof structure, sheeting and guttering across entire building
- Refurbishment of windows and doors on kiosk section (southern end of the building)
- New joinery and ceiling in kiosk interior
- Restoration of kiosk lettering on parapet, and refurbishment of flagpole.

Public Health, Amenity and Safety Educational and Regulatory Programs

In 2012-13 Council signed a Memorandum of Understanding (MoU) with the Southern Councils' Group Regional Illegal Dumping Program. The MoU agreed to the development and delivery of a Regional Illegal Dumping Prevention Program across seven councils which includes increasing Council's capacity to prevent and respond to illegal dumping incidents (local and regional); building on Council's capacity to develop and deliver operations for effective illegal dumping prevention and enforcement, monitoring and reporting activities; and raising community awareness of the impacts of illegal dumping and the Regional Illegal Dumping Program.

Ranger Services were also actively involved in promoting and processing the Tosser Squad program and the Microchipping and Registration Program for companion animals. An education program relating to parking enforcement at school zones as well as a Responsible Dog Ownership education program concerning a variety of topics, such as off leash areas, faeces management and microchipping and registration was also undertaken.

The Environmental Health Team are administrators for public health and food premises safety.

North Beach Kiosk.



Continuation of the Blue Mile Masterplan

The Revitalising Wollongong City Centre Plan (2006) sets a 25 year strategic framework for the City Centre to grow into a prosperous, vibrant and attractive regional city. The plan presents an exciting vision for the city centre. The vision is:

“As a regional city for the Illawarra, Wollongong will be a vibrant centre for jobs, key regional services, cultural activity, entertainment and tourism. Jobs will focus on high growth industries that build the city’s strengths in business services, health, education, retail, tourism and cultural activities.”

The City Centre foreshore is highlighted as a critical component of that vision and the plan identifies redevelopment of the city foreshore as one of eight civic improvement projects that present major opportunities to achieve the vision for the growth, revitalisation and development of the city centre.

“The foreshore will be a significant destination where locals and tourists celebrate the beautiful natural environment and the heritage port. Pedestrian promenades, cycleways, foreshore parks, outdoor cafés and entertainment facilities will be developed to increase foreshore use and visitation.”

The Blue Mile Masterplan, developed in consultation with local residents, proposes a range of foreshore improvements to the stretch of harbour between Stuart Park and the Wollongong Golf Club.

This Council has continued to deliver the Blue Mile vision and in its term the following has been constructed -

Stage Two of Heritage Walk at Flagstaff Hill

Stage two of the Heritage Walk at Flagstaff Hill was officially opened on 30 October 2015. The works located on the north side of Endeavour Drive included the replacement of the existing pathway with a 3m wide promenade with new handrails adjacent to the top of the harbour’s heritage sandstone retaining wall. In addition new lighting, furniture, viewing areas and interpretive artwork reflecting the rich history of the area was incorporated (refer also to objective – 6.1).



Artist impression: Tramway Seawall & Shared Pathway.

Stuart Park Playground upgrade

In July 2015 this popular regional playground was upgraded with the addition of some exciting new equipment including a large tower with slides, all ability access and play options, children’s artwork, a shaded boardwalk and picnic/BBQ facilities.

Stuart Park Carparking and Pedestrian Safety Improvements

Works are complete on a substantial increase to carparking opportunities on the access road into Stuart Park. In addition pedestrian safety has been greatly improved with the construction of a new footway north to the Fairy Creek Estuary, providing an alternative to walking along the road edge. Both cyclists and pedestrians have also benefited from the construction of a safer crossing point into Stuart Park near the George Hanley Drive intersection.

North Beach Bathers Pavilion Reopening

Council reopened the North Beach Bathers Pavilion in September 2012 following a complex and extensive renovation of the building and its surrounds. The building’s brickwork was cleaned, repaired and repointed (see page 31), lifeguard and public amenities were upgraded and inclusion of a café. Outside there was wide-ranging work done to the building’s surrounds including a new pedestrian promenade, the replacement of the seawall and the construction of new retaining walls.

Tramway Seawall and Shared Pathway

Works began in March on a multi-million dollar upgrade of the Blue Mile Tramway seawall and shared pathway at North Wollongong.

The extensive project is expected to take about 18 months and will include the construction of a new seawall and widened shared path, as well as improved seating and lighting. The works will take place between the cutting at North Wollongong and Belmore Basin.



North Beach Bathers Pavilion reopened in September 2012.

Community Safety Plan

The Community Safety Plan 2012-2016 was endorsed by Council in December 2012 after extensive internal and partner consultation and public exhibition period for community feedback.

As part of the implementation of the plan, Council, in partnership with NSW Police Wollongong Local Area Command conducted a free fitting of Anti-Theft Screws for car license plates in the Thomas Street car park in Wollongong. Stolen number plates are often used to commit other crimes such as petrol drive off, robberies and toll evasions.

The In the Midnight Hour project was undertaken in the city centre on one night between the hours of 10pm and 4am. The research project focused on the incidence of violence and intended method of transport home. Over 300 people were interviewed on the night. The results of the survey have been analysed and the results were included in the development of the next Community Safety Plan 2016-2020 which was opened on 25 July 2016.

The Community Safety Plan 2016-2020 provides a blueprint of crime prevention and community safety strategies and actions for Council that contribute to a Wollongong LGA in which residents feel and are safer. It reflects Council's ongoing commitment to a vibrant, connected community and recognises the role that community safety plays in the development of a liveable city. It provides information from consultations undertaken with community and partners/stakeholders and highlights details of crime prevention strategies that will focus on specific crimes over the next four years.

The Draft Community Safety Plan 2016-2020 shows in-depth crime trends affecting Wollongong and highlights the results of crime prevention strategies undertaken over the last four years. During that time 94 Community Safety Audits were conducted, 803 Development Applications were assessed using Crime Prevention through Environmental Design criteria, 335 Liquor Licence applications and enquires were assessed, seven Alcohol Free Zones were reviewed and reissued and 18 Parks and Public Places are now Alcohol Prohibited Places.

Graffiti Prevention

On average per annum 4000 reports of graffiti are received by Council's dedicated Graffitiline. Each year Council has participated in the annual Graffiti Removal Day event and worked in partnership with the Dapto Rotary Club and our community to remove graffiti in a local area.

A number of community graffiti prevention actions have been undertaken with local community groups and residents in the areas of Bellambi, Berkeley, Thirroul, Warrawong and Dapto.



Sustainability of Council Pools

The adopted Future of our Pools Strategy continues to inform priorities for our pools and associated infrastructure. Over the past four financial years (2013-14 to 2016-17) Council has invested around \$8.5 million in continuing to provide appealing, safe, accessible and sustainable aquatic recreation opportunities for our community. Major works include reconstruction of seawall at Wombarra Rock Pool, reconstruction of pool shell at Austinmer, Continental Pool seawall and building works and replacement of water intake systems at Woonona and Port Kembla. Council is also seeking to identify opportunities for improving the environmental sustainability of our high energy consuming pools by undertaking detailed assessments at each site. Corrimal Pool Masterplan is currently in development stage.

Pools Accessibility Upgrade

In 2013 a state of the art accessibility platform was installed at Dapto Heated Pool, featuring an innovative design produced from a local engineering company. The new platform and elevator-style design allows people to be lowered into the pool whilst seated on a purpose-built wheelchair. Dapto pool was the first of Council's chlorinated pools to be retrofitted with the new equipment; Corrimal and Western Suburbs pools were also retrofitted.

Sports Grounds and Sports Facilities

Council continues to support healthy lifestyles by undertaking renewal and upgrade works at our active recreation sites across the city. Major works undertaken include:

- Resurfacing of netball courts and upgrade of Baseball/Softball fields at Fred Finch Park

- Lighting, irrigation and upgraded the amenities at Thomas Dalton Park
- Roof replacement works at Illawarra Sports Stadium
- Enhanced lighting and irrigation at a number of key active recreation sites.

Many of these projects contribute to facilitating increased utilisation and the ability to attract regional and state competitions.

Fred Finch Park Berkeley

In 2013-14 the renewal of the netball courts at Fred Finch Park Berkeley occurred as part of the \$365,000 project, funded by a contribution of \$235,000 from Illawarra District Netball Association. Works included resurfacing of all 41 courts, new line-marking and installation of new goal posts. The courts are a key sporting facility in the region, used by hundreds of netballers each week for both local and regional netball competitions.

North Dalton Park

North Dalton Park hosted the Australian Country Cricket Championships being held for seven days at the beginning of January 2017 and a Sheffield Shield Match between NSW Blues and the Tasmanian Tigers rounding out February 2017. These events resulted in significant upgrades to North Dalton Park (including amenities, Cricket site screens and grand stand seating) and the tireless efforts of the Ground Curators gained high praise from Cricket Australia which will put us in good stead to secure more elite content.

Kerryn McCann Athletics Centre and Track

Kerryn McCann Athletics Centre was upgraded in 2013-14. The \$235,000 of works including hammer cage replacement, lighting installation, high jump mat replacement, pole vault equipment replacement and officials stand replacements ensure the regional facility can continue to host high profile athletics events whilst also servicing over 60 schools and four athletics clubs each year.

In May 2017 Kerryn McCann Athletics track at Beaton Park was upgraded. The track now has a Class 2 certification, which means any records set on it from now on will be formally recognised. As well as the running track, the upgrade also included four throwing circles, long jump and triple jump tracks, a pole vault track and new line markings.

Playgrounds

Over the term Council refurbished and upgraded many playgrounds. Some of the key highlights were:

Engage children and young people in planning and design processes

Council continues its strong commitment to creating a child friendly Wollongong and engaging directly with children on key projects. This has included a number of town and village plans, policies such as Smoking in the Mall and the development of the Play Wollongong Strategy 2014-2024. Children have also played a key role in the design of a range of play spaces including:

- Thirroul play space
- Holborn Park play space
- Bruce Park
- Stuart Park play space design and art inclusions
- MacCabe Park design and official opening
- Harry Bagot Reserve, Happy Valley Reserve, Diamond Bros Park and William Beach Reserve play space designs.

MacCabe Park Playground

MacCabe Park Playground in Wollongong was reopened in June 2015 following a \$200,000 overhaul. The new playground boasts a climbing frame, mini trampoline and swings.

Stuart Park Playground Upgrade

In July 2015 this popular regional playground was upgraded with the addition of some exciting new equipment including a large tower with slides, all ability access and play options,

children's artwork, a shaded boardwalk and picnic/BBQ facilities.

Thirroul Playground - NSW Parks and Leisure Australia Best Play Space Award

The Thirroul Beach regional playground was renewed following extensive consultation in the design phase with local schools. The official opening of the \$600,000 playground in July 2012 was well attended and the innovative playground elements such as the flying fox and climbing nets featured extensively through local media.

The playground won the NSW Parks and Leisure Australia (PLA) Best Play Space Award in early 2013, and was highly commended in the prestigious national awards.

Celebrating 'Luke's Place'

In March 2014, the inclusive playground, Luke's Place was officially opened by the Touched by Olivia Foundation, the Rapley Family, local MP Ryan Park, Minister for the Illawarra John Ajaka, Wollongong City Lord Mayor Gordon Bradbery and other key stakeholders.

Luke's Place at Corrimal Memorial Park is a specially designed play area for children of all abilities. It was designed with input from children from local schools and community members, and is named in honour of four-year-old Luke Rapley from Corrimal whose family has been instrumental in making the park a reality.

The playground features the region's first carousel which can be used by children of all abilities. It also offers colour-coded, textured sections for visually impaired children, areas where hearing-impaired children can interact with noise and vibration and different active and quiet zones to provide children with autism or other cognitive disorders different places to play. The \$250,000 playground was jointly funded by Council and the Touched by Olivia Foundation, along with support from the state government, community groups and individuals.

Kanahooka Playground

In May 2017 the official opening of the brand new Kanahooka playground, Lakeside Drive occurred.

In line with current play guidelines, the space also incorporates a dry creek bed that provides kids with the opportunity to play and explore in a natural environment.

Stuart Park Refurbished Amenities

Council's Disability Access and Inclusion Plan 2016-2020 was lodged with the NSW Disability Council. Implementation of the Plan is being progressed as planned. A particular highlight was the opening of a new toilet block in Stuart Park. This new amenity includes

two external showers and accessible and ambulant toilets. It also has Wollongong's first height adjustable adult change table.

Towradgi Refurbished Amenities

The amenities at Towradgi Park were refurbished during the year, including the addition of a new self-cleaning Exeloo to provide facilities for people with disabilities, the replacement of the sewage pumping station, the installation of marine-grade stainless steel metalwork, and a new roof. The toilets' flooring, surrounding footpaths and seating between the blocks were also replaced.

The amenities block now offers two toilets, a urinal and three showers in the men's block, with three toilets and three showers in the women's block. All the showers are controlled using a touch flow system, which reduces water wastage.

In September 2012 the Towradgi Park play space which was officially opened in May 2011 was awarded the national Playspace Award of Excellence from Parks and Leisure Australia, recognising the unique involvement of children and community members in developing an innovative playground.

Hill 60 Landscape Masterplan

In December 2015 Council endorsed the Hill 60 Reserve Concept Landscape Masterplan as the reference point for the future renewal and development of the Hill 60 precinct and have committed funding towards its staged implementation.

Luke's Place all-abilities playground.



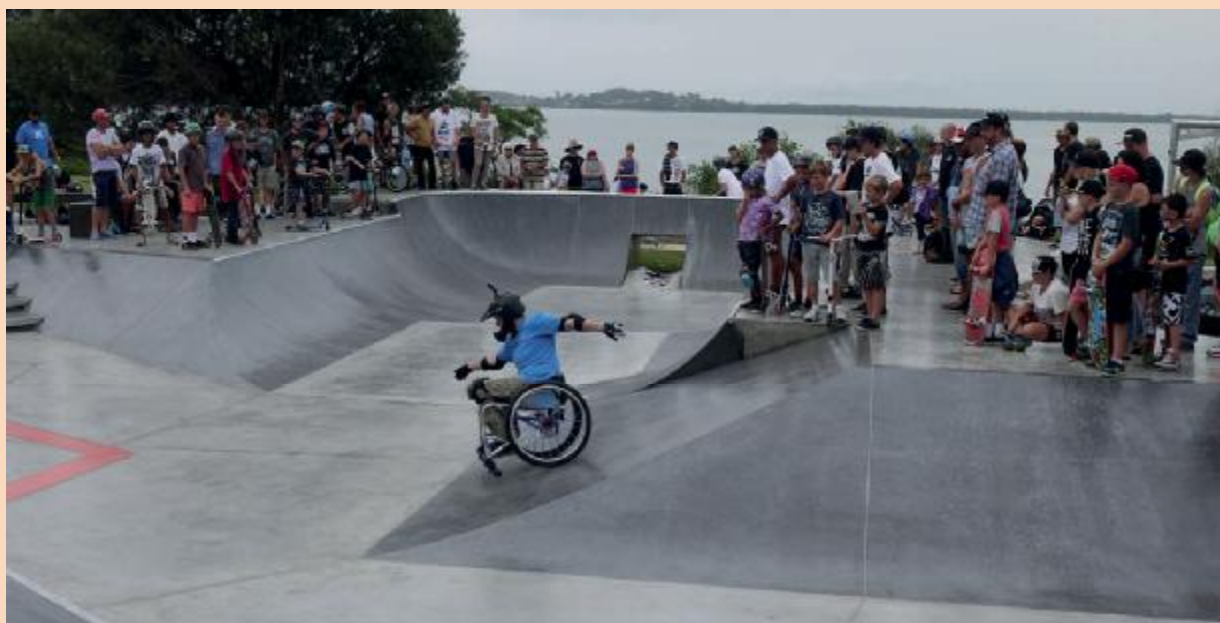
Holborn Park Skate Plaza, Berkeley

Holborn Park Skate Plaza is our city's newest skate facility, and was officially opened in February 2015. The plaza was constructed by Convic, a world-renowned company involved in the design and construction of skate parks.

It has ramps, jumps, quarter pipes, banks, ledges and transitions. The inclusive space has been designed to suit all ages and abilities and is open to skateboarders, scooter riders and roller bladers. Wheelchair users can also

use its ramps. A half basketball court, seating and shelter are also included in the plaza.

Crowds gather at the Holborn Skate Plaza opening.



Outdoor Exercise Equipment

Innovative outdoor exercise equipment has been installed at Lakeside Drive Kanahooka, Holborn Park Berkeley, Nicholson Park Woonona and Lang Park Wollongong with local residents involved in the final location of fitness stations. The installation has received positive media attention and correspondence from residents.

Botanic Garden Visitor Experience

The Wollongong Bicentennial Acquisitive Sculpture Design Award was launched and a public program of events held. The Public Program included artist talks, sculpture tours, art exhibition at Towrie Centre, Twilight Community Events and sculpture workshops. The Award recipient Louis Pratt will have his sculpture, King Coal, permanently placed in the Botanic Garden. This program was very well received and will continue biannually into the future.

Deliver Programs that Provide Social Connection

Aged Care - Council deliver opportunities for frail older people and people with a disability to connect and engage with others in the community. Some of our activities include: bus outings at various destinations across all programs.

Youth Services - The hub for youth service delivery, the Wollongong Youth Centre continues to provide programs and activities for young people each year. The centre supports youth sub-cultures within the arts, music and other creative areas (also refer to objective 3.4).

Support development of local athletes - Council supports via a funding agreement with the Illawarra Academy of Sport.

Diverse community - Council offers a range of activities that celebrate Refugees Week, Reconciliation Week, NAIDOC Week and engage with our diverse community (also refer also to objective 3.2).

Asset Based Community Development (ABCD) Initiatives

Council delivers a range of Asset Based Community Development Initiatives an example of this is the 2016 Neighbour Day, where Council partnered with the NSW Department of Family and Community Services to promote and encourage community members to hold gatherings with neighbours to support this initiative (also refer to objective 4.2 'Place Based Work').

The Award recipient Louis Pratt will have his sculpture, King Coal, permanently placed in the Botanic Garden.



GOAL 6

We have sustainable,
affordable and
accessible transport

Three objectives were identified by the community in order to achieve sustainable, affordable and accessible transport in 2022. The following information demonstrates these objectives and the indicators which are reflective of whole of community efforts towards achieving the goal of sustainable, affordable and accessible transport.

Council's role in delivering on the goal

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

Footpaths and Cycleways

The Wollongong Bike Plan was completed in 2014 and a similar project to develop a citywide pedestrian, shared path and footpath plan has commenced. The project was scoped in consultation with the Active Transport Reference Group and is expected to be completed in 2016. Actions identified within the Bike Plan will and are being incorporated into the capital works and operational programs for progressive implementation.

Council has spent approximately \$61.7 million on replacing and providing new footpaths and cycle ways excluding separate major projects such as the Grand Pacific Walk and the Crown Street Mall.

Major works include:

- Grand Pacific Walk – (refer to objective page 74)
- West Dapto – (refer to strategic program)
- Kembla Street (Crown and Burelli Street)
- Princes Highway Dapto (Kembla Grange Place to West Dapto Rd)
- Princes Highway West Wollongong (London Dr to Abercrombie St)
- Construction of the Stoney Creek footbridge at Coalcliff
- Replacement of non-standard kerb ramps, footpath extension and the construction of a pedestrian facility on Royal Crescent, Woonona to improve pedestrian access to the Woonona East Public School
- Replacement of several paths in the Botanic Garden
- Reconstruction of Keira Street under the Keira Street Precinct Plan
- Flagstaff Hill Heritage Walk Stage 2 along Endeavour Drive
- Squires Way cycle and pedestrian path (Elliott's Road to Fairy Creek), Fairy Meadow
- Foreshore Road, Port Kembla
- Mount Keira Road between Abercrombie and Yellagong streets, Mt Keira
- Gibsons Road and Princes Highway, Figtree

- Major repairs of shared path along Windang Road adjacent to Port Kembla Golf Club
- Shared path through Nyrang Park, Keiraville.
- The new Cliff Road stairs opened December 2016. The project included pouring new concrete stairs, creating a new viewing platform with seating, installing a new handrail and pruning the surrounding vegetation to create a safe amenity.
- With the assistance of the Active Transport Reference Group a bus stop facilities hierarchy was developed. This hierarchy has been used to identify works for inclusion in the Capital Works Programs for the term.

Squires Way Bridge & Widening of Footpath

The reconstruction of the shared path in Squires Way between Cabbage Tree Creek and Elliotts Road was completed in December 2014. The renewed facility is 4 metres wide and 1.3 kilometres long and provides separate designated areas for cyclists and pedestrians. The facility is an important link within Council's bicycle network and provides a crucial connection between Wollongong Foreshore/City Centre and coastal suburbs to the north. Utilisation of the path has been found to be amongst the highest in the city. The increase in width will improve amenity for the range of users who use this busy section of path.

Completion of the new pathway and bridge from Squires Way to the popular Stuart Park playground which was opened in September. This provides pram, bike/scooter and wheelchair-friendly access from the west, which was previously not available.

Mount Kembla Shared Path Project

The Mount Kembla Shared Path Project saw the construction of a shared pathway, the reconstruction and refurbishment of two bridges and road

improvement works along Cordeaux Road through to the foothills of Mount Kembla.

The project involved approximately 1.2 kilometres of three-metre wide pathway constructed along the southern side of Cordeaux Road, earth works and retaining walls, and improvements to the road which were quite narrow and subject to flooding.

The pathway project was co-funded by Council and through a donation of \$2 million from Illawarra Coal, a subsidiary of BHP Billiton and \$4.5 million in funding through the State Government's Restart NSW Resources for Regions Program.

The public private partnership with Illawarra Coal will help Council realise better, safer access for all people using this roadway and pathway especially for the residents of Mount Kembla and surrounds.

The project also helps support a major industry in the city, contributing to the city's economic diversity.

Extending the Average Lives of Footpaths

As part of the Secure our Future work Council extended the average lives (depreciation rate) of footpaths to 80 years which has resulted in footpaths being maintained for a longer period prior to replacement and hence created about \$1 million savings in depreciation annually. The impact of this will be monitored periodically through condition audits (five yearly) and ongoing review of customer requests to determine if there is an impact on the level of service for footpaths.

