

## ITEM 6 DRAFT QUARTERLY REVIEW STATEMENT MARCH 2021

The Quarterly Review Statement outlines progress towards the achievement of Council's Strategic Planning documents, in particular the Delivery Program 2018-2022 and Operational Plan 2020-2021. The Statement addresses the financial and operational performance of Council and includes the Budget Review Statement.

### RECOMMENDATION

- 1 The draft Quarterly Review Statement March 2021 be adopted.
- 2 The Budget Review Statement as at March 2021 be adopted and revised totals of income and expenditure be approved and voted.

### REPORT AUTHORISATIONS

Report of: Brian Jenkins, Chief Financial Officer

Authorised by: Renee Campbell, Director Corporate Services - Connected + Engaged City

### ATTACHMENTS

- 1 Draft Quarterly Review Statement March 2021

### BACKGROUND

Council's draft Quarterly Review Statement March 2021 outlines the operational and financial performance of Council's Strategic Planning documents - the Delivery Program 2018-2022 and Operational Plan 2020-2021.

This report also provides an overview of achievements against priority areas and demonstrates the organisation's performance through the inclusion of performance indicators and details of Council's performance against its budgets.

Significant highlights during the quarter include:

- Australia Day events including the awarding of Wollongong's Citizen of the Year for 2021;
- Merrigong Season 2021 Program was launched;
- Adoption of the Aboriginal Engagement Framework;
- A successful *Sculpture in the Garden* event;
- Karrara Bridge, Dapto, awarded the 2020 NSW Engineering Excellence Award;
- The City of Wollongong was recognised by the world governing body of cycling, Union Cycliste Internationale (UCI) as a Bike City;
- The launch of a proactive graffiti removal trial.

### CONSULTATION AND COMMUNICATION

Executive Management Committee

Senior Leadership Team

## PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 goal 4 “*We are a connected and engaged community*”. It specifically delivers on the following:

Community Strategic Plan Strategy	Delivery Program 2018-2022 4 Year Action	Operational Plan 2020-2021 Annual Deliverables
4.3.1 Positive leadership and governance, values and culture are built upon	4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance	Preparation of timely, accurate and relevant quarterly and annual reporting

## FINANCIAL IMPLICATIONS

The March Quarterly Review is the third Review of the 2020-2021 Operational Plan adopted in June 2020.

The revised forecast proposes an improvement of \$9.8M in the Funds Result that includes the confirmation in the Federal Budget that there would be an early payment of part of the 2021-2022 Financial Assistance Grant of \$9.8M in the current year and a range of other changes that are predominantly associated with project progress and waste initiatives that impact on the Operating Result [pre capital] but do not flow on to the Funds Result. The improvement in the current year result from the early payment of the Financial Assistance Grant will be offset by a corresponding deterioration in the forecast result for 2021-2022.

## CONCLUSION

This draft Quarterly Review Statement March 2021 has been prepared following input and assistance from all Divisions. It is submitted for consideration and adoption by Council.

# OUR WOLLONGONG 2028 DRAFT QUARTERLY REVIEW STATEMENT March 2021

*From the mountains to the sea*



WCCS-1498334-19



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This Quarterly Review Statement (January to March 2021) reports on progress towards achieving the five Councillor Strategic Priorities from the Delivery Program 2018-2022 and Annual Deliverables from the Operational Plan 2020-2021.

Highlights and significant progress with key projects from the Operational Plan 2020-2021 are reported by the six Community Goals from the Our Wollongong 2028 Community Strategic Plan.

Highlights from this quarter include:

- 1 Australia Day events including the awarding of Wollongong's Citizen of the Year for 2021;
- 2 Merrigong Season 2021 program was launched;
- 3 Adoption of the Aboriginal Engagement Framework;
- 4 A successful Sculpture in the Garden event;
- 5 Karrara Bridge, Dapto won the 2020 NSW Engineering Excellence Award;
- 6 The City of Wollongong was recognised by the world governing body of cycling, Union Cycliste Internationale (UCI) as a Bike City;
- 7 The launch of a proactive graffiti removal trial.

Organisational performance is also reported by the inclusion of performance indicators that monitor the

status and progress of our Council programs, activities, projects, finances, people and processes.

This report includes an overview of how Council is tracking against its budget. It is a concise visual summary of Council's financial situation for the quarter including operational budget, capital budget and expenditure. The Budget Review Statement is included in this report.

We are continuing to deal with the global health and economic challenge of COVID-19. While we have made service modifications and will continue to monitor and respond to updated advice and measures, our workforce remains fully engaged to deliver on our promise and provide important services to our community. Our COVID-19 assistance package, outlined in the Delivery Program 2018-2022, includes a range of measures to assist residential and business ratepayers as well as the broader community.

I would like to thank all staff and the community for their contributions to the achievements identified in this Quarterly Review and Budget Review Statement. This Review will inform the Annual Report due in November 2021.

