

WOLLONGONG CITY COUNCIL

ANNUAL REPORT

2021 - 2022



Welcome to Wollongong City Council's Annual Report 2021-2022

The Annual Report provides a summary of our performance over the 2021-2022 financial year against the actions in the Operational Plan 2021-2022 and the four year actions in the Delivery Program 2018-2022.

How to read this document

The Annual Report comprises five main sections. The first section provides an overview of our city, Council and financials. *Pages 4-24.*

The main body of the report contains two sections: Strategic Priorities and Strategic Goals. Both sections provide an overview of our performance during 2021-2022 towards achieving the five Strategic Priorities and Delivery Program Actions. *Pages 25-78.*

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

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

Intended Audience

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

How to obtain a copy of this document

A copy of this Annual Report and various other Council publications are available on our website www.wollongong.nsw.gov.au.

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



Image: Bald Hill Lookout, Stanwell Park

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Financial Reports

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- Attachment B: General Purpose Financial Statements
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Local Government Requirements

- Attachment D: Additional Local Government Act Requirements
- Attachment E: Payment of Expenses and Provision of Facilities to Lord Mayor and Councillors

Acknowledgment of Country

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



City of Wollongong

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

The name Wollongong originated from the Aboriginal word *woolyungah* meaning five islands. Archaeological evidence indicates Aboriginal people have lived here for at least 30,000 years. The area we know today as Wollongong was originally inhabited by the Dharawal people (also spelled Tarawal or Thuruwal), who remain the Traditional Custodians of this land.

Dr Charles Throsby first established a settlement here in 1815, bringing down his cattle from the Southern Highlands to a lagoon of fresh water located near City Beach.

The earliest reference to Wollongong was in 1826, in a report written by John Oxley, about the local cedar industry. The area's first school was established in 1833, and just one year later the Surveyor-General arrived from Sydney to lay out the township of Wollongong on property owned by Charles Throsby-Smith.

Our local steel industry commenced in 1927 with Charles Hoskins entering into an agreement with the State Government to build a Steelworks at Port Kembla, thereby

commencing a long history of steel production that still continues to this day. Operations began in 1930 with one blast furnace of 800 tonnes capacity. In 1936, BHP acquired Australian Iron and Steel Limited and production at Port Kembla increased rapidly. The steel industry was a catalyst for growth for many decades, and laid the foundations for the city's economy, lifestyle and culture.

Wollongong is proud of its industry roots and is still known and acknowledged as one of Australia's leading industrial centres. While steel and other manufacturing industries remain an essential part of the local economy, the city has long recognised the need to diversify its economic base. Construction of the spectacular Sea Cliff Bridge to the north has given more focus to the burgeoning tourism industry, and information technology, hospitality, health services and telecommunications continue to grow as key industries in the region.

Wollongong is a diverse community, with people from more than 30 different language groups and 20 different religious groups calling Wollongong home. A deep respect for others' traditions and regular celebrations of diverse customs add to the vibrant tapestry of community life and provide another dimension to our increasingly sophisticated city.



Our Wellbeing

Residents of Wollongong feel a greater sense of wellbeing than the average Australian



9/10 residents said:

- Wollongong is a good place to live
- Their neighbourhood is a good place to live
- It's a good thing for society to be made up of different cultures
- They feel safe at home by themselves, day and night and walking alone in local areas during the day



Residents also agreed:

- Cultural diversity and creativity is valued and celebrated in the city
- Trust those in the community

Source: 2021 Wollongong LGA Wellbeing Survey IRIS Research

Community Satisfaction

Residents rated their overall satisfaction with Council's performance the highest since 1997

65% of residents are satisfied with Council's overall performance



Our top 5 highest performing facilities and services were:

- Botanic Garden Facility
- Green Waste
- Patrolled beaches
- Domestic Waste Collection
- Libraries



Over the next four years residents would like Council to focus on:

- Footpaths and cycleways
- Development, planning and infrastructure
- Parking
- Parks, sporting fields and playgrounds

Source: 2021 Community Satisfaction Survey



Our Wollongong 2028

Our Wollongong 2028 is a whole of community plan, in which all levels of government, businesses, educational institutions, community groups and individuals have an important role.

The Community Strategic Plan outlines the community's main priorities and aspirations for the future and includes strategies for how we will achieve them.

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

Our Wollongong 2028 Goals

We value and protect our environment

We have an innovative and sustainable economy

Wollongong is a creative, vibrant City

We are a connected and engaged community

We have a healthy community in a liveable City

We have affordable and accessible transport

Social Justice Principles

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

- There is fairness in decision making, prioritisation and allocating resources, particularly for those in need
- All people have fair access to services, resources, and opportunities to improve their quality of life
- Everyone has the maximum opportunity to genuinely participate in decisions that affect their lives

Community Vision

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

Our Purpose

We are committed to being a local government of excellence that enhances our City's quality of life and environment through effective leadership, community involvement and commitment to service.

- Equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural, and religious backgrounds to participate in community life.

Sustainable Development Goals

Wollongong City Council has taken a proactive approach to aligning its strategies and plans with the global goals and relevant local indicators.

The United Nations Sustainable Development Goals (SDG's) were included as a focus in the Our Wollongong 2028 Community Strategic Plan – Council's 10-year planning document. This led to discussions with local partners including the University of Wollongong, Healthy Cities Illawarra, and Shellharbour City Council regarding opportunities to work together.

Council's Delivery Program is the vehicle used to deliver services and projects to the community. Council's Delivery Program 2018-2022 committed to 'develop a project and work with partners to further explore the United Nations Sustainable Development Goals and how they align to the community's goals'.



Integrated Planning and Reporting

Our Community Strategic Plan, Our Wollongong 2028 includes the community’s vision, goals, objectives, and strategies for the future. Council’s Delivery Program outlines how those strategies for which it holds responsibility will be translated into actions, with detailed operational deliverables for each year of the program.

Reporting on our progress

The Local Government Act 1993 and Local Government (General) Regulation (2005) requires us to report under the Local Government Integrated Planning and Reporting Framework. This includes regular reporting on our progress towards implementing the objectives and actions within our Delivery Program 2018-2022 and Operational Plan 2021-2022.

Quarterly Reports

The Quarterly Reports to Council provide an assessment of progress against the objectives and key performance indicators identified in the four-year Delivery Program and one-year Operational Plan.

Annual Report

The Annual Report provides the community, Councillors, and staff with a summary of work completed by Council during the year.

End of Term Report

Achievements towards Our Wollongong 2028 Community Strategic Plan are reported in an End of Term Report. End of Term Reports are prepared at the end of a Council’s term. The End of Term Report 2017–2021 was adopted by Council on 1 November 2021 and is available on Council’s website.

Alignment to our Communities Priorities



Supporting Documents

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

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

Community Services and Facilities

- Ageing Plan 2018-2022
- Beach and Foreshore Access Strategy 2019-2028
- Wollongong City Libraries Strategy 2017-2022
- Wollongong Community Safety Plan 2021-2025
- Creative Wollongong 2019-2024
- Cultural Tourism Strategy 2018
- Disability Inclusion Action Plan 2020-2025
- Economic Development Strategy 2019-2029
- Framing Our Future - Wollongong Art Gallery Strategic Plan 2020–2025
- Places for People – Wollongong Social Infrastructure Planning Framework 2018-2028
- Public Art Strategy 2016-2021
- Public Spaces Public Life 2016-2019
- Public Toilets Strategy 2019-2029

Corporate Governance and Internal Services

- Information Management and Technology Strategy 2021-2024

Environment

- Dune Management Strategy
- Sustainable Wollongong 2030: A Climate Healthy City Strategy
- Climate Change Mitigation Plan 2020-2022
- Climate Change Adaptation Plan 2022
- Illawarra Biodiversity Strategy



Pest Animal Management Plan – Deer, Rabbit, Myna Bird 2017-2020
Urban Greening Strategy 2017-2037
Waste and Resource Recovery Strategy 2022
Lake Illawarra Coastal Management Program 2020–2030
Coastal Zone Management Plan 2017

Stormwater Management Plans

Allans Creek Flood Study - December 2019
Allans Creek Flood Study, Floodplain Risk Management Study and Plan Addendum 1 September 2008, Brandy and Water Creeks – Investigation and Design of Creek Modification - May 2014, Upper Byarong Creek Flood Analysis and Option Investigation - July 2011 – Currently under review
Review of Brooks Creek Flood Study - April 2018
Collins Creek Flood Study - September 2019 (Combined Catchments of Whartons, Collins and Farrahars Creeks, Bellambi Gully and Bellambi Lake)
Combined Catchments of Whartons, Collins and Farrahars Creeks, Bellambi Gully and Bellambi Lake, Floodplain Risk Management Study and Plan - June 2014
Duck Creek Flood Study - May 2019
Fairy and Cabbage Tree Creeks Flood Study - June 2020
Fairy and Cabbage Tree Creeks, Floodplain Risk Management Study and Plan - December 2010 - Currently under review
Hewitts Creek Flood Study - December 2019
Hewitts Creek, Floodplain Risk Management Study and Plan - December 2002 - Currently under review
Kully Bay Overland Flow Study - October 2019
Lake Illawarra, Floodplain Risk Management Study - January 2012
Macquarie Rivulet Flood Study - February 2017
Minnegang Creek Flood Study - October 2019 Minnegang Creek, Floodplain Risk Management Plan - January 2004
Mullet Creek Flood Model Update - April 2018
Mullet and Brooks Creek, Floodplain Risk Management Study and Plan - February 2010, Mullet Creek West Dapto Extension, Flood Model - January 2012 - Currently under review
Towradgi Creek Flood Study - December 2019 Towradgi Creek, Floodplain Risk Management Study and Plan - June 2003 - Currently under review
Wollongong City Flood Study - August 2019
Wollongong City, Floodplain Risk Management Study and Plan - November 2015

Planning and Engagement

Community Land Plan of Management for Council owned land (2021)
Community Participation Plan 2020

Corrimal Town Centre Plan 2015-2022
Dapto Town Centre Plan 2017-2027
Figtree Town Centre Plan 2014-2020
Helensburgh Town Centre Plan 2020-2045
Heritage Strategy and Action Plan 2019-2023
Keiraville - Gwynneville Implementation Plan 2014-2016
Keiraville Gwynneville Access and Movement Strategy 2020
Mt Keira Summit Park, Plan of Management (2020)
Port Kembla Revitalisation Plan 2018-2043
Sandon Point and McCauley's Beach Plan of Management 2015
Stanwell Park Reserve and Bald Hill Plan of Management (2021)
Thirroul Village Centre
Unanderra Town Centre Master Plan 2014-2024
Warrawong Town Centre Plan 2013-2023
West Dapto Vision 2018
West Dapto Development Contributions Plan (2020)
Wollongong Botanic Garden Plan of Management (2020)
Wollongong City Centre - A City for People (2016)
Wollongong City-Wide Development Contributions Plan (2021)
Wollongong City Centre Urban Design Framework (2020)
Wollongong Major Events Strategy 2016-2020
Wollongong Local Strategic Planning Statement 2020
Wongawilli Village Centre

Recreation and Open Space

Figtree Oval Recreational Master Plan 2016–2029
Sportsground and Sporting Facilities Strategy 2017-2021
The Future of Our Pools Strategy 2014-2024
Wollongong Play Strategy 2014-2024
Fairy Creek Corridor, Master Plan
Cringila Hills Recreation, Master Plan
Beaton Park Regional Precinct Master Plan 2018-2038
Beach and Foreshore Access Strategy 2019-2028
Beaton Park Plan of Management 2018
Hill 60 Landscape Master Plan
Memorial Gardens Master Plan
Kembla Grange Cemetery Master Plan
Tourist Parks Master Plan
Transport Services and Infrastructure
Wollongong Cycling Strategy 2030
City of Wollongong Pedestrian Plan 2017-2021
Inner City Parking Strategy 2010-2026
Wollongong City Centre Access and Movement Strategy 2023

Lord Mayor's Message



What an exciting and challenging time it is for the community of Wollongong.

After the local government elections of December 2021, we have welcomed three new Councillors on to Council, and saw the return of nine Councillors, and myself as Lord Mayor, for a three-year term.

Not only do we have many experienced hands, we're also reinvigorated as a team. We took this energy into our planning for the next 12 months prioritising key services, initiatives and important projects, trying to meet the community's expectations while being financially responsible.

Looking back, it's easy to forget how challenging the period between January and June 2022 were for Council, and for our community. Time passes quickly but it's important to reflect that up until July this year, we had one of the greatest and most significant rainfall events in memory. It also followed a very difficult six months between July and December 2021 where COVID-19 had a significant impact upon our community.

The prolonged and intense rainfall this year posed real and significant challenges for our city. Roads were flooded, people cut off and community members impacted by these dangerous conditions.

Our city was fortunate, particularly when you look at the impact the weather had on the north coast of NSW. However, while we were more fortunate than some other cities, the outcome was also a direct result of the ongoing investment by Council in our city's stormwater infrastructure. Since the 1998 floods we've had – and will continue to have – a significant focus in this area.

The construction of stormwater infrastructure is important, as are our teams on the ground during weather events. I

thank those staff who were out and about in treacherous conditions to ensure the city continued to operate as smoothly as the conditions would allow.

It was an outstanding effort to maintain our facilities – including waterlogged parks, playgrounds and sporting fields despite the ongoing weather conditions. Plus, continue to deliver new and exciting spaces for our city like the Cringila Hills bike facilities. Keep in mind this was in a period where COVID-19 and severe flu was impacting our community including the availability of Council staff. Building and material costs as well as supply chain issues were also problematic.

Looking forward, things continue to be exciting for Wollongong. In September, we've the 2022 UCI Road World Championships – Wollongong NSW racing through our streets and suburbs between Helensburgh and Coniston across an event-filled nine days.

This event is a coup for the city and has allowed us to fast-track a program of road improvements along sections of our 1000km of roads that will allow for the safe delivery of the event and benefit our local community in the long term. It also means hardy swimmers will enjoy an extra week to the swim season with a number of our key beaches opening a week early.

Community is key to what we do and we prioritise delivering the services our community value and expect. We continue to care for our 42 sportgrounds, their amenities and lighting and we've a strong and concerted focus on improving our facilities so that they cater to all members of our community and a diverse range of sporting codes. These fields are often located in poorly drained locations, and sporting facilities and their upgrades will require more resources and detailed information.

Right across summer we'll have lifeguards on our 17 patrolled beaches and our eight supervised public pools this summer, and an enhanced cleaning program for our public amenities, and we've new and engaging programs being offered through our libraries, Wollongong Art Gallery and through our youth services.

I'm inspired by what the year ahead will deliver for our city. It's such an exciting time for Wollongong as we make our mark on the global map and continue our ongoing efforts to shape our city into the best place to live, work and enjoy life.

Wollongong City Lord Mayor Councillor Gordon Bradbery AM



General Manager's Message



I am proud to present the Annual Report 2021-2022 for Wollongong City Council.

This important document provides a vital snapshot of all the work your Council has done over the past year to make Wollongong a stand-out place to live, work and play.

Our city has transformed in recent years and it's exciting that later in 2022, the world will get to see the best Wollongong has to offer when the 2022 UCI Road World Championships – Wollongong NSW comes to town.

We're privileged to have been selected as the Host City for such a significant global sporting event, and it provides the welcome opportunity for Wollongong to play a key role in the NSW Government's 10 World Cups in 10 Years initiative.

It has also provided us with an exciting opportunity to seek a range of State and Federal Government funding and investment in cycling-related infrastructure. Last November we officially opened the exciting Cringila Hills Mountain Bike Park.

I'm so very proud of this exciting project that was funded by the Commonwealth Government under the Local Roads & Community Infrastructure Program in association with Council. It delivers almost 12 kilometres of trails for mountain bikers – whether beginners through to advanced riders – as well as walking trails.

Possibly even more importantly, this project is seeing the purposeful and resourceful use of underutilised land in Cringila. We've big plans for this site and ultimately the site will be home to a brand new pump track, playground, and bike skills park.

Open spaces like this are so important to our community – and we've seen an increased desire for accessible, open and diverse outdoor spaces as a result of the global pandemic. They provide safer spaces for community gatherings, exercise and relaxation. I'm proud that we've been able to respond to our community's desire and expectations to have more options for active transport that provide health and environmental benefits and accelerate improvements to off-road cycling opportunities like that at Cringila Hills as well as on-road opportunities through the city's pop-up cycling routes.

Climate change continues to be a key focus for Council as we invest in ways to make our buildings and community facilities more sustainable, and advocate at a State and Federal Government level for changes that help mitigate risk, and adapt to, changes in our local environment.

At a grassroots level, we're seeing our community get behind initiatives like verge gardening and embracing FOGO or Food Organics Garden Organics. By using their weekly household green-lidded bin collection to keep food waste out of landfill, we're able to see the valuable compost created through FOGO used on our city's sportsfields.

It's an exciting time for our city and one that holds so much promise. We've a passionate team here at Wollongong City Council who are committed to continuing to deliver the best for the community that calls this place home.

Wollongong City Council General Manager Greg Doyle



Our Councillors

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

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

During the period under review, 13 Ordinary Council meetings and 1 Extraordinary Council meeting were held, and the agendas and minutes

are available on Council's website. In addition, 27 Councillor briefings were held.

Local Government Elections

Local government elections were held in the City of Wollongong on Saturday 4 December 2021. The ten councillors who stood for re-election were all returned to civic office, with three vacancies filled by incoming councillors Richard Martin, Linda Campbell and Elisha Aitken.

Council acknowledges the dedication of retiring councillors Leigh Colacino (2011-2021) and Jenelle Rimmer (2017-2021) and thanks them for their tireless service to our community.

Lord Mayor

Councillor Gordon Bradbery AM

Email

records@wollongong.nsw.gov.au

Phone

(02) 4227 7111



Ward
1



Councillor Mithra Cox

Email

cr.MCox@wollongong.nsw.gov.au

Phone

0425 351 844



Councillor Janice Kershaw

Email

cr.JKershaw@wollongong.nsw.gov.au

Phone

0407 383 927



Councillor Richard Martin

Email

cr.rmartin@wollongong.nsw.gov.au

Phone

0437 553 175



Councillor Cameron Walters

Email

cr.CWalters@wollongong.nsw.gov.au

Phone

0401 558 359

Ward
2



Councillor Cath Blakey

Email

cr.cblakey@wollongong.nsw.gov.au

Phone

0420 618 617



Councillor David Brown

Email

cr.DBrown@wollongong.nsw.gov.au

Phone

0409 897 597



Councillor Tania Brown (Deputy Lord Mayor)

Email

cr.TBrown@wollongong.nsw.gov.au

Phone

0439 524 488



Councillor John Dorahy

Email

cr.jdorahy@wollongong.nsw.gov.au

Phone

0450 917 262

Ward
3



Councillor Elisha Aitken

Email

cr.eaitken@wollongong.nsw.gov.au

Phone

0432 778 334



Councillor Linda Campbell

Email

cr.lcampbell@wollongong.nsw.gov.au

Phone

0437 570 708



Councillor Dom Figliomeni

Email

cr.DFigliomeni@wollongong.nsw.gov.au

Phone

0400 055 460



Councillor Ann Martin

Email

cr.amartin@wollongong.nsw.gov.au

Phone

0435 575 370

Expenses and Provisions of Facilities to Councillors

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

The total cost on payment of fees and expenses and on the provision of facilities to the Lord Mayor and Councillors (from 1 July 2021 to 30 June 2022) is **\$535,208** and consist of the following:

Fees	\$492,912
Expenses and facilities	\$42,295

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

i	Provision of facilities	\$8,216
ii	Telephone calls	\$0.00
iii	Conference and seminars	\$24,988
iv	Induction and other Professional Development	\$0.00
v	Other Training and skills development	\$200
vi	Interstate travel (non-conference related)	\$0.00
vii	Overseas travel	\$0.00
viii	Partner, spouse or accompanying person	\$0.00
ix	Care of child or immediate family member	\$0.00

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

a	Attendance at meetings, functions and events	\$4,005
b	Newspaper subscriptions and other Civic expenses including insignia of office and local government body membership fees	\$4,886

Our City

The Wollongong Local Government Area (LGA) is located on Dharawal Country.