The footpath condition audit was last assessed in 2013 and this will form the baseline level of service to enable the assessment of any changes.

Wollongong has an 82km shared path network. Much of the core Northern and Southern Coastline Cycleway, as well as the Lake Cycleway to Berkeley, was initially constructed in the early to mid-eighties using employment scheme labour and the paths were of inconsistent quality. Over the past decade many kilometres of these paths have been replaced to current standards by Council City Works staff, thus it was reasonable to increase the 'expected life' of the asset stock to the industry standard of 80 years.

The Grand Pacific Walk

Council developed a draft Grand Pacific walk Masterplan that was exhibited from 25 November 2013 to 10 February 2014.

The draft Masterplan aimed to provide a unified design approach and included principles like pathway width and separation from vehicles for pedestrians and cyclists. It included the following proposals:

- Widen the existing shareway where it is inadequate
- Provide 'missing links' between existing shareway segments
- Construct viewing and picnic areas in suitable locations
- Develop signage along the route
- Make clear connections with the Wollongong Bike Network
- Include place-making features such as heritage interpretation and art
- Formalise carparks near the shared pathway network.

Council endorsed the draft Grand Pacific Walk Masterplan in July 2014.

While we were developing the draft Grand Pacific Walk Masterplan, the need to fast-track improvements to pedestrian safety at Coalcliff became apparent. So far we have progressed two projects in that area which will form part of the Grand Pacific Walk.

Stoney Creek Shareway Bridge

The first major piece of Grand Pacific Walk (GPW) infrastructure - construction of the Stoney Creek Shareway Bridge - was completed in July 2014, improving safety for pedestrians and cyclists in this area. This project forms part of Stage 1 of the Grand Pacific Walk. Council was successful in receiving \$5 million of funding for this project under the Restart NSW Illawarra Infrastructure Fund.

Coalcliff Station Precinct upgrade

Council completed the construction of a new pedestrian refuge and bus bay, along with realigning Lawrence Hargrave Drive at this location, in October 2014. It now provides safer pedestrian crossing facilities, a relocated

and safer bus bay and adequate width for the GPW shareway on the east side of Lawrence Hargrave Drive. This project was completed in partnership with NSW Roads & Maritime Services.

Stage One Concept Plan: Stanwell Park to Coalcliff

Stage One of the project stretches from Stoney Creek Bridge, Coalcliff, to Station Street in Stanwell Park. We're starting with this area as it currently has no continuous pathways.

This section of the Grand Pacific Walk route is challenging, with steep and sometimes unstable land, narrow roads and a lack of provisions for pedestrians and cyclists. Providing safe access along this part of the route is considered a high priority by Council.

The Stage One Concept Plans included sections of both on-ground and elevated shareway, on-street line marking and a new connection from the southern end of Lower Coast Road to Lawrence Hargrave Drive at Stanwell Park. Work has commenced.

Stoney Creek Shareway Bridge was completed in July 2014.



Wollongong City Centre Access and Movement Strategy

On 28 October 2013 Council endorsed an updated "Wollongong City Centre Access and Movement Strategy". The Strategy sets out an integrated transport plan that will support the revitalisation of the City Centre. It addresses all key modes of transport with the aim of achieving Council's vision for a vibrant centre for jobs, key regional services, cultural activity, entertainment and tourism. The range of proposals contained within the Strategy and implementation action plan will directly improve access for pedestrians, bicycles, public transport, traffic, as well as managing parking supply and demand.

The updated Strategy supports the NSW State Government's "NSW State Plan 2021" which contains a goal that states 15% of commute trips to Wollongong CBD will be by public transport by 2016.

The City Centre Access and Movement Strategy 2013 seeks to achieve a balanced solution to traffic efficiency and network legibility, public transport viability and pedestrian and cyclist amenity, all within sustainable transport policy guidelines. The following key drivers have guided the transport solutions developed:

- Developing a multi-modal integrated land use / transport strategy;
- Creating a safe, attractive and accessible pedestrian / bicycle environment;
- Facilitate convenient vehicular access circulation in the City Centre;
- Consolidate new parking in parking stations to achieve efficient and sustainable outcomes; and
- Increase public transport use through efficient operation of services and improved image through passenger infrastructure upgrades.

Council has spent over \$12 million on implementing the Access and Movement Strategy and improving our transportation system in the city and also in other suburbs.

City Centre Works

Council has completed a number of major capital refurbishment projects within the city centre over the term including:

- Completion of the Keira Street precinct from Crown Street to Smith Street
- Improvements to the Keira Lane shared zone
- Installation of traffic signals at Keira Street/Victoria Street to improve traffic and pedestrian safety
- Reconstruction of the kerb and road pavement in Burelli Street in conjunction with a major redevelopment of the Woolworths site.
- Increased parking capacity in the Stewart Street car park
- Commenced reconstruction of the Market Street footpath from Keira Lane to Young Street

- Installation of traffic signals at the intersection of Burelli Street with both Auburn and Kenny streets including reconstruction of adjacent footpaths
- Commenced the preparation of a precinct plan for the Crown Street West Zone from Keira Street to Gladstone Avenue.
- Completed Stage one works of the Crown Street West footpath renewal extending from the Railway overbridge to Atchison Street.

Mt Keira Stabilisation Works

In August 2014 Mt Keira Road was re-opened to traffic following \$2.4 million of stabilisation and hazard reduction work.

The work involved geotechnical work to improve slope stability, the installation of rock fall safety fencing and reconstruction of the road pavement.

Mt Keira stabilisation.



Community Transport

Council provides Community transport to the community. Community transport enables people to live independently in their own homes for longer while maintaining connection to their community. Community transport assists those transport-disadvantaged members of the community (with limited or no access to private transport and difficulty accessing conventional public transport) to give them the opportunity to travel to both important and non-emergency medical appointments, undertake shopping, recreation or social outings and attend other essential events.

Key highlights over the term include:

- Council assumed sole responsibility for the delivery of community transport services across both Wollongong and Shellharbour LGA's, when Shellharbour City Council elected to withdraw from direct delivery of this service in October 2015.
- A new Travel Training program was introduced to increase access to public transport for people who for various reasons have never used a bus or train, increasing their capacity for independent travel. This innovative short term project was funded by Transport NSW.

The Travel Training program has developed a "Guide to Getting Out and About" to assist people in the community with getting out and about on public transport. The guide is available on Community Transport: Wollongong- Shellharbour website and provides information on buses,

trains, community transport, and taxi transport as well as contact details, also about the travel training service and how the team will be able to assist eligible customers in accessing the public transport system and maintaining their independence.

The Travel Training program continues to provide opportunities for people to develop the knowledge, skills and confidence to access public transport independently. This includes people with disability, people whose first language is other than English and people who have recently become ineligible to hold a drivers licence due to age or health status.

- The Aboriginal Community Transport Officer continues to work closely with other Aboriginal agencies in the community and individual community members to promote the service to the community.
- Customer satisfaction is reported anecdotally and remains high, while the number of complaints regarding service quality and delivery are negligible. The results of the Community Transport customer satisfaction survey conducted in November / December 2014 indicate a high level of satisfaction (85.6%) from customers with the services delivered.
- The development of a website, ctws.com.au hosted by Council's partner organisation, Shellharbour City Council, launched in June 2014. The website has increased access to Community Transport services for the community and provided opportunities for service promotion and volunteer attraction.

Attachment A

Resourcing Strategy Progress Report

Resourcing Strategy Overview

Whilst the Community Strategic Plan and Delivery Program expresses the community's long term aspirations, the Resourcing Strategy outlines Council's responsibilities and how these will be achieved through the allocation of our resources (finances, assets and people).

Wollongong City Council's Resourcing Strategy is a long term plan spanning ten years, with the exception of the Workforce Strategy, which is a four year plan. It consists of three components: Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy.

This document (Attachment A of the End of term Report) will provide the reader with a status report of Council's progress in relation to allocation of resources.

Long Term Financial Plan

The first section of the Resourcing Strategy is Council's Long Term Financial Plan (LTFP). The LTFP provides an outline of the historical financial performance and financial forecasts based on the information available and decisions made through the planning process. The plans and corresponding financial forecasts are built within the parameters of Council's Financial Strategy. The Financial Strategy provides direction and context for decision making in the allocation, management and use of Council's limited financial resources. It sets the parameters within which Council plans to operate to provide financial stability, affordability, focus and efficiency or value for money, over the short, medium and longer terms.

Asset Management Strategy

Council is the custodian of community assets with a replacement value of \$3.36 billion. These assets include roads, drains, footpaths, community facilities, recreational facilities, parks and gardens. Similar to other councils across the state, Council is struggling with the challenge of maintaining and renewing older assets from the post WWII boom. Our asset maintenance and building and infrastructure asset renewal performance, whilst not poor, is below indicative benchmarks set by the state government. Council has prepared an Asset Management Plan that reveals a significant proportion (30%+) of our infrastructure assets are more than 50 years old and almost all of these are high-cost/long-life assets (e.g. transport and drainage infrastructure) with an expected life of around 60-100 years. Funding the projected renewal of these assets over the next 10-20 years is a significant challenge for Council and is reflected in further detail in the LTFP.

The Asset Management Plan has been updated to reflect current data and information on our assets and to better inform the discussion and understanding of the challenge facing the organisation.

Workforce Management Strategy

The last section of the Resourcing Strategy is Council's Workforce Management Strategy. This plan defines how Council intends to manage its workforce resources to achieve the services and goals identified through the Delivery Program. It is flexible and allows for management of the workforce to meet changing service delivery needs while focusing on optimisation of Council's ability to deliver excellent customer and community services.

Management of Council's workforce will play a key role in the delivery of Wollongong 2022 whilst achieving and maintaining financial sustainability. This will require Council to make strategic decisions in regards to the composition and structure of the workforce needed to deliver services and service levels and to achieve efficiencies. Opportunities to look at other ways of resourcing our services, including changing staff structures, establishment levels or delivery methods will be important in developing these strategies. Each of the scenarios provided in the LTFP demonstrate there will be some level of impact on the workforce in terms of change to work practice, delivery models, management models and a continued focus on increased productivity and cost containment.

Further details on Council's Resourcing Strategy 2012-2022 (revised 1 December 2013) can be found on Council's website: www.wollongong.nsw.gov.au

2012-17 Original Delivery Plan

Wollongong City Council has been through an improvement journey towards financial sustainability over a period that extends back before 2008. At the beginning of 2012-13, the Long Term Financial Plan disclosed a 'base line' forecast that reflected Council's Delivery Plan and continuity of its existing Revenue Policy. Council was well positioned financially to provide existing services in the short to medium term. The challenge remained, as it did with most other councils, to decide if Council could, and should, derive enough funding to renew the long lived assets used in providing existing levels of service. If the renewal of the high value, long lived assets such as roads, bridges, buildings, public toilets and recreation facilities were not able to be funded, concession needed to be made by Council and the community that the existing levels of service may not have been possible in the future.

Wollongong City Council's Financial Strategy at the beginning of this term of Council provided the direction and context for decision making in the allocation, management and use of its limited financial resources. The Financial Strategy set out the parameters within which Council planned to operate to provide financial stability, affordability, focus and efficiency or value for money, over the short, medium and longer terms.

While Council's short to medium term financial capacity was very sound, the long term path was not sustainable. Council identified that its challenge was to work with the community to consider options and to take action during its term to address the underlying longer term financial issues.

Council, through its Financial Strategy, committed to the principles of financial sustainability. Financial sustainability was defined as where the planned, long term service and infrastructure levels and standards can be met without unplanned increases in rates or disruptive cuts to service.

That challenge required consideration of options to:

- increase the funding for asset renewal and refurbishment by:
 - increasing revenue, and/or
 - increasing the amount of existing revenue spent on asset renewal,
- and/or, reduce the amount of funds required for assets by:
 - reducing assets, and/or
 - reducing services, and/or
 - reducing service cost and/or
 - reducing the cost of renewal

Through the Financial Strategy, Council determined its measurement of Financial Sustainability would be through a small number of key performance indicators for which it set clear targets.

OUR FINANCES: THE LONG TERM FINANCIAL PLAN

Available Funds

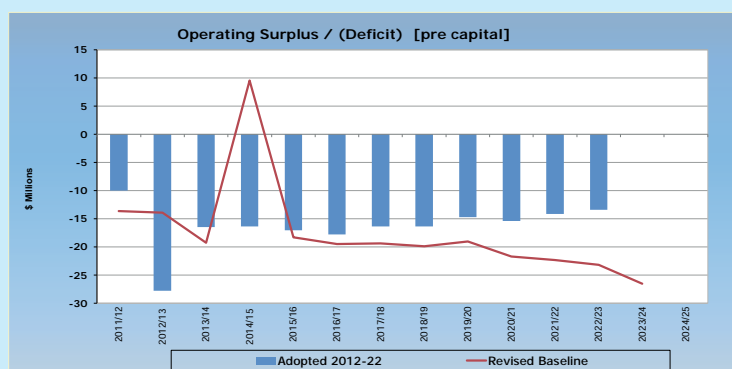
Council determined it would maintain Available Funds (the unallocated portion of all future revenues) between 3.5% and 5.5% of operational revenue [pre capital].

Operating Result [pre capital]

Council's base line delivery plan in 2012-13 was to ensure the annual deficit [pre capital] as a percentage of revenue did not increase.

Council set a target to develop actions in consultation with its community to move towards small surplus budgets.

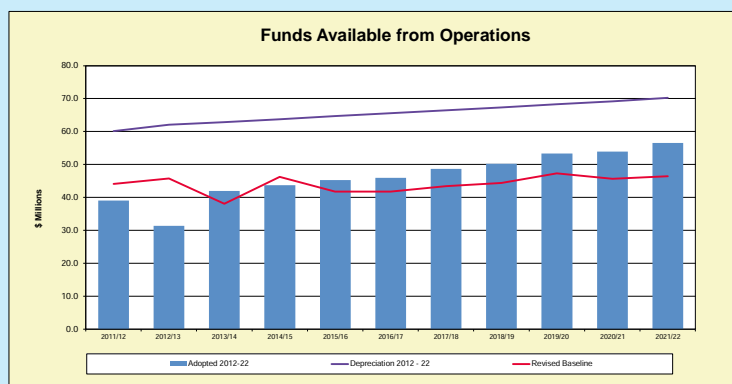
The baseline position at that time included a substantial undefined 'efficiency dividend' program of \$1 million per annum. The operating result inclusive of that efficiency program was still estimated to be in deficit as shown by the blue bars in the graph below. The cumulative impact of the 'efficiency dividend' would have been in the order of \$12 million dollars for the 2021-22 financial year. At the time, there was growing concern that this level of efficiency may not be achievable on top of the \$20 million dollar per annum improvements that had been achieved in the years leading to 2012-13. The underlying position, excluding the potential efficiency dividend, which was reported when Council reviewed its long term financial plan is shown by the red line in the graph below. The underlying deficit was on average around \$21 million per annum.



Funds Available from Operations

Council planned to develop actions in consultation with its community to move towards creating annual operational funds available for capital equal to depreciation.

As Council's long term financial challenge was to be able to provide sufficient funds to replace its assets used to provide community services, it set a KPI to measure the funds it created from operations that could be made available for capital renewal (Funds Available from Operations). The target set was to provide funds that equalled the long term annual consumption of its assets (Depreciation). The table below showed the gap between the underlying budget in 2012-13 and the estimated depreciation at that point in time. The red line shows the Funds Available from Operations at that time excluding the potential efficiency dividend that had been built into the baseline estimates.

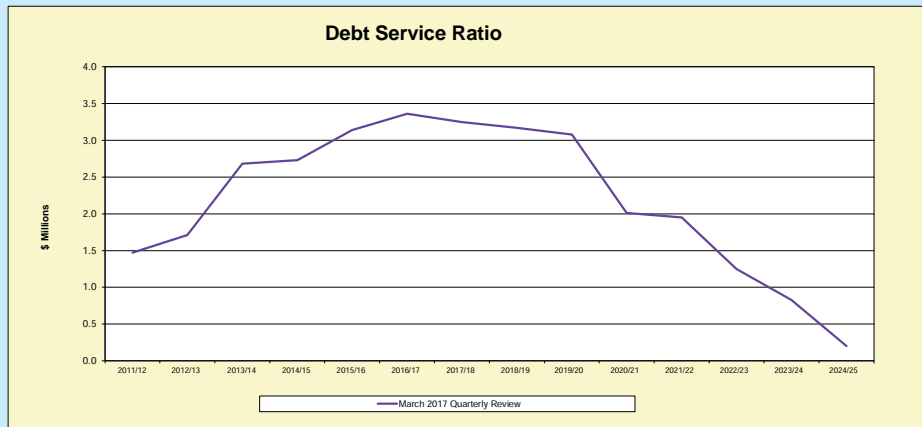


OUR FINANCES: THE LONG TERM FINANCIAL PLAN

Debt

Council determined it would remain a low debt user by maintaining a debt service ratio (principal and interest repayments compared to operational revenue) below 4%.

While Council maintained a low level of debt and had capacity to increase it significantly, it determined that a modest debt growth was prudent until the underlying financial parameters were sustainable, unless there were specific capital programs that could provide economic benefit if accelerated through debt.



2012- 2017 Revised Delivery Plan

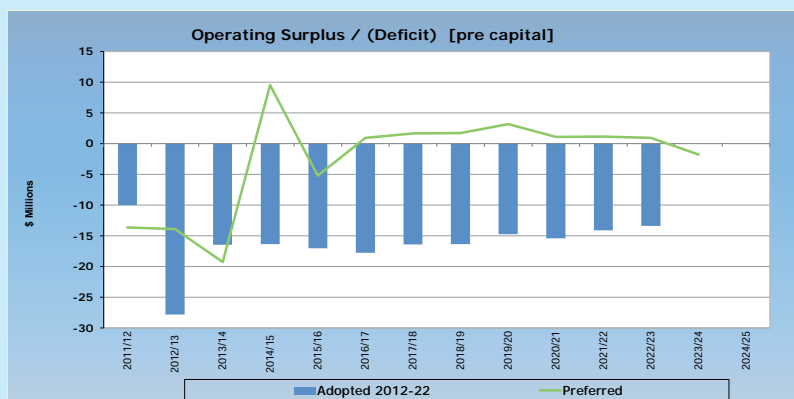
Following an extensive community consultation process and the adoption of a Revised Delivery Program in 2014, the 2014-15 Annual Plan was developed with Council's Preferred Scenario.

The Preferred Scenario included the 'Securing our Future' plan to improve the underlying annual performance by around \$21 million to provide capacity for long term financial sustainability. The plan included a revised \$4.5 million operational efficiency target that required a reduction in resources used to provide existing levels of services; a \$1.5 million adjustment to existing services that was to be predominately achieved by extending the lives of footpath assets; a \$0.5 million increase in other revenue above the baseline expectations, and increases in rates over a three year period of approximately \$14.5 million per annum.

The rating adjustment required a rate increase to most ratepayers of around 6.63% in each of the following three years, inclusive of the assumed annual rate peg (2.3% in 2014-15, 3.0% in 2015-16, and 3.0% in 2016-17). The rating increases above the rate peg estimate were not to be applied to 3c Regional Business and Heavy 1 Activity 1 Business subcategories, that were already paying a higher than average rate in the dollar on property valuation, nor did they apply to Special Rates.

The actions taken in 2014 were planned to address the long term financial issues being faced by the Council and its community. The plan sought to improve the key financial indicators as shown in the graphs below:

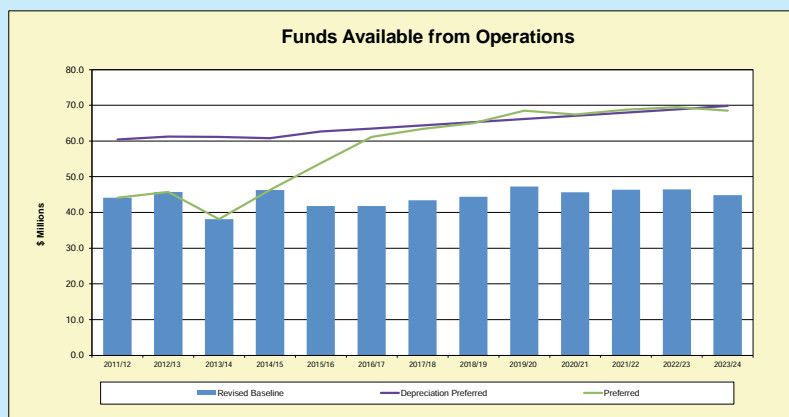
The improvements in revenue and reduction in expenditure growth over the period were designed to result in an estimated Operating Result at a small surplus in line with the Financial Strategy by 2016-17 as shown by the green line in the graph.



OUR FINANCES: THE LONG TERM FINANCIAL PLAN

The estimated improvement in the Operating Result was to provide increased levels of cash available for capital renewal (replacement of existing assets).

The revised plan met the requirements of the Financial Strategy to move this to a level equal to Depreciation by 2018-19.



End of Term Results

As we approach the end of Council's term, it can be reported that Council has achieved all of its financial objectives over the period. The period has been a defining one, in moving this Council from being financially unsustainable to one that is fit and well placed for long term financial stability. While the future will be determined by the decisions and delivery of future terms of Council, the position at the end of this term is one that could be described as strong and stable in the short, medium and longer term.

Since the adoption of the Revised Resourcing Strategy in 2014, Council has delivered on its plan and exceeded expectations in some elements. An outline of the preferred scenario for the improvement plan adopted under the Secure Our Future program is shown below.

PREFERRED SCENARIO	EFFICIENCY		SERVICES	REVENUE		TOTAL
	Lower Impact \$,'000	High Impact \$,'000	\$,'000	Rates \$,'000	Other \$,'000	\$,'000
2014/15	1,000		1,000	4,950	120	7,070
2015/16	1,000		200	4,560	250	6,010
2016/17	1,500	500	200	4,990	130	7,320
2017/18		500	100			600
2018/19						-
TOTAL	3,500	1,000	1,500	14,500	500	21,000

Council's lower impact efficiency target of \$2 million in the first two years of the strategy has been exceeded. Council has effectively achieved and been able to recognise its improvements in actual terms and for future budgets, \$3.2 million in improvements. In addition, Council has already achieved \$0.5 million of its higher impact efficiencies that were slated to be achieved in the third year of the program.