Greg Doyle  
General Manager

# Strategic Priorities

## PROGRESS REPORT

Our Councillors have made a commitment to support our organisation and community in making Wollongong a better place to live, work, visit and play. To focus Council's attention to achieve this, Councillors have agreed to five Strategic Priorities. These are outlined in the Delivery Program 2018-2022. Progress made in the March 2021 quarter is outlined below:

### 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 to be 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 Priority Progress



On Track

### Program Achievements

Several VIVA La Gong "engine room" projects, a series of smaller community-based arts projects, have commenced across the suburbs, developing content for Viva 2021. Projects include:

- An outdoor community movement project called 'Standing on the Ceiling' in Port Kembla - underway
- Partnership music mentor program with Jam 'n' Bread - underway
- Bradley Eastman (Beastman) - has been commissioned through an Expression of Interest (EOI) process to produce a mural on the wall of the Coledale Community Centre. The design was informed by a writing workshop hosted by the South Coast Writers Centre, where Mark Tredinnick's poem Coledale Sonnet Cycle was chosen as the key influencer to Bradley's design.

An EOI process to transform the entrance of the Unanderra Community Centre and Library is currently underway. The mural will be painted directly onto the small brick wall outside the Community Centre and Library on both sides (south and north facing). The design will be informed by a public consultation project run by the Community Centre.

The Bellambi directional sign or 'fish sign' will be decommissioned due to safety issues centred around extensive corrosion. A new sign is being commissioned in consultation with local community. Programs for young people have recommenced in Bundaleer and Bellambi this quarter, activating outdoor spaces, providing social connectedness and skill development opportunities. Carve Your Trails project continued this quarter with weekly onsite visits by Council

## *Strategic Priorities* PROGRESS REPORT

staff to the Figtree site to engage with users of the space. Artworks created by local young people were included in the planter boxes around Dapto promoting the Urban Green Strategy.

Council's four-year Infrastructure Delivery Program includes a suite of projects to enhance recreation, sporting and cultural opportunities. In addition to the many footpaths, cycleways and open space upgrades, these initiatives include streetscape and public domain improvements in Warrawong, Corrimal and Helensburgh town centres.

## Strategic Priorities PROGRESS REPORT

### 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 Priority Progress



On Track

### Program Achievements

The Urban Greening Program continues to exceed the 2:1 tree removal / replacement target with 1075 trees planted across urban areas during the year with 524 trees removed.

Urban Greening for the broader Dapto community was launched in late September where Council received 330 requests from the community to plant street trees across this high need suburb with planting works commenced during the quarter.

Key tree planting opportunities aligned with our civil construction program has resulted in strong greening outcomes at the Short Street Corrimal carpark, and Allen St Port Kembla carparks.

The verge garden guidelines have been completed and launched in October 2020, Demonstration verge gardens have been installed in Port Kembla and Helensburgh, and connecting neighbours grants for verge gardens have been distributed with community planting works underway.

Our commitment to shade all 55 of Councils Local Park Playgrounds is on track for completion by the end of the financial year. Council is in the final stages of developing a tree selector app with University of Wollongong which will support better tree selection outcomes into the future, across both public and private realms.



## Strategic Priorities PROGRESS REPORT

### West Dapto

**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 coordinated planning for access improvements including new roads and bridges which are needed to support the additional 17,000 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 Priority Progress

✓ On Track

### Program Achievements

Council continues planning, designing and constructing infrastructure items for West Dapto.

Council continues to assess Planning Proposals, Neighbourhood Plans and subdivision Development Applications that facilitate urban development. To date, Neighbourhood Plans have been adopted within stages 1, 2, and part stages 3 & 4 which will combined facilitate land for over 5107 lots. Neighbourhood Plans to support a further 7,325 lots are currently being assessed. Council has granted Development Consent for 2,196 new lots.

Council adopted the revised West Dapto Development Contributions Plan on 7 December 2020. The Plan has been enforced since 14 December 2020 allowing Council to receive development contributions from development at West Dapto commensurate with the cost of the majority of essential infrastructure identified in the Plan.

Implementation of the West Dapto Vision 2018 is ongoing with Council continuing to progress the suburbs review to ensure suburbs reflect the growing urban area.

Refining the Neighbourhood Planning Process will be a focus of the next quarters concurrent with continued assessment of existing applications.

## Strategic Priorities PROGRESS REPORT

### Active Transport and Connectivity

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

**Project Sponsor:** Director Infrastructure and Works  
**Project Manager:** Manager Infrastructure Strategy and Planning

### Strategic Priority Progress

✓ On Track

### Program Achievements

Actions identified within the Town and Centre Plans, Keiraville Gwynneville Access and Movement Strategy, Wollongong Cycling Strategy and Wollongong Pedestrian Plan are incorporated into the Infrastructure Delivery Program and operational programs for progressive implementation.