Wollongong Local Government Area Map

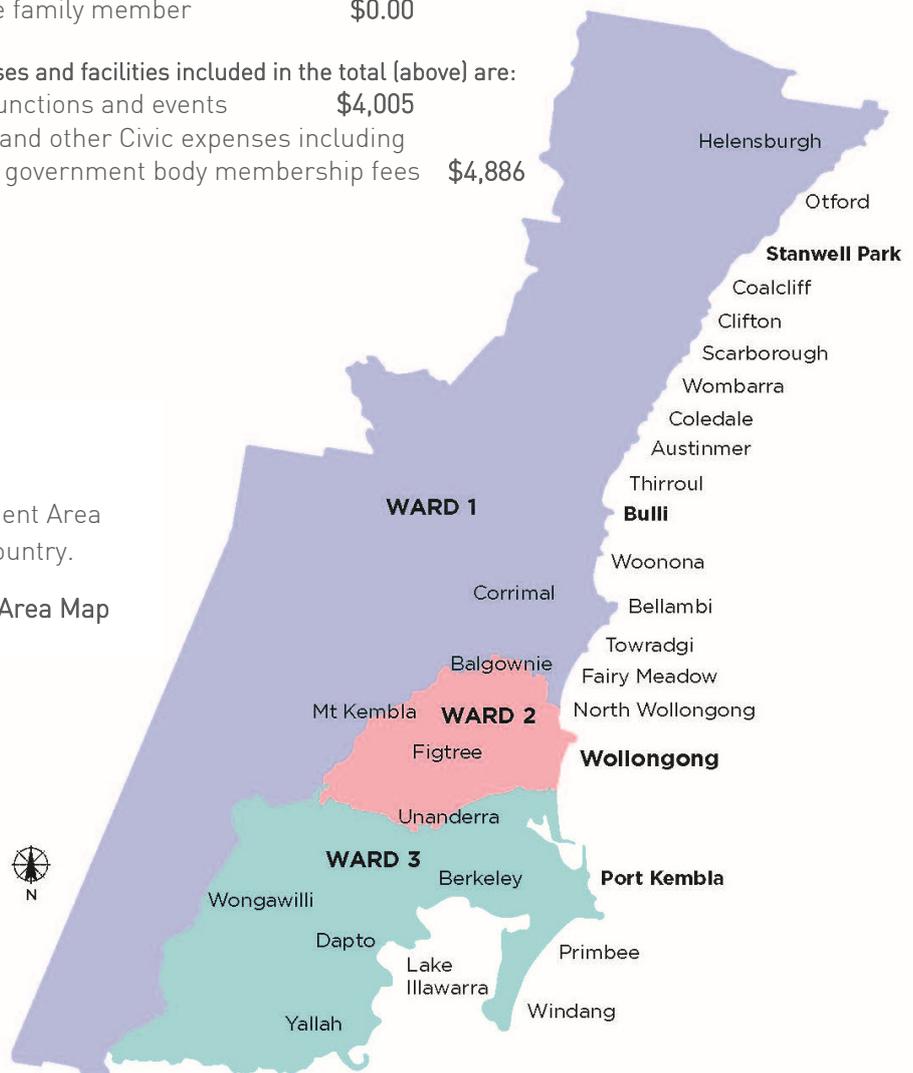




Image: Wollongong Council street sweeper

During 2021–2022 we provided, inspected and maintained:

- 95 environmental program events/ workshops
- Over 644 hectares of restoration at natural area sites

Recreation

- 146 playgrounds
- 430 park sites
- 220 sportsfields across 85 sports field locations
- 5 skate parks
- 8 outdoor exercise facilities
- 17 pools (rock pools and swimming pools)
- 60 newly arrived immigrants to the city participated in water safety education programs (Noting COVID-19 restrictions in Schools and the University of Wollongong)

Transport

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

Buildings

- over 800 community buildings
- 104 public toilets

Commercial Operations

- 2 leisure facilities
- 3 tourist parks
- 5 Operational Cemeteries
- 2 Historical Cemeteries
- 805 licensed off-street car spaces, 433 off-street casual pay and display spaces (metered) and 1,581 on-street metered spaces

Customer Service

- 114,448 telephone calls answered
- 6,720 face to face discussions
- 20,348 online requests
- 3,300 webchats

And...

- 7,580,621 domestic, recycling and green waste bins collections
- 516* inspections of food premises
- 44 different programs and projects for young people
- 21,513 Community transport passenger trips
- 13,513* hours of social support services
- 7 libraries with 947,207* visitors, loaning 1,032,535* items
- A Regional Art Gallery

* Impacted by COVID-19



Major Capital Works Projects

Wollongong City Council is the custodian of infrastructure, property, plant and equipment assets with a gross value of approximately \$5.8B, and a net carrying value of \$3.3B on behalf of the community. During 2021-2022, Council delivered a capital works program worth \$104.6M across 445 projects throughout the local government area. This includes \$43.8M on renewing and replacing existing ageing assets, and \$60.8M on upgrading or constructing and purchasing new assets.

In addition, Council received a further \$14.9M of contributed assets such as roads and drainage from new subdivisions constructed by developers.

The following is a summary of the 2021-2022 expenditure program, highlighting some of the major projects undertaken in the financial year:

	2018-19	2019-20	2020-21	2021-22
Capital Works*	\$115.8M	\$89.8M	\$77.8M	\$89.7M

Major Capital Projects*

• North Wollongong Surf Life Saving Club (SLSC)	\$3.6M
• Wongawilli Rd/Culvert Upgrade	\$3.0M
• North Wollongong Beach Seawall Renewal	\$2.8M
• Fred Finch Park Netball Court Realignment	\$1.7M
• Cleveland Rd Upgrade	\$1.3M
• Helensburgh Village Centre Stage 2	\$1.2M
• Criterium Track	\$1.2M
• Cringila Hills Mountain Bike trails and walking tracks Phase 1	\$1.1M
• Thomas Dalton Park Sports Field Lighting	\$1.1M

Projects across multiple locations^

Footpaths and Cycle Ways	153 projects	\$16.8M
Parks, Gardens and Sports Fields	59 projects	\$10.2M
Roads, Bridges and Related Assets	186 projects	\$20.9M
Car Parks	22 projects	\$2.3M
Buildings	68 projects	\$12.1M
Floodplain and Stormwater Management	84 projects	\$5.2M
Beaches and Pools	13 projects	\$0.9M
West Dapto	12 projects	\$6.8M
Commercial Operations	14 projects	\$1.0M
Library Books	1 project	\$1.3M
Waste Facilities	11 projects	\$1.2M
Plant and Equipment	2 projects	\$3.5M
Public Art	1 project	\$0.1M
Information Technology	4 projects	\$0.7M
Fleet	1 project	\$0.9M
Land Acquisitions	5 projects	\$5.8M

* Expenditure quoted above refers to the actual expenditure for 2021 - 2022, not the total cost of the project

^ Number of projects quoted refers to the number of projects Council spent money on and not necessarily constructed in 2021-2022



Your Rates at Work

Council's revenue for 2021-2022 was \$347.3M, with the majority of revenue coming from general rates and annual charges. This funding supported more than 33 services and programs, as well as new investment in operational and strategic priorities for the city. The following information provides an overview of Council's revenue and expenditure in 2021-2022.

Financial Snapshot

Where does the money come from?

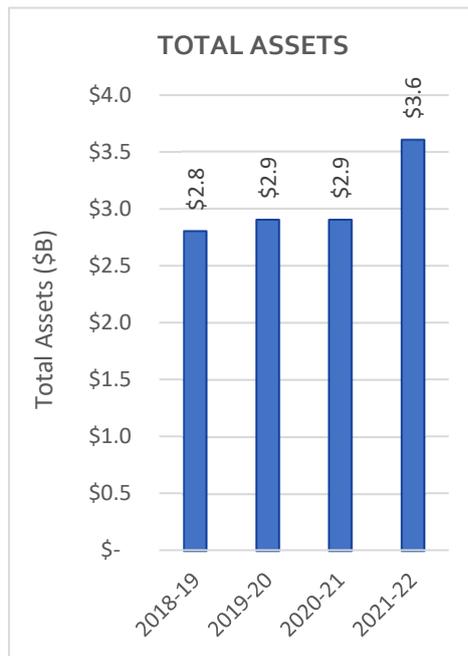
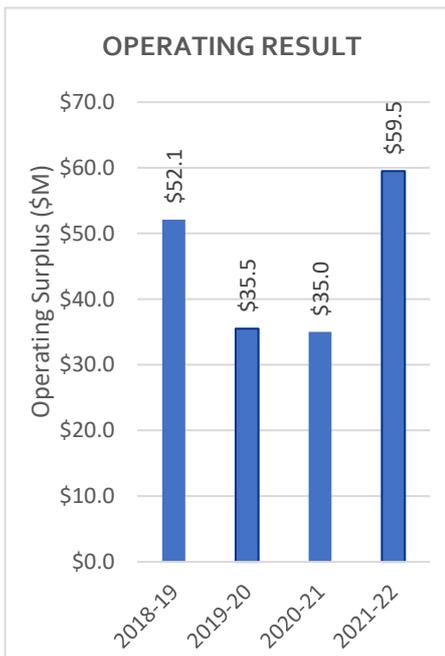
Total		\$347.3 M
Rates and Annual Charges	63%	\$216.9M
User Fees and Charges and Other Revenue	8%	\$29.2M
Grants and Contributions – Capital Purposes	13%	\$45.4M
Grants and Contributions – Operating Purposes	12%	\$41.9M
Other Income / Revenue	4%	\$13.9M

Expenditure by Service (\$M)

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

SERVICE	2018-19 Actual \$M	2019-20 Actual \$M	2020-21 Actual \$M	2021-22 Actual \$M
Aged and Disability Services	4.03	4.08	3.25	3.20
Aquatic Services	13.48	16.34	16.53	16.42
Botanic Garden and Annexes	3.63	3.74	3.71	3.85
City Centre Management	3.06	2.81	3.74	3.73
Communications, Engagement, Events and Signage	2.87	3.06	3.32	4.21
Community Facilities	5.55	5.78	6.10	5.84
Community Programs	2.03	2.01	3.47	2.26
Corporate Strategy	2.71	3.26	2.38	1.13
Cemeteries	2.27	2.46	2.38	2.54
Cultural Services	7.24	6.83	7.07	7.34
Development Assessment and Certification	8.14	8.59	8.87	9.11
Economic Development	2.67	2.66	2.54	2.70
Emergency Management	5.06	5.75	6.11	5.68
Environmental Services	2.42	2.51	2.46	2.46
Financial Services	7.44	6.81	5.66	7.61
Governance and Administration	8.42	8.45	9.07	11.17
Human Resources	14.12	8.34	5.35	5.26
Information and Communications Technology	6.85	8.02	11.82	13.63
Infrastructure Planning and Support	13.47	11.89	9.86	6.77
Integrated Customer Service	4.56	4.62	2.59	2.43
Land Use Planning	3.20	2.97	2.88	3.30
Leisure Services	4.71	4.46	4.38	3.51
Libraries	11.35	11.76	11.51	11.09
Natural Area Management	3.94	4.43	4.61	5.31
Parks and Sports Fields	19.66	22.04	21.68	23.32
Property Services	4.45	6.34	4.39	4.52
Public Health	1.10	1.12	1.17	1.12
Regulatory Control	4.98	5.14	5.59	5.72
Stormwater Services	14.82	16.79	15.02	17.23
Tourist Parks	6.31	6.32	6.76	6.32
Transport Services	50.18	54.82	48.51	46.64
Waste Management	40.51	36.46	43.09	37.41
Youth Services	1.19	1.26	1.20	1.27

Financial Overview



INCOME STATEMENT

The income statement identifies income and expenses for 2021-2022. As at June 2022, Council's operating result was \$59.5M. The operating surplus of \$59.5M was \$36.6M higher than original budget, primarily due to early receipt of the Financial Assistance Grant partially offset by lower income due to the COVID-19 pandemic.

EXTERNAL FUNDING

In 2021-2022 Wollongong City Council received \$63.0M in Federal and State Government funding compared to \$37.7M received in 2020-2021.

The full amount of grants received is reported in Note B2-4 of the financial statements.

BALANCE SHEET

The balance sheet identifies what Council owns as assets, what it owes as liabilities and its net worth position (equity). As at June 2022, Council managed \$3.56B worth of total assets.

CASH FLOW STATEMENT

This statement provides a summary of Council's cash receipts (inflow) and cash payments (outflows) during the year. The closing cash balance as at 30 June 2022 was \$162M. This represents a \$8.9M decrease from the previous year, primarily due to a lower cash balance at the beginning of the financial year.



Four Year Summary of Key Statistics

	2018-19	2019-20	2020-21	2021-2022
Total number of residents*	216,071	218,114	219,798	214,564 [^]
Total number of ratepayers	82,961	83,905	85,114	85,680
Rates levied (income)	\$164.7M	\$171.3M	\$174.9M	\$178.7M
Average general residential rate	\$1,477.69	\$1,512.55	\$1543.86	\$1,592.62
Increase in average residential rate	2.3%	2.4%	2.1%	3.06%
Specific purpose grants revenue (incl. capital and operating)	\$33.8M	\$16.3M	\$17.1M	\$29.3M
Available working funds balance	\$29.4M	\$25.4M	\$23.4M	\$32.0M
Operating performance ratio	-0.5%	-1.62%	0.95%	4.89%
Debt service ratio	3.3%	3.4%	2.1%	2.2%
Asset maintenance ratio	1.00	1.01	0.93	0.78
Capital Works Program	\$115.8M	\$89.9M	\$77.8M	\$89.7M
Number of positions (permanent FTE)	1,117.55	1,166.37 [†]	1,167.30 [†]	1,204.5
Population per employee (permanent FTE)	193.3	187.0	176.8	142.7
Governance + Admin expense per capita	\$198 [‡]	\$183	\$166	\$244
Environmental expenditure per capita	\$300	\$287	\$306	\$275
Community services, education, housing, amenities expenditure per capita	\$163	\$175	\$169	\$213
Recreational + Culture expenditure per capita	\$282	\$300	\$303	\$222
Public order, safety + health expenditure per capita	\$69	\$77	\$81	\$76
Roads, bridges and footpath expenditure per capita	\$242	\$246	\$220	\$247
Material diverted from landfill (Domestic waste collection)	48.0%	44.9%	50.3%	54.5%
Development Applications assessed	1,430	1,409	1,496	1,306
Botanic Garden visitation	413,359	358,979	352,791	229,164 [▼]
Wollongong Art Gallery visitation	119,208	69,728 ²	49,045 ²	44,197 ^{2*}
Illawarra Performing Arts Centre and Town Hall visitation	144,500	95,293 ²	62,343 ²	68,446 ²
Library visitation	1,023,880	903,176 ²	989,537 ²	947,207 ^{2*}
Pools attendance	1,282,194	900,029 ²	507,447 ²	689,691 [~]

* Australian Bureau of Statistics (ABS) – Information has been taken from the 2021 Census Data and .id Informed Decisions

[^]ABS Estimated Residential Population (ERP) 2021

[#] Note: The allocation of costs between the services has varied over the reporting period making direct comparison at this level inaccurate.

[†] Increase in costs allocated to Administration in 2018-19 relates primarily to a significant variation in the value of future employee leave entitlements due to the impact of decreased interest rates on the net present value calculation, the reassessment of prior year worker's compensation estimated values, and the upfront costs associated with the purchase and first stage implementation of an Enterprise Resource Planning System. [†] A review of permanent positions has resulted in a slight change 1 2019-20 FTE figure includes Grant funded positions (previously not included). 2 Impacted by COVID-19 - facilities closed from March 2020 under the NSW Public Health Order. [~]Change in mode of delivery to include online participants ~Impacted by COVID-19

[▼] Due to a change in gate counters however anecdotally, higher visitor numbers due to frequent visits for exercise during lockdown.

Our Organisation



Greg Doyle
General Manager



Renee Campbell
Director
Corporate Services



Linda Davis
Director
Planning and Environment

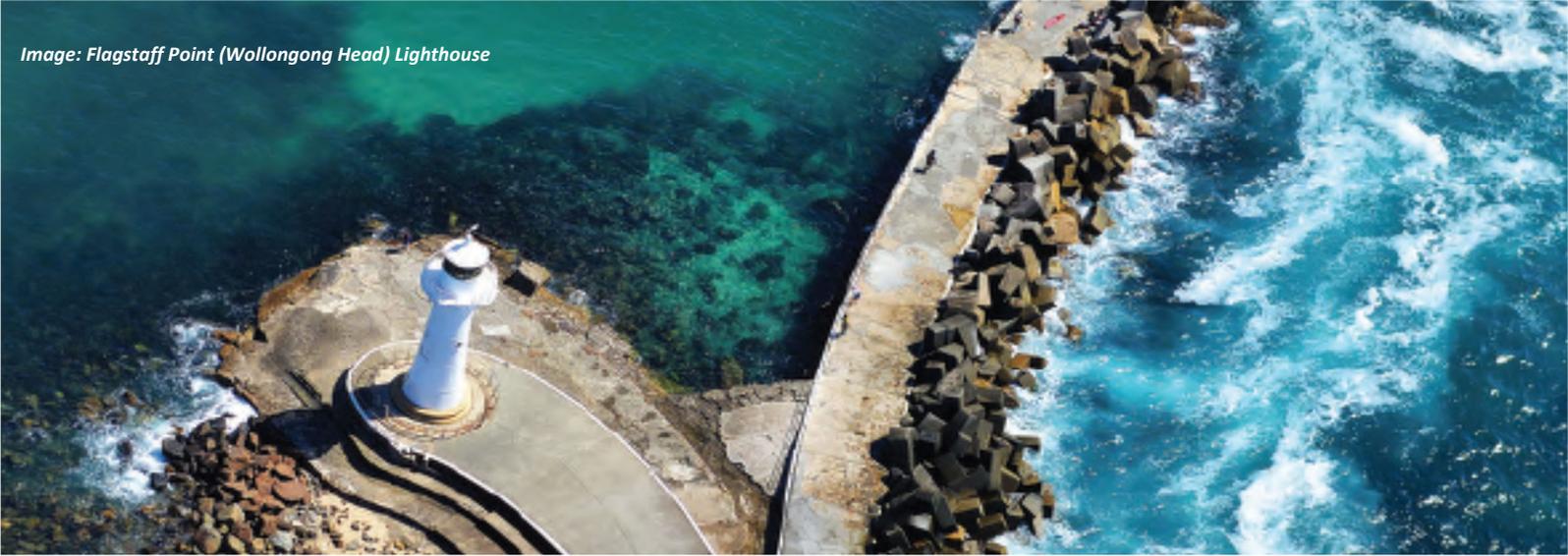


Joanne Page
Director
Infrastructure and Works



Kerry Hunt
Director
Community Services





Snapshot of the Wollongong Community

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



The median age of the population of Wollongong was 39 years.



In 2021, 22.4% of households earned an income of \$3,000 or more per week and 23.7% were low-income households (\$0 to \$650 per week). The median weekly household income was \$1,335.



In 2021, a total of 74.9% of the population of Wollongong stated they were Australian born (4.1% not stated). Of the 21% born overseas the five main countries of birth were United Kingdom, North Macedonia, Italy, India and New Zealand.



Separate housing provided accommodation for 66.3% of the Wollongong LGA population, 20.5% occupied a medium density dwelling, while 12.3% were high density dwellings.



In 2021, the population of Wollongong was 214,564[^], living in 89, 329 dwellings with an average household size of 2.5 people.



In 2021, 29.3% were couple families with children, compared to 30.2% in 2016.





Image: Children on Corrimal Beach



And 11.2% were one-parent households, compared with 11.5% in 2016



25.4% were lone person households compared with 24.3% in 2016.



In December 2021, the median house price in Wollongong was \$1,055,000 compared with \$610,750 for Regional NSW while the median unit price was \$685,000 compared with Wollongong LGA exceeded \$600 per week.



In June 2022, there were 7,666 JobSeeker and Youth Allowance recipients in Wollongong.



English was the only language spoken at home by 79.8% of the population. The four most common languages other than English spoken at home are Macedonian, Arabic, Italian and Mandarin. Of those, Arabic being the largest increase and Italian being the largest decrease since 2016.



Analysis of car ownership in 2021, indicates 53% of households had access to two or more motor vehicles with 1.8 average motor vehicles per dwelling.



In 2021, 6.7% of the population in Wollongong reported needing help in their day-to-day lives due to disability. This was a similar percentage in 2016.



Supporting our Community During the COVID-19 Pandemic

Significant challenges arising from the global health and economic challenges of the COVID-19 pandemic have continued throughout the 2021-2022 year. This impacted on what Council has been able to deliver and the way we serve and support our community. The application of a community-orientated, risk-based approach to the delivery of our services as well as responding to advice from government authorities, has meant some services and key facilities were temporarily altered or ceased. As always, our focus is on protecting vulnerable members of our community and protecting the health, safety and wellbeing of our staff and volunteers, their families, and our community.

Council provided a COVID-19 Assistance Package in 2020-2021 to support our community and businesses. With the continued effect of the pandemic evident across our community, Council adopted additional, comprehensive range of assistance measures for impacted ratepayers, businesses, community organisations, our creative community, and tenants of Council owned properties, in 2021 – 2022.

Further details of assistance measures and Council's progress with delivery of this support throughout 2021-2022 is outlined below.

During 2021-2022, Council deployed:

Rates Relief - Deployment of Council's Debt Recovery and Hardship Assistance Policy

- Rates Relief Program: Freeze on interest charges and recovery action on overdue Rates and charges related to the current year Rates
- Requests for Deferred Payment Arrangements for all ratepayers experiencing financial difficulty due to COVID-19 impacts under its Debt Recovery and Hardship Assistance Policy for the 2021-2022 financial year
- Cease Legal Debt Recovery on 2021-2022 Rates otherwise required under Council's Debt Recovery and Hardship Assistance Policy until 30 November 2021

Fees and Charges Relief 2021-2022

- Waiver of Casual Off-Street Parking Fees at targeted Off Street Parking locations until 31 December 2021
- Supporting our Local Sporting Groups - Waiver of Training and Competition Fees
- Support for Fitness Trainers; Swim Schools and Surf Schools
- Supporting Hospitality Businesses:
 - Waiver of Outdoor Dining Fees [existing]
 - Extension of Outdoor Dining Incentives to our Suburbs
- Supporting our Business Community - Food and Personal Grooming Inspection and Administration Fees Waiver

Supporting Community Service Providers and Facilities Licensees

- Supporting Local Not-For Profits: Emergency Food and Care Support for Residents
- Supporting Community Facilities: Financial Assistance for Essential Outgoings

Supporting Our Local Economy – Deployment of a Buy Local Campaign

- Deployment of a 'Buy Local' campaign - to support economic recovery and stimulate local economic activity, Council will fund the development of a 'Buy Local' campaign
- Enhanced City Centre Marketing and Activation - To support economic recovery and stimulate local economic activity, Council will increase our investment in city centre activation and marketing activities to support economic recovery of both the region and our local community

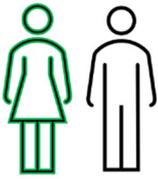
Supporting Council's Tenants – Rent Waivers and Deferrals

- Provide support to Council's commercial Tenants by adhering to Regulations introduced on 14 July 2021 and, in addition, providing rental waivers and deferrals to eligible Tenants for the prescribed periods between 1 July 2021 to 13 March 2022
- Supporting our Local Creative Industries
 - A program of support to our local creative industries to provide meaningful employment and/or business development. Includes:
 - Quick response grants (\$60,000)
 - Events re-emergence (\$200,000)
 - Arts professional mentorship program (\$60,000)
 - Artist-in-residence (\$120,000)

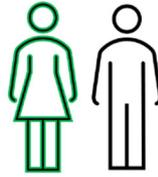


Our Workforce

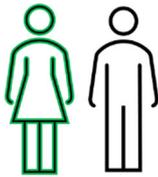
(Includes all permanent, temporary and contract employees as at 30 June 2022)



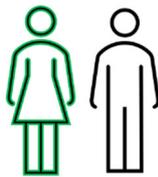
41.9% 58.0%
* 0.1% indeterminate/intersex/unspecified



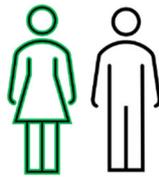
21.7% 51.7%
Full time permanent employees
* 0.1% indeterminate/intersex/unspecified



16.3% 2.6%
Part time permanent employees



4.0% 3.8%
Temporary (FT +PT) employees



Baby Boomers (and Earlier)(Up to 1966)	12.8%	15.0%
Gen X(1967 - 1980)	17.9%	22.0%
GenY & Younger(Post 1981 - 1994)	8.8%	15.6%
Gen Z And Beyond(Post 1994)	2.1%	5.0%
CEO	0.0%	100.0%
Director	100.0%	0.0%
Senior Manager	28.6%	71.4%
Middle Manager	35.3%	64.7%

Job Families are dominated by



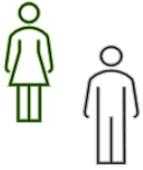
70% Administration
70% Service Delivery



91% Trades and Labour
73% Engineering and Technical



Gender Pay Gap



Wollongong City Council's Full time Gender Pay Gap

3.56% (\$3,021.15) in favour of women

*At November 2021, women's average weekly ordinary full-time earnings across all industries and occupations was \$1,591.20 compared to men's average weekly ordinary full-time earnings of \$1,864.50 (WGEA).