The service adjustments in year one were achieved through recognition of changed standards and lives for footpaths and cycle ways that was agreed through the public consultation process. Improvements in year two have included some changes to library book lives, however, Council has been able to delay any further changes to services due to the higher levels of achievement through efficiency. Council has recognised service adjustments of \$100,000 in 2015-16 and will be able to further consider future needs in light of continued efficiency improvement achievements.

Over the period of implementation of the Secure Our Future Program, Council has increased revenue from fees and charges by \$500,000 per annum over the baseline budgets. While achieved in two years, this represents the full extent of the three year target set.

OUR FINANCES: THE LONG TERM FINANCIAL PLAN

Council's revised rating strategy was approved through a Special Rates Variation (SRV) application through IPART in 2014. The variation has been applied over the past two years and has been exhibited for the third and final year through Council's Annual Planning process. The 2016-17 Annual Plan includes the full impact of the SRV representing a \$14.5 million increase in annual revenues.

Council's continued efforts to maintain budget control and work actively towards its Secure Our Future targets have led to expectations being exceeded in financial terms. While Council's delivery of service has remained high and in some instances increased over the period, Council has been able to 'bank' one off savings that have been achieved over the time. Over the period, Council has used its annual gains to progress actions and programs that would not have been able to be funded from annual provisions.

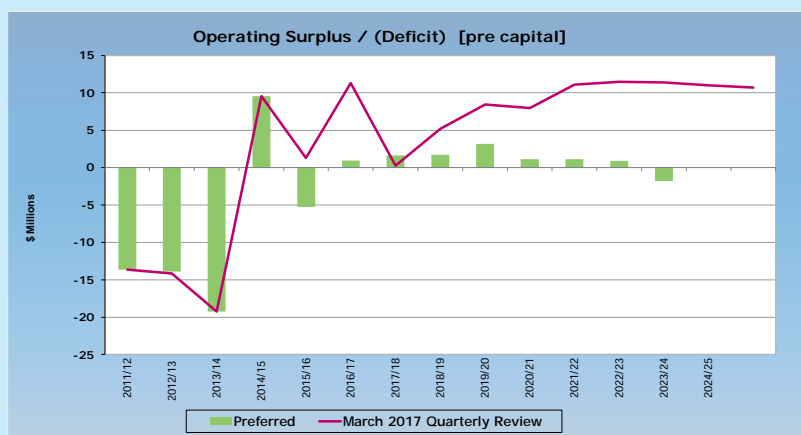
In 2015-16, \$6.9 million created from one off savings in past year's budget was able to be applied to a number of actions that would be delivered over a period of time. The projects included progression of parts of the Hill 60 Masterplan, reinstating Waterfall (Garrwarra) Cemetery, funding towards Bulli Surf Club refurbishment, a review of West Dapto Planning and increases in Animal Control services.

In 2016-17 Council had created additional funding through the early progression of savings targets and other one off improvements. At this time, and under the restrictions of being involved in a Merger Proposal, Council was limited in the extent of works that could be committed to. Council has planned additional funding (\$6.7 million) for projects including Botanic Garden Information Booth, development on Mt Keira, a 'Your Library Everywhere' program, North Dalton Park Amenities upgrade, a parking property acquisition, Grand Pacific Walk, flood data updates, biodiversity, street trees, signature events and development assessment and control.

In addition, Council has set aside funds in the Strategic Projects restricted asset (\$20.6 million baseline projected at the end of 2019-20) will be available in the future to further progress strategic actions for the City.

Together with the delivery achievements of the Council over this term, its revised measures of financial performance have now met and exceeded the targets set through the Secure Our Future program. The key performance indicators have continued to improve for current and future periods as shown below.

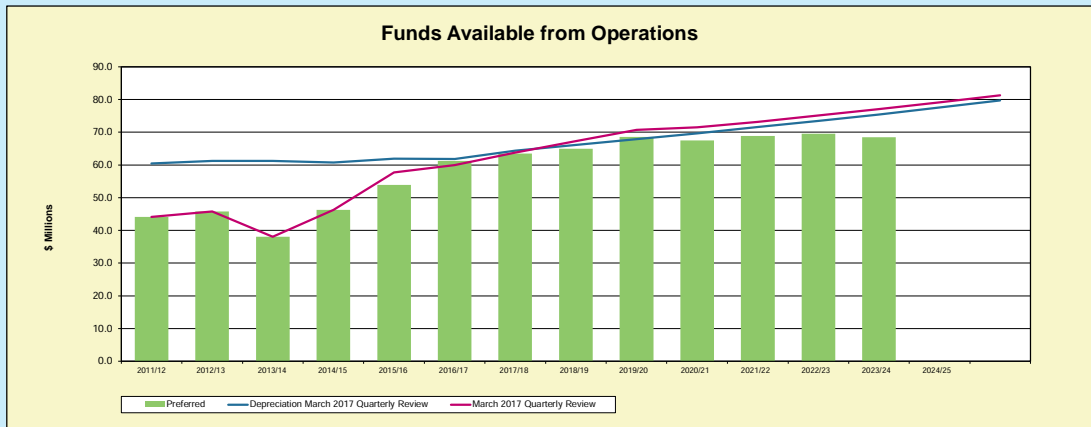
The current estimates show that the Operating Result in future years (red line) has improved against projections that were estimated in the Revised Strategy preferred approach (Secure our Future) as shown by the Green bars. This position places Council clearly in line with its Financial Strategy where it is able to produce a small surplus budget into the future.



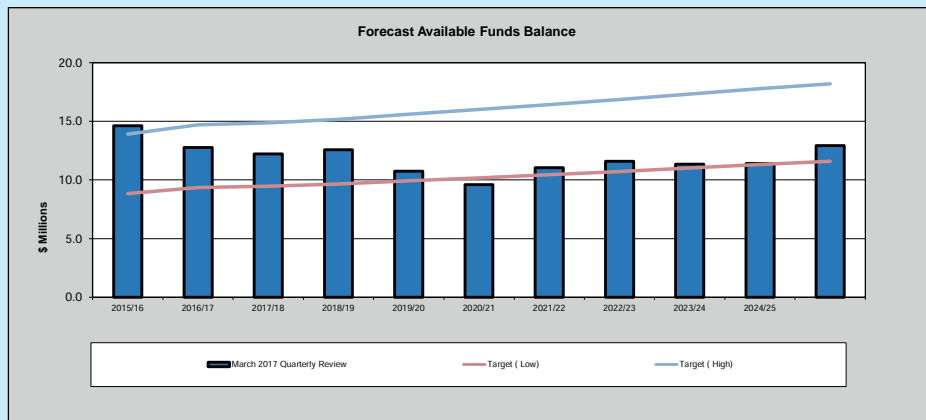
Note: Since the March 2017 Quarterly Review, the first two payments of the 2017-18 Federal Assistance Grant have been paid to Council in June 2017. This will result in an improvement of approximately \$9 million against the forecasts shown above for the 2016-17 and a corresponding deterioration in the 2017-18 forecasts.

OUR FINANCES: THE LONG TERM FINANCIAL PLAN

Similarly, the Funds Available from Operations indicator shows that the current budget has exceeded the preferred position adopted in 2014. This position provides Council with sufficient confidence that it should be able to manage the long term renewal of assets and continuity of existing levels of service.



Council's primary management of short term funds is to ensure it does not exceed its short term cash capacity. The performance results achieved and forecast continue to include a requirement to hold unallocated funds between 3.5% and 5.5% of revenue [pre capital]. Council's long term estimates, as shown in the graph below, show that Council's Available Funds position can be maintained at the targeted level.



The financial End of Term Report as highlighted by the journey and results above disclose the changes that have occurred over the past four to six years. Council has moved from a position that had produced significant shortfall over the longer period to one that is considered financially sustainable. The Council is well placed for the future with underlying stability and sufficient capacity to manage short term challenges.

Councils Asset Management States

Council will provide and manage its assets to ensure they are appropriate for the needs of our community whilst being effectively and sustainably utilised and maintained at agreed levels of service.

Council will continually improve the management of its assets through an Asset Management Strategy and supporting asset management plans. This will be achieved by engaging up to date technologies, methodologies and through consultation with the community to ensure that current and future community needs are addressed. Furthermore, decisions regarding allocation of resources and implementation of actions will have regard to sustainable maintenance of assets and the ongoing provision of services provided by the assets.

In 2012 Council's 5-year Resourcing Strategy included the management of infrastructure assets with a total calculated value of \$3.181 billion. In our recent "Fit for the Future" report, this has increased by \$43 million. For example, Council's road network has increased by 16 kilometres in length since 2011. While the overall value of assets has increased, it is the expenditure that is allocated maintaining and repairing the existing asset stock that is the subject of the Asset Management Strategy.

The Asset Renewal Ratio

All infrastructure assets degrade. The impacts of general wear and tear and exposure to the sun and our coastal environment lead to rusting, concrete cracking and general aging and degradation. This varies by asset type of course, but with knowledge of the expected life of each asset type, Council can measure its annual depreciation cost.

Example of a failing asset and its renewal – Hamilton St cycleway bridge Thirroul.



For an old asset stock, the annual depreciation cost is a general reflection of the total budget required to be spent each year replacing failed assets – such as potholed roads for example.

The comparison of Asset Renewal annual budgets for buildings and infrastructure divided by the total annual depreciation of those same asset types is referred to as the Asset Renewal Ratio. In the recent NSW State Government 'Fit for the Future' review in Council's sustainability report, Councils were required to reach a ratio of 1 (or funding 100% of depreciation), or better.

Asset classes considered in the total of building and infrastructure are: Roads and related, West Dapto (Roads and related), Footpaths and Cycleways, Car parks, Stormwater and Floodplain Management, Buildings, Commercial Operations, Parks, gardens and sports fields, Beaches and pools, Natural Area management, Emergency Services and non-project allocations.

Asset classes not considered are: Waste Facilities, Plant and equipment, Information Technology, library books and public art.

OUR ASSETS: ASSET MANAGEMENT PLAN

Our Journey

In the 2012 Resourcing Strategy, the need to increase our renewal of assets to be sustainable was acknowledged as per below:

"Our investment in capital renewal has been significantly below the optimum amount as represented by annual depreciation. In Council's Annual Financial Statement this is reported as the Buildings and Infrastructure Renewals Ratio. In moving towards financial sustainability, there is a need to increase investment in renewal of our assets."

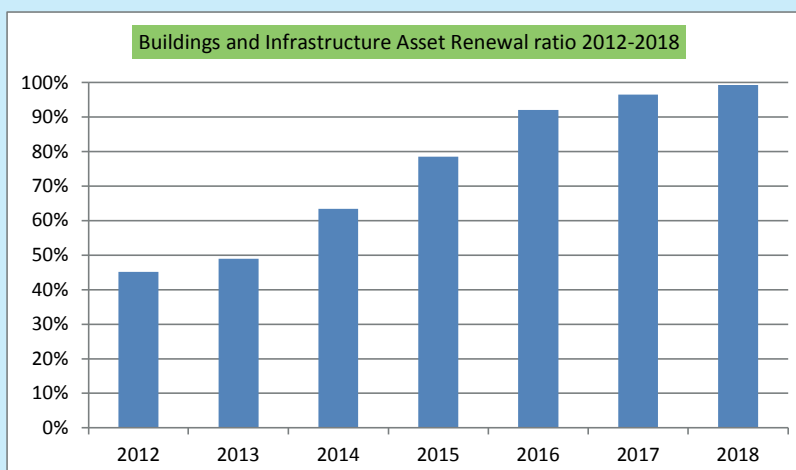
Buildings and Infrastructure Renewals Ratio	
2010	52.51%
2011	53.89%
2012	45.06%
2013	48.97%
TREND	↓
TARGET*	>100%
* Target is identified in TCorp review for Local Government (2012-13)	

Wollongong City Council's Asset Renewal Ratio is measured as per the table below. The sharp increase in years 2014-15 to 2016-17 is a direct result of the Council's 'Securing our Future' review of 2011-12 which resulted in a Special Rate Variation. Council's asset renewal ratio was 63.38% in 2014-15, and rises to 96.42% in 2016-17.

The recent "Fit for the Future" review showed a strong improvement in our Asset Renewal Ratio.

WCC Asset Renewal Ratio 2014-2020.

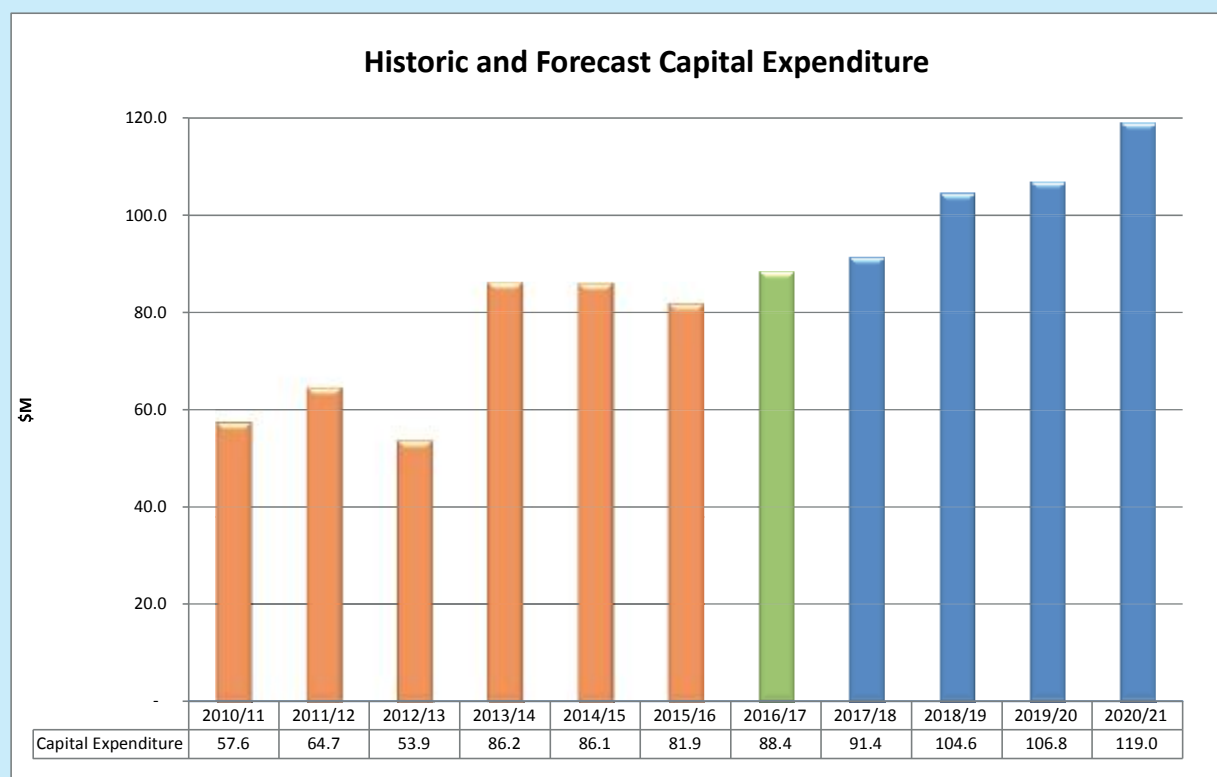
Buildings and Infrastructure Asset Renewals Ratio	
Year	Ratio
2012	45.06%
2013	48.97%
2014	63.38%
2015	78.55%
2016	92.10%
2017	96.42%
2018	99.25%



OUR ASSETS: ASSET MANAGEMENT PLAN

The Asset Renewal Ratio is an important measure to highlight whether necessary budget is being allocated to ensure sustainable management of the cities assets. But what does it mean in terms of total budget spent on capital works?

The graph below is included in Council's 2016/17 Annual Plan. It has been updated to reflect End of Term status. The orange columns show Council's total capital spend growing steadily over the past five years. The green column is this current 2016-17 year, and the blue columns show expected expenditure in future years. The past five years has seen a strong consolidation in revenue put towards capital expenditure, with the future years set up for even greater improvements to infrastructure in our city.



Improvement Program

Managing over 100,000 assets worth \$3.2 billion is a giant task. Council's Asset Management Improvement Program seeks to update our asset data by continually revising the condition, value and serviceability of our assets. This work is to ensure we provide the City of Wollongong safe infrastructure which is suitable for its use and built to satisfactory standard for its environment.

Example Road reconstruction: Cambridge Street, Fairy Meadow

This soft clay base needed the failed road base removed and replaced with lean-mix concrete and asphalt surface. The process involves identification, risk assessment, prioritisation and budget allocation, engineering design, construction, and asset accounting.



Asset Management Plan Review

Council's Asset Management Plans for transport, buildings, parks, plant and fleet, and stormwater and floodplain assets were drafted in 2011. These documents set the "Levels of Service" and determine the required expenditure to achieve that service level. They are currently under review to confirm alignment with industry and community standards. This is expected to confirm and maintain the current strong direction towards providing asset renewal, however, show a greater consideration towards the future demands of a growing asset stock, particularly further considering the West Dapto Urban Release Area and the resultant growing maintenance and operational activities required to support the new West Dapto community.

Risk Management – Maintenance Expenditure

Our 2012 Strategic Asset Management Plan identified maintenance expenditure as a risk for Council, stating the risk as "Maintenance expenditure is insufficient to ensure assets attain full expected lives". The Management Strategy to combat this risk at that time was "A detailed review of maintenance budgets and expenditures aligned to specific level of service and technical specifications is identified as a priority improvement action"

A review of our buildings and facilities maintenance requirements has been undertaken through 2014 and 2015. This resulted in increasing our buildings maintenance budgets, with only a minor increase in our buildings capital renewal works. Community use assets such as Citizens Centres, libraries, sporting club houses and public toilets combined needed greater maintenance budget to achieve Levels of Service required. \$500,000 was added to the annual building maintenance budgets in 2014/15 and a further \$900,000 added in 2015-16.

Workforce Management Plan 2012-17

The Workforce Management Plan 2012-17 was developed to provide a strategic direction for the management of Council's workforce to achieve the services and goals identified through the Delivery Program and Community Strategic Plan. It is flexible and allows for management of the workforce to meet changing service delivery needs while focusing on optimisation of Council's ability to deliver outstanding customer and community services.

A number of major challenges and key focus areas underpinned the development of the Workforce Management Plan 2012-2017, including:

- Financial sustainability
- Employment and training of youth
- Diversity of our workforce (cultural, demographic, social, economic)
- Management of the ageing workforce and low turnover
- Provision of excellent customer service across the whole organisation
- Development of a constructive, safe organisational and learning culture
- Identification, assessment and management of risk
- A safe and healthy work environment
- Managing employee performance
- Commitment to employee learning and development.

These were further supported by Council's workforce principles which continue to support and guide workforce strategy.



The following progress report provides comparative analysis of workforce demographics along with an outline of the major achievements accomplished in delivery of Council's Workforce Management Plan.

Current Workforce Profile

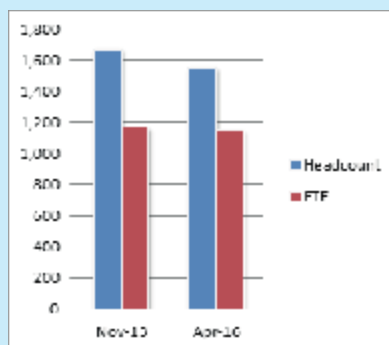
Metric analysis of Council's workforce provides the ability to assess the composition and capacity of the workforce in line with Council's strategic objectives. Council continues to recognise the benefits of a diverse workforce including better local representation, improved communication, greater understanding of the issues affecting local communities and having a workforce that can address issues facing Council.

The Workforce Management Plan previously communicated our workforce demographics in comparison to other councils and the composition of the Wollongong LGA. As the associated comparative local government data and census information is not due for renewal until 2017, the following data provides a comparative view of Council's progress since delivery of the plan.

OUR PEOPLE: WORKFORCE MANAGEMENT PLAN

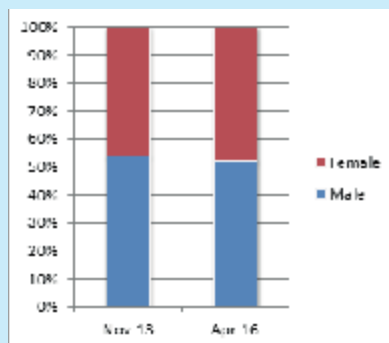
Headcount & FTE

Council's headcount and FTE have remained stable with a current headcount of 1,556, which equates to 1,151 FTE. Fluctuation in headcount throughout the year is attributed to engagement of seasonal employees primarily delivering lifeguard and tourist park services.



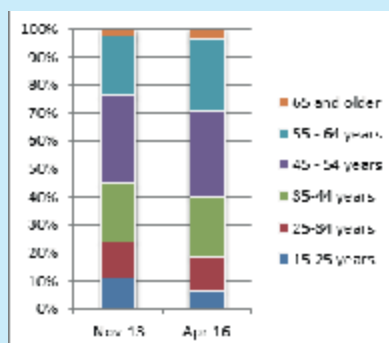
Gender

Council continues to maintain a healthy gender balance employing 47% female and 53% male. Gender balance continues to be a focus of Council with Divisional level gender assessment driving strategy development. This is particularly relevant to operational and trades sectors that traditionally attract a greater number of male staff.



Age

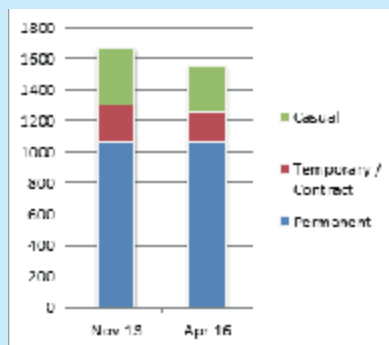
Council's age demographics have remained relatively consistent in this period. A key exception in the 15 to 25 age group is consistent with the limited term nature of employment undertaken by this age group which is primarily attracted to temporary and seasonal employment including lifeguarding and cadet, apprentice and trainee opportunities. A 5.5% increase in employees aged over 55 is also consistent with forecasts associated with the aging population. These demographics continue to support workforce strategy initiatives including focusing on youth development and aging workforce.