Base Salary Package Per Job Family

\$3,128.89 (pay gap) in favour of women

A woman's full time base salary across job family categories on average is \$3,128.89 (3.6%) a year more than the average man's.



Overall Manager* Category

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

Women in management (leadership) roles are paid \$15,033.89 per annum MORE than men as a base salary package.

*Compared to WGEA 2021 gender pay gap ranging from \$30,914 to \$86,851 in favor of men across manager category.



Total Remuneration Gender Pay Gap

Senior Staff Contracted Managers Category

Women in senior staff contracted positions are paid \$37,633.88 per annum more than men as a total remuneration package.

Our Values and Purpose

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

We live these values through:

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

Living the values in everyday work through behaviours and interactions

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

OUR VALUES IN ACTION



SUSTAINABLE
use our community's resources responsibly



RESPECT
inclusive and considerate



COURAGE
challenge the norm to be better



INTEGRITY
honest and reliable



ONE TEAM
together we deliver excellent service



Image: Aerial of Wollongong Belmore Basin, Continental Pools

Strategic Priorities

Our Councillors have made a commitment to support our organisation and the community in making Wollongong a better place to live, work, visit and play. To focus Council's attention to achieve this, Councillors agreed to five strategic priorities which are outlined in the Delivery Program 2018-2022.



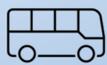
Activating our Suburbs



Urban Greening



West Dapto Urban Release



Active Transport and Connectivity



Business and Investment





Activating our Suburbs

We are committed to enhancing and activating spaces and places across our local government area through sound planning and focused programs.

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

Project Sponsor: Director Community Services
Project Manager: Manager Community Cultural and Economic Development
Strategic Program Progress: ✓ On Track

PROGRAM ACHIEVEMENTS

Throughout 2021-2022 a range of activities and initiatives were delivered within our suburbs to support connected and liveable spaces for our community. The Connecting Neighbours Grant Program continued throughout the year and has enabled Council to support projects being delivered by community members in their local suburbs. The Grant Program funds ideas generated by the community to bring people together and make neighbourhoods a better place. Projects are currently underway or were delivered by community across the local government area.

The landmark Cringila Hills Recreation Park was opened during the year. The Recreation Park includes mountain bike trails, a new playground, bike skills playground, an asphalt pump track and more than 3.4 kilometres of shared-use walking trails. The Recreation Park has an exciting mix of approximately 12 kilometres of bike trails for riders from beginners to advanced with a mix of gradients, surfaces and obstacles.

Following the success of the *Carve a New Trail* pilot project, three new bike pump tracks were built at Dapto, Fairy Meadow and Bulli. Planning also continued for the Lindsay Maynes Criterium Track and Precinct Plan in Unanderra which will provide a dedicated space for bike riders of all abilities.

Other initiatives delivered include the Bellambi neighbourhood wayfinding signage sculpture; new murals in Fairy Meadow and Towradgi; installation of the Guest Park skate mural; finalisation of Unanderra Community Centre and Library mural and installation of *Eye on the Horizon* sculpture at Hill 60, Port Kembla (as part of the Ngaraba-aan Trail).

The Reflections public art work by Col Henry, was installed at Moranga Park, Clifton as part of the Grand Pacific Walk. These works are part of the Art in the Suburbs program, designed to provide local Artists a commissioned project, as a placemaking activity as well as promoting anti-graffiti outcomes.

Port Kembla Festival, presented by Holy Pavlova, was held in April 2022. The cultural development project featured a free live community performance *Standing on the Ceiling* to showcase local talent.

The free Festival took place across six venues in Port Kembla and was funded by Council. Social enterprise workshops were also provided in Port Kembla throughout the year.

Some of the initiatives undertaken to activate our suburbs, include:

- Birthday celebration for the *Paint the Gong REaD* mascot Bright Spark were held at Dapto Mall including a range of literacy and interactive activities;
- Sport and art workshops were held at three High Schools during School Holidays as part of the schools as Shared Spaces initiative;
- Programs for young people continued to be delivered in Dapto, Bundaleer and Bellambi, activating community and outdoor spaces, providing social connectedness and skill development opportunities;
- A community Film Festival was held at the Gala Cinema Warrawong;
- Two new projects, Artist Mentorship/Professional Development Bursary and Artist in Residence programs, supported through Council's COVID-19 Community Assistance Package were developed. These programs saw

Council engage with local creative businesses/Artists across the suburbs to develop their creative and business skills. ARTSELLERATE, provides business mentoring for local creatives and ARTWARD: Art in Unexpected Places, brings Artists working in diverse practices and disciplines to some of Council's facilities and unexpected spaces to develop new creative works.

Council's four-year Infrastructure Delivery Program includes a suite of programs and projects that directly respond to our strategies and priorities to activate and enhance our community centres, public domain and open spaces. Examples of refurbishments completed this year include Kembla Heights Community Hall kitchen, Corrimal Preschool kitchen/laundry and roof replacement at Bulli Senior Citizens Centre. In addition to the many footpaths, cycleways and open space upgrades, these initiatives include streetscape and public domain improvements in Warrawong, Corrimal, Dapto and Helensburgh town centres.





Urban Greening

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

Project Sponsor: Director Infrastructure and Works
Project Manager: Manager Open Space and Environmental Services
Strategic Program Progress: ✓ On Track

PROGRAM ACHIEVEMENTS

2021-2022 saw more than 500 resident requests for trees on the verge fronting their property following last financial year's targeted Tree Planting Program in Dapto. The Urban Greening Program continued servicing street tree requests, the provision of shade along new footpath networks in coordination with civil construction projects, playground installations and installing transitional landscapes to reduce mowing. The Urban Greening Program continues to see targeted tree planting activities occurring in high need suburbs with our current program exceeding the tree planting versus removal ratio target of 2:1 with 927 street trees planted and 384 removed.

We continued to work with the community on promoting the Verge Garden Guidelines and providing support via the Connecting Neighbours Grants Program. We have commenced the 'Tiny Forests' project to be done in partnership with local Schools. Tiny Forests take up a small footprint, but due to the soil preparation and dense plantings can grow in a much shorter period than a normal forest and takes less time to become self-sustaining. Tiny Forest can provide habitat for animals, restore local biodiversity, create a buffer to reduce noise, absorb carbon dioxide to reduce the impact of global warming, provide shade and cool the air. The Tiny Forests project is aligned with our urban greening strategy, the Botanic Garden Greenplan Nursery and Council's climate change adaptation actions. The first 'Tiny Forest' has been successfully completed at Harrigan Park, Tarrawanna, with additional sites planned for later in 2022 at Dapto and the Botanic Garden.

Council's horticulture programs continued to focus on greening our streetscapes in the CBD and Town and Village precincts with planter box installs, and transitional landscape works focussed on restoring natural vegetation in place of areas traditionally mown areas, which is providing recreational and aesthetic benefits like those surrounding the mountain bike trails. Fourteen Town and Village precincts have been planted out with planter boxes as part of our approach to enhance our city's presentation.

Work progressed on a review of three Tree Management Policies to ensure our approach to public tree management, tree permits for private land, and our response to tree and vegetation vandalism are consistent and aimed at achieving tree canopy targets for our community. Council reached an agreement with Symbio Wildlife Park, Helensburgh to provide a space for a post bushfire recovery Koala Conservation plantation that will see 5,000 eucalypts planted. These trees will be used to harvest as a food source and enhance Council's commitment to urban greening.





West Dapto Urban Release

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

Project Sponsor: Director Planning and Environment

Project Manager: Urban Release Manager

Strategic Program Progress: ✓ On Track

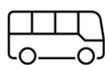
PROGRAM ACHIEVEMENTS

During 2021-2022, Council continued planning, designing and constructing infrastructure for West Dapto with significant progress achieved on the Wongawilli Road upgrade project. The final application and supporting documentation toward Biodiversity Certification of the release area also made good progress this year with an expected lodgement with the Department of Planning and Environment and public exhibition during early 2022-2023.

During the year, progress has been made on a draft West Dapto Open Space, Recreation, Community and Cultural Facilities Needs Assessment and a Landscape Development Plan for Riparian Corridors, both of which will inform the next review of the West Dapto Contributions Plan. These are large projects that will be subject to Independent Pricing and Regulatory Tribunal (IPART) assessment and is due for completion in December 2023. The review is likely to be influenced by the NSW Government's proposed contributions reform, should they progress in some form. Council continues to monitor the progress and effects of reforms on local contributions planning. Council continued to work closely with the NSW Geographical Names Board (GNB) during the year to formally implement the 1 November 2021 Council Resolution to introduce a new suburb 'Stream Hill' to West Dapto. The GNB undertook their own exhibition of the proposed suburb between 27 April 2022 and 27 May 2022. Council is currently reviewing submissions received by GNB, with a Council final submission expected during the September 2022 quarter.

Council continued to assess Planning Proposals, Neighbourhood Plans and Subdivision Development Applications to facilitate urban development. To date, Neighbourhood Plans have been adopted within Stages 1, 2, and part Stages 3 and 4 which will facilitate land for over 5,202 lots. Neighbourhood Plans to support a further 7,313 lots are currently being assessed. Council has granted Development Consent for 2,542 new lots. In addition, Council commenced the Green Network (Landscape) Masterplan project for the release area.





Active Transport and Connectivity

We are planning for and progressively working towards an integrated and active transport network with improved connectivity across the local government area. This includes the continuation of the maintenance, renewal and new construction of pedestrian and cycling networks, and infrastructure for public transport.

Project Sponsor: Director Infrastructure and Works
Project Managers: Manager Infrastructure Strategy and Planning
Strategic Program Progress: ✓ On Track

PROGRAM ACHIEVEMENTS

In 2021-2022 Council continued to invest in the delivery of key action items from Town Centre and Village Plans, Wollongong City Centre Access and Movement Strategy 2023, Wollongong Pedestrian Plan, Wollongong Cycling Strategy 2030 through the Infrastructure Delivery Program and Operational Plans. Council continues to plan and build momentum towards the 2022 UCI Road World Championships – Wollongong NSW to be held in September 2022 to stimulate cycling related tourism, community participation in cycling and invest in legacy infrastructure that improves pedestrian and cyclist access at key locations across the city. The location of this prestige event in Wollongong was influenced not only by the beauty of the city and its ability to provide a challenging course, being nestled between the mountains and the sea, but also by the comprehensive Cycling Strategy being delivered. Council will continue to seek Grant Funding through a range of NSW State and Commonwealth initiatives to support active transport and connectivity improvements. Council has engaged with Transport for NSW (TfNSW) to advocate and encourage improved public transport services (bus and heavy rail service) to enhance amenity and reduce congestion. Council has also actively participated in the planning of three local interchanges to ensure the provision of connected infrastructure and enhanced accessibility and mobility. Some of the actions that were commenced or were completed to support the Wollongong Pedestrian Plan and Wollongong Cycling Strategy included:

- New footpaths – eight construction projects were completed, and five projects have commenced.
- Footpath renewals – two construction renewals were underway.
- New shared paths – eight construction projects were completed and seven were underway.
- Pop-up cycleways were constructed across the Wollongong Central Business District, Port Kembla, Thirroul and Towradgi.
- Consultation for the location of Bike Racks was completed, with locations to be included in future online mapping tools.
- Commenced participation in a research project with the University of Wollongong (UOW), Wollongong 2022 and government agencies to develop an interactive planning tool to optimise cycling infrastructure.
- An application was submitted to Round eight of the NSW Government's Resources for Regions Program seeking \$750,000 towards the construction of Lindsay Maynes Park Criterium Track Precinct, Unanderra.

During 2021-2022, Council committed \$3.7M for new footpaths and \$4M worth of new cycleways, which is reflective of increased Commonwealth and NSW State Grant funding and increased funding from Council.

Council continued to deliver the Safer Routes to Schools Program, which develops a vision for safe school frontage and access both to and from Schools. The Programs includes a review of the existing transport network and facilities in the vicinity of the schools and identifies short, medium and long-term actions to realise this vision, including infrastructure investments. This program includes representation from the School's Parent and Citizens Association (P&C) and School Principals. Council has submitted nine Grant Applications totalling \$7.5M worth of funding to the NSW Government's Get Active Program seeking funding towards key footpath and cycle/shared path projects across the city to support this Program.

Other active transport investments being constructed throughout the year includes the Helensburgh Town Centre (Stage 2) and Fairy Creek Shared Path; Gilmore to Vickery Streets (West Wollongong and Gwynneville).



Business and Investment

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

Project Sponsor: Director Community Services

Project Manager: Manager Community Cultural and Economic Development

Strategic Program Progress: ✓ On Track

PROGRAM ACHIEVEMENTS

During 2021-2022, business and investor enquiries remained strong with Council facilitating 81 enquiries throughout the year and 31 during the June 2022 quarter. Council continues to facilitate several longer-term ongoing projects, via Council's Major Project process. These projects in total have a combined estimated jobs impact of several thousand roles/positions.

Council has continued to work with government and the business community to respond to the impacts of COVID-19 pandemic through the continuation of the 'Buy Local' awareness campaign We Shop the Gong. The campaign aims to drive spending at local businesses and support the local economy. Over the past 12 months, online spending and spending outside the Local Government Area by Wollongong residents totalled \$2.5B. A 10% change in Wollongong residents spending habits would see an extra \$250M enter our local economy, supporting 3,200 new local jobs. The campaign included a range of advertising materials, including a new webpage, dedicated social media campaign and a range of merchandise and marketing to support local businesses and encourage residents to Shop the Gong.

A 'Doing Business with Wollongong City Council' event was hosted in October 2021 to assist the local business community with understanding Council's procurement activities and processes. The event also raised awareness of the opportunities presented within Council's Infrastructure Delivery Program for local businesses. Over 80 local business representatives attended this session.

As part of the ongoing recovery program, COVID-Safe outdoor dining continued with 30 businesses being approved for outdoor dining options in the last six months. Council also continued its coordination of the post-COVID-19 Peak Bodies Taskforce, working together to address both the economic opportunities and challenges the region has faced in a post pandemic economy.

Council undertook a range of existing and new initiatives to support and attract business, and therefore grow jobs, in Wollongong Local Government Area (LGA). Support for businesses within the LGA has included the *Thrive and Primed to Thrive* programs delivered by *Investible*. The programs attracted 171 Applications with 95 attendees in total, 60% of participants indicated they are looking to employ more staff over the next 12 months.

The *Investible* and *We Shop the Gong* initiatives, among others, were supported by new economic datasets acquired by Council including Spendmapp and Monitor CRMS, which allows Council to engage with targeted sectors and business types within the LGA via aggregated Australian Business Register data. Latest data shows positive signs of economic rebound from COVID-19 restrictions.

The *Invest Wollongong* partnership continued its business attraction activities. Its integrated Marketing Strategy was anchored by digital advertising, positioning Wollongong as an alternative CBD location in a post-COVID-19 environment. Highlights of the completed digital campaign include over 330 downloads of the Wollongong Office Market Prospectus and over 53,000 clicks to the Invest Wollongong website.

Clean energy investment continues to maintain momentum with the Squadron Energy proposal on Port Kembla Power Station receiving Critical State Significant Infrastructure status by the NSW Government. Australian Industrial Power (AIP), part of Squadron Energy, are continuing to advance their proposal to develop a 635-megawatt (MW) capacity



power station at Port Kembla, planned to be operational by 2024-2025 (subject to approval and final investment decision). The power plant will be dual-fuel capable from its first day of operation (50% green hydrogen/50% natural gas) and aims to be 100% green hydrogen fuelled by 2030.

A submission was provided to the inquiry into the Offshore Electricity Infrastructure Bill 2021, welcoming the introduction of legislation and acknowledging the importance of offshore wind for Wollongong. Australian Industrial Energy announced in November 2021 the signing of a long-term Agreement with energy infrastructure and transport provider Höegh Galleon to supply the first Floating Storage and Regasification Unit (FSRU) to operate at the Port Kembla Energy Terminal. Under the agreement, the Höegh Galleon will serve the terminal which has commenced construction of its berth facilities at Port Kembla and is expected to be operational by mid-2023, making it the first project of its kind in Australia.

On 30 March, Invest Wollongong coordinated an event which saw over 80 Government and business leaders attend NSW Parliament House to hear about the 2022 UCI Road World Championships – Wollongong NSW, the revised Invest Wollongong Office Market Prospectus, and Destination Wollongong's UCI Bike City business program.



GOAL 1

We value and protect our environment

As a community we value our heritage and protect our natural environment. We have enhanced our wildlife corridors and the city's unique natural beauty through a green network that connects the escarpment to the sea. We manage our resources effectively and work together to decrease our impact on the environment. Our beautiful city is well maintained and cared for and the urban environment is well planned and managed so that population growth and urban expansion are achieved in a sensitive and sustainable way. We have the capacity to deal with the many pressures facing our unique environment, such as sea level rises and other climate change related issues. We balance the need for development with the desire of the community to protect and preserve our city's natural environment.

Services provided under this goal:

- Development Assessment
- Environmental Services
- Natural Area Management
- Land Use Planning
- Parks and Sports Fields
- Public Health and Safety
- Regulatory Control
- Stormwater Services
- Waste Management

Key highlights:

- Keep Australia Beautiful Award winners in Overall Sustainable Communities award (Category E) and Communication and Engagement Award (Category E) - Operation Nappy winner Sustainable Communities Awards.
- Administration Building Solar Car Park reducing emissions footprint of the building by approximately 25%.
- FOGO (Food Organics and Garden Organics) program resulted in 38,707 tonnes of organic material being diverted from landfill.

An overview of how we worked towards achieving the community's goal of valuing and protecting our environment through the four-year Delivery Program and Operational Plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **Activating Our Suburbs** (page 26), **Urban Greening** (page 28) and **West Dapto Urban Release** (page 28).

Grant funding for floodplain and stormwater management

Throughout the year Council was successful with the application of two grants under the NSW Government's Floodplain Management Program for the 2021-2022 funding round. The program funds two thirds of the cost for successful projects including:

- Review of Brooks Creek - Floodplain Risk Management Study and Plan (\$156K);
- Review of Kully Bay and Minnegang Creek - Floodplain Risk Management Study and Plan (\$172K)

We received a funding agreement under the National Flood Mitigation Infrastructure Program for the construction of the Bellambi Gully - Flood Mitigation Scheme Stage One - (\$2.15M of funding), the construction is scheduled to start in 2023.

Throughout the year Council also applied for funding under the NSW Government's Floodplain Management Program for the 2022-2023 round. The projects include:

- Review of Lake Illawarra - Floodplain Risk Management Study and Plan (in partnership with Shellharbour City Council)
- Registration for continuation of the Voluntary Purchase Scheme. As a result of the recent storm events, Council is applying under the Natural Disaster Relief Assistance Program for relevant projects to aid in restoration of Council's stormwater assets

Urban stormwater and floodplain management programs

The Macquarie Rivulet Floodplain Risk Management Study and Plan commenced in conjunction with and being led by Shellharbour City Council. A grant application was submitted for the Lake Illawarra Floodplain Risk Management Study with Shellharbour City Council.

Implementation of the Floodplain Risk Management Plans is continuing with ongoing progress on the following key projects:

- Debris control structures - four sites for construction in 2022-2023 and ongoing design for two sites
- Ursula Road Flood Mitigation Scheme Design
- McMahon St Detention Basin Design
- Bellambi Gully Flood Mitigation Scheme Design
- Uralba Street Channel Remediation Concept Design

Throughout the year, review of Floodplain Risk Management Study and Plans commenced for the following catchments:

- Allans Creek
- Collins Creek
- Fairy and Cabbage Tree Creeks
- Mullet Creek
- Wollongong City
- Towradgi Creek
- Hewitts Creek

The audit of all of Council's stormwater inlet structures was completed and 104 technical requisitions (TRs) for engineering advice were submitted for each higher risk headwall.

The 104 TRs have had assessments in line with draft Government guidelines which determined:

- 61 sites represented an acceptable or low level of risk and therefore no works were recommended.
- 43 sites required further investigation with the majority of sites requiring minor works such as handrails, fencing and signage.
- Nine of the 43 sites require detailed assessment and investigations due to complexities such as ownership, potential flood impact and other safety considerations

During 2021-2022, key priorities from the Integrated Stormwater Management Plan delivered:

- Construction of nine stormwater projects
- Five projects were under construction
- Seven stormwater designs were completed, and 25 designs were underway
- Five projects were deferred

Protecting and conserving our waterways

2021–2022 represented year one of implementing actions under the certified Lake Illawarra Coastal Management Program (CMP). Of the 27 actions identified to be implemented in year one:

- 26 actions commenced
- One has been delayed (now included in year two)
- Two actions were brought forward and commenced in year one

There has been great success in obtaining grant funding for implementation of actions in the CMP with over \$1.2M being awarded to Council since the CMP was certified.

The Lake Illawarra Estuary Management Committee which was established to facilitate the development of the CMP met for the last time throughout the year. At respective Council meetings in early 2022, Wollongong and Shellharbour Council's endorsed a new governance structure the *Lake Illawarra CMP Implementation Group (CMP IG)*.