OUR PEOPLE: WORKFORCE MANAGEMENT PLAN

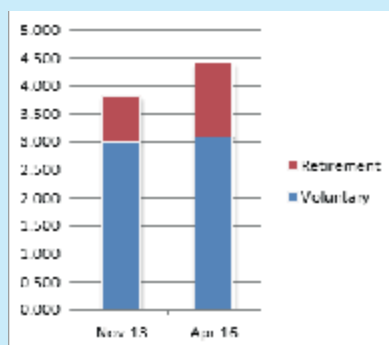
Employment Status

Understanding the composition of the workforce supports the development of strategy particularly relating to the flexibility of the workforce required to respond to changing service delivery needs. The composition of our permanent workforce has remained consistent with changes in our temporary and casual workforce associated with management of our workforce through financial sustainability and change planning.



Employee Turnover

While Council's turnover has increased from 3.8% to 4.4% it continues to be significantly low in comparison to the 16% Australian average turnover reported by the Australian Human Resources Institute (AHRI). The 0.6% increase is attributed to an increase in retirements which is expected with an ageing workforce. It is forecasted that retirements will continue to increase and therefore strategic initiatives to support the continued employment and retirement of an ageing workforce will continue to be a focus area in Council's workforce strategies.



Our Challenges

The 2012-17 Workforce Management Plan identified eight core challenge areas requiring specific strategies to effectively align Council's workforce to achieve the Delivery Program and Wollongong 2022 Community Strategic Plan. The following provides an overview of the major achievements accomplished to overcome these challenges.

Workforce Planning

- Following extensive consultation with divisions, Council's Workforce Planning Framework, guidelines and support tools were delivered in 2016. The focus of this system is the direct linkage between Council's Delivery Program and Delivery Streams with workforce management, with specific regard to forecasting and workforce development. This system improves data collection and subsequently strengthens Council's capacity to engage in evidence based human resources practices and increases the value of future workforce planning exercises.
- A review of the Human Resources Information System has provided Council with a series of recommendations to improve data management thereby supporting improvements in efficient management and workforce reporting. These recommendations continue to be implemented including but not limited to a job family model which will allow for better data segmentation and increased capacity to engage in evidence based human resource practices and decision making.
- Council's workforce reporting was reviewed in 2014 with key changes made to metrics reporting in order to improve consistency and value of reporting data. This process led to the development of a Data Dictionary which is currently being implemented. The Data Dictionary provides clear metrics calculations as well as describing how and when the metric should be used.

Organisational Change

- In 2014 a revised workforce change management procedure was introduced taking a workforce planning approach to organisational change. The procedure encompasses increased consultation and communication strategies as well as directly linking change initiatives to organisational strategy through the use of workforce composition and demographics analysis and skills and capabilities identification. This procedure has now been utilised in a number of divisional level restructures and has resulted in direct linkage between change proposals and organisational strategy, as well as increased staff engagement in the change process.
- Incorporated with the 2014 Enterprise Agreement negotiations, Council agreed to review the reward and remuneration structures and performance management system. This review will be undertaken during the next workforce planning period.

Ageing Workforce

- The Transition to Retirement Policy was endorsed and implemented in November 2014. This policy was designed in consultation with staff to provide opportunities for those employees that are preparing for retirement to access flexible work arrangements while focusing on succession planning and management, knowledge sharing and workforce development. This policy is supported by a 'Planning for Retirement Toolkit' and an internal hub site designed to promote and support the policy, practices and documents.
- Council has invested in the My Mentor program for women across the organisation. This pilot program, launching 2016, provides an opportunity for employees to be mentored by senior staff members thereby promoting the value of our older and experienced workforce while increasing development opportunities for our younger workforce. Similarly, Council have continued to support participation in the Max Potential program which has enabled employees to be trained in coaching and subsequently coach an emerging young leader in our community.
- Council's ageing workforce is a primary guide to our Wellness Program which provides a diverse range of programs that seeks to actively engage employees at different life stages. Programs include formal seminars on nutrition and mental health, and lunch time activities such as yoga.

Attraction and Engagement

- Council's eRecruitment system was implemented in 2015 with a focus on improving access to employment and employment information. The system has allowed Council to increase the data gathered through the recruitment process, thereby supporting evidence based talent sourcing and advice, as well as supporting the development of key performance indicators.
- Coinciding with the implementation of the eRecruitment system, Council's jobs website was redesigned to provide a consistent platform in communicating our employer/recruitment brand. Particular attention was made in clearly promoting our employee value proposition statement and considering the Web Content Accessibility Guidelines (WCAG).
- Introduction of the Human Resources Business Partnership model has allowed the division to work directly with the business and support the organisation in taking a strategic and workforce planning approach to talent management.
- The review of Council's recruitment service continues with key outcomes expected to be delivered in the coming twelve months.

Social Responsibility

- In response to an initiative of the Lord Mayor in 2013 to address high youth unemployment in the region, Council conducted a Transitional Employment Program to 'give a kid a go' and focus on at risk or disengaged groups of young people to assist them in their employment. The program engaged nine new trainees including three youth with disability, three who were newly arrived in Australia, and three youth who were classified as disadvantaged.
- Previously known as the the Employment Equity + Diversity policy, Council underwent an exercise to review and rebrand our Workforce Diversity Policy and Workforce Diversity Management Plan which were adopted by Council in December 2015. The policy and plan encompasses three main objectives: attract and retain a diverse workforce; develop and retain a diverse workforce; and workforce diversity as part of everyday business.
- Also in 2015 Council achieved the Silver Award in the Councils for Gender Equity 50:50 Vision accreditation program coordinated by the Australian Local Government Women's Association (ALGWA).
- Council has increased participation and collaboration with both Council and local community groups in order to support increased diversity within our workforce including participation in the Illawarra Career Advisors Network (ICAN), Community Services multicultural and disability workshops.
- Council continues to support increased diversity through promotion and targeting specific opportunities within the Cadet, Apprentice and Trainee program for people with disability + Aboriginal and Torres Strait Islanders.

Organisational Development

- Delivery of organisational development services has moved from reactive to strategic through engagement and partnership with business leaders in order to identify and address skills needs. As a result, targeted training has been delivered in order to provide the workforce with the skills required to improve customer experience, service delivery and ensure the safety of employees and the community by increasing capabilities in numerous areas, including but not limited to, business, aquatics, civil construction, horticulture, record keeping, project management, frontline management and customer service.
- Increased availability of training and learning opportunities has been gained without additional cost to Council through accessing State and Federal grant funded training opportunities and through imbedding workplace learning practices at the local level.
- With continued support of Council's participation in the Local Government Professionals Rural Management Challenge, the Gong Getters won first prize in 2014. Participation in the annual Rural Challenge provides employees with the opportunity to undertake challenge tasks that are uniquely designed to address issues and challenges facing rural and regional councils in NSW. Participants consistently gain a greater understanding of their council, their community and local government as a sector as a result of the challenge.
- In response to the 2015 Internal Audit Bureau (IAB) report investigating asbestos management at Council, over 50 recommendations were achieved involving the development and delivery of training to over 200 employees across Council covering skills and capabilities including but not limited to asbestos awareness, sediment control and the project management framework.
- Continued development of the Cadet, Apprentice and Trainee (CAT's) program has resulted in improved internal processes and large intakes that are reflective of the local community. The 2015 intake saw increased participation outside of targeted positions from CATs that have identified as Aboriginal and Torres Strait Islanders (ATSI) and living with a disability.
- Increased engagement with education groups including ICAN and Workplace Learning Illawarra has resulted in improved availability of school work experience placements of 150 weeks in 2015-16.

Organisational Culture

- Council has continued participating in the Organisational Culture Index (OCI) Survey most recently in late 2014, with the results received and presented to the organisation in March 2015. 70 workshops were held across the organisation to present the results to each team and to gather feedback from staff on the results specific to their area of Council and suggestions on how to improve the culture. Over 3,000 individual comments were received from staff.
- A working group was created by calling volunteers from across the organisation to review and collate all of these results pertaining to the organisation as a whole. These 26 volunteers then produced and presented a matrix clearly identifying strategies and actions that the organisation can take to move culture forward. Several of these strategies are currently being implemented, for example an internal communications strategy.

OUR PEOPLE: WORKFORCE MANAGEMENT PLAN

- The utilisation of Career Development Opportunities (CDO's) has been increased across the organisation providing employees with the opportunity to cross-skill and up-skill.
- Information is provided at induction and other learning events to establish standards of behaviour within the organisation. The focus is on improving the constructive positive behaviours which influence culture in a positive way.

Workplace Health and Safety

- The WHS Leadership Program concluded in 2016 with over 400 supervisors (and relief) completing the program. This program specifically targets behavioural change that engages leaders in understanding the WHS Management System. This program has been highly successful. Evaluations from participants have been extremely positive demonstrated by the 2015 OCI results whereby by 86% of staff responded "moderately or to a great extent" that they believed that supervisors actively lead WHS in the workplace.
- Councils "Live Well - Lets work together" Wellness program commenced 2013. This program has significant high usage rates with education and information sessions through topic experts (men's health, nutrition, weight management, mental health), initiatives such as Global Challenge, nutrition, exercise options (e.g. yoga, fitness classes, core strength). The success of the program is demonstrated by 2015 OCI results whereby by 72% of staff responded "moderately or to a great extent" that they believed that the Wellness Program provided valuable information and activities of value provided value to staff.
- The Injury Management service has continued to effectively manage work and non-work related injuries/illnesses to return employees to work as soon as practicable. The success of the program is evidenced by our reduction in Workers Compensation costs and the results of the 2015 OCI survey whereby 88% of staff feel they are supported with illness and injury at work.
- Demonstrating compliance with legislative and WorkCover Self Insurers licence requirements through the WorkCover audits since 2005.
- Improvement in our lag indicators has reduced our Lost Time Frequency Rate from 36.63 to 18.89 (48.43% reduction over a three year period).
- Claims Management function has undertaken review to ensure compliance with legislative and policy requirements. This function is to ensure the protection of employees who suffer work related injury/illness through a fair and transparent system. The success of this service is evidenced by the reduction in the number of claims and the reduction in cost of claims/ payroll ratio has decreased from 3.2% of payroll costs to 1.8% over the last 4 years. It should be noted that below 2% is considered best practice.
- Under Council's Wellness Program the "Mentally Healthy Workplace" program commenced in May 2015. This program was developed following research with organisations including Heads Up, Beyond Blue and Black Dog. The purpose of this program is to promote a positive culture, minimise workplace risks related to mental health, support people with mental health condition and prevent discrimination.

Attachment B

Community Indicators Report



WOLLONGONG CITY COUNCIL

COMMUNITY INDICATORS REPORT 2012 - 2017

From the
mountains
to the sea

A large orange circle is centered on the page, serving as a background for the text.

Acknowledgement of Country

Wollongong City Council would like to show their respect and acknowledge the traditional owners of the land, of elders past and present, and extend that respect to other Aboriginal and Torres Strait islander people.

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INTRODUCTION

Under the Integrated Planning and Reporting Framework Local Government Amendment (Planning and Reporting) Act 2009, Council is required to measure its progress towards achieving Wollongong 2022 - Community Strategic Plan. Wollongong 2022 is a ten year whole of community document which outlines the community's priorities and aspirations and how these will be achieved. Whilst Wollongong City Council is the custodian of this plan and has a key role in its delivery, other agencies such as state government, educational institutions, business and community groups are identified as having a role in delivering aspects of this plan.

The shared vision for Wollongong is:

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

To support the achievement of our community's 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 are a healthy community in a liveable city
6. We have sustainable, affordable and accessible transport.

Under each goal sits a number of objectives and strategies that identify how these goals will be achieved. To make sure we are heading in the right direction there are a series of community indicators for each objective. These indicators are not the sole responsibility of any one agency, but reflect the profile of our population and will be tracked over time to measure whether our collective efforts are contributing to making Wollongong a better place to live, learn, work and play.

COMMUNITY INDICATORS

Community indicators seek to identify the cultural, social, environmental, economic and governance trends and outcomes for communities at a regional, local and state level. These indicators are crucial tools for planning and ensuring policies implemented by Council, state government and educational institutions are grounded in evidence (UTS:CLG, 2013). Community indicators have been developed in order to assess Wollongong's progress towards achieving the community vision, goals and objectives as identified in the Wollongong 2022 Community Strategic Plan.

Each community goal contained in the Wollongong 2022 Community Strategic Plan identifies where we want to be in 2022 and the indicators reflect the whole of community efforts to achieve the goals. The indicators are high level and outcome driven rather than program based and support us in understanding whether our collective efforts are making a difference to the community in which we work, play and learn. In line with quadruple bottom line planning principles, indicators contained within this report generally reflect four classes:

- Local amenity – appropriateness of development, access, ease of movement
- Social capital – extent to which the Wollongong community have opportunities to engage in community activities and are connected with others
- Environment/sustainability – quality of land, air and water
- Governance – extent to which the community feels safe in their local area, and is engaged in decision making about their community.

In 2013, Wollongong City Council engaged the UTS Centre for Local Government to review the proposed community indicators contained within Wollongong 2022. This report utilises the feedback obtained from UTS, including the recommendation of additional indicators.



DATA COLLECTION

This report brings together data from a range of sources to report on how we, as a community, are working toward achieving the community's vision. In line with the development of Wollongong 2022, the financial year 2011-12 was established as the baseline. In 2013, UTS:CLG undertook the initial task of collecting data on the community indicators, and identifying those areas where data is not currently available.

This report presents baseline data and; where available, trend data, including data prior to the baseline year and the years following.

A key limitation in this report is the availability of data. Much of the data is from secondary sources, and as such, the frequency of data collection is out of the control of Council, resulting in limited data. In some cases data was not available, so in 2014 Council undertook a Community Wellbeing Survey to address this issue.

The community indicators and relevant data are presented in this report under each community strategic goal. The first page for each goal provides a summary of the indicators, followed by a more detailed presentation of each indicator's rationale, definition, baseline and trend data; and background information (where applicable).



GOAL 1

*We value and protect
our environment*

Six objectives were identified by the community in order to achieve a valued and protected environment in 2022. These objectives and indicators are reflective of whole of community efforts.



1.1

OBJECTIVE: The natural environment is protected and enhanced.
This is measured through:



AIR QUALITY PAGE 11

Number of days when Regional Air Pollution Index reading is 'good' or 'very good'



WATER QUALITY PAGE 12

Average annual ANZECC rating for Lake Illawarra



VEGETATION PAGE 13

Number of trees and shrubs planted across the city



PESTS PAGE 14

Number of deer in and around the escarpment, and rabbits and Indian Myna birds in and around urban areas



1.2

OBJECTIVE: Our coastal areas and waterways are protected and enhanced.
This is measured through:



COASTAL WATER QUALITY PAGE 15

Water quality at coastal swimming locations and Lake Illawarra



LITTER PAGE 16

Perception of litter at coastal swimming locations and Lake Illawarra



COASTAL EROSION NO DATA CURRENTLY AVAILABLE

Levels of shoreline erosion at coastal swimming locations and Lake Illawarra



BIRD LIFE PAGE 17

Numbers of migratory and permanent bird populations at key locations across Lake Illawarra



1.3

OBJECTIVE: Wollongong's ecological footprint is reduced.
This is measured through:



WASTE PAGE 18

Volume (mass) of waste to landfill generated per household across the city

1.3

OBJECTIVE: Wollongong's ecological footprint is reduced.
This is measured through:



RECYCLING PAGE 19

Domestic only waste to landfill as a proportion of total waste



CITY FOOTPRINT PAGE 20

% in city footprint – Council

1.4

OBJECTIVE: Community awareness and appreciation of heritage is increased.
This is measured through:



HERITAGE PAGE 21

Community appreciation of heritage sites

1.5

OBJECTIVE: Local food production and community food initiatives are supported.
This is measured through:



COMMUNITY GARDENS NO DATA CURRENTLY AVAILABLE

% of community members attending community gardens



COMMUNITY FOOD INITIATIVES PAGE 22

Number of community food initiatives

1.6

OBJECTIVE: The sustainability of our urban environment is improved.
This is measured through:



BIODIVERSITY PAGE 23

Number of threatened plant and animal species, populations and communities



ENVIRONMENTAL PROTECTION PAGE 24

% of city area is zoned for environmental purposes



QUALITY OF DEVELOPMENT PAGE 25

Satisfaction with new developments



INDICATOR

AIR QUALITY

Number of days when Regional Air Pollution Index reading is 'good' or 'very good'

RATIONALE

Given historical and ongoing community concern regarding the impact of heavy industrial activity on air quality in the Illawarra Region, the Regional Air Quality Index compiled by the NSW Environmental Protection Agency provides a useful measure of Wollongong community wellbeing.

[UTS:CLG, 2013]

MEASURE

Increase the number of days when regional air pollution index reading is *good* or *very good*.

DEFINITION

Defined as the number of days when the regional air pollution index is below 67, using the following categories:

- 0-33 = very good
- 34-66 = good
- 67-99 = fair
- 100-149 = poor
- 150-199 = very poor
- 200+ = hazardous

BACKGROUND INFORMATION

In 2011-12, the total number of days when the regional air pollution index was *good* or *very good* was 329. This result is broken down to 65 days when it was *very good* and 264 when it was *good*.

A review of data pre and post baseline year does not show any significant trend.



43 DAYS
VERY GOOD

267 DAYS
GOOD

Rating	2015-16	2014-15	2013-14	2012-13	2011-12 Baseline	2010-11	2009-10	2008-09	2007-08	2006-07
Very Good	43	54	30	43	65	76	50	29	67	38
Good	267	280	287	269	264	264	263	277	263	259
Fair	44	31	32	45	34	21	39	45	32	51
Poor	8	0	6	4	3	4	9	8	3	14
Very Poor	3	0	3	0	0	0	1	2	1	2
Hazardous	1	0	7	4	0	0	3	4	0	1

* Data presented as number of days in line with the Regional air pollution index.

Source: AQI - Environmental Protection Agency, Office of Environment and Heritage, State of the Environment Report



INDICATOR

WATER QUALITY

Average annual ANZECC rating for Lake Illawarra

RATIONALE

Lake Illawarra plays an important ecological and recreational role for the Illawarra region, and water quality data is one of the key indicators used to assess the health of the lake. According to the NSW Office of Environment and Heritage, water quality is critical for birds, vegetation as well as marine life such as fish. In addition, good water quality is important for recreational and cultural pursuits. It should be noted that the environmental health of the lake varies due to seasonal variations, entrance condition and catchment rainfall.

MEASURE 1

Recreational: Increase average annual percentage when the ANZECC rating for Lake Illawarra is fair-good.

DEFINITION 1

Recreational: Defined as the average annual ANZECC rating (measured as a percentage) based on weekly monitoring of enterococci levels at the lagoon entrance. The following guidelines were used:

41 cfu/100ml = good
41-200 cfu/100ml = fair
201-500 cfu/100ml = poor
500 cfu/100ml = bad

MEASURE 2

Ecological: Maintain the summer ecological health condition rating of Lake Illawarra at good or better.

DEFINITION 2

Ecological: Defined as the rating based on the NSW Monitoring, Evaluation and Reporting Program.

BACKGROUND INFORMATION

The water quality indicators monitored are enterococci (recreational condition) and chlorophyll a (ecological condition) concentrations. The ecological health condition rating is based on chlorophyll a measurements, for which a strong seasonal influence is apparent, associated with the higher temperatures, daylight hours, and productivity over the summer months. For this reason, the ecological condition is reported for the winter (May to October) as well as the summer seasons (November to April).

The ecological condition reported up to 2013-14 summer is based on data collected by Energy Australia – Yallah. The subsequent information is based on data collected by Wollongong City Council. The condition rating applies to the central body of the lake and not the shoreline margins.

RECREATIONAL RATING

Rating	Enterococci (cfu/100mL)	2015-16	2014-15	2013-14	2012-13	2011-12 Baseline	2010-11	2009-10
Good	<41	37 (93%)	47 (77%)	41 (67%)	50 (83%)	45 (75%)	45 (77%)	50 (84%)
Fair	41-200	3 (7%)	10 (16%)	14 (23%)	7 (12%)	9 (15%)	7 (12%)	8 (13%)
Poor	201-500	0 (0%)	3 (5%)	5 (8%)	2 (3%)	5 (9%)	4 (6%)	2 (3%)
Bad	>500	0 (0%)	1 (2%)	1 (2%)	1 (2%)	2 (1%)	3 (5%)	0

Source: Beachwatch NSW

ECOLOGICAL HEALTH

	2016-17	2015-16	2014-15	2013-14	2012-13	2011-12 Baseline	2010-11
Winter	Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good
Summer	Good	Very Good	Good	Very Good	Very Good	Very Good	Very Good

Source: Wollongong City Council

100% ANZECC
annual rating of
Fair-Good



INDICATOR

VEGETATION

Number of trees and shrubs planted across the city

RATIONALE

Vegetation plays an essential role in reducing erosion, controlling salinity and land degradation, enhancing water quality as well as enhancing biodiversity through the provision of habitat (nature conservation). In addition, vegetation provides habitat to support wildlife, has positive effects on water quality and sea grass health, provides recreational opportunities and has aesthetic and cultural values which are all important for individual and community wellbeing.

(UTS:CLG, 2013)

MEASURE

Increase number of trees and shrubs planted across the city.

DEFINITION

Defined as the number of trees and shrubs distributed through Wollongong City Council's Botanic Garden Nursey.

BACKGROUND INFORMATION

The Botanic Garden distributes plants through a variety of programs including National Tree Day, Greenhouse Park, bush regeneration contractors,

Bushcare and plant sales. Numbers fluctuate due to demand and ceasing the supply of exotic plants in 2012-13 to focus on native varieties.

Data has also been included on the removal of trees and vegetation through applications to Council. Note one application could include up to five trees.

Measure	2015-16	2014-15	2013-14	2012-13	2011-12 Baseline	2010-11	2009-10	2008-09
Botanic Garden Nursery Plant Distribution	65,505	67,623	65,505	74,026	61,730	70,843	85,360	103,909
Trees and vegetation removal (approved permits)	1,257	1,536	1,723	1,661	1,777	1,834	1,735	1,959

Source: Wollongong City Council

65,505
PLANTS DISTRIBUTED



INDICATOR PESTS

Number of deer in and around the escarpment, and rabbits and Indian Myna birds in and around urban areas

RATIONALE

Introduced pests and weeds pose threats to biodiversity and agriculture as well as areas of cultural importance. In Wollongong, Indian myna birds, rabbits and feral deer in the escarpment have had significant impacts on biodiversity. Accordingly, it is important to measure the reduction in these species. Due to uncertainty regarding the number of pests, the number of removals as well as monitoring sites will be useful in reflecting the success of pest management strategies.

MEASURE

Decrease number of deer in and around the escarpment, and rabbits and Indian Myna birds in and around urban areas.

DEFINITION

Defined as the number of sites/traps, and removals of rabbits, Indian Myna birds and deer. The number of sites/traps for Indian Myna birds refers to the number of traps sold.

Measure	Pest	2015-16	2014-15	2013-14	2012-13	2011-12 Baseline	2010-11
Number of removals	Rabbits	230	507	307	244	475	>600
	Indian Myna Birds	-	-	-	808	1,052	360
	Deer	462	270	293	493	313	40*
Number of sites/traps	Rabbits	42	41	31	11	36	>30
	Indian Myna Birds	70	113	133	231	389	98
	Deer	92	90	88	88	55	40

Source: Wollongong City Council

* Program only in operation for two months

Data on number of Indian Myna birds have not been accurately collected since 2012-13 due to reduced number of monitoring sheets submitted.

692
RABBITS & DEER
REMOVED



INDICATOR

COASTAL WATER QUALITY

Water quality at coastal swimming locations and Lake Illawarra

RATIONALE

Bordered by the Pacific Ocean, beaches and waterways play an important cultural, recreational and environmental role for the city.

MEASURE

Increase water quality at coastal swimming locations.

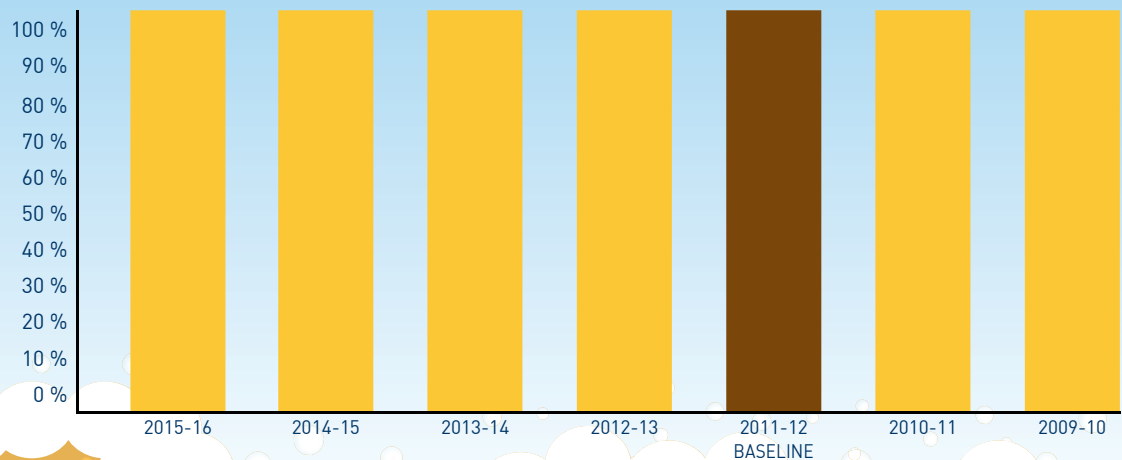
DEFINITION

Defined as the average annual percentage of sites rated as *good* or *very good* by Beachwatch NSW.

BACKGROUND INFORMATION

Thirteen sites are monitored in the Wollongong LGA including Stanwell Park Beach, Coledale Beach, Austinmer Beach, Thirroul Beach, Woonona Beach, Wollongong City Beach, Coniston Beach, Fishermans Beach, Bulli Beach, Bellambi Beach, Corrimall Beach, North Wollongong Beach and Port Kembla Beach. In 2011-12, all thirteen swimming sites were rated as good or very good. This result has continued through to 2015-16.

Percentage of sites graded as good or very good



Source: Beachwatch NSW

100%

OF COASTAL SWIMMING
LOCATIONS RATED AS
GOOD-VERY GOOD



INDICATOR LITTER

Perception of litter at coastal swimming locations and Lake Illawarra

RATIONALE

With a reputation for its beautiful coastline, Wollongong's beaches and Lake Illawarra play an important cultural, environmental, recreational as well as economic role through the attraction of tourism. The cleanliness of these spaces is important in the preservation of their environmental and social value.

MEASURE

Decreased perception of litter at coastal swimming locations.

DEFINITION

Defined as residents' mean satisfaction score with two statements '*cleanliness of the foreshore of Wollongong beaches*' and '*cleanliness of the northern parts of Lake Illawarra foreshore*'.

BACKGROUND INFORMATION

On behalf of Wollongong City Council IRIS Research undertook a comprehensive telephone based wellbeing survey in 2014 to assess community perceptions of wellbeing across the Wollongong Local Government Area. The mean satisfaction score for cleanliness of beaches is in the high range at 4.03 out of five, with 78% of residents reporting high levels of satisfaction. The mean score for the cleanliness of the Lake Illawarra foreshore was mid-range 3.44, with 36% of residents recording high levels of satisfaction.

MEASURE	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	NO Response	
Cleanliness of the foreshore of Wollongong beaches	4.8	14.4	77.6	3.3	4.03
Cleanliness of the northern parts of Lake Illawarra foreshore	11.6	22.6	35.6	30.2	3.44

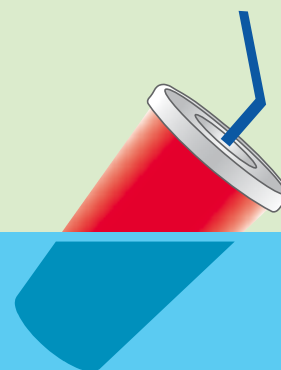
Source: Wollongong City, Wellbeing Survey, 2014

4.03

CLEANLINESS OF BEACH FORESHORES

3.44

CLEANLINESS OF NORTHERN PARTS OF LAKE ILLAWARRA FORESHORE





INDICATOR

BIRD LIFE

Numbers of migratory and permanent bird populations at key locations across Lake Illawarra

RATIONALE

A thriving bird population is indicative of a healthy environment and benefits the LGA in terms of biodiversity and tourism.

(UTS:CLG, 2013)

MEASURE

Increase numbers of migratory and permanent bird populations at key locations across Lake Illawarra.

DEFINITION

Defined as the count of migratory and permanent bird populations, as recorded by Illawarra Birders who study and record bird life within the Illawarra Region.

BACKGROUND INFORMATION

With the exception of the Eastern Curlew bird populations are remaining steady. The Eastern Curlew is of national concern as its status by Birdlife Australia has been raised to endangered, largely due to the destruction of habitat in the Yellow Sea and also Australia.

MEASURE	Wader	Status	2016	2015	2014	2013	2012	2011 Baseline
Lake Illawarra Wader Count	Royal Spoonbill	Resident	70	77	12	12	0	10
	Bar-tailed Godwit	Summer Migrant	479	457	180	575	337	282
	Eastern Curlew	Summer Migrant	87	242	41	15	44	73
	Common Greenshank	Summer Migrant	4	4	5	10	5	5
	Grey-tailed Tattler	Summer Migrant	24	3	6	3	2	3
	Red Knot	Summer Migrant	5	1	0	27	0	14
	Red-necked Stint	Summer Migrant	10	5	13	18	11	8
	Pied Oystercatcher	Resident	58	75	59	46	39	60
	Sooty Oystercatcher	Resident	31	49	26	14	19	20
	Black-winged Stilt	Resident	224	272	119	133	33	4
	Red-capped Plover	Resident	123	175	82	93	106	83
	Double-banded Plover	Winter Migrant	154	203	175	127	231	107
	Lesser Sand Plover	Summer Migrant	0	0	1	0	6	0
	Masked Lapwing	Resident	222	141	8	4	2	0
	Little Tern	Summer Migrant	0	0	0	10	0	10
	Caspian Tern	Resident	58	132	3	11	0	21

Source: Illawarra Birders



1,549 migratory and permanent birds

1.3

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OBJECTIVE: Wollongong's ecological footprint is reduced



INDICATOR WASTE

Volume (mass) of waste to landfill generated per household across the city

RATIONALE

Material disposal into landfill is an indicator of the volume of resources being wasted in a city. In order to enhance the sustainability of the city and reduce its ecological footprint, it is important that the volume of waste generated per household decreases over time.

DEFINITION

Defined as the number of tonnes of domestic waste collected kerbside. This figure is also presented as a number of kilograms per household.

MEASURE

Reduce volume of waste to landfill generated per household across the city.

MEASURE	2015-16	2014-15	2013-14	2012-13	2011-12 Baseline	2010-11
Waste generated per household – to landfill	613kg	597kg	592kg	585kg	580kg	561kg
Total domestic waste collected kerbside	49,158 tonnes	47,681.44 tonnes	46,869.98 tonnes	46,058.82 tonnes	45,482.42 tonnes	42,156.34 tonnes

Source: Wollongong City Council

Waste generated
per household
613kg





INDICATOR

RECYCLING

Domestic only waste to landfill as a proportion of total waste

RATIONALE

The level of a community's commitment to sustainability can be measured through the level of recycling undertaken. Furthermore, recycling benefits cities through minimising resources and saving landfill space.

(UTS:CLG, 2013)

MEASURE

Increase the proportion of all domestic materials recycled in a given year compared with the sum of all domestic waste generated in the same year.

DEFINED

Defined as the mass of domestic waste materials that do not end up in landfill

divided by the mass of domestic waste materials that end up in landfill. This includes both reprocessed garden organics and recyclables.

SOURCE		2015-16	2014-15	2013-14	2012-13	2011-12 Baseline	2010-11
Waste to landfill	Total	49,158 tonnes	47,681 tonnes	46,870 tonnes	46,059 tonnes	45,482 tonnes	42,156 tonnes
	% of total	54%	52%	53%	53%	52%	50%
	Per household	613kg	597kg	592kg	585kg	580kg	561kg
Organics	Total	23,812 tonnes	23,758 tonnes	22,029 tonnes	21,358 tonnes	25,101 tonnes	23,907 tonnes
	% of total	26%	26%	25%	25%	29%	28%
	Per household	297kg	297kg	278kg	271kg	320kg	318kg
Recycling	Total	18,869 tonnes	19,482 tonnes	19,526 tonnes	18,803 tonnes	17,528 tonnes	18,221 tonnes
	% of total	21%	21%	22%	22%	20%	22%
	Per household	235kg	244kg	246kg	239kg	224kg	242kg

Source: Wollongong City Council (Note: percentages don't add to 100% due to rounding)

54%
Waste to landfill

26%
Organics

21%
Recycling





INDICATOR

CITY FOOTPRINT

% in city footprint – Council

RATIONALE

Ecological footprint accounts allow organisations to track a city or regional's demand on natural capital, and to compare this demand with the amount of natural capital actually available. Increased consumption has negative consequences for sustainability and may pose problems when demand exceeds available supply of resources. Whilst Wollongong City Council has yet to develop a framework for such an indicator, the provision of data in relation to water, waste, emissions, natural gas and electricity consumption are all reflective of ecological footprint.

MEASURE

Decrease percentage in city footprint.

DEFINITION

Defined as the consumption of natural gas, electricity, water; and also waste generated and emissions per resident. Total waste generation has been calculated by adding total municipal waste and total commercial and industrial waste.

MEASURE	2014-15	2014-15	2013-14	2012-13	2011-12 Baseline
Total natural gas consumption Wollongong LGA (GJ)	1,104,280	1,072,005	1,006,764	1,038,091	1,052,766
Total electricity consumption Wollongong LGA kWh	2,296,010	2,198,155,966	2,159,111,978	2,221,966,455	2,417,325,028
Emissions per permanent resident of the Wollongong LGA	10.64	10.15	10.05	10.54	11.45
Total Water consumption Wollongong LGA (kL)	18,397,406	17,981,180	17,778,802	17,365,104	16,493,729
Total Waste generation Wollongong LGA (T)	126,537	136,884	137,523	138,067	145,465

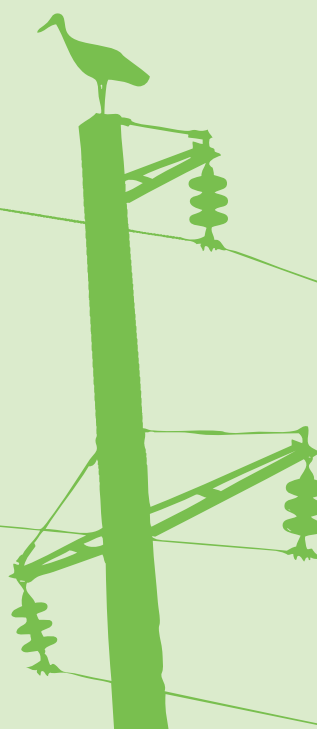
Source: Wollongong City Council

1,104,280 GJ
NATURAL GAS CONSUMPTION

2,296,010,966 KWH
ELECTRICITY CONSUMPTION

18,397,406 KL
WATER CONSUMPTION

126,537 TONNES
WASTE GENERATION





INDICATOR

HERITAGE

Community appreciation of heritage sites

RATIONALE

Heritage plays an important role in fostering the identity, culture and amenity of a city.

MEASURE

Increase community appreciation of heritage sites.

DEFINITION

Defined as the number of residents' who have visited a *'place of historic heritage value, museum, heritage trail or taken part in any other type of heritage related activity in the last twelve months'*.

BACKGROUND INFORMATION

A wellbeing survey was undertaken in 2014 to assess community perceptions of wellbeing across the Wollongong Local Government Area. For the appreciation of heritage measure, residents were asked whether they had visited a *'place of historic heritage value, museum, heritage trail or taken part in any other type of heritage related activity in the last twelve months'*. A total of 37% have visited such as place.

Measure	Participation (%)		
	Yes (%)	No (%)	Don't Know (%)
Visited a place of historic heritage value, museum, heritage trail or taken part in any other type of heritage related activity in the last twelve months?	36.9	62.3	0.7

Source: Wollongong City Wellbeing Survey, 2014

37%
of residents
have visited
heritage sites





INDICATOR

COMMUNITY FOOD INITIATIVES

Number of community food initiatives

RATIONALE

Community food initiatives enable equitable and sustainable local food systems, build community capacity and enhance management of local biodiversity.

MEASURE

Increase number of community food initiatives.

DEFINITION

This data is provided by Wollongong City Council and includes community gardens, school gardens, food co-ops, food aid providers, peer education programs, farmers markets and networks.

MEASURE	2015	2014 Baseline
Number of community food initiatives	96	89

Source: Wollongong City Council





INDICATOR

BIODIVERSITY

Number of threatened plant and animal species, populations and communities

RATIONALE

Biodiversity describes the variety of living things and ecosystems present in an area. There are a large number of threats to biodiversity in the region which include urban development, climate change, weeds, pests and animals. Furthermore the Wollongong Local Government Area is home to many rare flora and fauna. In order to enhance and protect the biodiversity of the region it is important to measure the number of threatened plant and animal species.

MEASURE

Decrease number of threatened plant and animal species, populations and communities.

DEFINITION

Defined as the number of threatened plant and animal species within the Wollongong LGA.

MEASURE	2015-16	2014-15	2011-12 Baseline	2010-11	2009-10	2008-09
Number of threatened plant species	29	29	29	29	29	30
Number of threatened animal species	80	80	80	80	80	79
Number of threatened populations	4	4	3	3	3	3
Number of endangered ecological communities	18	18	17	17	17	18

Source: State of the Environment



131
threatened
species





INDICATOR

ENVIRONMENTAL PROTECTION

% of city area is zoned for environmental purposes

RATIONALE

Zoning information shows where there has been an increase in land zoned for environmental purposes. Given that urban development poses the biggest threat to biodiversity, this is an important environmental indicator.

MEASURE

Increase percentage of city area zoned for environmental purposes.

DEFINITION

Defined as the proportion of the local government area zoned for environmental purposes in the Local Environment Plan (LEP).

MEASURE	2014-15	2011-12 Baseline	2010-11	2009-10	2008-09
City Area Zoned Environmental Wollongong LEP 2009	71.7%	67.0%	63.1%	61.6%	61.6%

Source: State of the Environment

72%
of the city
area zoned
environmental





INDICATOR

QUALITY OF DEVELOPMENT

Satisfaction with new developments

RATIONALE

High levels of satisfaction with developments have key benefits for the community in terms of amenity, enjoyment and street-level activation.

MEASURE

Increase satisfaction with new developments.

DEFINITION

Defined as residents' mean satisfaction score with the statements *'I feel that new development is functional and attractive'*, *'new development is sympathetic with the environment'* and *'new development meets the needs of a growing Regional city'*.

BACKGROUND INFORMATION

According to the Wellbeing Survey 2014, the mean satisfaction score for all three statements regarding satisfaction with new development fell into the mid-range between 3.00-3.74. The statements were included in the Wollongong City Wellbeing Survey 2014, undertaken by IRIS Research where residents were asked on a scale of 1-5 (1 being not satisfied and 5 being very satisfied) how satisfied they were with *'I feel that new development is functional and attractive'*, *'new development is sympathetic with the environment'* and *'new development meets the needs of a growing Regional city'*.

MEASURE	Satisfaction Rating (%)				Mean Score out of 5
	Low (1-2)	Medium(3)	High(4-5)	N/R	
I feel that new development is functional and attractive	17.0	33.9	46.0	3.1	3.40
New development is sympathetic with the environment	19.7	35.3	40.8	4.2	3.25
New development meets the needs of a growing Regional city	18.7	27.4	50.7	3.2	3.45

Source: Wollongong City Wellbeing Survey, 2014

3.40

out of 5 new development
is functional and attractive

3.25

out of 5 new development is
sympathetic with the environment

3.45

out of 5 new development meets the
needs of a growing regional city



GOAL 2

*We have an innovative
and sustainable economy*

Five objectives were identified by the community in order to achieve an innovative and sustainable economy in 2022. These objectives and the indicators are reflective of whole of community efforts.



2.1

OBJECTIVE: Local employment opportunities are increased within a strong local economy. This is measured through:



SKILLED OCCUPATIONS PAGE 29

% people employed in highly skilled occupations



YOUTH ENGAGEMENT PAGE 30

% 15-24 year olds employed and/or in education



EMPLOYMENT PAGE 31

People unemployed



NEW JOBS PAGE 32

Number of new jobs created in the Wollongong CBD

.. . . .

2.2

OBJECTIVE: The region's industry base is diversified. This is measured through:



ECONOMIC DIVERSIFICATION PAGE 33

Number of people employed in health, IT, financial, property and business services

.. . . .

2.3

OBJECTIVE: The profile of Wollongong as the regional city of the Illawarra is expanded and improved. This is measured through:



CITY CENTRE PAGE 34

Pedestrian activity in the city centre



TOURISM PAGE 35

% in accommodation occupation by room nights



COMMUNITY PERCEPTION PAGE 36

Community perception as a place to live

2.4

OBJECTIVE: New industries and green technologies are established and flourish. This is measured through:



NEW BUSINESSES PAGE 27

Number of new businesses established in Wollongong



GREEN TECHNOLOGIES NO DATA CURRENTLY AVAILABLE

Number of green jobs developed in Wollongong



2.5

OBJECTIVE: Wollongong continues to expand as a place of learning. This is measured through:



HIGH SCHOOL COMPLETION PAGE 38

% of 19 year olds who have completed year 12



EDUCATION PAGE 39

% of people aged over 25 years who have a non-school qualification



INDICATOR

SKILLED OCCUPATIONS

% people employed in highly skilled occupations

RATIONALE

Economic development is supported through skilled and educated communities. In addition, enhanced living standards may be attained through the achievement of high skill levels.

(UTS:CLG, 2013)

MEASURE

Increase percentage of people employed in highly skilled occupations.

DEFINITION

Defined as the percentage of people employed in highly skilled occupations (ABS ANZSCO Classification 1, 2, 3) of the total employed.

BACKGROUND INFORMATION

The percentage of people in highly skilled occupations is measured by the Australian Bureau of Statistics and uses the ANZSCO Skill Level Occupations 1, 2, 3 ie. Manager, Professionals, Technicians and Trade Workers. As the data is collected through the Australian Bureau of Statistics, the currency of the data is a key limitation. In 2011, 47% of the total labour force in Wollongong was employed in highly skilled occupations. This is compared to 46% of the Illawarra's workforce and 50% of the NSW labour force.

MEASURE	2011 Baseline
People employed in highly skilled occupations as a percentage of total labour force	47%

Source: Australian Bureau of Statistics



47%
of people
employed in
highly skilled
occupations

2.1

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OBJECTIVE: Local employment opportunities are increased within a strong local economy



INDICATOR

YOUTH ENGAGEMENT

% 15-24 year olds employed and/or in education

RATIONALE

Youth engagement measures are important indicators of the present and future wellbeing of young people. This measure is common in gauging the preparedness of young people in a community. In addition, economic growth and productivity will result from employment or training.

[UTS:CLG, 2013]

MEASURE

Increase percentage of 15-24 year olds employed and/or in education.

DEFINITION

Defined as the percentage of 15-24 year olds who are employed and/or in education/training, as a proportion of the total number of young people within this age bracket.

MEASURE	2011 Baseline
15-24 year olds employed and/or in education	94.8%
15-24 year olds not employed and/or in education	5.2%

Source: Australian Bureau of Statistics

94.8%
of 15-24
year olds are
employed
and/or in
education



2.1

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: Local employment opportunities are increased within a strong local economy



INDICATOR

EMPLOYMENT

People unemployed

RATIONALE

Employment contributes to the economic and social wellbeing of communities. According to Burrows (2010), over the last twenty years, long-term unemployment and high levels of unemployment has been experienced by the Illawarra. In addition, youth unemployment is significantly higher. High unemployment constrains economic growth, may lead to crime and reduced wellbeing overall.