Throughout the year, the Lake Illawarra Catchment Water Quality Program sampled 21 sites throughout the catchment five times and captured a further four wet weather events. This program will continue next year and a summary report of data collected is underway.

Reducing our Emissions

The implementation of Council's Waste and Resource Recovery Strategy has continued with highlights including increased participation in the Food Organics Garden Organics (FOGO) program, implementation of Charitable Organisations and Pensioner's Waste Reduction Strategy and continued efforts to maximise diversion and minimise environmental impacts from Wollongong's Waste and Resource Recovery Park.

Whytes Gully landfill gas management system continued to be implemented during 2021–2022 with the installation of wells in the current and previous cells. Over 2.1 M cubic metres of landfill gas was captured with a gradual increase in the monthly volumes recorded. The resulting reduction of methane released to the atmosphere equates to 2,000 tonnes of carbon dioxide saved over the year.

Food Organics Gardens Organics (FOGO)

Throughout the 2021–2022 Summer, Council engaged with 2,362 people about Food Organics Garden Organics (FOGO) and public place recycling as part of the Summer Cleansing program. FOGO has also been a major focus with 730 people engaged at stalls and 182 at FOGO and waste related workshops. The FOGO

program has continued throughout 2021–2022 and resulted in 38,707 tonnes of organic material diverted from landfill. This represents an increase of 26% from 2020–2021 and a 71% increase from 2019–2020. Whilst there have been seasonal variations to the contamination rates, these remain low with an average of 0.68%, which is well below the state average of 4% and demonstrates the community has a good understanding of the program.

Options for FOGO trials in multi-unit dwellings were planned and investigated during 2021–2022. The trials were impacted by COVID-19 restrictions and have been postponed to early 2023.

Climate Change Adaption Plan and Mitigation Plan

The Climate Change Adaptation Plan was adopted in March 2022. The Plan is now being integrated into the delivery of a range of Council functions including community facilities planning and infrastructure delivery. Most recently, the use of a Climate Change Risk Assessment was included in planning for Helensburgh Community Centre and Library.

Completion of this work fulfils Council's initial commitments under Global Covenant of Mayors (GCoM) program, with Council now fully compliant with its current membership requirements. Preliminary work on the next Climate Change Mitigation Plan commenced and will be informed by the recalculation and update of the community emissions profile conducted throughout the year.

Implementation highlights from the endorsed Climate Change Mitigation Plan included:

- Focus on emissions accounting and reporting, particular focus on waste emissions and cross organisational monitoring and reporting on projects
- Climate emergency update released June 2022
- Community engagement via a Climate Friendly Planning Framework Discussion Paper was undertaken with 380 people engaged with the Discussion Paper.

The status of all actions in the endorsed Mitigation Plan is summarised as follows:

- 36 actions are either completed or ongoing
- Six in implementation phase
- 21 in planning phase
- 25 not started

Sustainable Wollongong Strategy

Under the Sustainable Wollongong Strategy, Council continued to work on the review and update of the Wollongong Development Control Plan and sought



community feedback about sustainable development opportunities. In other sustainable initiatives, the Community Garden Applications were received and processed and the Beachwatch Water Sampling Program continued in partnership with Sydney Water.

Urban Greening

The Urban Greening Program continued throughout the year servicing street tree requests, coordinated with civil construction projects, playground installations and by installing transitional landscapes to reduce mowing. The Urban Greening Program continues to see targeted tree planting activities occurring in high need suburbs with our current program exceeding the tree planting versus removal ratio target of 2:1 with 927 street trees planted and 384 removed. During 2021-2022 more than 500 additional resident requests for trees on the verge fronting their property was completed in Dapto.

The Crown Street Mall Tree Replacement Project was completed with the installation of protective grates and removal of the tree guards. The Japanese Elm trees are growing extremely well to support community activation in this important civic space.

Council reached an agreement with Symbio Wildlife Park, Helensburgh to provide a space for a post bushfire recovery Koala Conservation plantation that will see 5,000 eucalypts planted to be used to harvest as a food source, enhancing Council's commitment to urban greening.

Work with the community continued promoting the Verge Garden Guidelines and support via the Connecting Neighbours Grants Program. Other successful programs include the Transitional Landscape Program with the successful greening of Tom Thumb Reserve, Windang and significant tree planting activities commenced at Cringila Hills Recreation Park to support a restored native landscape surrounding the mountain bike trails. Fourteen Town and Village precincts have been planted out with planter boxes as part of our approach to enhance our city's presentation.

In 2021 -2022 a review of three Tree Management Policies commenced to ensure our approach to public tree management, tree permits for private land, and our response to tree and vegetation vandalism are consistent and aimed at achieving and sustaining tree canopy targets for our community.

Tiny Forest

Urban Greening will see three 'Tiny Forests' planted in high need suburbs in partnership with local schools

which will be used to promote urban greening, the Greenplan Nursery and climate change adaptation actions. 2021-2022 saw the completion of one 'Tiny Forest' at Harrigan Park, Tarrawanna. A second round of Connecting Neighbours Grants was undertaken which will see more verge gardens constructed across the city.

Community environmental programs

Many of Council's environmental activities were affected by COVID-19 restrictions including World Environment Day. Face to face activities recommenced in March 2022. The Garage Sale Trail and 31 environmental workshops were held online due to COVID-19 restrictions. The Clean Up Australia Day was cancelled by heavy rainfall.

Council had a successful year with the Keep Australia Beautiful Awards:

- Overall Sustainable communities award (Category E) which recognises our achievements across a range of environmental outcomes including FOGO, Urban Greening and Rise and Shine
- Communication and Engagement Award (Category E) - Operation Nappy winner Sustainable Communities Awards

Waste minimisation programs in accordance with the Waste Strategy

An Environmental Education Strategy was developed throughout the year with a workshop held to develop an implementation plan.

Community Recycling Stations (CRS) were installed at four libraries which collect problem wastes such as X-rays, mobile phones and accessories, household batteries and smoke detectors. Face to face Waste education programs recommenced following the easing COVID-19 restrictions. The Summer Cleansing Program engaged with 2,362 people about FOGO and public place recycling. FOGO has also been a major focus with 730 people engaged at stalls and 182 at FOGO and waste related workshops.

Implement and review annual water and energy saving actions

Council continues to integrate water and energy saving actions into projects as a matter of business as usual. One of the most significant projects undertaken was the installation of Council's Administration Building Solar Car Park which has reduced the buildings emissions footprint by approximately 25%.

Council continued to provide technical support to lease and licence holders regarding sustainability



improvements including the installation of proposed photovoltaic system and value/performance, structural suitability/permissibly, life expectancy, electrical and mounting methodology.

Council's engagement with industry leaders such as the Green Building Council of Australia and research institutions such as the University of Wollongong (UOW) allows for cross organisational knowledge sharing and capacity building. Council is also working with UOW to support the delivery of the Integrated Design Studio subject.

Local Studies Libraries Project working towards heritage education

Work continued throughout the year on the significant project that contributes towards the preservation and continued relevance of local history and community stories.

Throughout 2021-2022:

- 1,508 new images were added to the Illawarra Mercury image project and catalogued to enable easy access and research. For the Illawarra Mercury negative project (the aim is to rescue images from the 1960's affected by vinegar syndrome), 2,259 negatives were digitised (preserved) and prepared for cataloguing during the year
- Digitising content – 161 DVDs and audio tapes were digitised over 2021-2022. 15 maps were digitised and attached to catalogue records
- Illawarra Stories – a total of 71 new, online stories were added to the Illawarra Stories website. 49 stories were transcribed and added to Illawarra Stories website

In addition, 432 new records (monograph, manuscripts, images, and indexed articles) were added to the collection during 2021-2022.

Additional Projects undertaken were:

- Weird, Wonderful, Wollongong online photographic exhibition for Australian Heritage Week 2022
- Country Women's Association (CWA) 100 years – launch of the Laneway project; plus, addition of CWA oral histories added to Illawarra Stories
- Williams Family donation – many assorted items, including glass plate negatives dating back to 1890's
- Council worked with the UCI team sourcing historical materials suitable for the UCI event
- Illawarra Images web page was updated; watermarking project has progressed so that

soon all 37,000 images in the collection will be watermarked to include ownership and unique image number e.g. Wollongong City Libraries - P04238

- 40 online puzzles are now available and proving to be popular, opening Local Studies resources to a new audience
- Over 5,000 new items added to the Local Studies collection

Implement funded actions of the Helensburgh Town Centre Study

In 2021-2022 stage two of the Helensburgh Town Centre project (which includes the construction of the Lilyvale/Walker St roundabout) commenced. Works are currently programmed to be completed in 2022-2023. Stage three works, which focus on the upgrade of the Walker St Western Plaza, are programmed to commence in the second half of 2022-2023.

Beach usage, incidents and preventative actions

Throughout the year attendance at our beaches was impacted by inclement weather associated with the La Nina weather pattern. The impacts of the severe storms compromised water quality which resulted in a series of beach closures and lower beach patronage compared with previous seasons. There has also been significant coastal erosion across the city with beach scarping and cliff erosion occurring at a number of locations.

A new methodology for counting beach patronage was implemented this season which involves two hourly counts instead of three per day.

Overall beach patronage for the year was 1,257,130 people which was higher than the 2020-2021 seasons 1,118,018 in attendance.

Incidents and preventative actions during the year:

- Rescues totalled 408
- Number of preventative actions totalled 52,635

Whilst the COVID-19 related closure of schools and campus education institutions significantly impacted our Lifeguard's ability to deliver on-site surf education programs, a Water Safety Education Animation video was made available to local government area schools, TAFE and University of Wollongong students during the year.

Managing development impacts on the environment

Throughout 2021-2022, 685 Development Applications were referred to Council for review, including environmental impact assessment.

Council maintained continuous engagement with all levels of government and industry for improved



development outcomes. Engagement has proven beneficial for all affected stakeholders and the community. Over the last quarter this has included meetings with NSW Department of Planning, Industry and Environment (DPIE) on strategies for improved integration with the Planning Portal and measures for improved Development Assessment strategies and continued review of System Safety Program Plan (SSPP) relationships for process improvements.

Future Directions

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

- A Climate Change Heat Study has been proposed for implementation as part of the Climate Change Adaptation Plan
- Continue to work on the next Climate Change Mitigation Plan
- Continue to implement the Environmental Education Strategy



DELIVERY PROGRAM 2018-2022 STATUS

The effectiveness of the Delivery Program is assessed through a number of performance indicators.

	2018-2019	2019-2020	2020-2021	2021-2022
Participation in environmental programs	72,142	46,409*	17,621 **^	21,526*
Plants propagated by Wollongong Botanic Garden Nursery	62,948 [†]	59,674	70,735	69,545
Plants distributed via Greenplan, external sales, landscape sales, Bushcare, FiReady, Dunecare and Botanic Garden collection	53,641	62,421	55,927	46,772
Tonnes of rubbish collected from clean up activities [^]	36	40	35*	60
Total domestic material to landfill (tonnes)	44,795	46,925	45,600	43,566`

*Impacted by COVID-19

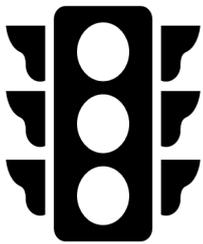
[†] Number of plants propagated increased due to the recommissioning of the new larger shade house and the benefit of additional resources allocated to nursery production. Distribution figures for the 2019-2020 are forecast to increase via Bushcare, Greenplan and landscape projects

[^] Measures the tonnage collected from Environment Strategy and Planning Community Service Program, Rise and Shine and Clean Up Australia Day.

^{**} Number excludes 67,953 who attended Sunset Cinema and Sculpture in the Garden at the Wollongong Botanic Garden

[`] Referenced by NSW EPA as Mixed Waste – Domestic Kerbside Collection. Includes kerbside bin collection and bulky kerbside waste collection

Status of Delivery Program/Operational Plan Actions



On Track: 97.26%

Delayed: 1.37%

Deferred: 1.37%

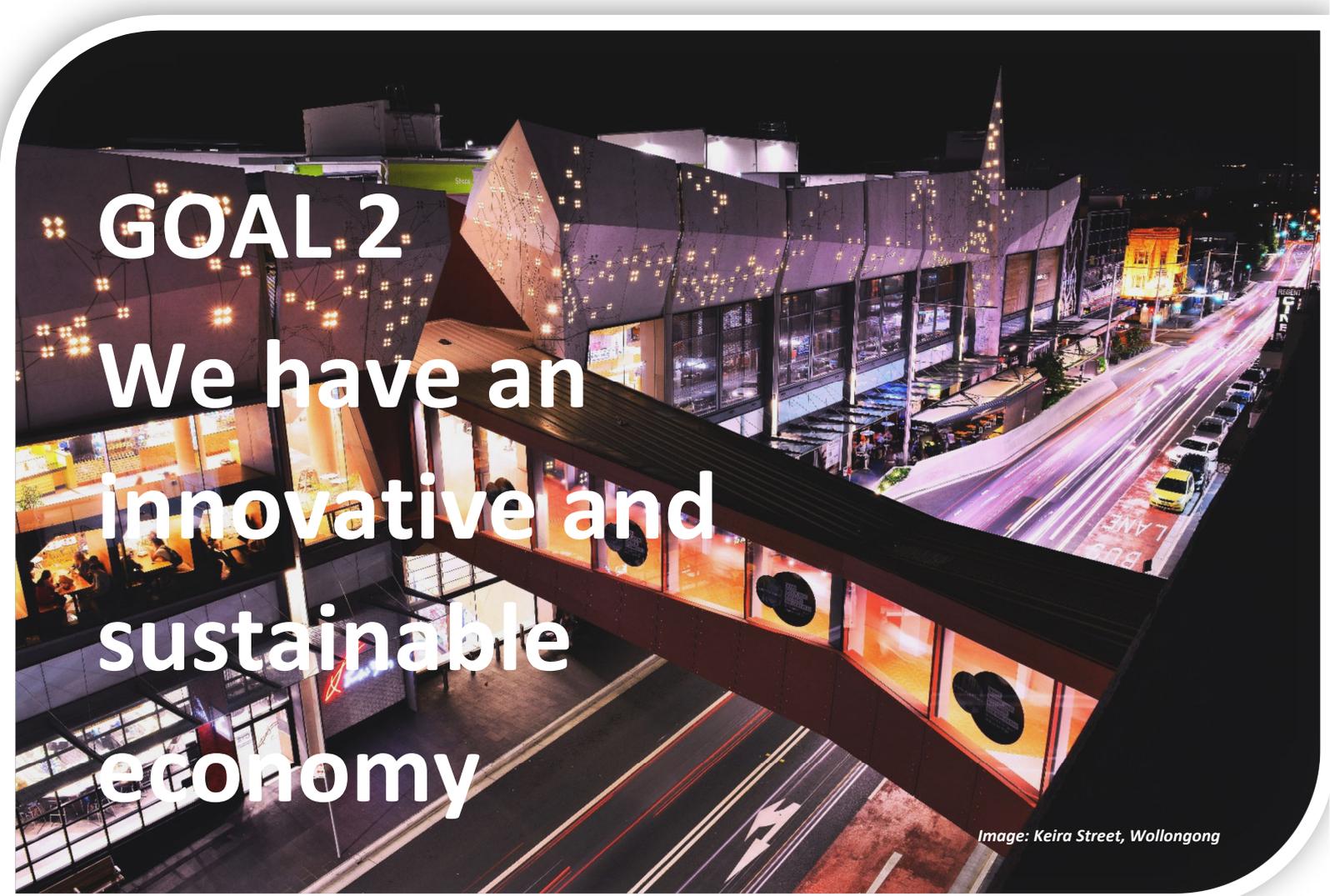
4 Year Action	Status of Annual Deliverables 2021-2022
Implement programs and events which facilitate community participation to improve natural areas	All annual deliverables on track/ongoing.
Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented	All annual deliverables on track/ongoing.
Protect and conserve the health and biodiversity of our waterways and coast	All annual deliverables on track/ongoing.
The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively	All annual deliverables on track/ongoing.
Manage vegetation to reduce bush fire risk in asset protection zones on natural areas under Council care and control	All annual deliverables on track/ongoing.
Establish effective urban stormwater and floodplain management programs	All annual deliverables on track/ongoing.
Establish and maintain research programs to reduce environmental risks	All annual deliverables on track/ongoing.
Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint	Eight annual deliverables on track/ongoing. One delayed.



4 Year Action	Status of Annual Deliverables 2021-2022
	<p><i>Delayed due to COVID-19: Develop options for a Food Organics Garden Organics (FOGO) trial for multi-unit dwellings</i></p> <p>Options for FOGO trials in multi-unit dwellings have been planned and investigated during 2021-2022. Delays have been experienced finding suitable trial sites which has been further complicated by COVID-19 constraints. Trials for FOGO options in multi dwellings are expected to commence in early 2023.</p>
Promote and enforce compliance with litter reduction	All annual deliverables on track/ongoing.
Methods to reduce emissions are investigated and utilised	All annual deliverables on track/ongoing.
Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	All annual deliverables on track/ongoing.
Impacts from development on the environment are assessed, monitored and mitigated	All annual deliverables on track/ongoing.
Develop planning controls, town centre and neighbourhood plans with regard to the economic, social and environmental impacts	All annual deliverables on track/ongoing.
Carry out best practise assessment for urban development proposals and applications	All annual deliverables on track/ongoing.
Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas	<p>One annual deliverable on track/ongoing. One deferred.</p> <p><i>Deferred: Prepare a new Local Strategic Planning Statement for the Local Government Area</i></p> <p>Under the requirements of the Environmental Planning and Assessment Act, the review of the Wollongong Local Strategic Planning Statement (LSPS) is required to be completed no later than 2027. However, LSPS's are able to be updated more regularly and Council had intended to review the Wollongong LSPS concurrently with and informed by the Community Strategic Plan. During the year, the State progressed a number of strategic reforms that have relevance for the review of our LSPS including in relation to Employment Zones, Design and Place and Planning Proposal processes. A range of new Regulations, State Environmental Planning Policies, Ministerial Directions and guidelines were also introduced during the year. In December 2021, the State announced the formation of the Greater Cities Commission to incorporate Illawarra Shoalhaven, Central Coast and Lower Hunter/Newcastle into the Commission. The new Greater Cities Commission came into effect in April 2022 and the Commission has commenced work on the new strategic settings for the expanded Greater Cities area with a discussion paper expended to be released early in 2022-2023.</p>

4 Year Action	Status of Annual Deliverables 2021-2022
	<p>This discussion paper will provide important context for the review of Wollongong LSPS. It was considered appropriate to defer the commencement of the review of the Wollongong LSPS to later in 2022-2023 to provide the opportunity to understand implications from the new planning context for our local planning framework.</p> <p>While the formal review of the Wollongong LSPS was not commenced last year, work progressed on important informing strategies such as the draft Housing Strategy, Retail and Business Centres Study, South Western Sydney Growth Impact Project and Industrial Lands Review.</p>
Work in partnership with others to promote a diverse range of heritage education and promotion programs	All annual deliverables on track/ongoing.
Work with the local Aboriginal community in the management of Indigenous heritage	All annual deliverables on track/ongoing.
Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	All annual deliverables on track/ongoing.





GOAL 2

We have an innovative and sustainable economy

Image: Keira Street, Wollongong

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

Services provided under this goal:

- City Centre Management
- Communications, Engagement, Events and Signage
- Community Programs
- Cultural Services
- Economic Development
- Financial Services
- Infrastructure Planning and Support
- Wollongong City Libraries
- People and Culture
- Transport Services
- Waste Management

Key Highlights:

- Securing key tourism infrastructure funding \$750,000 from the NSW Government's Resources for Regions Program towards the Lindsay Maynes Multipurpose Criterion Track, \$250,000 from the NSW Government's Streets as Shared Spaces program towards the Crown Street Outdoor Dining Trails project
- Post COVID-19 buy local campaign, increasing locals business growth
- Increases in engagement of social content connectivity

An overview of how we worked towards achieving the community's goal of establishing an innovative and sustainable economy through the four-year delivery program actions and operational plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – Activating Our Suburbs (page 26), West Dapto Urban Release (page 29) and Business and Investment (page 31).

Focus on the Wollongong City Centre

Throughout 2021-2022 the amenity and safety of the Wollongong City Centre continued to be a focus. A solar-powered mobile device charging station was installed within the Crown Street Mall at the Church Street and Crown Streets intersection. This station will be operational in early 2022-2023.

Throughout the year, there has been an increase in both outdoor dining and general activations within Globe Lane that resulted in a review of vehicle movements. The outcome was vehicles are no longer able to access Globe Lane beyond the Globe Lane underpass.

During the COVID-19 pandemic, community health and well-being were a priority as part of the everyday operations of the Crown Street Mall. Risk Management plans were developed and implemented to ensure compliance with NSW Public Health Orders and minimise risk within the public domain. Businesses were provided assistance through the provision of Public Health Order signage for their premises. As COVID-19 restrictions eased, the amenity of the public domain focused on attracting visitors back into the Wollongong CBD.

Implement the Economic Development Strategy 2019-2029

Council continued to work in alignment with the goals of the Economic Development Strategy 2019-2029. The Strategy sets a jobs target of 10,500 new jobs by 2028. Over the past year, the local government area has grown 1,115 jobs. However, we are 578 jobs below our baseline set in 2017-2018 indicating our local job market is continuing to recover but has not returned to pre-COVID-19 levels. On that basis, accelerating job growth has been central to the activities to promote economic development across the city.

The total number of facilitated enquiries for 2021-2022 were 81 ranging from business support and information to facilitating larger projects through Invest Wollongong.

Other key economic development highlights throughout the year included:

- Facilitation of many longer-term ongoing projects via Council's Major Project process. These projects in total have a combined estimated jobs impact of several thousand
- A focus and growth in knowledge hub capabilities investing in innovative economic

software including new tools such as Spendmapp, which is used to analyse spending patterns in the LGA. The launch of Monitor customer relationship management system (CRMS) which enables Council to engage with over 8,000 business and provides information on 15,000 business in the Wollongong local government area

- "Buy Local" Campaign to support the local business community included "We Shop the Gong" launched in December 2021
- A 'Doing Business with Wollongong City Council' event was held in late October 2021 which raised understanding about the opportunities around Council's Infrastructure Delivery Program and 'how to do business' with Council. Over 80 local business representatives attended this session

To help ignite new job growth, Council began mapping the innovation ecosystem to understand the performance and process of commercialisation within the local government area. Mapping the ecosystem is a significant step in more robustly supporting the start-up community and tech sector within Wollongong.