MEASURE

Decrease percentage of people unemployed.

DEFINITION

Defined as the percentage of persons unemployed as a proportion of the total labour workforce.

BACKGROUND INFORMATION

Unemployment data has been sourced from Wollongong City Council's economic modelling tool REMPLAN. The data presented in the table below is an average for the financial year. Wollongong's unemployment rate has consistently exceeded the state and national average. In 2011-12, Wollongong's unemployment rate was 6.7%.

The latest figures show Wollongong's unemployment rate at 6.9%.

This compares with the New South Wales rate of 4.8% and 5.5% in Australia. Wollongong's unemployment rate presents significant challenges in terms of the social and economic wellbeing of the city. In order to achieve reduced unemployment in the Wollongong Local Government Area, a coordinated response is required from all levels of government, the business community and residents.

MEASURE	2015-16	2014-15	2013-14	2012-13	2011-12 Baseline
Wollongong	6.9%	6.2%	6.9%	7.5%	6.7%
Illawarra	6.0%	7.0%	6.2%	7.7%	6.7%
New South Wales	4.8%	5.9%	5.7%	5.2%	5.2%
Australia	5.5%	6.1%	5.9%	5.5%	5.2%

Source: REMPLAN / Compelling Economics



6.9%
unemployment

2.1

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: Local employment opportunities are increased within a strong local economy



INDICATOR

NEW JOBS

Number of new jobs created in the Wollongong CBD

RATIONALE

Creation of new jobs in the CBD helps address Wollongong's high unemployment rate as well as reducing the economic burden of commuters leaving Wollongong. Outbound commuters result in a loss of income and 'brain drain' on the city. Local employment embeds people in a local community and reduces the level of income leaving a city.

MEASURE

Increase number of new jobs created in the Wollongong CBD.

DEFINITION

Defined as the number of employees whose place of work is located within the Wollongong CBD [within ABS destination zone DZ 111497406].

MEASURE	Target	2011 Baseline
Number of persons employed in the Wollongong CBD	Additional 10,000 jobs in the CBD by 2031	11,627

Source: Australian Bureau of Statistics

11,627
people employed in
the Wollongong CBD





INDICATOR

ECONOMIC DIVERSIFICATION

Number of people employed in health, IT, financial, property and business services

RATIONALE

Economic growth and resilience to external shocks are likely benefits of a diverse economy. In addition, diverse industries support innovation, resilience and reduced unemployment in regions. With an economy previously reliant upon steel, coal and the port, the region has been heavily impacted by changes in these industries through structural and high unemployment and reduced economic growth.

(UTS:CLG)

MEASURE

Increase number of people employed in health, IT, financial, property and business services.

DEFINITION

Defined as the total number of people employed in health, IT, financial, property and business services industries. Data includes people working in Wollongong.

MEASURE	Industry	2011 Baseline	2006
Number of people employed in health, IT, financial, property and business services	IT, media and telecommunications	844	1,049
	Financial and Insurance services	3,039	2,715
	Professional, scientific and technical services	3,934	3,733
	Administrative and support services	2,073	1,991
	Health care and social assistance	11,117	9,118

Source: Australian Bureau of Statistics

21,007 people employed
(health, IT, financial, property
and business services industries)



2.3

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: The profile of Wollongong as a regional city of the Illawarra is expanded and improved



INDICATOR

CITY CENTRE

Pedestrian activity in the city centre

RATIONALE

The level of pedestrian activity in the city centre is indicative of its attractiveness as a place to work and play. Where pedestrian activity is high, the city centre will attract more business, generate more economic activity and be a safer place.

MEASURE

Increase in pedestrian activity in the city centre.

DEFINITION

Defined as the total number of pedestrian activity within the city centre.

BACKGROUND INFORMATION

Wollongong City Council utilises people count software in order to measure the level of pedestrian activity in the Crown Street Mall. Data is available for 2010 of which we are using as a baseline. During the refurbishment of Crown St Mall Council was unable to use people count software. A new CCTV system commenced pedestrian count in September 2015.

MEASURE	Target	2010 Baseline	2009	2008
Pedestrian activity in the city centre	10.4 Million	10.4 Million	10.0 Million	10.7 Million

Source: Wollongong City Council

10.4 million



2.3

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: The profile of Wollongong as a regional city of the Illawarra is expanded and improved



INDICATOR

TOURISM

% in accommodation occupation by room nights

RATIONALE

This measure reflects Wollongong's attractiveness as a place to visit. An increase in room nights occupied is likely to result in increased tourism spending resulting in economic growth and employment.

(UTS:CLG, 2013)

MEASURE

Increase percentage in accommodation occupation by room nights.

DEFINITION

Collected by the Australian Bureau of Statistics, this measure looks at the percentage of room nights occupied in the Wollongong Local Government Area out of the total South Coast Region. Room nights measure the nights each guest room/unit are occupied by a paying guest during the survey period.

MEASURE	2014-15	2013-14	2012-13 Baseline
Total room nights occupied	31.7%	29.2%	27.8%

Source: Australian Bureau of Statistics Tourist Accommodation

32%
rooms occupied



2.3

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: The profile of Wollongong as a regional city of the Illawarra is expanded and improved



INDICATOR

COMMUNITY PERCEPTION

Community perception as a place to live

RATIONALE

Perception of Wollongong as a place to live is an important indicator of the wellbeing of the community and quality of life offered by the region.

MEASURE

Increase community perception as a place to live.

DEFINITION

Defined as residents' mean agreement score with the statements *Wollongong Local Government Area is a good place to live*, *My neighbourhood is a good place to live*, *I have little to do with people in my neighbourhood*, *I will help if a neighbour calls me for assistance* and *I trust those in my community*.

BACKGROUND INFORMATION

On behalf of Wollongong City Council, IRIS undertook a comprehensive telephone based survey to assess community perceptions of wellbeing across the Wollongong Local Government Area. For this measure, residents were asked to rate their level of agreement with five statements using a 1 to 5 agreement scale. The statement 'I have little to do with people in my neighbourhood' has been worded in a negative tense when presented to respondents. Disagreement with this item is actually a positive outcome. For consistency in the analysis, this statement has been reverse coded and the mean score recalculated.

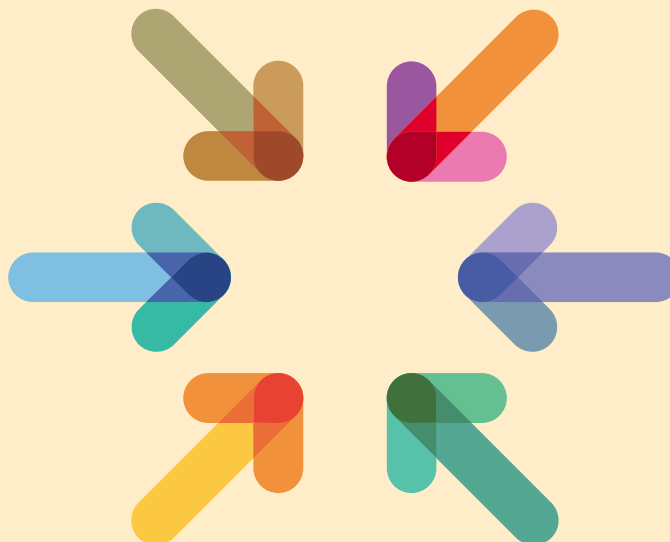
The mean agreement scores for the five items in the community perception as a place to live theme ranged from a high of 4.81 through to the mid-agreement range of 3.50.

The statements '*Wollongong LGA is a good place to live*', '*my neighbourhood is a good place to live*' and '*I will help if a neighbour calls*' all fell in the high agreement range. The items '*I have little to do with people in my neighbourhood*' and '*I trust those in my community*' fell into the mid agreement range.

MEASURE	Agreement Rating (%)				Mean Score out of 5
	Disagree(1-2)	Neutral(3)	Agree(4-5)	N/R	
Wollongong Local Government Area is a good 'place to live'	3.3	11.7	84.9	0.1	4.36
My neighbourhood is a good place to live	2.6	7.0	90.4	0.1	4.46
I have little to do with people in my neighbourhood	22.5	21.7	55.6	0.2	3.50
I will help if a neighbour calls me for assistance	0.7	1.5	96.9	0.9	4.81
I trust those in my community	5.5	26.0	68.0	0.4	3.94

Source: Wollongong City Wellbeing Survey, 2014

85%
agree Wollongong
LGA is a good
place to live



2.4

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: New industries and green technologies are established and flourish



INDICATOR

NEW BUSINESSES

Number of new businesses established in Wollongong

RATIONALE

Establishment of new businesses in Wollongong produces a number of benefits, including lower unemployment, enhanced economic growth and retention of community spending.

MEASURE

Increase number of new businesses established in Wollongong.

DEFINITION

Defined as the number of business entries to the Wollongong economy.

MEASURE	2015	2014	2013	2012	2011 Baseline	2010	2009
Number of business entries in Wollongong LGA	1,692	1,046	1,167	1,060	1,278	1,091	1,088

Source: Australian Bureau of Statistics

1,692

new
businesses





INDICATOR

HIGH SCHOOL COMPLETION

% of 19 year olds who have completed Year 12

RATIONALE

Enhanced employment prospects and the development of a skilled workforce are likely to result from an increased proportion of young people completing Year 12. This measure also looks at how well a city prepares its young people for the future.

MEASURE

Increase percentage of 19 year olds who have completed Year 12.

DEFINITION

Defined as the percentage of 19 year olds who have completed Year 12 or equivalent.

MEASURE	2011 Baseline
19 year olds completed Year 12 or equivalent	71.87 %

Source: Australian Bureau of Statistics



72%
19 year olds
completed
Year 12 or
equivalent



INDICATOR

EDUCATION

% of people aged over 25 years who have a non-school qualification

RATIONALE

Education enables community wellbeing through enhanced capacity, development of a skilled workforce and by reducing unemployment.

MEASURE

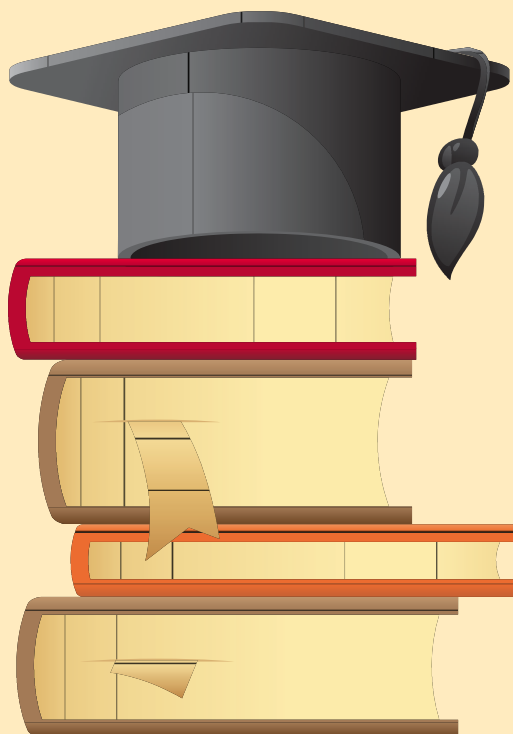
Increase percentage of people aged over 25 years who have a non-school qualification.

DEFINITION

Defined as the percentage of people aged over 25 years whose level of education refers to the highest completed non-school qualification. The data refers to people living in Wollongong.

MEASURE	Level	2011 Baseline
% of people aged over 25 years who have a non-school qualification	Postgraduate degree level	3.9%
	Graduate diploma and graduate certificate level	1.5%
	Bachelor degree level	11.4%
	Advanced diploma and diploma level	7.9%
	Certificate level	20.9%

Source: Australian Bureau of Statistics



46%
people aged over
25 years who
have a non-school
qualification

GOAL 3

Wollongong is a creative, vibrant city

Four objectives were identified by the community in order to achieve a creative and vibrant city in 2022. These objectives and the indicators are reflective of whole of community efforts.



3.1

OBJECTIVE: Creative industries are established and fostered.
This is measured through:



CREATIVE INDUSTRIES EMPLOYMENT PAGE 43
% people employed in creative sector

3.2

OBJECTIVE: The visibility of our cultural diversity is increased.
This is measured through:



CULTURAL APPRECIATION PAGE 44
People feel that cultural diversity and creativity is valued and celebrated



CULTURAL EXPRESSION PAGE 45
% people who are satisfied that Wollongong's cultural history and backgrounds are reflected in signage and public art



CULTURAL PARTNERSHIPS NO DATA CURRENTLY AVAILABLE
Partnerships between aboriginal and culturally and linguistically diverse communities and schools

3.3

OBJECTIVE: Community access to the arts and participation in events and festivals is increased. This is measured through:



ATTENDANCE AT CULTURAL EVENTS PAGE 46
Opportunities to attend arts and related cultural activities



PARTICIPATION IN CULTURAL ACTIVITIES PAGE 47
% people who participate in arts and related cultural activities

3.4

OBJECTIVE: Strong diverse local cultures thrive.
This is measured through:



MULTICULTURAL ACTIVITIES PAGE 48

% of people who participate in multicultural activities



SPORT AND RECREATION PAGE 49

People who are satisfied with their opportunity to participate in sporting and recreational activities



INDICATOR

CREATIVE INDUSTRIES EMPLOYMENT

% people employed in creative sector

RATIONALE

As an area of growth, the creative industries are important to the economic wellbeing of a community. The sector also contributes to the economic development through facilitating creativity, innovation and self-reflection.

MEASURE

Increase percentage of people employed in creative sector.

DEFINITION

Defined as the percentage of people employed in the 'Arts and Recreation Services' Industry as a proportion of all employment categories.

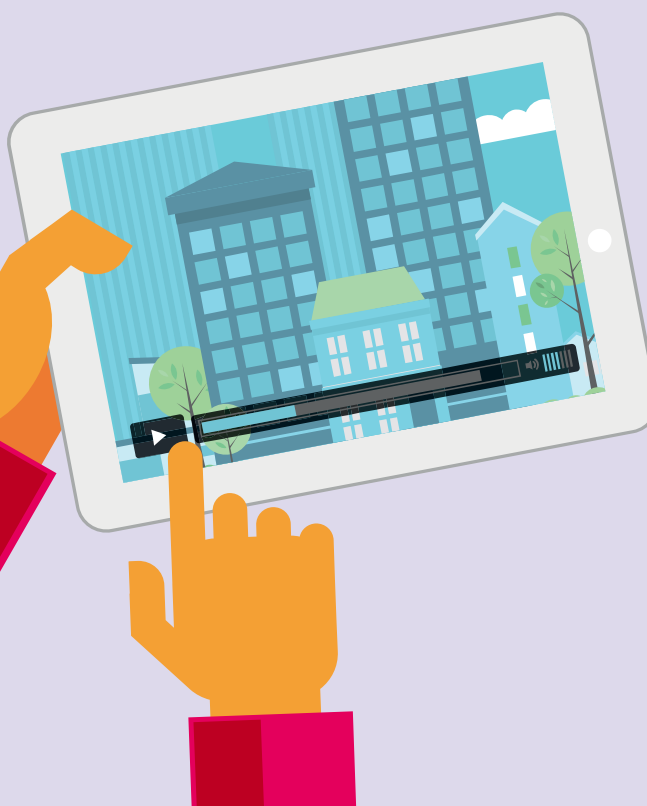
BACKGROUND INFORMATION

Employment defined as 'Arts and Recreation Services' is as per the Arts and Recreation Services ANZIC Industry classification. It is recognised that there are other means of categorising employment within the creative industries, however we have chosen this means as it allows a representation of the proportion of employment compared to other industries through data available from the Australian Bureau of Statistics.

MEASURE	Industry	2011 Baseline	2006
Wollongong employment by industry	Arts and recreation services	1.2%	1.3%

Source: Australian Bureau of Statistics

1.2%
people
employed
in arts and
recreation
services





INDICATOR

CULTURAL APPRECIATION

People feel that cultural diversity and creativity is valued and celebrated

RATIONALE

Culture plays an important role for the identity, wellbeing and sense of place of a community. Wollongong has a rich culture shaped by Aboriginal people, the city's migration heritage and its industrial past and natural beauty.

MEASURE

Increase people who feel that cultural diversity and creativity is valued and celebrated.

DEFINITION

Defined as residents' mean agreement score with two statements 'it's a good thing for society to be made up of people from different cultures and communities' and 'I feel that cultural diversity is valued and celebrated'. Note, measure is also presented as a percentage of residents who agree with the statement.

BACKGROUND INFORMATION

Both statements were included in the Wollongong City Wellbeing Survey 2014, undertaken by IRIS Research where residents were asked on a scale of 1-5 (1 being strongly disagree and 5 being strongly agree) to what extent they agreed with 'it's a good thing for society to be made up of people from different cultures and communities' and 'I feel that cultural diversity is valued and celebrated'.

According to the Wellbeing Survey 2014, the mean satisfaction score for the statement regarding a society made up of people from different cultures and communities, recorded a high mean score of 4.23 out of 5, with 78% of residents in agreement.

For the statement cultural diversity is valued and celebrated a mid-range agreement score of 3.90 out of 5 was recorded, with 67% of residents in agreement.

23% of people of the Illawarra were born overseas. The most recent ABS data, Wollongong recorded 24 different nationalities and 22 religions.

MEASURE	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
'it's a good thing for society to be made up of people from different cultures and communities'	7.6	13.9	78.3	0.2	4.23
'I feel that cultural diversity is valued and celebrated'	9.5	22.1	67.3	1.1	3.90

Source: Wollongong City Wellbeing Survey, 2014

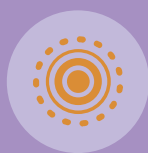
4.23 out of 5

residents agree it's a good thing for society to be made up of people from different cultures and communities

3.90 out of 5

of residents agree that cultural diversity is valued and celebrated





INDICATOR

CULTURAL EXPRESSION

% people who are satisfied that Wollongong's cultural history and backgrounds are reflected in signage and public art

RATIONALE

Art and culture are important elements of the community identity. Through the integration and reflection of our culture in public spaces a social commentary, reflection and strong sense of community identity and ownership can be fostered.

UTS:CLG (2013)

MEASURE

Increase percentage of people who are satisfied that Wollongong's cultural history and backgrounds are reflected in signage and public art.

DEFINITION

Defined as residents' mean agreement score with the statement 'our city's cultural history and creativity is reflected in the built environment'. Note, measure is also presented as a percentage of residents who agree with the statement.

BACKGROUND INFORMATION

On behalf of Wollongong City Council, in May 2014 IRIS undertook a comprehensive telephone based survey to assess community perceptions of wellbeing across the Wollongong Local Government Area.

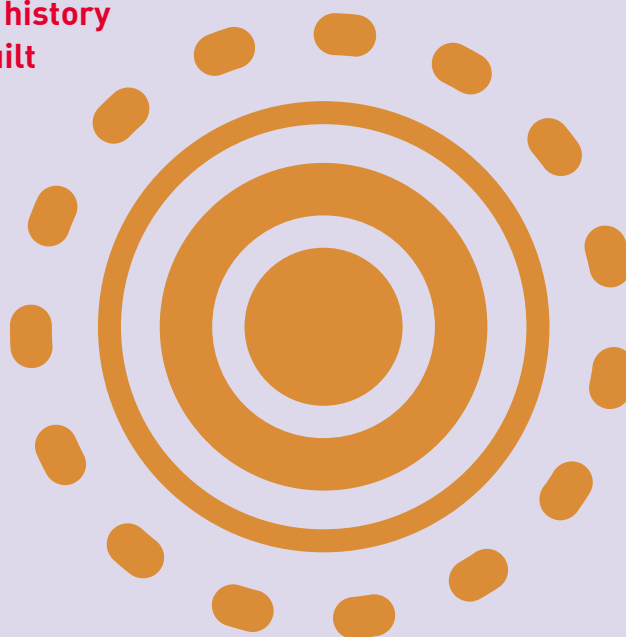
For the statement 'our city's cultural history and creativity is reflected in the built environment', residents were asked to what extent they agreed. Less than one in three residents (30%) were in agreement. Notably though the statement recorded a mid-range mean agreement score of 3.10 out of 5 due to a high proportion (40%) of residents who recorded a neutral rating.

MEASURE	Agreement Rating (%)				Mean Score (out of 5)
	Disagree(1-2)	Neutral(3)	Agree(4-5)	N/R	
Our city's cultural history and creativity is reflected in the built environment	25.6	39.6	30.0	4.7	3.10

Source: Wollongong City Wellbeing Survey, 2014

3.10 out of 5

residents agree our city's cultural history and creativity is reflected in the built environment





INDICATOR

ATTENDANCE AT CULTURAL EVENTS

Opportunities to attend arts and related cultural activities

RATIONALE

Cultural events activate public spaces, enhance wellbeing and contribute to the liveability of a city.

MEASURE

Increase opportunities to attend arts and related cultural activities.

DEFINITION

Defined as residents' mean agreement score with the statement *'there are enough opportunities in your local area for you to participate in arts and related cultural activities'*. Note, measure is also presented as a percentage of residents who agree with the statement.

BACKGROUND INFORMATION

As part of Wollongong City Wellbeing Survey 2014 residents were asked to what extent they agreed with the statement *'there are enough opportunities in your local area for you to participate in arts and related cultural activities'*. A total of 80% of residents were in agreement, recording a mean agreement score of 3.56. This is considered a mid-range agreement score.

MEASURE	Agreement Rating (%)				Mean Score (out of 5)
	Disagree(1-2)	Neutral(3)	Agree(4-5)	N/R	
There are enough opportunities in your local area for you to participate in arts and related cultural activities	6.2	11.8	79.9	2.1	3.56

Source: Wollongong City Wellbeing Survey, 2014

3.56 out of 5

residents agree there are enough opportunities
in your local area for you to participate in arts
and related cultural activities





INDICATOR

PARTICIPATION IN CULTURAL ACTIVITIES

% people who participate in arts and related cultural activities

RATIONALE

The social and expressive components of participating in arts activities are likely to enhance the wellbeing of the community. In addition, creation of art contributes to the community identity as well as liveability through vibrant spaces and events. Arts may play a key role in the activation of spaces as well.