Supporting Activities and Partnerships for growth

Throughout the year city centre marketing and activation activities focused on inviting visitors and our community to rediscover the CBD. Some of the key campaigns included Laneways Live, Wollongong Live, Christmas displays, exhibition projects, and the Showtime Carnival event.

Other key highlights included:

- Live Music - 60 x Live@Lunch concerts were held in Crown St Mall in partnership with Wollongong Conservatorium of Music and the Illawarra Folk Club, employing more than 50 local artists and contributing to a more vibrant and welcoming CBD. In addition, more than 20 local artists and music industry professionals were engaged for the Lovers Lane event and Laneway for Days DJ program across the year
- Council was successful in assisting with the activation of sites such as The Illawarra Hotel, and Globe and Crown Lanes in the CBD. The Crown Lane Road closure was piloted and has been extended until end September 2022 when further assessment will take place



- Precinct-based business communication groups were established for both laneways, facilitating improved communication and support for new ideas generation for the CBD. Creative Central Business District (CBD) dressing, and branding were used to create vibrancy in the CBD and create connectivity between the precincts. Following Laneways Live, the Wollongong Live Winter Campaign continued through until the end of June. This campaign showcased the increase in outdoor dining through Crown Lane and featured key businesses, new street art murals and the Crown Street Mall Markets

Work continued across all levels of Government and the business community in response to COVID-19. These included:

- Council rolled out its Business Support Program for local business, in partnership with Investible
- Primed to Thrive' and 'Thrive' programs focused on empowering small business owners
- Promotion of outdoor dining
- Launch of the post COVID-19 Peak Bodies Taskforce
- Launch of a new digital marketing campaign to grow awareness of and engagement in Wollongong local government area as a business location

Laneways Live

Laneways Live was held between 26–29 May 2022, the festival focussed on three key interlinked areas – Globe Lane, Crown Lane, and Upper Crown Street Mall Wollongong. The precinct-based approach, saw unique programming tailored to each area such as live performance (music, circus, roaming, dance), live art (murals, visual projections), lighting, and business engagement, with unique briefs for each of the precincts.

Investing in Wollongong

A range of activities were held throughout the year focusing on attracting investment.

On 17-18 May 2022, Invest Wollongong attended the Auscontact Association's National Conference in Brisbane, hosting an exhibition booth over the two days and giving a presentation to the 140 delegates. This opportunity generated a number of positive enquiries about Wollongong as a location for new contact centres. Supporting the start-up and scaleup sector focused on content sharing on our social media platforms.

A new start up video was finalised in April, along with three blogs featuring local companies Mogwai Labs,

ExSitu and RoboFit, and their respective journeys, whilst also highlighting the ongoing contribution of I-Accelerate.

Other activities included an Invest Wollongong display advertisement in the winter edition of Coal Coast magazine. On social platforms, there were 10 posts on Invest Wollongong's LinkedIn and four on Facebook. LinkedIn saw an 89.4% increase in followers, compared to last quarter.

On 30 March, Invest Wollongong coordinated an event at NSW Parliament House to promote the 2022 UCI Road World Championships – Wollongong NSW, the revised Invest Wollongong Office Market Prospectus, and Destination Wollongong's UCI Bike City business program. Over 80 government and business leaders attended, which featured presentations by City of Wollongong Lord Mayor, Gordon Bradbery AM, Chair of Wollongong 2022 Dean Dalla Valle, and the Hon. Rob Stokes, Minister for Cities.

Wollongong as a Smart City

Work continued on a number of initiatives throughout the year to ensure Wollongong continues to develop as a SMART city.

Work included the creation of a Smart Cities Project Roadmap to guide on the vision of 'utilising secure digital technologies to support, connect and enhance our communities' living standards and economies.'

Projects on the Roadmap include such things as smart bin sensors, whole of Council emissions monitoring, prescribed dam monitoring, urban heat islanding, road, footpath and signage condition monitoring, Blue Mile pedestrian/cyclist interactions and waterways monitoring spanning a timeframe over the next two years.

Other progress throughout the year included:

- Continued migration of the flood aware phase one work completed by University of Wollongong (UoW) onto our infrastructure
- Progressing the transition of the Smart Waterway modelling
- Continued delivery of the UoW SMART Project in partnership with Remondis on waste collection.

Tourism Infrastructure

In 2021-2022, Council was successful in securing funding for the following key tourism infrastructure projects:

- \$750,000 from the NSW Government's Resources for Regions Program towards the Lindsay Maynes Multipurpose Criterium Track, Unanderra
- \$250,000 from the NSW Government's Streets as Shared Spaces program towards the Crown

St Outdoor Dining Trials Project. This Project will create additional opportunities for outdoor dining and street activation through lower Crown St and will be delivered in early September 2022 to support the significant visitation to Wollongong during the 2022 UCI Road World Championships – Wollongong NSW

Throughout the year, Council led a major piece of work to outline the opportunity for the Wollongong Entertainment Centre (WEC) precinct resulting in the 2022-2023 NSW Government budget of \$3.5M being allocated for the Masterplan of Illawarra Sports and Entertainment Precinct.

Programs to incorporate learning and development

A range of activities were held throughout the year to support literacy, learning and development.

Paint the Town REaD is a community early literacy program that encourages reading, talking and singing to children from birth. Council participates in the Paint the Town REaD Coordinators network and convenes the local Paint the Gong REaD network.

The Annual Reading Day planned for August 2021 was cancelled due to COVID-19 restrictions and replaced with a virtual reading day.

The birthday celebration for the program mascot Bright Spark, was held at Dapto Mall with 90 families and over 140 children attending. Bright Spark also attended Shellharbour Kidsfest to celebrate Paint Shellharbour REaD's mascots birthday.

The 250 Stories pilot project, which encourages families to engage in the development of early literacy and language skills through reading, singing, dancing, rhyming, yarning was delivered throughout the year.

During the year, the Libraries continued to expand and introduce new technology including:

- Creation of a suite of Widgets - shortcuts in Spydus to speed interaction with customer information for Library use
- Implementation of Click and Collect technology for Libraries' app
- Investigation of utilised Short Message Service (SMS) services for Library notices

Wollongong as a Learning Community

During the 2021-2022 year, all objectives set out in Phase one - Internal engagement, governance and commitment - were met through the Learning City Project Working Group and Project Control Group with 30 representatives from across Council:

- Mapped Council's broad range of community education offerings
- Developed a community education evaluation framework measures the impact of our work in a coordinated manner; the framework and related evaluation tools will be piloted by four business units in July -September 2022
- Extended learning opportunities for the community through local and global learning festivals
- Actively participated in local, national and international learning city and library networks
- Developed a community engagement plan that fosters a collective impact approach to the development of a learning city strategy/plan for Wollongong in phase two of the Learning City Project
- Developed an internal action plan to support the implementation of phase one outcomes and establish a more coordinated, collaborative approach to community education across business units
- Embedded learning city objectives into the future 2032 Community Strategic Plan and 2022-2026 Delivery Program

Future Directions

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

- Continue to implement the Economic Development Strategy 2019-2029
- Implement strategies from the SMART Regions Strategy
- Continue to promote Wollongong as a Destination

DELIVERY PROGRAM 2018-2022 STATUS

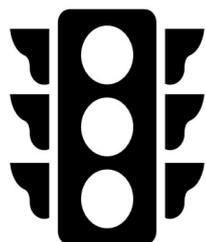
The effectiveness of the Delivery Program is assessed through a number of performance indicators.

	2018-2019	2019-2020	2020-2021	2021-2022
Business investment enquiries	68 [#]	72	67*	81
Paid on street parking occupancy rate*	76%	72%	77%	69%*
Visitation to tourist information centre	53,399	42,370*	32,537*	23,045*
Tourist park occupancy of cabins	59%	53%*	62%*	68%*
Tourist park occupancy of powered sites	50%	41%*	42%*	39%*
Tourist park occupancy of unpowered sites	36%	21%*	29%*	18%*

* Impacted by COVID-19

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

Status of Delivery Program/Operational Plan Actions



On Track: 93.02%

Delayed: 0.00%

Deferred: 6.98%

4 Year Action	Status of Annual Deliverables 2020-2021
Build on partnerships which enable the retention of local talent	All annual deliverables on track/ongoing.
Ensure that Wollongong is attractive for business expansion, establishment and relocation	All annual deliverables on track/ongoing.
Progress implementation of the City for People and its accompanying implementation plan	Two annual deliverables on track/ongoing. One deferred. <i>Deferred: Undertake the City Centre Planning Review and Design Review arising from the Wollongong City Centre – Public Spaces Public Life Implementation Plan</i> In December 2020, Council deferred the draft City Centre Planning Strategy to enable a range of supporting studies to be completed. Those studies are still being undertaken. In particular, the LGA Retail and Business Centres Study is nearing completion and the integrated transport study is progressing.
Support regional activities and partnerships that promote business investment and jobs growth	All annual deliverables on track/ongoing.
Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	All annual deliverables on track/ongoing.
In collaboration with key agencies, facilitate the West	All annual deliverables on track/ongoing.

Dapto Taskforce to deliver the first stages of the West Dapto Urban Release Area	
The development of renewable energy products and services is supported	All annual deliverables on track/ongoing.
Partnership opportunities in research and development are expanded	All annual deliverables on track/ongoing.
In conjunction with partner organisations support the development of innovative industries	All annual deliverables on track/ongoing.
Undertake major refurbishment works in the city centre	All annual deliverables on track/ongoing.
Pursue initiatives that promote the region as a place to holiday to domestic and international markets	Three annual deliverables on track/ongoing. One deferred. <i>Deferred due to COVID-19: Provide funds to support Wollongong's ability to attract and retain a tourist ship visitor economy through on shore day visits</i> Destination Wollongong have not requested support at this time. The cruise industry was severely impacted by COVID-19. No action was taken this year.
Support projects that investigate opportunities for the provision of tourism infrastructure	Three annual deliverables on track/ongoing. One deferred. <i>Deferred due to COVID-19: Support relevant agencies, business and industry to advocate for the establishment of a cruise ship terminal in the port of Port Kembla</i> The advent of COVID-19 has meant drastic repositioning within the cruise industry, with no clear date that the industry will be able to recommence operations. We will continue to monitor progress nationally and position Wollongong as opportunities arise.
Market and promote events in the city centre	All annual deliverables on track/ongoing.
Improve policies and systems to support the revitalisation of the city centre	All annual deliverables on track/ongoing.
Continue to grow Wollongong's attractiveness to attract signature events and festivals	All annual deliverables on track/ongoing.
Ensure Wollongong is attractive to research and development companies and organisations	All annual deliverables on track/ongoing.
Implement a range of programs that incorporate learning and development	All annual deliverables on track/ongoing.
Implement programs to ensure Wollongong becomes a Smart City	All annual deliverables on track/ongoing.





GOAL 3

Wollongong is a creative, vibrant city

*Image: Wonderwall Mural - Globe Lane, Wollongong
Artist: Smug One*

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

Services provided under this goal:

- Communications, Engagement, Events and Signage
- Community Programs
- Wollongong City Libraries
- Parks and Sports Fields
- Youth Services

Key highlights:

- Port Kembla Festival – Viva Engine Room
- Unspurge, visual art event/exhibition
- Public Art Strategy (2022-2032)
- The return of the Comic Gong Festival
- National Aborigines and Islanders Day Observance Committee (NAIDOC Week), Reconciliation Week and Sorry Day

An overview of how we worked towards achieving the community's goal of Wollongong is a creative, vibrant city through the four-year Delivery Program actions and Operational Plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – Activating Our Suburbs (page 26) and Business and Investment (page 31).

Creative Wollongong

Throughout 2021-2022 cultural development projects relating to Creative Wollongong were delivered despite some projects affected by COVID-19 restrictions.

Cultural programs delivered from the Creative Wollongong Strategy have included a range of events and program activity such as Standing on the Ceiling in partnership with the Port Kembla Festival, an artist business mentoring program and professional development bursary.

Improved marketing and effort to reach new audiences is building evidenced through an increase in Applications and Expressions of Interest (EOI's) from first time individuals and organisations.

In 2021-2022, the following projects were progressed:

- Port Kembla Festival - Viva Engine Room delivered three major projects in 2021-2022.
- Unspurge - Two new projects supported through Council's COVID-19 Relief Package Quick Response Grants- Artist Mentorship/professional development bursary and Artist in Residence programs, have been implemented
- ARTWARD: Art in Unexpected Places. Two residencies have been awarded in each Ward. One as a direct artist creative site-specific response and one community arts engagement project
- Weave online network continued to build in partnership with Shellharbour, Kiama and Wingecarribee Council's including development of a survey
- Involved in the preliminary needs assessment for cultural opportunities in West Dapto
- Internal partnership work to upgrade facilities for dance and circus at two community halls

Support to existing and emerging artists

Throughout the year, Council continued to provide support to existing and emerging artists through the Wollongong Art Gallery's (WAG) Strategic Plan as well as through the Cultural Arts Program.

While COVID-19 restrictions continued to impact some areas of WAG operations, 2021-2022 delivered several key actions including:

- Wi-Fi upgraded throughout the WAG building providing better customer and staff access to online systems
- Delivery of multidisciplinary art project 'Deep Sounding' - an immersive Audio-Visual collage exploring our connection and environmental impact on the world's oceans
- Delivery of 'There's A Crack in Everything' - An exhibition where artists collaborate with people with lived experience of mental ill-health to provide more community awareness and help remove stigma in the community
- Coomaditchie 30th Anniversary Project commenced with visiting senior Aboriginal Curator Tess Allas and will be developed and presented in March-May 2023
- Here+Now III Reassess Progress was presented and supported one emerging local curator and five emerging local artists (all under 30 years)
- Built-in dehumidifiers were installed in three WAG art storage rooms to control humidity levels and minimise mould outbreaks within the art collection
- Specialised art storage racking, and shelving were installed in three art storerooms to maximise storage capacity and alleviate storage congestion

WAG increased collection holdings through both purchase and gift of artworks.

Purchased artworks include:

3 x Photographs by Stephen Dupont, 6 x Paintings by local artist Gavin Coote & Melissa Ritchie, 1 x Digital artwork by Gary Carsley & Renjie Teoh.

Gifted artworks include:

4 x Contemporary Aboriginal paintings by Amanda Bamber, 2 x Paintings by Michelle Hanlin gifted by Amanda Rowell, 4 x Contemporary ceramic objects gifted by artists Kirsten Coelho & Juz Kitson.



Cultural Grants Program

The Cultural Grants Program is an important part of Council's Financial Assistance Program for the creative and cultural community. This year, Council held two rounds of Cultural Grants. This included the annual Small Cultural Grants which opened in January and awarded in June 2022, for commencement in July 2022. A second round as part of Council's COVID-19 Relief Package Quick Response Grants was announced in November 2021 and provided up to \$3,000 of funding for applications for a creative project or for marketing support.

- Number of Small Cultural Grants 2021-2022 supported 12: \$40k
- Number of Quick Response Grants 2021-2022 supported: 25 total: \$81k
- Number of Small Cultural Grants supported for 2022-2023: 16 total: \$53k

Public Art Strategy

Throughout the year, the renewed Public Art Strategy (2022 - 2032) was drafted, providing an opportunity to strengthen Council's commitment to its current public art collection. The Strategy provides a framework to support Council's commitment to public art, articulating why and how Council engages with public art in our city.

Despite the program having to stall for COVID-19 restrictions, 2021-2022 saw a number of new public art works installed including:

- Eye on the Horizon at Hill 60, as part of the Ngaraba-aan Trail
- The Bellambi entry statement
- Painted shared cycleway in MacCabe Park;
- A photographic exhibition celebrating the Country Womens Association centenary
- Art panels being renewed at Port Kembla Pool

The public art maintenance program was stalled in the first five months of the year due to COVID-19 restrictions however; Council was able to deliver a broad range of public art maintenance and renewal projects including:

- Repair mosaics in Burelli Street, Belmore Basin and pavement art at Thirroul Library have been completed
- An assessment has been made on Green Box Park, Bellambi with regards to repair of totem poles and graffiti removal

- Cleaning and checking of artworks in Unanderra required a replacement art panel for the sports facility.

Graffiti removal and new murals as part of our Anti-Graffiti Program have been completed at sites in Wollongong, Fairy Meadow and Tarrawanna.

There were a number of programs and operations in the public art portfolio. These include a new heritage photographic exhibition celebrating the Country Womens Association centenary in the Bonacina Walkway, new panels installed at Port Kembla Pool, Col Henry's work 'Reflect', is ready for installation at Moranga Park and a new pilot project of a painted shared cycleway in MacCabe Park was completed.

The major renovation project scheduled for 2022-2023 is maintenance at Andrew Lysaght Park on the Windwalls artwork. De-scaling and cleaning of the artwork is scheduled for August 2022 as stage one of the programs. The renewed Public Art Strategy 2022-2032 is in draft and is being prepared for public exhibition.

Our Young People

Throughout the year a variety of capacity building opportunities and programs have been provided in art, performance, broadcasting and production for young people.

'On Air Play Out' continued to deliver a one-hour, weekly community radio program, by young people for young people. New presenters were trained and joined the program. 'Create' a weekly art program was facilitated, exploring a range of mediums and creative activities. 'Painting and Planting' a weekly art program with a focus on wellbeing and experimental painting was delivered.

'Youth in Fashion' a collaboration with local fashion designer Gina Barjeel, provided the opportunity for young people to create and design their own clothes. 'Acting Up' a weekly theatre and performance program provided young people the opportunity to gain skills and confidence in the performing arts in a fun environment. The group worked together to explore drama techniques and create a showcase performance. Through drama and performance young people are supported to build friendships, social wellbeing and confidence. Script writing, production and character development workshops facilitated by performance artists were delivered during the school holidays.

'Team Ignite' provided a platform for young people to inform live music, production activities and events at Wollongong Youth Centre. COVID-19 restrictions impacted the ability to deliver programs and live music events throughout the year.

Sound and Lighting 101 workshops were delivered to support young people to build technical skills in production. The workshops were facilitated by an industry professional, and participants have gone on to operate audio visual equipment at Wollongong Youth Centre events and activities. 'I love a bike city because...' exhibition was installed on the façade of Wollongong Youth Centre featuring an array of images taken by local young people to celebrate all things bike riding.

Artist in Residence, a 12-month opportunity for a young artist was launched, providing access to an arts studio, art supplies and equipment, mentoring opportunities and experience in delivering workshops.

'On Stage', a weekly performance space for young people was relaunched after a long hiatus due to COVID-19 restrictions.

Merrigong – Illawarra Performing Arts Centre (IPAC) and Town Hall

Despite the 2021–2022 COVID-19 lockdown period that lasted several months, the results of which saw more than 20,000 tickets refunded, many positive initiatives were undertaken.

One such being the opportunity for Merrigong to support the local community in a unique partnership with local social enterprise, Green Connect, using our kitchen and chef to provide hundreds of meals to those in our community who were struggling to make ends meet. Merrigong was also able to continue its theatre development and independent artist programs through the lockdown period, ensuring that a range of theatre-makers were supported to keep working on creating exciting new theatre for future presentation to audiences.

The Performing Arts Industry as a whole was badly impacted by lockdowns, border closures and rising infections. Both State and Federal Government provided funding schemes to support the struggling sector and Merrigong was able to access this support and maintain staffing levels, reopening with confidence in its ability to face uncertainty in the wider economic and creative environment. Merrigong delivered numerous successful live events at IPAC and Wollongong Town Hall for a

cross-section of community and professional venue hirers. While there was a little hesitancy in audiences returning to the theatre, most shows were well-attended and received with enthusiasm.

September 2022 saw Merrigong overcoming further challenges presented by stormy weather, including the cancellation of a number of performances of The Sirens' Return at Port Kembla Pool and a stormy season for the long-awaited return of Spiegelteent Wollongong to The Arts Precinct. The community response to both events was overwhelmingly positive, and Merrigong's Season 2022 continued to delight audiences throughout this period.

Merrigong's development of a self-determined First Nations Performing Arts Program progressed with the recruitment of a First Nations Communications and Engagement Coordinator, and the establishment of a First Nations Advisory Group. Engagement with local First Nations communities has been successful.

Comic Gong Festival

A significant highlight during the 2021-2022 year was the return of Comic Gong. Held on 14 May, with a new, additional location for the exhibitors, in the lower part of Crown Street Mall. Local businesses welcomed the increased flow of foot traffic along the Mall, and new community members were introduced to the Festival by popping along to see what was happening. The familiar cosplay competitions, face painters, arcade alley and local Lego robotics group and Project Bucephalus were welcomed by Comic Gong regulars and a new legion of fans were entertained by the Spiderman Stunt show in the Arts Precinct.

Battle Cry LARP (Live Action Role Playing) gave people of all ages hands on play archery and mediaeval combat experiences and the Steampunk Vagabonds kept the vibe going at the after party with their pirate dancing. Large crowds were dispersed with the addition of the Mall location to the Town Hall, Wollongong Library Art Gallery and the Arts Precinct, while those seeking respite headed to the Quiet Space at the Town Hall. Over 12,000 people attended this year's Comic Gong.

Community Events

During the 2021-2022 period, while Council events were impacted by COVID-19 related restrictions, as well as the significant weather events from December to April, there were a number of community events delivered in various modes.

City of Wollongong Giving Tree was launched on 10 November with Council working closely with the committee in establishing new collection points which was focused on shopping centres including Dapto Mall, Lederer Corrimal, Warrawong Plaza, Wollongong Central, Crown Street Mall, and South Coast Floor Coverings.

Fireworks were coordinated for Australia Day and New Year's Eve, with the community heading to the many coastal vantage points to get a view of the display. Feedback received on the fireworks for both events was positive with community happy to see the fireworks return.