MEASURE

Increase percentage of people who participate in arts and related cultural activities.

DEFINITION

Defined as the percentage of residents who participate in a variety of arts and related cultural activities, as addressed in the Wollongong City Wellbeing Survey 2014 - painting or drawing, playing a musical instrument, singing, creative writing, other types of performing (acting/dancing), other art or craft activities.

Painting or drawing **22%**

Playing a musical instrument **16%**

Singing **14%**

Creative writing **13%**

Acting or dancing **6%**





INDICATOR

MULTICULTURAL ACTIVITIES

% of people who participate in multicultural activities

RATIONALE

Harmony has been integral to the development of Australia, with migrants crucial in building our strong economy (UTS:CLG, 2013). The celebration of multiculturalism enables communities to build a strong sense of identity and harmony. This indicator measures participation in Wollongong's multicultural events.

MEASURE

Increase percentage of people who participate in multicultural activities.

DEFINITION

Defined as the percentage of residents who participate in a variety of multicultural activities, as addressed in the Wollongong City Wellbeing Survey 2014 – Viva la Gong, Harmony Day, specific cultural festivals (Spanish, Italian, German), Multicultural Seniors Week Event, Welcome2Wollongong, Citizenship Ceremony and Refugee Week.

Viva la Gong **29%**

Harmony Day **21%**

Specific cultural festivals
eg. Spanish, Italian, German **16%**

Multicultural Seniors Week Event **8%**

Welcome2Wollongong **7%**

Citizenship Ceremony **4%**

Refugee Week **4%**

Chào mừng Karibu
ΚΑΛΩΣΟΡΙΣΤΕ Добредoдoвте
ยินดีต้อนรับ 欢迎 Bienvenue
Hoş geldiniz **Welcome** مرحبا
Dobro došli Bienvenido
Bem-vindo Benvenuti
ကြိုဆိုပါသည်



INDICATOR

SPORT AND RECREATION

People who are satisfied with their opportunity to participate in sporting and recreational activities

RATIONALE

Recreation and sporting activities enable communities to enhance their networks as well as physical fitness.

MEASURE

Increase people who are satisfied with their opportunity to participate in sporting and recreational activities.

DEFINITION

Defined as residents' mean agreement score with the statement *'there are enough opportunities in my local area to participate in sporting and recreational activities'*. Note, measure is also presented as a percentage of residents who agree with the statement.

BACKGROUND INFORMATION

The Wollongong City Wellbeing Survey 2014 highlighted that 80% of residents agreed that *'there are enough opportunities in my local area to participate in sporting and recreational activities'*, resulting in a high range mean score of 4.26. In addition, residents were asked whether they had participated and/or been a spectator of a recreation activity within the last 12 months, to which almost 7 in 10 residents indicated they had.

MEASURE	Agreement Rating (%)				Mean Score (out of 5)
	Disagree(1-2)	Neutral(3)	Agree(4-5)	N/R	
There are enough opportunities in my local area to participate in sporting and recreational activities	6.2	11.8	80.0	2.1	4.26

Source: Wollongong City Wellbeing Survey, 2014

4.26 out of 5

residents agree there are enough opportunities in my local area to participate in sporting and recreational activities

MEASURE	Agreement Rating (%)				
	Yes - participant (%)	Yes - spectator (%)	Yes - participant & spectator (%)	No	Don't know (%)
In the last 12 months, have you attended or participated in a sporting or recreational activity	11.6	27.1	31.1	29.8	0.4

Source: Wollongong City Wellbeing Survey, 2014

70%

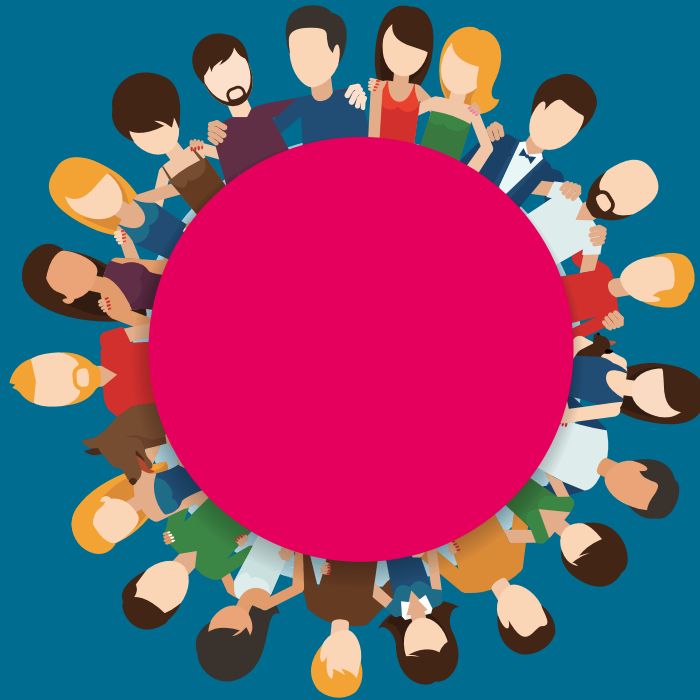
residents have attended or participated in a sporting or recreational activity in the last 12 months



GOAL 4

*We are a connected
and engaged community*

Four objectives were identified by the community in order to achieve a creative and vibrant city in 2022. These objectives and the indicators are reflective of whole of community efforts.



4.1

OBJECTIVE: Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city. This is measured through:



COMMUNITY ENGAGEMENT PAGE 53

% of people who feel they have their say on important issues



COMMUNITY PARTICIPATION PAGE 54

% of people who participate in civic engagement activities

4.2

OBJECTIVE: Our residents feel an increased sense of community. This is measured through:



COMMUNITY CONNECTEDNESS PAGE 55

% of people who feel they are part of the local community



VOLUNTEERING PAGE 56

% of people who help out as volunteers

4.3

OBJECTIVE: Residents have easy and equitable access to information resources and services. This is measured through:



HOME INTERNET ACCESS PAGE 57

% of people with internet access at home

4.4

OBJECTIVE: Our local Council has the trust of the community.
This is measured through:



TRUST IN COUNCIL PAGE 58
level of community trust in Council



COUNCIL BEHAVIOUR NO DATA CURRENTLY AVAILABLE
% of people who perceive Council as an accountable, transparent and ethical organisation



CUSTOMER SERVICE PAGE 59
% of people who are satisfied with Council's customer service

OBJECTIVE: Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city

**INDICATOR****COMMUNITY ENGAGEMENT**

% of people who feel they have their say on important issues

RATIONALE

Having a level of control or say on issues that are important is essential to community wellbeing. Community involvement is also key to ensuring good decisions are made.

UTS:CLG (2013)

MEASURE

Increase percentage of people who feel they have their say on important issues.

DEFINITION

Defined as the proportion of residents who said yes or sometimes to the statement '*I had the opportunity to have a say on important issues*', as asked in the Wollongong City Wellbeing Survey 2014, compared to those who said *no*.

BACKGROUND INFORMATION

As part of Wollongong City Wellbeing Survey 2014, residents were asked whether they had an opportunity to have a say on important issues.

A total of 32.8% said yes, 23.2% said sometimes, 39.8% said no and 4.2% couldn't say.

33%

said yes

23%

said sometimes



OBJECTIVE: Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city



INDICATOR

COMMUNITY PARTICIPATION

% of people who participate in civic engagement activities

RATIONALE

Having a level of control or say on issues that are important is essential to community wellbeing. Community involvement is also key to ensuring good decisions are made.

MEASURE

Increase percentage of people who participate in civic engagement activities.

DEFINITION

Defined as the proportion of residents who have participated in community consultation in the past 12 months, as addressed in Wollongong City Council's community survey.

BACKGROUND INFORMATION

On behalf of Wollongong City Council, in November 2014, IRIS undertook a comprehensive telephone based survey to assess community perceptions of the services and facilities provided by Council. Council undertakes the community survey every two years.

For this measure, residents were asked whether they had participated in community consultation in the past 12 months. For the baseline year and years prior, the question in the survey ask *'have you participated in community consultation during the last 12 months?* Then they were asked a

second question about *'what type of community consultation?* However it was noted that despite the increase in community consultation during 2012, and a recorded increase in participation via other means, the results from the survey didn't vary significantly from the previous survey. Hence in 2014, it was decided to change the question to *'which, if any, community consultation activities have you participated in the past 12 months?* The revised aided question was believed to be a better indication for consultation as it prompted residents to recall all the activities undertaken.

MEASURE	2014	2012 Baseline	2010	2008
Participated in community consultation in the past 12 months	26.5% *	7%	8.2%	10.3%

Source: Wollongong City Council Community survey

* In 2014 the wording of the community survey question changed. The more prompted question regarding community consultation increased the participated rate significantly.





INDICATOR

COMMUNITY CONNECTEDNESS

% of people who feel they are part of the local community

RATIONALE

Community connectedness is a key indicator of community wellbeing, cohesion and strength.

MEASURE

Increase percentage of people who feel they are part of the local community.

DEFINITION

Defined as residents' mean satisfaction score with the statement '*feel part of the community*'. Note, measure is also presented as a percentage of residents who were either satisfied or very satisfied with the statement.

BACKGROUND INFORMATION

The Wollongong City Wellbeing Survey 2014 highlighted that 68% of residents were satisfied to some extent with *feeling part of their community*, resulting in a high range mean score of 3.88. This reflects high levels of community connectedness.

MEASURE	Agreement Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
Feeling part of your community	8.1	22.9	68.3	0.7	3.88

Source: Wollongong City Wellbeing Survey, 2014





INDICATOR

VOLUNTEERING

% of people who help out as volunteers

RATIONALE

Volunteering positively impacts the wellbeing of both the service recipients and providers. As such, the number of volunteers in the community is a good measure of engagement and connectedness.

UTS: CLG (2013)

DEFINITION

Defined as the proportion of residents who said yes, *sometimes and when needed* to the question 'do you help out as a volunteer', as asked in the Wollongong City Wellbeing Survey 2014, compared to those who said *no*.

MEASURE

Increase percentage of people who help out as volunteers.





INDICATOR

HOME INTERNET ACCESS

% of people with internet access at home

RATIONALE

Access to information via the internet has become an essential element of how we stay connected and informed. Information is vital to building strong knowledge economies and the internet ensures instant access to a vast range of information across the globe. This indicator is about having the resources to participate fully in the community and the capacity to make informed decisions.

IRIS (2013)

MEASURE

Increase percentage of people with internet access at home.

DEFINITION

Defined as the proportion of residents who have internet connected at home including broadband, dial-up or another type, compared to those who have no connection.

BACKGROUND INFORMATION

The Australian Bureau of Statistics collects this data in the Census of population and housing. From 2006 to 2011, a significant increase can be observed in the percentage of households with internet connection at home; from 55% to 71% respectively. The most significant change from 2006 to 2011 was the shift from dial-up connection to broadband.

MEASURE	Type	2011 Baseline	2006
% with internet connection	Broadband Connection	64.2%	32.5%
	Dial-up Connection	3.3%	22.0%
	Other connection	3.5%	0.6%
	No internet connection	29.0%	38.1%

Source: Australian Bureau of Statistics

* Figures do not add up to 100% as 6.8% of residents in 2006 and 6.5% of residents in 2011 did not state whether they had internet connections.

71%
Connected





INDICATOR

TRUST IN COUNCIL

level of community trust in Council

RATIONALE

In communities characterised by trust in government, there is increased participation in public life, belief in decisions made and enhanced social connectedness. Thus trust in government plays an important role in enabling community wellbeing.

MEASURE

Increase level of community trust in Council.

DEFINITION

Defined as the proportion of residents who trust Wollongong City Council, compared to those who don't, as asked in Council's community survey.

BACKGROUND INFORMATION

Through the community survey, residents are asked about whether they trust Wollongong City Council. For the baseline year, the question in the survey ask 'Over the past 12 months, has

your trust in Wollongong City Council?' (increase, decreased, remained the same, unsure) The format of this question was relevant following the years from 2008 when Council underwent ICAC investigations. However in 2014 the format was deemed not informative to the current environment so was changed to ask residents to what extent they agree with the statement 'Wollongong City Council is an organisation I can trust?'. To which 59% said yes, compared to 16% who disagreed.

MEASURE	Type	2012
Over the past 12 months, has your trust in Wollongong City Council?	Increased	27.8%
	Decreased	8.7%
	Remained the Same	60.7%
	Unsure	2.8%

Source: Wollongong City Council Community Survey, 2012

28%
Increased

MEASURE	Agreement Rating [%]				Mean Score (out of 5)
	Disagree(1-2)	Neutral(3)	Agree (4-5)	N/R	
Wollongong City Council is an organisation I can trust	16.1	23.4	58.7	1.8	3.45

Source: Wollongong City Council Community Survey, 2014

59%

believe Council is
an organisation
they can trust





INDICATOR

CUSTOMER SERVICE

% of people who are satisfied with Council's customer service

RATIONALE

The ease with which the community is able to access information may indicate the level of openness and accessibility of government.

MEASURE

Increase percentage of people who are satisfied with Council's customer service centre.

DEFINITION

Defined as the proportion of residents who had either high or medium satisfaction levels with the question 'how satisfied are you with the Customer Service Centre?', as asked in Council's community survey.

BACKGROUND INFORMATION

As part of Wollongong City Council's community survey residents have been asked since 2012 to what extent they are satisfied with Council's customer service centre. In 2012, 72% of residents were satisfied with Council's customer service. This increase in 2014, with 74% satisfied to some extent.

MEASURE	Type	2014	2012 Baseline
Percentage satisfaction with Council's customer service centre	Can't say	20.9%	21.2%
	Not at all satisfied	1.5%	2.5%
	Low satisfaction	3.7%	4.1%
	Medium satisfaction	26.4%	29.9%
	High satisfaction	47.5%	42.3%

Source: Wollongong City Council Community Survey

74%
Satisfied



GOAL 5

*We are a healthy
community in a
liveable city*

Six objectives were identified by the community in order to achieve a healthy and liveable city in 2022. These objectives and the indicators are reflective of whole of community efforts.



5.1

OBJECTIVE: Residents are able to have their say through increased engagement opportunities and take an active role in decisions that affect our city. This is measured through:



CHILD HEALTH 'ON TRACK' PAGE 63

proportion of children 'on track' (26th – 100th percentile) who reach development targets on all five AEDI domains



CHILD HEALTH 'DEVELOPMENTAL VULNERABILITY' PAGE 63

proportion of children 'developmentally vulnerable' (1-10th percentile) on two or more AEDI domains



LIFE EXPECTANCY NO DATA CURRENTLY AVAILABLE

average life expectancy of Aboriginal and Torres Strait Islander residents compared to state and national averages



OBESITY PAGE 64

level of obesity amongst the population



DIABETES PAGE 65

level of Type 2 diabetes amongst the population



WELLBEING PAGE 66

level of personal wellbeing



5.2

OBJECTIVE: Residents have improved access to a range of affordable housing options. This is measured through:



HOUSING AFFORDABILITY PAGE 67

low income households experiencing housing stress



HOMELESSNESS PAGE 68

number of people experiencing homelessness

5.3

OBJECTIVE: The public domain is maintained to a high standard.
This is measured through:



PUBLIC SPACE PAGE 69

level of satisfaction (%) with accessibility and appearance of public space

5.4

OBJECTIVE: Community safety is improved.
This is measured through:



SAFETY AT HOME PAGE 70

% people who feel safe or very safe when at home alone during the day/night



SAFETY IN LOCAL AREA PAGE 71

% people who feel safe or very safe walking alone during the day/night



CRIME AGAINST PERSON PAGE 72

in recorded offences for crimes against the person



CRIME AGAINST PROPERTY PAGE 73

in recorded offences for crimes against property

5.5

OBJECTIVE: Participation in recreational and lifestyle activities is increased.
This is measured through:



COMMUNITY FACILITIES PAGE 74

% of community who utilise parks, leisure and recreational facilities on a weekly basis



SPORT AND RECREATION PAGE 75

participation in sporting and recreation activities

5.6

OBJECTIVE: Residents have a high level of life satisfaction and personal happiness. This is measured through:



HAPPINESS PAGE 76

satisfaction with life

OBJECTIVE: There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents



INDICATOR

CHILD HEALTH 'ON TRACK'

proportion of children 'on track' (26th – 100th percentile) who reach development targets on all five AEDI domains

CHILD HEALTH 'DEVELOPMENTAL VULNERABILITY'

proportion of children 'developmentally vulnerable' (1-10th percentile) on two or more AEDI domains

RATIONALE

Ensuring children's optimal physical, emotional and social health in the early years (0-6 years) has long lasting positive effects on their health, social and emotional wellbeing and achievements throughout life. The benefits include increased school success; increased future productivity; and reduced cost of health and public services.

{UTS:CLG, 2013}

MEASURE 1

Increase the proportion of children 'on-track' who reach development targets on all five AEDI domains.

DEFINITION 1

Defined as the proportion of children who fall within the 26-100 percentile on all five AEDI domains. Which includes physical health and wellbeing; social competence; emotional maturity; language and cognitive skills; and communication skills and general knowledge.

MEASURE 2

Decrease proportion of children 'developmentally vulnerable' on two or more AEDI domains.

DEFINITION 2

Defined as the proportion of children who fall in the 1-10 percentile on two or more AEDI domains.

BACKGROUND INFORMATION

The Australian Early Development Index (AEDI) data is collected nationally every three years and provides a snapshot of how children are developing by the time they reach school. Teachers complete AEDI checklists for children in their first year of formal full time school across five domains. These five domains are closely linked to the predictors of good adult health, education and social outcomes.

MEASURE	2015	2009 Baseline	2009
Percentage of children 'on track' who reach development targets on all five AEDI domains	80.6%	85.4%	81.7%
Percentage of children developmentally vulnerable across two or more AEDI domains	9%	6.9%	9.4%

Source: Australian Early Development Index

81%
'on track'

9%
'developmentally vulnerable'



5.1

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents



INDICATOR

OBESITY

level of obesity amongst the population

RATIONALE

Obesity is a pandemic which threatens the lives of the developed and developing world (WHO, 2014). There are a number of health problems which are associated with obesity including some cancers, muscular-skeletal disorder, sleep apnoea, diabetes and cardiovascular disease.

MEASURE

Decrease level of obesity amongst the population.

DEFINITION

Defined as the number of people hospitalised due to obesity related illnesses per 100,000 people.

BACKGROUND INFORMATION

Health Statistics New South Wales provide data on high body mass attributable hospitalisations by local government area. Body mass is derived from a person's weight and height. A person considered overweight or obese has a BMI of at least 25kg/m².

MEASURE	2013-15	2012-14	2011-13	2010-12 Baseline	2009-11	2008-10
Hospitalisations due to obesity per 100,000 people	512	531	547	538	610	689

Source: Health Statistics NSW

512
Hospitalisations
due to obesity
per 100,000 people



5.1

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents



INDICATOR

DIABETES

level of Type 2 diabetes amongst the population

RATIONALE

Type 2 diabetes is a condition which results when the body does not respond to insulin. The effects of diabetes include heart attack, stroke, reduced life expectancy and nerve damage. This is also the most common form of diabetes and may result from lifestyle factors.

MEASURE

Decrease level of type 2 diabetes amongst the population.

DEFINITION

Defined as the proportion of people within the Wollongong LGA with type 2 diabetes, compared to the LGA population.

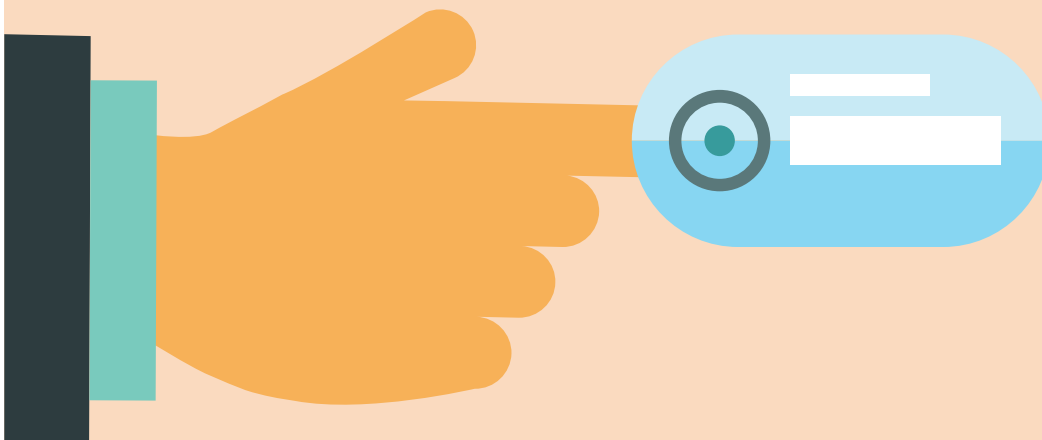
BACKGROUND INFORMATION

According to the National Diabetes Services Scheme, 5.1% of the Wollongong LGA population has Type 2 Diabetes. This compares unfavourably against the national percentage, with 4.4% of the country with Type 2 diabetes. The prevalence of diabetes in Wollongong is considered high.

MEASURE	2017	2012 Baseline
Population with Type 2 Diabetes	5.1%	6.5%

Source: National Diabetes Services Scheme

5%
Type 2 Diabetes



5.1

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents



INDICATOR

WELLBEING

level of personal wellbeing

RATIONALE

Measures of wellbeing identify the level of satisfaction of the community with life as a whole. In addition, such measures can help to identify the gaps between the hopes and reality of the community.

MEASURE

Increase level of personal wellbeing.

DEFINITION

Defined as the index score using the Australian Unity Personal Wellbeing

Index (AUPWI) calculation. This is calculated by taking the average score of the eight items contained in the table below and converting that score into a scale maximum score with a range of 0-100.

BACKGROUND INFORMATION

As addressed in the Wellbeing Survey 2014, just under 90% of residents identified that they were highly satisfied with their life as a whole, safety and their standard of living. Just over 66% indicated they were satisfied with their

future security and feeling part of the community.