Wollongong hosted four major events from January to March 2022 targeting our priority sectors of Sport, Arts and Culture. In January we hosted the 22nd Australia Day Aquathon at Wollongong Harbour and in February the N.S.W. Beach Volleyball Tour was held at Woonona Beach. In March we also hosted the first Australia Robotics Competition at WIN Entertainment Centre, and the Spiegeltent returned to the IPAC.

2022 Union Cycliste Internationale (UCI) Road World Championships – Wollongong NSW

Following on from the 2020-2021 recognition of Wollongong as a global city with the announcement of the awarding of the UCI Bike City Label, Council has worked with Wollongong 2022 to provide advice around the proposed 2022 UCI Road World Championships – Wollongong NSW courses, to develop an infrastructure program which will ensure the course is ready for the event and provide legacy improvements for our community.

Details of the Host City Agreement were negotiated and finalised across the period of the year, as well as steps being taken in order to support the enactment of the Major Events Act to support the event.

This included provision of detail around barrier plans and proposed crossing points which has enabled detailed planning around city maintenance and cleansing, waste removal and other detailed operations to be escalated.

Council has supported Wollongong 2022 in the development of a Community Readiness Plan and roll out. This has involved a program of media and social media stories, an area wide letterbox drops and targeted meetings and conversations with key stakeholder groups.

Supporting and coordinating community events and celebrations

Throughout the year, a range of activities were held to support community events and celebrations.

A range of activities were held during National Reconciliation Week (27 May - 3 June) 2022 including:

- Council's Reconciliation Action Plan launched on 3 June at an event featuring a Welcome to Country, Smoking Ceremony and traditional ceremonies
- A Reconciliation Festival held at Wollongong Youth Centre including basket weaving, poetry, Aboriginal performers and art
- An Aboriginal Elders morning tea with the Lord Mayor Councillor Gordon Bradbery AM
- Aboriginal community workers "Thank you" luncheon. The event was a new initiative focused on acknowledging the contributions and work of Aboriginal people and what they bring to our city and community
- Information and resources about Reconciliation were available to access through Council's communication platforms, including social media and our webpage

Council's 2022 NAIDOC Week Grants were provided to community organisations to assist strengthening community wellbeing through participation in an event/activity that celebrates the achievements and culture of the local Aboriginal and Torres Strait Islanders community.

A range of initiatives were also undertaken in 2021-2022 with Culturally and Linguistically Diverse (CALD) communities including:

- The Joyful Project
- "The Journeys Through School and Beyond", a Question and Answers panel, as part of the online Illawarra Multicultural Youth Conference
- Facilitation of the CALD Cycling Group and delivered the "Come and Try - Biking and Triking"
- A "People and Technology" workshop was held on 7 June with seven organisations sharing ideas on how they can work with communities to lessen the digital divide
- Reconciliation Action Plan support was provided to the Illawarra Interfaith Women's Network to seek grant funding through the

Multicultural NSW Event and Festival Grant Program

- Targeted programs to support CALD young people were delivered by Youth Services including 'Girls Café'
- Council worked in partnership with TAFE NSW to deliver components of the English as a Second Language (ESL) program including resume writing and improving English skills for young people

Harmony Week (21-27 March 2022) was celebrated with an animated video campaign on social media. A series of short, engaging videos demonstrating how to count from one to 10 in different community languages including Dutch, Sinhalese, German, Japanese, Farsi, Auslan, English, French, Italian and Turkish were created. These videos were posted on Facebook throughout Harmony Week. Council staff were also encouraged to wear orange, the colour that represents Harmony Week.

Library programs recognising our cultural diversity

2021-2022 saw the delivery of library programs to recognise and reflect the cultural diversity of our community.

Throughout the year, the Library fulfilled 25 requests for items in 15 different community languages through the State Library of NSW Multicultural Bulk Loans Service.

Refugee Week (19-25 June 2022) was celebrated in multiple ways:

- A series of videos featuring interviews with former refugees were posted on social media and Council's website. This was a collaborative project with Council and SCARF Refugee Support who assisted with the recruitment of speakers
- An interactive Refugee Week web page on the Library's website featuring information, library resources and educational games. Links to this page were shared with CALD organisations and multicultural communities
- A speaker event featuring a facilitated discussion with three former refugees was held in Wollongong Library. This event was very popular with 42 people in attendance

who were actively and empathically engaged in the discussion. The event included a delicious afternoon tea sourced from caterers with a refugee background

Wollongong Library also featured a thought-provoking display posing the question 'If you had to leave your home in 15 minutes what would you take with you in your backpack?' The display featured actual lists of what some refugees took with them as they fled their homes.

The Tech Savvy Elders pilot program commenced with the first group training session at Coomaditchie United Aboriginal Corporation (UAC).

Other initiatives included:

- Development and delivery of a calendar of events for Pride Month, June 2022
- SCARF'S Homework Help sessions
- Multicultural March celebrations with a speaker event 'Insights into the Refugee Experience'
- Participation in the Inaugural Aboriginal Art Trail

Future Directions:

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

- Host the 2022 UCI Road World Championships – Wollongong NSW
- Major renovation at Andrew Lysaght Park on the Windwalls artwork
- Develop the Public Art Strategy 2022 - 2032
- Hosting of the 2022 Regional National Aborigines and Islanders Day Observance Committee (NAIDOC) Award Dinner



DELIVERY PROGRAM 2018-2022 STATUS

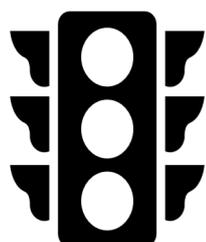
The effectiveness of the Delivery Program is assessed through a number of performance indicators.

	2018-2019	2019-2020	2020-2021	2021-2022
Wollongong Art Gallery visitation	119,208	69,728*	49,045*	44,197 ^{^*}
IPAC and Town Hall visitation	144,500	95,293*	62,343*	68,446
Library visitation	1,048,701	903,176 ^{^*}	989,537 ^{^*}	947,207 ^{^*}
Library loans	1,298,671	1,080,597*	1,235,761 ^{^*}	744,327 ^{^*}
Library programs - number	2,360	1,689*	714 ^{^*}	758
Library programs - participation	68,996	105,947 ^{^*}	34,401 ^{^*}	16,529 ^{^*}

[^] Change in mode of delivery to include online participants.

* Impacted by COVID-19

Status of Delivery Program/Operational Plan Actions



On Track: 89.66%

Delayed: 3.45%

Deferred: 6.90%

4 Year Action	Status of Annual Deliverables 2020-2021
Promote Made in Wollongong to become a well-known brand	<p>One annual deliverable deferred.</p> <p>Deferred due to COVID-19: Implement the 'Made in Wollongong' concept</p> <p>The Made in Wollongong brand has not progressed or been marketed across the past two years due to COVID-19 impacts. Alternative options have been pursued. Most recently the LGA wide 'We shop the Gong' campaign has provided marketing and communications promotion across all areas of business and retail including for local creatives.</p> <p>Cultural Development continues to support artists and their businesses in a variety of ways. The Creative Dialogues program created two new podcasts, one helping young musicians navigate the music industry, and one on grant writing and applications in partnership with Create NSW.</p> <p>Additional funding from Council for COVID-19 support was utilised to develop arts mentoring, professional development bursary and artist in residence programs. These have provided exciting and empowering programs for the creative community and have included a business mentoring program in partnership with 'Arts + Business' and a professional development bursary scheme for artists to pursue a professional development opportunity - 'Artsellerate', as well as artist in residence programs at various facilities across the LGA delivered throughout the June 2022</p>

	quarter.
The visibility of our cultural diversity is increased	All annual deliverables on track/ongoing.
Encourage the integration of urban design and public art	All annual deliverables on track/ongoing.
Deliver sustainable and successful events and festivals through Council investment and delivery of the Events Strategy	All annual deliverables on track/ongoing.
Encourage Sports Associations to conduct regional, state and national events in the city	All annual deliverables on track/ongoing.
Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	<p>Four annual deliverables on track/ongoing. One annual deliverable deferred.</p> <p><i>Deferred due to COVID-19: Deliver the annual Viva La Gong Festival</i></p> <p>With the cancellation of Viva La Gong again this year due to COVID-19 impacts, Council redirected its focus to deliver a range of community cultural focused programmes:</p> <ul style="list-style-type: none"> • 'Standing on the Ceiling' - a participatory community cultural development project including dance, song and group collaboration across the year on both zoom and in person and the creation of the 'Gong Song'. This also included a live performance element showcased at the Council grant funded Port Kembla Festival, presented by Holy Pavlova, held on Saturday 23 April. The free festival took place across six venues in Port Kembla. • Several Viva community cultural performances were programmed into the Laneways Live festival in Wollongong CBD and were extremely well received. These included stage-based music and dance performances, circus and community focused interactive workshops. <p>Upsurge - Arts and Makers market planned and programmed, deferred until July, due to rain impacts.</p>
Provide support to existing and emerging artists and performers	All annual deliverables on track/ongoing.
Seek funding for the promotion of heritage sites, museums and galleries to the community and visitors	<p>Two annual deliverables on track/ongoing. One annual deliverable delayed.</p> <p><i>Delayed due to COVID-19: Promote heritage sites and museums</i></p> <p>A draft museums report and sector audit was undertaken in the second half of 2021, with some delays due to COVID-19 impacts and the ongoing inability to meet with some of the volunteer workforce. The report indicates the museums sector continues to be at significant risk due to compounding issues such as an ageing volunteer workforce and lack of secure and appropriate storage and lack of appropriate and dedicated funding. While Council continues to meet with representatives of this sector, we are unable to provide the scale of financial and operational support required.</p>
Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct	All annual deliverables on track/ongoing.
Support the coordination of an externally funded calendar of activities delivered across the city	All annual deliverables on track/ongoing.
Deliver and support a range of projects and programs which build harmony, understanding and cultural awareness	All annual deliverables on track/ongoing.



GOAL 4

We are a connected and engaged community

Image: Patrons at Corrimal Library

We are an inclusive connected community, engaged in our neighbourhood and other social networks. We have opportunities to participate in the social, economic and political life of the city and are empowered to have our say. We have strong and effective local leadership. We respect and acknowledge the wisdom of age, the vitality and enthusiasm of our young people and the diversity of our community. Our Aboriginal community is recognised and valued. We have embraced new technology to ensure all residents have access to information, services and each other.

Services provided under this goal:

- Communications, Engagement, Events and Signage
- Community Facilities
- Community Programs
- Corporate Strategy
- Financial Services
- Governance and Administration
- Information Management and Technology
- Integrated Customer Service
- Infrastructure Planning and Support
- Libraries
- People and Culture
- Waste Management

Key Highlights:

- Adopted the 2032 Community Strategic Plan, 2022-2026 Delivery program and 2022-2023 Operational plan.
- Adopted the Reconciliation Action Plan (RAP)
- Increased visitations on engagement channels

An overview of how we worked towards achieving the community's goal of a connected and engaged community through the four-year Delivery Program actions and Operational Plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – Active Transport and Connectivity (page 30) and Business and Investment (page 31).

Supporting good corporate governance

Throughout the year, Council ensured appropriate strategies and systems were in place to support good corporate governance.

A significant highlight of the year occurred on 27 June 2022 when Council adopted the 2032 Community Strategic Plan, 2022-2026 Delivery program and 2022–2023 Operational plan. The adoption of this suite of documents followed a 28 day public exhibition period (4 May to 31 May) where Council received 359 Submissions and heard from over 3,163 stakeholders during a three phase engagement approach which spanned from July 2021 through to the end of the exhibition period.

During 2021-2022, all Quarterly Review Statements were delivered and adopted within legislative timeframes.

2021–2022 also saw the implementation of the Fraud and Corruption Improvement Plan by the Professional Conduct Coordinator (PCC). The PCC continued to report quarterly to the Audit, Risk and Improvement Committee (ARIC) and continues to actively review and investigate reports of fraud and corruption which are received from members of the public or staff.

Other key initiatives undertaken include:

- Cyber Security Strategy was approved by the Executive Management Committee on the 23 December 2021
- Implementation of a new system for managing our records using OneCouncil – Enterprise Content Management (ECM) offered by Technology One
- The implementation of the IMT Strategy 2021-2024 continued to be overseen by the Business Solutions Steering Committee.
- Continued collaboration with Illawarra Shoalhaven Joint Organisation (ISJO) on a regular basis with feedback provided in the June quarter on the strategic planning documents to strengthen the collaboration through the Region.
- In collaboration with the Councils in the Illawarra Shoalhaven Joint Organisation the appointment of a Chief Information Security Officer which has enabled a significant lift in cyber security maturity and governance.

Building a strong workplace culture

A broad range of initiatives were undertaken to build a workplace culture that is safe, engaged, responsive and professional in order to deliver to the community we serve.

A new Performance Review Process (ROAD - Review of Objectives, Achievements, and Development) was implemented across the organisation during 2021-2022. The contemporary process enables a clearer line of sight to the achievement of the Community Strategic Plan and delivery of services to our community.

Other key initiatives included:

- A Staff Check-in Survey was held during 2021-2022
- Throughout the year, 48 individuals were nominated for their work through the Employee Recognition Program with 26 of these nominees receiving a Recognition Award. In addition to individual nominations, 13 team nominations were received.
- Endorsement on 27 June of the 2022-2026 Workforce Management Strategy as part of the Community Strategic Plan (CSP) Resourcing Strategy documents
- Implementation of the 'Our Safety Program' with a focus on our Wellbeing Plan
- Following on from Council's endorsement of the Diversity, Inclusion and Belonging Policy, an Equal Employment Opportunity (EEO) Action Plan has been developed

Of key importance throughout the year and during COVID-19 restrictions, the Internal Communications Strategy delivered a range of strategic internal communications campaigns and content.

These included:

- 2022 UCI Road World Championships – Wollongong NSW
- OneCouncil Project
- Future of Work Project
- Community Strategic Plan
- Contribution to wellbeing initiatives

Significant internal communications contributed to the COVID-19 pandemic updates, including being part of the Pandemic Team to advise on staff communications strategy, tactics and engagement.

Implementing the OneCouncil system

During 2021 -2022 Council continued its implementation of OneCouncil, an integrated Enterprise Resource Planning (ERP) platform. Our most recent release was the third stage in Wollongong City Councils' digital transformation journey. This release saw three new modules, Property & Rating, Enterprise Content Management and Spatial, added to the OneCouncil ecosystem as we continue to integrate our core functions digitally. OneCouncil is enabling better decision-making and adding value to our interactions with our customers, community, and staff.

Integrating Council's core functions into a single solution, OneCouncil has created a secure, single source of truth for its data and transactional processing. For Council moving to OneCouncil has allowed staff to access information via a single Software as a Solution (SaaS) solution anytime, from any location via connected mobile devices. This has meant that our workforces are now more flexible and more mobile than ever. Mapping capability has also provided staff with a new way of organising their work, so they can be more efficient.

For our customers, OneCouncil encourages and facilitates digital self-service from a single source. The system allows our customers to input directly to notify us of defects such as leaking taps and potholes and for us to immediately create workorders to start the process of remediation. We have moved over 60 application types into OneCouncil, allowing our customers to report, apply and pay through a single online customer portal on our website.

Community engagement opportunities

Throughout the year, Council ran a wide range of community engagement initiatives, sharing information with our community and listening to feedback, thoughts and ideas to inform decisions.

To review and revise the Community Strategic Plan (CSP), Council undertook a 12-month community engagement process across three phases. This three-phased approach was used to give the community a range of ways to share their ideas and ensure the final CSP reflected our community's vision, aspirations and goals. Through surveys, workshops, postcard responses and responses to previous relevant engagement activities, over 8,900 community voices contributed to the Plan, which was adopted by Council in June 2022.

The Stuart Park North Wollongong Masterplan engagement has been a collaborative process, as we work towards a draft plan to share for additional

community feedback. In the first phase of engagement, we heard from 860 people ranging in age from early education and care services through to those in their 90's, and several organisations. Work continues with local Aboriginal communities to explore and understand the cultural significance of the area. The draft Masterplan will be shared for comment during 2022-2023.

Council rolled out community engagement activities as part of the "Carve a New Trail" project in Bulli, Dapto and Fairy Meadow. We invited children, young people and families to share their feedback on the bike trail designs and sought community feedback on three locations in Bulli. Following community feedback, the trails were constructed, and ongoing improvements continue to be made across the sites to ensure the trails meet community needs.

A wide range of other engagement has been undertaken throughout the year, such as:

- Sportsgrounds and Sporting Facilities Strategy (Phase one)
- West Dapto Suburb Naming
- Mobile Food Vending Policy
- Pioneer Rest Park, Wollongong
- Warrawong Community Centre and Library
- Lindsay Maynes Park Criterium Track, Unanderra
- Beaton Park Gwynneville Tennis Court upgrades
- Retail and Business Centre Study (Phase one)

Council has been seeking feedback on the Climate-Friendly Planning Framework Discussion Paper, which presents Council's ideas for how to make development climate-friendly and sustainable. Feedback from the community will inform draft changes which may be incorporated into our draft Local Planning Assessment Framework.

Throughout the year, Council actively engaged with people with disability and carers as part of the Disability Inclusion Action Plan 2020-2025. People with disability participated in "Conversations About Inclusion" with managers from across Council as part of International Day of People with Disability (IDPWD) sharing their stories and experience of living with disability.

Council continued to use a range of diverse methods of engagement to reach our diverse community. As the NSW Public Health Orders changed throughout the year and COVID-19 restrictions eased, Council was able to re-establish face-to-face methods of

engagement that we know are highly valued by the community.

Accessibility audits were run on Council's engagement website, Community Strategic Plan (CSP), and other key engagement documents. This has seen improvements in the accessibility of our public content over the year.

A new online engagement platform was introduced for young people. The site provides the opportunity for young people to share their ideas for events, programs and activities at any time as well as provide feedback about Council services.

Council also utilised Short Message Service (SMS) updates for engagement projects for the first time this year, in both the Stuart Park North Wollongong Masterplan and Emma McKeon recognition projects,

Civic activities - recognising and celebrate the city's people

During 2021–2022, Council delivered a number of civic events which recognise the contribution of our community. The Australia Day Awards recognise and celebrate the achievements of people within our community.

This annual event highlights efforts in a range of categories including Citizen of the Year, Arts and Cultural, Sports, Innovation, Diversity and Inclusion. Due to a COVID-19 outbreak, the Award Ceremony was delivered as a hybrid online event.

The Australia Day Awards Ceremony was delivered with an MC and the Lord Mayor Cr Gordon Bradbery AM at the Music Lounge in Wollongong Town Hall and engaged a local television production company to film and live stream the ceremony and announcement of the awards. Council acknowledged the achievements of local swimmer Emma McKeon.

The hybrid event saw over 180 people in attendance online using streaming software. The attendees included the nominees, the Australia Day Committee, Council's Senior Management, Councillors, Members of Parliament and the Australia Day Ambassador.

The Australia Day Citizenship Ceremony is the largest Citizenship Ceremony on Wollongong's calendar, usually held at the Wollongong Town Hall, and includes the ceremony, presentation of certificates and gifts for our new citizens, entertainment, speeches and a special acknowledgement of the Wollongong Australia Day Award winners.

COVID-19 restrictions had Council deliver the Citizenship Ceremony online. The hybrid event saw 80 new citizens take their pledge and oath to Australia via the online ceremony which was attended by the Lord Mayor and other officials.

Council worked with Illawarra Academy of Sport in the delivery of the Illawarra Academy of Sport Scholarship Reception which was attended by 180 guests on 22 June 2022. After two years of hybrid events this reception was able to resume in a face to face format.

Partnering with the local Aboriginal Community

During the year Council supported a Reconciliation Week walk event, led by CareWays in Koonawarra which had approximately 500 participants including schools and community members.

Council has been working with the local Aboriginal community to inform programming for Spin Fest, a cultural program to be delivered alongside the 2022 UCI Road World Championships – Wollongong NSW event. This event will include performances, ceremonies and children's activities run by various Aboriginal community members and organisations.

A key highlight for the year was the endorsement of the Reconciliation Action Plan (RAP) by Reconciliation Australia and adopted by Council. The RAP Working Group meet to discuss, share information, and receive an update on Council's progress on implementing the RAP. The group includes representatives from Illawarra Aboriginal Land Council, Illawarra Medical Services, Illawarra Aboriginal Corporation, and Council's Aboriginal Reference Group.

Council worked with members of the Coomaditchie United Aboriginal Corporation to develop artwork and the dreaming story for the book installation, ceramic coolamons and frog (concrete) at Cringila Hills Recreation Park Playground. These works were installed in December 2021 and include stories showing the connection between the frog and coolamons in an illustrative and sensory way.

The 'Aboriginal People, Places and Stories' video project is nearing completion. Videos are being developed to increase understanding, value and recognition of local Aboriginal and Torres Strait Islander cultures, histories, and peoples through cultural learning. The local Aboriginal community have been involved in the development of the video content and some will feature in the videos. The videos will be used as a tool to build awareness and understanding with Council staff and be shown

during Spin Fest and 2022 UCI Road World Championships – Wollongong NSW event.

Other key engagement activities held with Aboriginal community members held throughout the year include:

- Design of the Aboriginal space at Kembla Grange Cemetery
- Draft landscape design including Aboriginal culturally relevant design concepts shared by Aboriginal community members through the engagement process. Engagement continues to refine these designs.

Supporting the community in response to COVID-19

Recognising the impacts of COVID-19 on our community, a diverse range of initiatives were implemented throughout the year.

COVID-19 Personal protective equipment (PPE) (masks, hands sanitiser, and wipes) were received from Resilience NSW.

The Emergency Food and Care Package Grants Program was delivered. The program provided financial assistance for local not-for-profit organisations to provide emergency food provisions and/or emergency care packages to residents experiencing hardship as a result of COVID-19. In total the grant program provided 11 organisations with funding which delivered 1,689 food packages to the value of \$62,250 and 3641 care packages to the value of \$52,955.

Small grants were provided to High School Student Representative Councils during the COVID-19 restrictions. Grants of up to \$250 were available to support activities to make new connections, build resilience or improve young people's mental health.

Council worked in collaboration with the NSW Multicultural Health Communication Service (MHCS), Illawarra Shoalhaven Local Health District and local multicultural service providers to film key messages regarding vaccines and COVID-19 lockdown information in Wollongong's two minority languages – Kinyamulenge and Karenni. These resources complement the existing state-wide collection of translated health resources.

An online community information session was coordinated with Karenni community leaders and (MCHS) on vaccines and lockdown and safety information was held for Karenni community members.

Volunteering Illawarra

Throughout parts of the year, Volunteering Illawarra (VI) operated within the constraints of the NSW Public Health Orders with lockdown significantly reducing the delivery of services to the community. The demand for the service was low, the number of referrals were relatively low throughout the year, reflecting both continuing community concern about COVID-19 cases within the community and the reduced enforcement by Centrelink of Job Seeker 'Mutual Obligation' requirements.

VI explored options to provide short training programs during Interagency meetings which are relevant to the sector to increase training participation rates. This was implemented in the last quarter of the year.

VI continued to support the sector by posting relevant information on the VI website to assist organisations during lockdown some examples are:

- Newly created Volunteering Resource Hub – Volunteering Australia
- Council's COVID-19 Support Services Directory
- NSW State of Volunteering Report
- NSW Regional Volunteer of the Year winners
- R U OK Day

The highlights of this year were the Volunteering Expo and the recognition of Council's volunteers as part of National Volunteering Week celebrations in May. VI in conjunction with other areas of Council, organised an afternoon tea at the Wollongong Art Gallery to recognise the valuable contribution volunteers make to our services (e.g.: community services, Bushcare, library, Botanic garden and Wollongong Art Gallery) – approximately 130 Volunteers attended the event; the largest attendance after two years of COVID-19 restrictions.

The Volunteering Expo, this year was very successful. It was held at the Wollongong Town Hall – 155 members of the public and 23 community stallholders, including the organisers of the 2022 UCI Road World Championships – Wollongong 2022, who had the opportunity to engage directly with potential volunteers. Feedback from the stallholders was very positive; walking away with a list of potential volunteers for them to engage with.

Unfortunately, ongoing funding uncertainty has continued for VI and as a result the service will close in 2022 – 2023.



Supporting participation in community activities

A diverse range of initiatives were delivered to foster and support community participation in community activities.

Initiatives included:

- Work with Friends of Wollongong City Libraries who met in January 2022 to plan post-COVID-19 events for the year, convening for the first time in over six months
- Increased participation of community volunteers in the delivery of Library Services highlighted by National Volunteers Week (16 – 22 May 2022) acknowledged by the Library's participation in a Council-wide Celebration of Volunteers afternoon tea at the Wollongong Art Gallery with over 50% of Library Volunteers attending this event
- The Library also attended the Volunteering Expo Wollongong in May 2022 where 19 people expressed an interest in volunteering with the Library on the day

A key ongoing initiative also delivered throughout the year is the Connecting Neighbours Grant Program.

The Connecting Neighbours Grant Program funds great ideas to bring people together and make neighbourhoods a better place. Connecting Neighbours Grants were made available in December 2021 and June 2022. The first round targeted initiatives that connected communities post COVID-19 lockdowns and the other targeted connecting neighbours in emerging communities in West Dapto. Across both rounds 61 applications were received. 22 grants were awarded in the \$250 category and 14 were awarded for the up to \$1,000 category.

Connecting Neighbours initiatives were delivered by community members across the Local Government Area and included community gardens, bicycle rides, community libraries (book boxes), street parties and Easter egg hunts.

Alternative Funding

In 2021-2022, Council applied for two significant grant applications to support the construction of the new Warrawong Community Centre and Library.

These included:

- A \$5M Application to the NSW Government's Create NSW Program (which was unsuccessful)

- A \$10M Application to the Commonwealth Government's Building Better Regions Fund (awaiting the outcome)

Also throughout the year, Council submitted grant applications to the following NSW and Commonwealth Government programs, including:

- Resources for Regions (Round eight)
- Coastal and Estuaries Program
- Boating Now
- Building Better Regions Fund
- Create NSW
- Community Building Partnerships

The March Commonwealth Budget announced an extension to Phase three of the Local Roads and Community Infrastructure Program which will provide Council with access to an additional \$1.54M of funding for investment in infrastructure during 2023-2024.

Options to increase the environmental sustainability of charitable waste disposal practices was investigated and implemented during 2021-2022. The Waste Fees and Exemptions Policy was amended to remove free tipping for charities and encourage greater diversion of recyclable and reusable items from landfill. Council assisted charitable organisations with preparing Waste Management Plans to obtain the NSW Waste Levy Exemptions.

Utilising our Digital customer service and engagement channels

Council's digital communications channels continued to play a significant role to deliver timely and purposeful information to Council's audience.

2021-2022 has seen an increase in engagement with all our primary digital corporate communications channels, reflecting our aim of delivering fresh, accessible and engaging content to the community. It is also used to proactively showcase Council's initiatives, plans and goals as well as provide our community with relevant and up to date information on critical issues Council plays a role in managing or delivering.

Throughout the year, all Council's social media channels have increased in followers, and Council's website has increased in visitations.

- Facebook: Followers on the City of Wollongong Facebook page were 38,039 at the end of the 2021-2022, an increase of 7.6% from the previous year (35,347)
- LinkedIn: Followers on Council's LinkedIn company page grew 16.3% from 10,696 at the end of the previous quarter to 12,443

- Instagram: Council had 8,070 Instagram followers at the end of the 2021-2022 year, up 10.8% from 7,282 at the end of the previous year
- Twitter: Twitter followers increased by 4.9% from 6,731 to 7,060

Our community are accessing information about the services highly important to them. Council's online services and reporting portal received 620,000 views. Implementation of our digital Customer Request Management system has facilitated customers the ability to register and track issues from request to resolution.

Our other most-viewed pages (excluding homepages) were:

- View an Application (123,610)
- Libraries (98,233)
- COVID-19 Updates (72,162)
- Jobs at Council (72,127)
- Sportsgrounds (67,517)
- Leisure Centres Group Classes (53,945)
- Beaton Park Leisure Centre (49,830)
- Our Pools (46,460)
- 2021 Council Elections (45,716)
- Household Recycling and Waste (41,270)

Future Directions:

- Continue to deliver, evaluate and monitor the Disability Inclusion Action Plan 2020-2025
- Continue community engagement activities
- Implement connecting neighbours grant program
- Continue to enhance councils digital customer service and engaging channels in line with strategic objectives



DELIVERY PROGRAM 2018-2022 STATUS

The effectiveness of the Delivery Program is assessed through a number of performance indicators.

	2018-2019	2019-2020	2020-2021	2021-2022
Twitter followers	5,929	6,349	6,731	7,060
Facebook followers	26,078	35,955*	35,347*	38,039
Instagram followers	5,642	6,792	7,445	8,070
Telephone calls answered within 30 seconds^	86%	89%	92%	87%
In person enquiries attended to within 5 minutes	94%	95%	96%	90%*
Sick leave (days)	7.46	7.78	7.24	6.71
Workers compensation costs	1.5%	1.8%	1.8%	2.0%

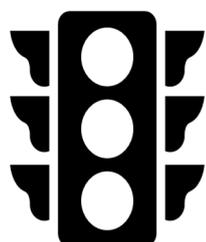
^ The range in calls is from 143,820 pa to 185,046 pa during this five year period

* Impacted by COVID-19

12 month rolling average number of sick days per employee. Sick leave calculation was revised in line with Wollongong City Council's Enterprise Agreement early in 2016-2017.

^ A change to previous reporting years

Status of Delivery Program/Operational Plan Actions



On Track: 88.89%, Ongoing/Complete: 9.26%

Delayed: 1.85%

Deferred: 0.00%

4 year Action	Status of Annual Deliverables 2020-2021
Ensure an effective community engagement framework that connects the community to Council decision making	All annual deliverables on track/ongoing.
Improve community understanding and awareness of Council decisions	All annual deliverables on track/ongoing.
Council continue to partner with our local Aboriginal community	All annual deliverables on track/ongoing.
Increase opportunities for the community to connect with volunteering organisations	Two annual deliverables on track/ongoing. One deliverable complete. <i>Complete: Continue to review and adapt the Volunteering Illawarra program to support service quality and sustainability, in line with changes to funding and to the volunteering sector</i> Volunteering Illawarra (VI) reviewed its activities on a regular basis to support the sustainability of the service. Due to the COVID-19 restrictions, VI was able to change its practices in line with Public Health Order restrictions, interviews with potential volunteers were

	<p>held over the phone. Information relevant to the sector on the website were updated regularly.</p> <p>In July, VI was successful in securing the twelve months transition funding from the Centre for Volunteering for the Volunteer Management Activity (VMA) and has delivered the outcomes of the program outlined in the activity plan and met the performance milestones set by the funding body as part of the twelve months transition funding for the Volunteer Management Activity (VMA). In August, as part of the new Volunteer Management (VMA) Transition funding, VI submitted a copy of the activity plan outlining all the activities and tasks to undertake in the next six months, and based on successful performance of these tasks, the funding will be extended for further six months. This provided an opportunity for VI to review its practices and to focus on the transition model of service delivery. The main tasks included conducting a survey to identify gaps in volunteer management/ training and digital literacy, in the Wollongong, Shellharbour and Kiama LGAs, as well as arranging focus groups with priorities groups, such as New Migrants/ Refugees, the First Nations volunteers Referral Centre and the Disability Mentoring Program, to identify their volunteer needs and barriers.</p> <p>In the last six months, VI focused on two projects, endorsed by the NSW Centre for Volunteering, until June 2022 when the funding will cease.</p>
Support community participation in community activities	All annual deliverables on track/ongoing.
Build the capability of community-based organisations in managing, developing and sustaining their volunteers	All annual deliverables on track/ongoing.
Continue to participate and contribute to an integrated community service network	All annual deliverables on track/ongoing.
Support a range of projects and programs in the city	All annual deliverables on track/ongoing.
Ensure appropriate strategies and systems are in place that support good corporate governance	All annual deliverables on track/ongoing.
Build a workplace culture that is safe, engaged, responsive and professional	All annual deliverables on track/ongoing.
Effective and transparent financial management systems are in place	All annual deliverables on track/ongoing.
Continue to pursue alternative funding options to deliver financially sustainable services and facilities	<p>Five annual deliverables on track/ongoing. One delayed.</p> <p><i>Delayed: Commence the review of the rating structure to align to legislative change.</i></p> <p>While legislative changes have been made, the necessary Regulation changes to allow review of new categories and subcategories of rates is yet to be enacted. Progress for this task will require a clear understanding of the Regulations once approved to assess options and impacts.</p>
Deliver the Asset Management Strategy and Improvement Plan 2012-2017	All annual deliverables on track/ongoing.
Coordinate a service review program with a focus on business development and improvement	All annual deliverables on track/ongoing.
Working together, levels of service are established and service continuously improve and offer best value for money	All annual deliverables on track/ongoing.



GOAL 5

We are a healthy community in a liveable city

Image: Kanahooka Park

Our community is safe, healthy and happy. The city provides diverse and accessible recreation and lifestyle activities to foster community wellbeing for people of all ages, abilities, cultural backgrounds and personal challenges. Our people thrive with a sense of self and a connection to place. We enjoy the relaxed pace, opportunities for being with family and friends, helping our neighbours and meeting new people. We encourage informal and lifelong learning and we share a common goal to make Wollongong a place where as a minimum, all residents basic needs are met and our quality of life improved.

Services provided under this goal:

- Aquatic Services
- Aged and Disability Services
- Botanic Garden and Annexes
- Communications, Engagement, Events and Signage
- Community Facilities
- Community Programs
- Emergency Management
- Environmental Services
- Governance and Administration
- Leisure Centres
- Memorial Gardens and Cemeteries
- Property Services
- Tourist Parks
- Infrastructure Planning and Support
- Land Use Planning
- Libraries
- Parks and Sports Fields
- Public Health and Safety
- Regulatory Control
- Youth Services
- Transport Services
- Waste Management

Key Highlights:

- Delivered a range of youth development opportunities with a focus on engagement, capacity building, inclusion, belonging, sector development and support.
- Implementing the delivery of Wollongong Cycling Strategy 2030
- Cringila Hills Recreation Masterplan
- Deliver sports grounds and sporting facilities strategy

An overview of how we worked towards achieving the community's goal of a healthy community in a liveable city through the four-year Delivery Program actions and Operational Plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **Activating Our Suburbs** (page 26) and **West Dapto Urban Release** (page 29).

Enhancing our community participation

A diverse range of projects were delivered throughout the year to foster and strengthen community participation across sectors.

In 2021-2022, the total of physical items loaned was 646,054, and the total for eLoans was 339,388 - providing an overall loans total for the year of 985,442.

Throughout the year, across the library sector the recovery of usage rates for physical library collections has continued, following the extended COVID-19 disruptions. The period April-June 2022 saw physical library loans have maintained to the highest levels since before the onset of the pandemic indicating the progressive return of community library attendance and borrowing.

A highlight of the year being the Libraries' highest ever usage of online collections. Usage of eAudiobook collections in particular has maintained a consistent increase across all genres. Online collections have continued to be prioritised and marketed to customers, with increased budget being allocated and additional content and extra copies of high-demand titles being purchased in e-formats.

Throughout the year, Council worked to balance customer demand, national and international issues with book distribution and supplier disruption. By prioritising these measures, we have continued to optimise the provision of Library material in direct response to customer demands.

Across the sporting sector, Council again supported the delivery of participant development opportunities through its Funding Agreement with the Illawarra Academy of Sport.

Council and representatives signed a further one year Funding Agreement that will see aspiring Wollongong LGA athletes continue to be provided the opportunity to receive a diverse range of athlete support and skill development opportunities during 2022. The Academy also continues to utilise Beaton Park Gwynneville and Lakeside Leisure Centre Kanahooka with a focus on athletes with disability and targeted opportunities for emerging Aboriginal and Torres Strait Islander athletes.

Disability Inclusion

2021-2022 was a challenging time to deliver social support services. During this time, the service provided only essential services to our carers in distress.

Against these challenges, Council was able to provide additional respite services provided for carers in distress in line with the Disability Inclusion Action Plan 2020-2025. Council arranged for clients to receive a gift voucher, which was very well received. As the restrictions eased, clients had the opportunity to go back to their activities and socialise with their peers.

Tailored library programs were delivered to facilitate access and participation of people with disability.

Highlights included:

- 'Create Features' was offered for members of the vision impaired/Deaf and hard of hearing community to come along and find out more about native animals. Touching the animals and holding them was a particular highlight. This was offered as an activity for partnership organisations – Deaf Connect and Guide Dogs NSW
- The 'Vision Impaired Yarners' met meeting monthly and are looking to organise other activities, tailored to their specific needs
- The Deaf community reached out following a 'Let's Try... Sip and Paint' session, to ask if a special session could be held for them during the quarter with an AUSLAN interpreter

During the year, both the Saturday Family movie sessions and the Monday Matinee movie sessions have attracted people with disability and their carers to spend some time watching a movie on a large screen. Advantageously, participants can catch up with each other and socialise. The regular Monday group live alone and enjoy the opportunity to spend some time together to socialise, at no cost.

The Library loaned 5,911 items to Home Library Service customers who cannot get to a library for various health reasons. There are 429 people currently registered for the Home Library Service.

Keeping our community safe

Our community was kept safe throughout 2021–2022 through a range of public health, amenity and safety regulatory programs and reviews.

Legionella Risk Management Plans (RMPs) and ongoing Audit Certificates for all Cooling Tower Systems in the City continue to be received and processed in accordance with NSW Health requirements.

Key statistics include:

- 146 Audit Certificates for cooling water systems were submitted and processed by Council, representing 100% of systems notified to Council. As such, no audit reports remained overdue at the end of the financial year
- 44 Risk Management Plans (RMP) were completed and lodged for the financial year period
- No RMPs remain overdue
- Five Cooling Water Systems were decommissioned during the financial year and two new Water Cooling Systems were notified to Council

Food handling awareness education for school canteens and sporting bodies continued through routine surveillance after COVID-19 restrictions eased.

The School Zone Parking Program operated throughout the 2021–2022 year, with a focus on education and awareness of safe and legal parking practices. As part of the program, Primary Schools across the Wollongong local government area were patrolled, during morning and afternoon peak pick up and drop off times.

2021–2022 coincided with the completion of the external audit of the Swimming Pool Safety Barrier Program. The result of the audit was promising, and several opportunities have arisen for the Swimming Pool Barrier Program to be improved and more efficient. The use of innovation to better identify alleged unauthorised pools is being investigated with a Working Party established throughout the year to review and discuss mapping software and better utilisation of new software.

Our Refugee and Cultural and Linguistically Diverse (CALD) community

Throughout the year, Council partnered with Multicultural Health and community organisations to deliver key COVID-19 related health messages to the Cultural and Linguistically Diverse (CALD) community.

Illawarra Refugee Issues Forum (IRIF) convened by Council, met regularly and over the year provided a regular focal point to discuss key issues and seek support, including how to promote vaccination to refugee communities, housing advocacy and the re-starting of refugee migration in 2022. The Forum continues to welcome new staff members and organisations and offers a way to meet the sector and build a profile.

Council continues to be active in the NSW CALD Water Safety Committee. The Committee provides an important networking opportunity across NSW on beach and river safety and education.

Support was provided to the Illawarra Interfaith Women's Network to seek grant funding through the Multicultural NSW Event and Festival Grant program. The funding will be used to run a 'Celebrating Resilience in Diversity' event in November to re-launch the Network after the disruption and difficulties of the last two years.

As part of Refugee Week 2022 a celebration morning tea for 150 members of refugee background was held at the Music Lounge – Wollongong Town Hall in partnership with SCARF Illawarra and the Red Cross. The event included performances and Masters of Ceremony (MC's) from refugee background and was catered for by refugee-led food businesses. A Question & Answer (Q&A) was held in Wollongong Library with three former refugees sharing their settlement experiences. 35 people attended the event which included a shared afternoon tea. ABC Illawarra radio station also interviewed two former refugees on their experiences.

Active open spaces and facilities

A key highlight of 2021–2022 was completion of the draft Concept Plan for the construction of a Tier Two Regional Tennis Facility at Beaton Park Gwynneville. This will enable the staging of State and National Tennis events. Following consultation with key stakeholders and the general community, eight International Tennis Federation (ITF) standard hard courts, six community courts and three hot shot courts for juniors will be constructed on site with tender documents currently being prepared. Works are anticipated to commence in February 2023.

Throughout the year, Council continued to provide both diverse and engaging play spaces for the community. Playground renewals completed during the year include:

- Cringila Hills Recreation Park Playground
- Barina Park Primbee
- Wisemans Park Gwynneville
- Central Park Reserve Haywards Bay
- Rae Crescent Balgownie
- Bulli Beach Reserve
- Rube Hargrave Park Clifton
- Guest Park Fairy Meadow
- Wongawilli Playground

Other highlights of the year included:

- Consultants delivered 3 draft options for the Bulli Showground Masterplan stage two
- Finalised detailed design drawings for the two stages of the Stuart Park North Wollongong All Ages All Abilities (AAAA) Playground
- Cringila Hills Playground was officially opened to the public in August 2021 with shade and seating added during 2022
- King George V Oval Port Kembla Recreation Masterplan was formerly adopted by Council in July 2021
- The city's first Criterium Track at Lyndsay Maynes Park Unanderra progressed through the Precinct Plan stage and was publicly exhibited for comment
- Key elements of the Cringila Hills Recreation Masterplan were implemented with the Mountain Bike trail officially opened in August 2021, the Pump Cycling Track in May 2022 and Bike Skills Track nearing completion

Over the 2021-2022 summer, Council again deployed the popular accessible beach matting at Thirroul and Austinmer beaches.

Following construction in September 2021, the adult lift and accessible change facilities at Port Kembla beach have been favourably received as one of the city's first 'Changing Places'. The design of access ramps at priority locations including Austinmer, Port Kembla and North Wollongong Beaches continues with the much-anticipated construction of the Port Kembla Beach. Works are currently underway and anticipated to be complete in October 2022.

Youth Services

Council's Youth Services deliver a range of youth development opportunities with a focus on engagement, capacity building, inclusion, belonging and support.

Throughout the year weekly programs and events at Wollongong Youth Centre included:

- 'Rainbow League' - a safe space for same sex attracted, gender diverse or questioning young people to make social connections and have access to information and support
- 'Acting Up' - a theatre and performance program providing young people the opportunity to gain skills and confidence in the performing arts in a fun environment. The group work together to explore drama techniques and create a performance to showcase their skills
- 'Team Ignite' - a youth led event organising group, supported music events for young people as part of the 'On Stage' program including, live music, open mic nights and ThursGAYS
- 'Painting and Planting' - creative opportunities to revamp spaces at Wollongong Youth Centre with artwork and plants
- 'The Circus Series' - held in the Youth Centre forecourt and provided opportunities to learn circus Skills
- 'Youth in Fashion' - allowed young people to design and create their own clothes
- 'Create' - using arts-based methods exploring a range of mediums and creative activities for social wellbeing and connection
- 'Hang Out' - a space for young people to meet, connect and socialise in a safe supervised environment
- 'Illawarra Multicultural Youth Conference' - delivered online in partnership with Department of Education and Multicultural Communities Council Illawarra (MCCI)

Weekly structured programs and events were also provided for young people across the Local Government Area including:

- 'Teenz Connect' expanded to be delivered at both Warrawong and Corrimal Libraries. The program includes interactive and skills-based activities providing a safe place for young people to build relationships and connection.
- 'Bundaleer Connect' and '2518 Connect' were delivered in Bundaleer Estate and Bellambi providing a range of activities.
- 'Dapto Youth Connect' was launched to provide a safe place for young people in Dapto to hang out and participate in activities in 'The Lair', Dapto Ribbonwood Centre.

Port Kembla 2505 Revitalisation Strategy

In 2021-2022, the ongoing revitalisation of Port Kembla continued to be delivered through Council led and



funded initiatives, community-led initiatives, and projects funded through the Port Kembla Community Investment Fund.

The delivery of this Strategy is on-going and tracking well.

Key projects delivered throughout the year include:

- Installation of an artwork titled 'Eyes on the Horizon' on Hill 60
- Delivery of Pop-up Cycleways
- Completion of Port Kembla Pool accessible amenities.

Council has continued to deliver against the Port Kembla 2505 Revitalisation Strategy. Pop-up Cycleways on Military Road with footpath and kerb ramps are connecting the Harbour, Train Station, town centre and foreshore, creating safe and active transport connections for all.