Wollongong LGA's Personal Wellbeing Index was calculated as being 78.84 which is considered above average for Australian communities.

Normative data from the Australian Unity Wellbeing Index indicates that the average Personal Wellbeing Index for Australians is approximately 75. The normal range is from 70 to 80. The desired outcome is above 75 and trending upward.

MEASURE	Agreement Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
your life as a whole	2.2	8.1	89.2	0.6	4.32
your standard of living	1.3	10.9	87.2	0.6	4.35
your health	4.7	15.5	79.4	0.4	4.11
what you are currently achieving in life	6.5	17.1	75.6	0.8	4.02
your personal relationships	4.2	8.6	86.0	1.3	4.36
how safe you feel	3.5	8.6	87.1	0.8	4.30
feeling part of your community	8.1	22.9	68.3	0.7	3.88
your future security	10.7	21.2	66.2	1.8	3.82

Source: Wollongong City Wellbeing Survey, 2014



78.84

Wollongong's Personal Wellbeing index



INDICATOR

HOUSING AFFORDABILITY

low income households experiencing housing stress

RATIONALE

Housing affordability is essential in enabling access to shelter, which is considered a fundamental human right. Housing also influences the economy and wellbeing of communities.

MEASURE

Decrease in low income households experiencing housing stress.

DEFINITION

Defined as the proportion of low income households within the Wollongong LGA paying more than 30% of income on housing cost such as rent or mortgage.

BACKGROUND INFORMATION

In 2011, Wollongong recorded 12% of households experiencing housing stress. This compares to 11% in Regional NSW.

MEASURE	2011 Baseline
Low income households (lowest 40% of incomes) paying more than 30% of income on housing costs (rent or mortgage)	12.1%

Source: Australian Bureau of Statistics

12%**Low income
households**



INDICATOR

HOMELESSNESS

number of people experiencing homelessness

RATIONALE

Under the Universal Declaration of Human Rights, adequate housing is identified as a fundamental human right. Where people in our community do not have access to adequate housing, their safety, wellbeing and finances may be put under strain.

MEASURE

Decrease number of people experiencing homelessness.

DEFINITION

Defined as the number of people 'sleeping rough', as determined by the Australian Bureau of Statistics Census of Population and Housing.

BACKGROUND INFORMATION

Data for this measure is limited as it is only captured on one given day, and available every four years.

MEASURE	2011 Baseline
People experiencing homelessness in Wollongong and Dapto-Port Kembla Statistical Area Level 3	813

Source: Australian Bureau of Statistics

813





INDICATOR

PUBLIC SPACE

level of satisfaction (%) with accessibility and appearance of public space

RATIONALE

High satisfaction with the public domain is likely to lead to enhanced enjoyment, activation and perceptions of safety in the community. Public domain plays an integral role in enhancing the social connectedness and enjoyment of life in a city. Furthermore, liveable cities are attractive to do business in and to work and play; thus contributing to the economic wellbeing and employment opportunities in a city.

MEASURE

Increase level of satisfaction with accessibility and appearance of public space.

DEFINITION

Defined as residents' mean satisfaction scores with 'access to public space' and 'appearance of public space', as addressed in the Wellbeing Survey 2014. Note, measure is also presented as a percentage of residents who were either satisfied or very satisfied with the statement.

BACKGROUND INFORMATION

On behalf of Wollongong City Council, IRIS Research undertook a comprehensive telephone survey in 2014 based on wellbeing. In relation to public space residents were asked how satisfied they were with two statements 'access to public space' and appearance of 'public space'. The former statement recorded a satisfaction score of 78%, resulting in a high range mean score of 4.11. Few residents were satisfied with the appearance of public space with 56% of residents satisfied, recording a mid-range mean score of 3.59.

MEASURE	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
Access to public space	5.9	15.7	77.9	0.6	4.11
Appearance of public space	10.1	33.8	55.7	0.4	3.59

Source: Wollongong City Wellbeing Survey, 2014

4.11 out of 5

residents access to public space

3.59 out of 5

residents appearance of public space





INDICATOR

SAFETY AT HOME

% people who feel safe or very safe when at home alone during the day/night

RATIONALE

Safe neighbourhoods encourage community connectedness, use of public spaces, community wellbeing and physical activity. Safety is integral to the level of enjoyment of residents in a community.

MEASURE

Increase percentage of people who feel safe or very safe when at home alone during the day/night.

DEFINITION

Defined as residents' mean safety scores with the statements regarding how safe they feel 'at home by yourself during the day' and 'at home by yourself after dark'; as addressed in the Wellbeing Survey 2014. Note, measure is also presented as a percentage of residents who felt either safe or very safe.

BACKGROUND INFORMATION

Both statements were included in the Wellbeing Survey undertaken in 2014. High range mean scores were observed for safety at home alone during the day and after dark.

MEASURE	Safety Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
At home by yourself during the day	0.2	3.7	96.1	0.0	4.67
At home by yourself after dark	2.5	10.2	87.3	0.0	4.38

Source: Wollongong City Wellbeing Survey, 2014

4.67 out of 5

residents felt safe at home by themselves during the day

4.38 out of 5

residents felt safe at home by themselves after dark





INDICATOR

SAFETY IN LOCAL AREA

% people who feel safe or very safe walking alone during the day/night

RATIONALE

Safe neighbourhoods encourage community connectedness, use of public spaces, community wellbeing and physical activity. Safety is integral to the level of enjoyment of residents in a community.

MEASURE

Increase percentage of people who feel safe or very safe walking alone in local area during day/night.

DEFINITION

Defined as residents' mean safety scores with the statements regarding how safe they feel 'walking in your local area alone during the day' and 'walking in your local area alone after dark'; as addressed in the Wellbeing Survey 2014. Note, measure is also presented as a percentage of residents who felt either safe or very safe.

BACKGROUND INFORMATION

According to the Wellbeing Survey 2014, high range score was returned for 'walking in your local area alone during the day'. Combined with the high scores for safety at home alone, this indicates residents have high levels of perceived safety. 'Walking in your local area alone after dark' however returned only a mid-range mean satisfaction score.

MEASURE	Safety Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
Walking in your local area alone during the day	0.6	6.1	92.1	1.1	4.62
Walking in your local area alone after dark	28.2	27.1	41.8	2.9	3.17

Source: Wollongong City Wellbeing Survey, 2014

4.62 out of 5

residents felt safe walking in your local area alone during the day

3.17 out of 5

residents felt safe walking in your local area alone after dark





INDICATOR

CRIMES AGAINST PERSON

in recorded offences for crimes against the person

RATIONALE

Crime in communities is symptomatic of poverty, unemployment and low levels of wellbeing. The impacts of crime on communities include reduced levels of perceived or actual safety and reduced social connectedness.

MEASURE

Decrease in recorded offences for crimes against the person.

DEFINITION

Defined as the number of crimes including assault [domestic, non domestic, sexual and indecent], robbery [with and without weapon, and with firearm] and homicide [murder, attempted murder, murder accessory and manslaughter] against a person.

MEASURE	2016	2015	2014	2013	2012 Baseline	2011
Crimes recorded against person Assault, robbery, homicide	1,968	1,891	2,169	2,197	2,094	2,087

Source: New South Wales Bureau of Crime Statistics and Research

* Clarity of definitions has resulted in minor adjustments to previous statistics.

1,968
decrease from 2,094 in 2012





INDICATOR

CRIMES AGAINST PROPERTY

in recorded offences for crimes against property

RATIONALE

Crime in communities is symptomatic of poverty, unemployment and low levels of wellbeing. The impacts of crime on communities include reduced levels of perceived or actual safety and reduced social connectedness.

MEASURE

Decrease in recorded offences for crimes against property.

DEFINITION

Defined as the number of crimes including malicious damage against property, and break and enter (dwelling).

MEASURE	2016	2015	2014	2013	2012 Baseline	2011
Crimes recorded against property including malicious damage against property and break and enter (dwelling)	2,655	2,837	2,969	3,153	3,588	3,525

Source: New South Wales Bureau of Crime Statistics and Research

2,655
decreased from 3,588 in 2012





INDICATOR

COMMUNITY FACILITIES

% of community who utilise parks, leisure and recreational facilities on a weekly basis

RATIONALE

Utilisation of leisure and recreational facilities enable the wellbeing and physical activity of communities. High quality public spaces contribute to a community's liveability which increases attractiveness as a place to do business, work and play.

MEASURE

Increase percentage of community who utilise leisure and recreational facilities on a monthly basis.

DEFINITION

Defined as the proportion of residents who use a Council leisure facility (Beaton Park or Lakeside) on a monthly basis, compared to those who don't, as asked in Council's community survey.

BACKGROUND INFORMATION

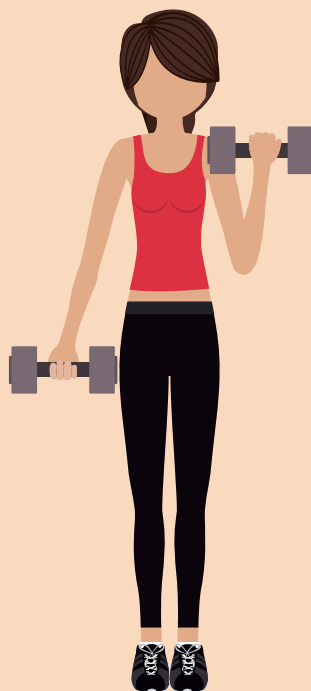
Through Wollongong City Council's biennial community survey, residents are asked about whether they visited a Council leisure facility, and if they did, how often. In 2014, 9.0% of the community used Council leisure facilities on a monthly basis. This is significantly lower than 18% in 2008.

MEASURE	2014	2012 Baseline	2011	2008
Percentage of community who utilise Council leisure facilities on a monthly basis	9.0%	7.1%	18.1%	18%

Source: Wollongong City Council Community Survey

9%

Council leisure facilities usage





INDICATOR

SPORTS AND RECREATION

participation in sporting and recreation activities

RATIONALE

Utilisation of parks and open space enable the wellbeing and physical activity of communities. High quality public spaces contribute to a community's liveability which increases attractiveness as a place to do business, work and play.

MEASURE

Increase participation in sporting and recreation activities.

DEFINITION

Defined as the proportion of residents who use a Council park/ open space/ sports field for passive sport/recreation and active sport/recreation, at least monthly.

BACKGROUND INFORMATION

Wollongong City Council's biennial community survey asks residents how often they used a Council park/open space/sports field in the last twelve months. In 2008, 34% of residents used a park/open space/sports field for active and 15% used one for passive activity. This increased to 53% and 51% respectively in 2012, and in 2014 passive recreational use of parks/open space/ sports fields increased to 56%.

MEASURE	Measure	2014	2012 Baseline	2010	2008
Percentage of residents that have used Council park/ open space/sports field within the last 12 months	Passive	56%	53%	52.6%	15%
	Active	51%	51%	48.8%	34%

Source: Wollongong City Council Community Survey

56% passive sport/recreation

51% active sport/recreation





INDICATOR HAPPINESS

satisfaction with life

RATIONALE

Satisfaction with life indicates the level of community happiness. It plays a key role in contributing to the overall wellbeing of the community.

MEASURE

Increase satisfaction with life.

DEFINITION

Defined as residents' mean satisfaction score with their *'life as a whole'*, as addressed in the Wellbeing Survey 2014. Note, measure is also presented as a percentage of residents who had a high satisfaction level.

BACKGROUND INFORMATION

According to the Wellbeing Survey 2014, a high range mean score was recorded for residents' satisfaction with their *'life as a whole'*, with 89% of residents indicating they are satisfied to some extent.

MEASURE	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
Your life as a whole	2.2	8.1	89.2	0.6	4.32

Source: Wollongong City Wellbeing Survey, 2014

4.32 out of 5

residents were satisfied with their life as a whole



GOAL 6

We have sustainable,
affordable and
accessible transport

Three objectives were identified by the community in order to achieve sustainable, affordable and accessible transport in 2022. These objectives and the indicators are reflective of whole of community efforts.



6.1

OBJECTIVE: Walking, cycling and public transport is an accessible and well-resourced means of transport, and the use of private cars is reduced. This is measured through:



PUBLIC AND ACTIVE TRANSPORT PAGE 79
in public active transport utilisation



WALKING AND CYCLING PATHS PAGE 80
kilometres dedicated to walking and cycling paths

.. . . .

6.2

OBJECTIVE: Wollongong is supported by an integrated transport system. This is measured through:



TRAVEL TO WORK OR STUDY PAGE 81
% of residents who use a private vehicle as the main form of transport to work or study



ALL TRIP TRAVEL PAGE 82
% of residents who use a private vehicle as the main form of transport for all trip purposes



TRANSPORT OPTIONS PAGE 83
community levels of satisfaction with non-car transport options

.. - - - - -

6.3

OBJECTIVE: Transport-disadvantaged communities have increased access to services. This is measured through:



COMMUNITY TRANSPORT PAGE 84
numbers of WCC community transport trips



ACCESSIBLE PUBLIC TRANSPORT
NO DATA CURRENTLY AVAILABLE
% of mainstream public transport services/routes that provide universal access

6.1

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: Walking, cycling and public transport is an accessible and well-resourced means of transport, and the use of private cars is reduced



INDICATOR

PUBLIC AND ACTIVE TRANSPORT in public active transport utilisation

RATIONALE

Public transport is a primary indicator of sustainability due to its impact on the environment, employment and access. Good public transport systems enable connectivity, access, improved environmental outcomes and community wellbeing.

MEASURE

Increase in public and active transport utilisation.

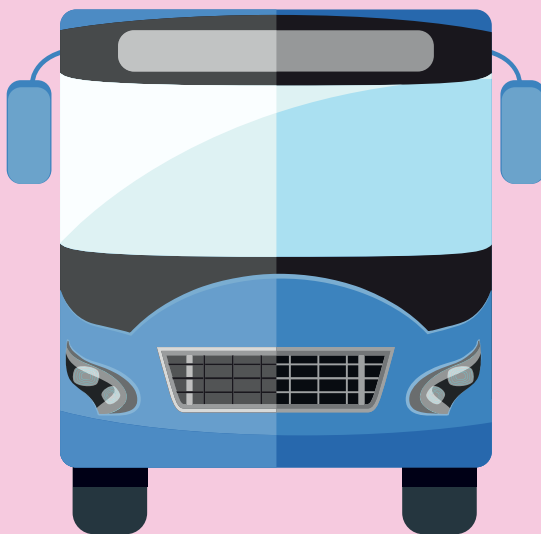
DEFINITION

Defined as the proportion of people within the Wollongong LGA whose method of travel is via public and walking/other means of transport.

MEASURE	Method	2014-15	2012-13	2011-12 Baseline
Method of travel – all trip purposes	Private Transport	76%	76%	75%
	Public Transport	5%	4%	4%
	Walking and Other Transport	19%	19%	21%

Source: Household Travel Survey Wollongong Local Government Area, Bureau of Transport Statistics

5%
public transport



19%
walking/other



6.1

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: Walking, cycling and public transport is an accessible and well-resourced means of transport, and the use of private cars is reduced



INDICATOR

WALKING AND CYCLING PATHS

kilometres dedicated to walking and cycling paths

RATIONALE

Walking and cycling paths increase accessibility for the community as well as encouraging physical activity. Adequate provision of walking and cycling paths enables the use of non-car transport options.

MEASURE

Increase kilometres dedicated to walking and cycling paths.

DEFINITION

Defined as the number of kilometres of dedicated shared pathways.

MEASURE	2017	2016	2013	2006
Km of shared pathways	123km	121km	92km	73km

Source: Wollongong City Council Draft Bicycle Strategy, Wollongong Bike Plan 2006-11

123km

shared pathways



6.2

WOLLONGONG CITY COUNCIL • COMMUNITY INDICATORS REPORT • 2017

OBJECTIVE: Wollongong is supported by an integrated transport system



INDICATOR

TRAVEL TO WORK OR STUDY

% of residents who use a private vehicle as the main form of transport to work or study

RATIONALE

Public transport is a primary indicator of sustainability due to its impact on the environment, employment and access. Good public transport systems enable connectivity, access, improved environmental outcomes and community wellbeing.

MEASURE

Decrease percentage of residents who use a private vehicle as the main form of transport to travel to work or study.

DEFINITION

Defined as the proportion of people within the Wollongong LGA that use a private vehicle as the main form of transport to travel to work or study, compared to those who don't.

MEASURE	2011-12 Baseline
Percentage of residents who use a private vehicle as the main form of transport to travel to work or study	78%

Source: Household Travel Survey Wollongong Local Government Area, Bureau of Transport Statistics

78%
private vehicle travel
to work or study



More than 20,000 vehicles per day
pass through West Crown Street



INDICATOR

ALL TRIP TRAVEL

% of residents who use a private vehicle as the main form of transport for all trip purposes

RATIONALE

Public transport is a primary indicator of sustainability due to its impact on the environment, employment and access. Good public transport systems enable connectivity, access, improved environmental outcomes and community wellbeing.

MEASURE

Decrease percentage of residents who use a private vehicle as the main form of transport for all trip purposes.

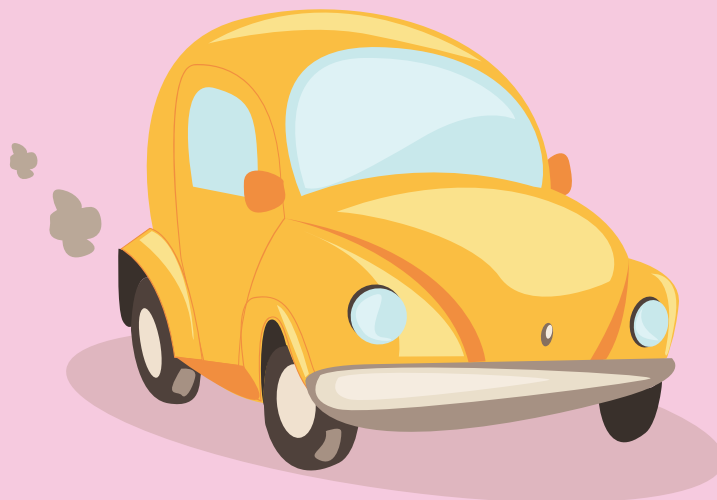
DEFINITION

Defined as the proportion of people within the Wollongong LGA that use a private vehicle as the main form of transport for all trip purposes, compared to those who don't.

MEASURE	2014-15	2012-13	2011-12 Baseline
Percentage of residents who use a private vehicle as the main form of transport for all trip purposes	76%	76%	75%

Source: Household Travel Survey Wollongong Local Government Area, Bureau of Transport Statistics

76%
private vehicle travel
for all purposes





INDICATOR

TRANSPORT OPTIONS

community levels of satisfaction with non-car transport options

RATIONALE

Public transport is a primary indicator of sustainability due to its impact on the environment, employment and access. Good public transport systems enable connectivity, access, improved environmental outcomes and community wellbeing. This indicator gives a picture of how well our non-car transport options are utilised and the level of satisfaction with these options.

MEASURE

Increase community levels of satisfaction with non-car transport options including public transport, footpaths and cycle ways.

DEFINITION

Defined as residents' mean satisfaction score with footpaths, public transport and cycle ways, as addressed in the Wellbeing Survey 2014. Note, measure is also presented as a percentage of residents who had a high satisfaction level.

In addition, this measure is influenced by the results of the question 'how often residents used non-car transport options for any trip purpose'.

BACKGROUND INFORMATION

According to the Wellbeing Survey 2014, residents recorded mid-range mean satisfaction score for all non-car transport options (footpaths, public transport and cycle ways). In addition, around 19% of residents indicated they always use non-car transport, and 63% indicated they sometimes use non-car transport options.

MEASURE NON-CAR TRANSPORT	Satisfaction Rating (%)				Mean Score (out of 5)
	Low (1-2)	Medium (3)	High (4-5)	N/R	
Footpaths	27.4	32.3	39.3	1.0	3.10
Public Transport	16.6	31.7	42.6	9.0	3.38
Cycle ways	13.9	21.4	52.4	12.2	3.57

Source: Wollongong City Wellbeing Survey, 2014



3.10 out of 5
residents were satisfied with
footpaths

3.38 out of 5
residents were satisfied with
public transport

3.57 out of 5
residents were satisfied with
cycle ways



INDICATOR

COMMUNITY TRANSPORT

numbers of WCC community transport trips

RATIONALE

This indicator is an important measure of access for the community. Good community transport enhances social connectivity and access to key services.

MEASURE

Increase numbers of WCC community transport trips.

DEFINITION

Defined as the proportion of people within the Wollongong LGA who uses Council's community transport.

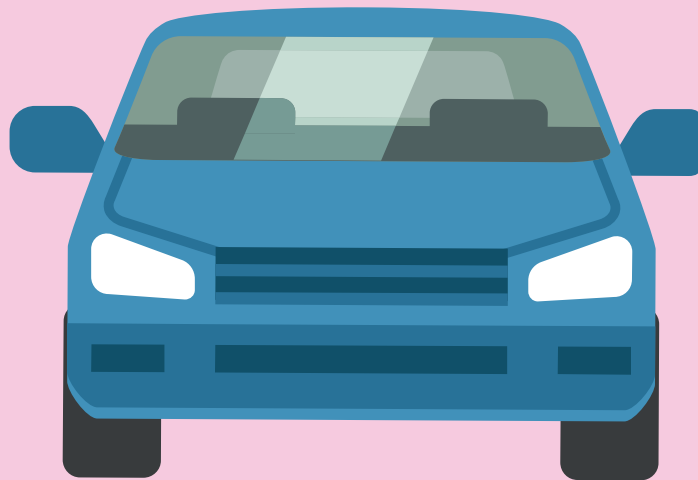
BACKGROUND INFORMATION

Wollongong City Council offers community transport across the local government area. Although data indicates a decrease from 2012 to 2015, community transport continue to deliver above the target number of trips required under the funding agreement [average of 50,000 trips or greater].

MEASURE	2015-16	2014-15	2013-14	2012-13	2011-12 Baseline	2010-11
Number of WCC community transport trips	151,737	112,497	127,521	151,657	209,704	168,058

Source: Wollongong City Council

151,737
community transport trips



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