The construction of the Fisherman's Beach Access Ramp has commenced. Council is working with local businesses to extend Outdoor Dining areas on Wentworth Street to improve activation as well as investigating options for traffic slowing and safety improvements.

Our Towns and Villages

Throughout the year, Council progressed a range of actions in our adopted Town and Village Plans including delivery of several implementation actions under the Helensburgh Town Centre Plan 2020-2045. These implementation actions include streetscape improvements and commencement of the Lilyvale / Walker Street roundabout project.

In Unanderra, Council completed the initial phase of the Unanderra Town Centre Masterplan, delivering streetscape, pedestrian amenity, car parking and traffic signal upgrade projects over recent years. In 2021-2022 the following was delivered:

- A significant car park upgrade was delivered in the Tannery St car park
- A new shared path connection was built on west side of Tallegalla Street (Victoria St to Charcoal Creek)

In Corrimal, Council has delivered streetscape improvements and a signalised pedestrian crossing consistent with the Corrimal Town Centre Plan 2015-2025. Also during the year, Council engaged Consultants to prepare a draft Wilga Street Corrimal Urban Design Review.

In Warrawong, the proposed Community Centre and Library project is progressing, with a Development Application for the building currently under assessment.

In addition to the implementation of actions under our various Town and Village Plans, Council has advanced recreational planning at a number of key open spaces.

The Bellambi Foreshore Precinct Plan aims to develop short and long term precinct plans for the section of coastline from Bellambi boat ramp in the south to the end of Beach Drive Woonona.

Highlights throughout 2021 – 2022 included:

- Development of the Precinct Plan commenced with investigation into the impacts and significance of the Coastal Zone Management Plan for this part of the coast
- Three preliminary options for access have been developed. Temporary works have been implemented in the area to improve parking during busy periods

The delivery of the Figtree Oval Masterplan continued with several key elements programmed for delivery in the next four years.

These include:

- Replacement of the existing Figtree Oval Playground
- Upgrade of the Figtree Oval car park
- Upgrades of both the Figtree Oval Amenities Building and Figtree Community Hall

A grant application seeking funding towards the construction of the Figtree Oval Playground was submitted to the NSW Government's Community Building Partnerships program in April 2022.

Ageing Plan 2018-2022

Throughout 2021 – 2022, Council worked with the community to create a program of 50 activities for the Seniors Festival. Council also participated in the Prevention of Abuse of Older People Network and have been part of a partnership project to develop a social media campaign in community languages. The translations and audio recordings are underway. The 'Old Boys Social Club', an older men's social connection project was co-designed with male colleagues from Council. Four events were held to understand barriers and enablers for older male participation.

The events were:

- Thirroul Pool and Classic Flick
- Old Blokes and Spokes

- Bushwacking and BBQing
- Fish N Chips and Fishing Day Out

28 older men participated, with several men attending three or four events. An outcome of this program was the establishment of a new weekly 'Classic Games Morning' for older men at Wollongong Library.

'ACTIVATE to Connect' project, funded through the NSW Government Reducing Social Isolation for Seniors Grant program, was held. The initiative focuses on providing programs of outdoor fitness and connection activities to reduce social isolation. 11 older women attended the eight-week program where a fitness instructor guided them in how to use the outdoor fitness equipment and they participated in other health and wellbeing activities. Another three eight-week programs will be delivered prior to the end of December 2022.

Wollongong Cycling Strategy 2030

In accordance with the Wollongong Cycling Strategy 2030, several initiatives continued to be deployed throughout 2021–2022.

Key elements of the Cringila Hills Recreation Masterplan have been implemented with the Mountain Bike trail officially opened in August 2021, the Pump Cycling Track in May 2022 and Bike Skills Track nearing completion.

The Illawarra Criterium Track at Lyndsay Maynes Park Unanderra scheduled for completion in August 2022.

The year also saw several new bike tracks popping up across the city near existing illegal trails in partnership with young riders and companies like Dirt Art and Iconic Trails.

The tracks in Bulli, Fairy Meadow, West Wollongong and Horsley are designed to suit riders of different levels, with information on the track skill requirements available on Council's website.

The Cringila Hills Recreation Park Mountain Bike trails, Pump Track and local trails and tracks are a key part of Wollongong's cycling focus as a UCI Bike City.

Child-friendly and age-friendly principles for our community

2021–2022 saw children engaged in a range of projects including the Stuart Park Masterplan, the 2032 Community Strategic Plan (CSP), the Towradgi Healing Mural, Carve a New Trail and the Tiny Forests Art Competition. Across the year children from Coniston,

Wollongong, Towradgi, Corrimal East, Woonona East, Bellambi, Warrawong, Koonawarra, Helensburgh and Cringila Public Schools, Kids Uni and the Illawarra Mobile Pre-school participated in engagement activities.

Play Streets Wollongong planning is underway. Play Streets encourages neighbours to come together and close their street for a period of time to bring children out into their community to play and give residents the opportunity to get to know each other.

Council demonstrated it's committed to becoming a Child Safe Organisation, by embedding the NSW Child Safe Standards across our organisation's culture and practices. The draft Professional Conduct Investigation Policy, draft Child Safety Recruitment and Onboard and Training Procedure, Child Safe Training Program, draft Social Media Policy and guidelines for engaging with children and young people online were developed throughout the year. Council continues to participate in the Local Government Child Safe Working Group.

Cringila Hills Recreation Masterplan

During the year, the implementation of key projects identified in the Cringila Hills Recreation Masterplan progressed to delivery.

Key projects include:

- Opening of the Accessible Playground - August 2021
- Mountain Bike track and Walking trails opened - October 2021
- Pump Cycle track completed - May 2022
- Mountain Bike Skills park is nearing completion
- A Vegetation Management Plan deployed
- Design works on amenities for baseball and to service the precinct incorporating storage, canteen, accessible and gender equitable amenities are complete and scheduled for construction in 2022-2023

There are future priorities onsite for the provision of additional car parking, perimeter controls and expanding the trail network to encompass land currently under private ownership.

A major highlight throughout the year was the completion of the Cringila Hills Mountain bike trail. In October, the Cringila Hills Mountain Bike Trail opened. This was a major milestone in the implementation of the Cringila Hills Recreation Masterplan located within Cringila Community Park and is Council's first Mountain Bike Park. The Mountain Bike Park has an exciting mix of almost 12 kilometres of trails for riders to explore,



catering to beginner and intermediate riders. The tracks have a mix of gradients, surfaces and obstacles.

15 June 2022 saw the formal opening of the Cringila Hills Pump Track by NSW Minister for Planning and Homes Hon. Anthony Roberts MP and Wollongong Lord Mayor, Councillor Gordon Bradbery AM. The asphalt track is suitable for bicycles, skateboards, scooters, roller skates and blades and provides an opportunity to build skills and confidence. The approximately 225m-long looped track features rollers, doubles, dragon backs and berms that can be enjoyed by riders of all skill levels and is a welcome addition to the riding attractions at Cringila Hills. The new pump track will be joined shortly by a bike skills park, which remains under construction.

Future Directions:

- Delivery of a bike skills park, complimenting the new pump track at Cringila Hills
- Continue to implement Port Kembla 2505 Revitalisation Strategy in accordance with the strategy implementation plan
- Continue to deliver the funded actions of the aging plan 2018-2022
- Implement disability inclusion action plan 2020-2025



DELIVERY PROGRAM 2018-2022 STATUS

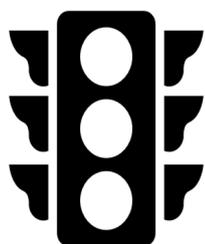
The effectiveness of the Delivery Program is assessed through a number of performance indicators.

	2018-2019	2019-2020	2020-2021	2021-2022
Direct Run District Community Facilities – Visitation [^]	286,880	162,708*	90,992*	124,753
Direct Run District Community Facilities – Utilisation (hours) [^]	37,862	28,247*	21,0298*	22,332*
Dapto Heated Pool - Visitation	76,045	65,867*	56,206*	47,924*
Corrimal Heated Pool - Visitation	116,666	115,919*	110,236*	101,299*

* Impacted by COVID-19

[^] Numbers fluctuate from year to year depending on Council elections

Status of Delivery Program/Operational Plan Actions



On Track: 91.23%, Ongoing/Complete: 0.88%

Delayed: 4.39%

Deferred: 1.75%

4 Year Action	Status of Annual Deliverables 2020-2021
Partner with community-based organisations in the provision of services	All annual deliverables on track/ongoing.
Continue to undertake social, land use and environmental planning activities that assists in service planning	All annual deliverables on track/ongoing.
Partner with agencies and health authorities to support improvements to the region's medical services	All annual deliverables on track/ongoing.
Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation	All annual deliverables on track/ongoing.
Carry out commercial business management of Council's operational lands	Three annual deliverables on track/ongoing. One delayed. <i>Delayed: Reinstate Waterfall (Garrawarra) Cemetery</i> Land surrounding Waterfall General Cemetery (Garrawarra) was formally transferred to the NSW National Parks and Wildlife Service this year with our current Licence over the land also being transferred. This Licence allows for access to the cemetery which is landlocked. A Development Application was required for the site due to the Heritage nature of the cemetery. Following a Pre-Lodgement meeting, further works were identified as being required prior to Development Application submission. These works have yet to progress due to discussions being held with Crown Lands regarding transferring the site to the National Parks and Wildlife Service. Crown Land has advised an outcome will be provided once resolution of current Aboriginal Land Claims is decided. This is anticipated in the second quarter next year.

Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	Fifteen annual deliverables on track/ongoing. One delayed. <i>Delayed: Develop a concept plan for the Beaton Park Regional Precinct</i> The concept plan for Beaton Park Regional Precinct is currently 80% complete after being placed on hold to prioritise work on the Regional Tennis Facility. The finalisation of the Precinct Plan will recommence once works on the tennis facility commence.
Review planning controls for priority locations	All annual deliverables on track/ongoing.
Policies and plans are developed, reviewed and implemented to encourage physical activity	All annual deliverables on track/ongoing.
Develop and implement public health, amenity and safety regulatory programs and reviews that assist in improving compliance with legislative requirements	Five annual deliverables on track/ongoing.
Increase opportunities to enhance library multimedia and online services	All annual deliverables on track/ongoing.
Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community needs	All annual deliverables on track/ongoing.
Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	All annual deliverables on track/ongoing.
Investigate the future provision of Aquatic Services across the local government area and implement improvements	Three annual deliverables on track/ongoing. One delayed. <i>Delayed: Undertake programmed renewal works at Council's rock pools in accordance with the Infrastructure Delivery Program</i> Council has an ongoing program of works to maintain our rock pools which are located in extremely aggressive environments. Construction opportunities are limited due to the impact of sea tides and swells. The replacement of the intake pipeline and raising of the abutment at the eastern end of the Austinmer Pool were not completed during the reporting period due to unprecedented extreme weather events and unsuitable tides and swells. These works are now scheduled to commence in August subject to conditions permitting.
Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance, or expand to meet community needs	Nine annual deliverables on track/ongoing. One deliverable complete. <i>Complete: Deliver library infrastructure projects identified in Wollongong City Libraries Supporting Document 2017-2022</i> This project was completed in February 2022. Concept designs for revision of library spaces at Dapto and Wollongong libraries have been developed to provide for more contemporary library services. The concept designs have informed budget estimates to support development of Business Proposals to enable funding to be allocated for the refurbishment of Dapto and Wollongong libraries in future years. Refurbishment of Dapto Library in conjunction with major infrastructure works at the Ribbonwood Centre.
Develop a Regional Botanic Garden of Excellence	Three annual deliverables on track/ongoing. One delayed. One deferred. <i>Delayed: Finalise the review of the Botanic Garden Plan of Management and Masterplan</i> The Masterplan is complete and awaiting Heritage NSW approval of the conservation management plan for Glenniffer Brae. Council will undertake consultation on the Masterplan amendments with

	<p>identified major stakeholders prior to going back to Council</p> <p><i>Delayed due to COVID-19: Design and construct the Longyan Friendship Garden</i></p> <p>This project was deferred during the year due to COVID-19 restrictions.</p>
Provide statutory services to appropriately manage and maintain our public spaces	All annual deliverables on track/ongoing.
Implement Council's Planning, People, Places Strategy	All annual deliverables on track/ongoing.
Deliver a range of programs and recreational pursuits for older people	All annual deliverables on track/ongoing.
Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	All annual deliverables on track/ongoing.
In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality enhanced access to services	All annual deliverables on track/ongoing.
Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	All annual deliverables on track/ongoing.
Facilitate a range of partnerships and networks to develop community safety initiatives	All annual deliverables on track/ongoing.
Delivery projects and programs to reduce crime in the Wollongong LGA	All annual deliverables on track/ongoing.
Well maintained assets are provided that meet the needs of the current and future communities	<p>Ten annual deliverables on track/ongoing. One delayed. One deferred.</p> <p><i>Delayed: Implement and design the North Wollongong Beach Seawall Renewal</i></p> <p>The North Wollongong Surf Life Saving Club (SLSC) is located within the Coastal Erosion Impact Zone and will be protected from coastal wave erosion when the North Wollongong Beach Seawall project is complete. The design includes a series of bleachers to allow users to sit and overview the beach while also providing a boat ramp at the northern end. Stage one (immediately in front of the SLSC) has commenced while design is underway for the southern link to the existing seawall in front of the Bathers Pavilion. The construction of the North Beach Seawall has been delayed due to the need to carry out some additional piling works to meet specified requirements on this site. Further delays have also occurred due to supply chain disruptions, COVID-19 impacts, and unprecedented extreme weather events. These additional works are now underway.</p> <p><i>Deferred: Design and construct a boat storage shed for North Wollongong Surf Life Saving Club</i></p> <p>Project deferred to allow site investigations to continue. Council are in ongoing discussions with North Wollongong Surf Life Saving Club to further refine specifications and progress options moving forward. Interim arrangements for temporary storage solutions, pending finalisation of longer range, plans are in progress.</p>
Manage and maintain community infrastructure portfolio with a focus on asset renewal	All annual deliverables on track/ongoing.
Coordinate an access improvement program through pre-planning and renewal activities	All annual deliverables on track/ongoing.



GOAL 6

We have affordable and accessible transport



Image: Cyclists over Sea Cliff Bridge

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

Services provided under this goal:

- Aged and Disability Services
- Environmental Services
- Land Use Planning
- Transport Services

Key Highlights:

- Implementation of Artificial Intelligence initiatives
- Renewal of assets for active transport
- Pop-up cycling pilot program

An overview of how we worked toward achieving the community's goal of affordable and accessible transport through the four-year Delivery Program actions and Operational Plan actions are detailed in the following pages. Additional highlights relating to this goal are also included under the Strategic Priorities – **West Dapto Urban Release** (page 29) and **Active Transport and Connectivity** (page 30).

Sustainable Transport

A range of initiatives were undertaken in 2021–2022 to encourage sustainable transport and included best-practise active transport data collection to support future planning.

A trial for an Artificial Intelligence (AI) driven video survey commenced across the Blue Mile at the tramway cutting. Three Smart Variable Message Sign (VMS) trailers have been recently purchased and will support the rollout of our tube count data collection program and driver behaviour programs. Council are also exploring the use of Mobile data technology to inform transport planning.

In addition to the counter installed on the pilot Pop up Cycleway (Smith and Kembla Streets), another three permanent counters were installed at key locations on the Coastline Cycleway. The data collected from the counters will help us to understand usage, achieve key priorities as outlined in the Wollongong Cycling Strategy 2030 and uphold our prestigious label of UCI Bike City. They will support the measure of our performance against the targets set in the Strategy.

Construction performance for our asset renewals has been impacted by lengthy periods of inclement weather and commitments required to deliver the UCI enabling works.

A summary of performance throughout the year is provided below:

Footpaths and shared paths

- Designs Completed = seven
- Projects Constructed = ten

Cycleways

- Designs Completed = three
- Projects Constructed = three

Road resurfacing and reconstruction, Footpaths and Cycleways

Council was able to accelerate the design and delivery of ten projects in addition to the original program.

Performance for the 2021–2022 year is detailed below:

- Projects to be Designed = 49 (39 Scheduled and 10 Accelerated)
- Designs Completed = 48 (38 Scheduled and ten Accelerated)

- Projects to be Constructed = 69 (59 Scheduled and 10 Accelerated)
- Projects Constructed = 59 (49 Scheduled and ten Accelerated)
- Projects in progress on 30 June = six

During the financial year the footpath and cycleway improvement program delivered:

- 18 new footpaths were constructed
- Two additional footpaths designs completed
- Five designs progressed
- Nine new cycleways constructed
- 14 designs for cycleways progressed
- Two designs completed

Community Transport

Throughout 2021–2022, Community Transport Wollongong – Shellharbour (CTWS) continued to provide a range of services to support frail older people and those who are transport disadvantaged to continue living independent, active members of the community and to access essential services.

Throughout the year, Transport for NSW developed a marketing campaign to promote this service to the community on social media, as well as developing and distributing a range of printed materials for service providers to use. The aim of the campaign was to increase community awareness about the program and to rebuild customers confidence post COVID-19. This was utilised by Council to promote the local service to the community and Community Transport continued to explore options to identify ways to promote access to services. These included ideas such as paid advertisements, targeting Doctors surgeries in both Wollongong and Shellharbour areas; and in direct contact with other agencies. As COVID-19 restrictions eased, customer confidence in utilising the services increased slightly. The services received 871 new referrals, with only 457 eligible for the services, 52% of the total referrals.

As the Federal Government is progressing with the Aged Care reforms and implementing the recommendations from The Royal Commission Report on Aged Care. It has announced the extension of the current contract until June 2023, Council accepted the extension of the funding for the transition until 30 June 2023.

Cycling Strategy and Infrastructure

Council has adopted and continues to roll-out the Wollongong Cycling Strategy 2030. Council is working with key interest groups such as Schools and Council's Cycling Technical Advisory Group, to develop targeted active transport initiatives to support our most vulnerable users (school children, people with disability and the frail/aged). The cycling infrastructure priority tool was upgraded to reflect new standards and guidelines to promote infrastructure that encourages a higher mode shift.

Throughout the year, Council partnered with Ride Nation to deliver cycling related education programs and events. With the support of the NSW Government, Council has seen a significant increased investment for 2021-2022. Work will also commence on a review of the Share the Path user behaviour campaign, in collaboration with riding partners and Illawarra and Shoalhaven Councils. Council was successful in gaining Union Cycliste Internationale (UCI) legacy grant funding for the wayfinding signage project.

Another way in which Council worked to promote cycling throughout the year was by partnering with the University of NSW (UNSW) City Futures - ARC Bikeability project. This project will involve testing and simulations of bike infrastructure.

In 2021-2022 Council worked with Shellharbour City Council and others to plan the extension of the Lake Illawarra Cycleway. Transport for NSW (TfNSW) Principal Bicycle Network (PBN) across Shellharbour and Wollongong has begun and will additionally assist this project. Council is collaborating with TfNSW with the PBN to complement the Lake Illawarra Shared Use Path Masterplan.

Pop-up Cycling Pilot Program

Throughout 2021-2022 Council continued to be an active partner with the NSW State Government in the delivery of the Pop-up Cycle Pilot Program.

This Program has delivered and is testing non-standard infrastructure and is actively seeking community input and collaboration. In addition to the counter installed on the pilot Pop up Cycleway (Smith and Kembla Streets), another three permanent counters have been installed at key locations on the Coastline Cycleway. The data collected from the counters will help us achieve key priorities as outlined in the Wollongong Cycling Strategy 2030 and uphold our prestigious label of UCI Bike City.

They will support the measure of our performance against the targets set in the Strategy.

Grand Pacific Walk

Stage Two Investigations are continuing to review possible treatments for the missing links of the Grand Pacific Walk (GPW).

In 2021-2022 Council has:

- Completed the construction of Coledale Beach Car Park and Shared User Path Upgrade
- Completed the Concept design of the Austinmer segment, Mountain Road to Headlands Avenue
- Progressed the detailed design of the externally funded GPW Clifton project with construction anticipated to start early 2023

A scope of works for GPW Headlands Avenue to Coledale Avenue is nearing completion. This project will be designed along with the separate upgrade of Sharkies Beach Coledale Car Park.

A review of the GPW Masterplan is programmed to ensure the Masterplan aligns with current community expectations.

Council have commenced early works on future stages of the GPW projects with links to the proposed National Parks Wildlife Service Great Southern Walk.

Future Directions:

- Continue to review and monitor Council policy directions affecting Community Transport
- Implement Cycling Strategy 2030

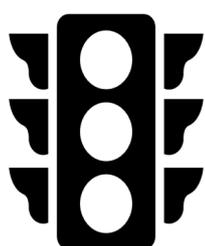
DELIVERY PROGRAM 2018-2022 STATUS

The effectiveness of the Delivery Program is assessed through a number of performance indicators.

	2018-2019	2019-2020	2020-2021	2021-2022
Community transport^	126,008	87,082*	25,352*	21,513*
Capital works program	\$115.8M	\$89.8M	\$77.8M*	\$89.7M

* Impacted by COVID-19

Status of Delivery Program/Operational Plan Actions



On Track: 100%

Delayed: 0.00%

Deferred: 0.00%

4 Year Action	Status of Annual Deliverables 2020-2021
Support the delivery of the Gong Shuttle Bus as an affordable transport option	All annual deliverables on track/ongoing.
Implement a variety of projects and programs to encourage sustainable transport throughout the LGA	All annual deliverables on track/ongoing.
Plan and implement an integrated and sustainable transport network	All annual deliverables on track/ongoing.
Facilitate the integration of public amenities and transport with local communities	All annual deliverables on track/ongoing.
Work with partners to reduce travel time between Sydney and Western Sydney with Wollongong	All annual deliverables on track/ongoing.
Plan and implement projects to improve connectivity	All annual deliverables on track/ongoing.
Deliver sustainable transport programs and projects	All annual deliverables on track/ongoing.
Investigate the option for disruptive transport technologies and the impact on the future transport network	All annual deliverables on track/ongoing.
Work with key agencies and partners to continue and improve late night transport options	All annual deliverables on track/ongoing.
Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation	All annual deliverables on track/ongoing.