Of note, is the significant budget increase for the 2020-2021 financial year for new footpaths and the implementation of actions in the Wollongong Pedestrian Plan and draft Cycling Strategy. Council's record investment in new footpaths continues; with a total of 35 new footpaths programmed to be constructed in 2020-2021. Council is investing \$10M in new cycleways across the next four years (including works on the next stages of the Grand Pacific Walk). Council continues to plan and build momentum towards the 2022 Union Cycliste Internationale (UCI) Road World Championships to stimulate cycling related tourism and community participation.

Council received grant funding for pop up cycleways in Wollongong for delivery in 2020-2021. Council will seek grant funding through a range of State and Commonwealth initiatives to support active transport and connectivity improvements.

A highlight for the quarter was recognition of Wollongong as a global city with the announcement of the awarding of the UCI Bike City Label. This is the only time an Australian city or region has been awarded the prestigious label. The UCI Bike City Label recognises Wollongong's long-term commitment to delivering an improved cycling experience for everyone and compliments the 2022 UCI Road World Cycling Championships coming to Wollongong.

Council confirmed an extension to the funding agreement between Council and TfNSW for the provision of the Gong Shuttle fare free for an additional 3 years. The extension now expires on 30 June 2024. The extension will result in changes to the Saturday service. Council will continue to advocate to the NSW Government to continue this service as an affordable service.

## Strategic Priorities PROGRESS REPORT

### 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 Priority Progress

✓ On Track

### Program Achievements

Despite the impacts of COVID-19, business/investor enquiries have remained strong. Council facilitated 22 new enquiries during the quarter, ranging from business support/information to facilitating larger projects through Invest Wollongong, with potential for significant employment outcomes. Council also continued facilitating 7 ongoing longer term projects through Invest Wollongong. Combined, these major projects have an estimated jobs impact of around 1,700 FTEs.

Wollongong's office market is continuing to evolve, with construction of the Lang's Corner building well underway and the completion of Gateway of Keira (134-148 Keira Street); Avante Commercial (3 Rawson Street) and the IMB Headquarters (47 Burelli Street).

Invest Wollongong is undertaking a digital media campaign to raise awareness and consideration of Wollongong as an alternative CBD location. The campaign is designed to drive traffic to the Invest Wollongong website to download the Wollongong Office Market Prospectus. The campaign targets relevant professional services employees (e.g. CEO, CFO, COO) and influencers (e.g. commercial tenants, leasing agents, tenant reps etc) in Greater Sydney through a range of channels, including Search Engine Marketing; social media advertising and website advertising. 7 video case studies created for the campaign, along with the downloadable Wollongong Office Market Prospectus, have allowed Invest Wollongong to profile the city from a property perspective, as well as from the experiences of business leaders and owners already based here.

The scaleups campaign is complete and the professional services campaign is still ongoing. To date, these campaigns have delivered over 4.7 million impressions. The campaign has led to a significant increase in visitors to the Invest Wollongong website, including a high proportion of new visitors, through clicking links from the advertisements, with 15,711 users visiting the Invest Wollongong website over the five months of the campaign. More than 90% of these were 'new users'.

There has been considerable momentum in the Clean Energy investment space this quarter. On 8 March 2021, the NSW Government announced the \$750m Net Zero Industry and Innovation Program, which includes the Illawarra and the Hunter region as locations for the state's two hydrogen hubs, providing access to a \$70m funding pool to support investment. Other considerable announcements in this space include progress on the AIE Port Kembla LNG Gas Terminal, AIP Port Kembla Power Station, Coregas hydrogen refuelling station and OceanEx's proposed Illawarra Offshore Wind Farm.

# EMERGENCY RESILIENCE, DISASTER RESPONSE AND RECOVERY

This year continues to respond to significant challenges arising from the global health and economic challenge of the Coronavirus [COVID-19] pandemic. These contributed to what Council has been able to deliver and the way we serve and support the 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. In line with public health advice, Council has been able to reopen key facilities such as our supervised swimming pools, library buildings and the Customer Service Centre. However, we need to maintain social distancing and enhanced hygiene measures. 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's workforce remains fully engaged during this time to support ongoing service requirements and deliver the Infrastructure Delivery Program as planned. Beyond the management of assets, Council's annual infrastructure investment is significant and will continue to support local contractors, businesses and suppliers. The organisation is also undertaking a review of how we deliver our services in line with the national health guidelines. Of particular importance is how we can continue to effectively engage with our community during this time. Council's online engagement opportunities remaining open via the website and alternate engagement methods are being explored and developed.

On 26 March 2020, Council announced a support package to assist Council lessees and licensees by deferring our tenants' rental payments for a period of 90 days for lessees and licensees who are unable to carry out their normal business under the changes in place to minimise the spread of COVID-19. In addition, rent reviews for Council tenants will be deferred until further notice and outdoor dining licence holders will have their fees waived for 90 days. Council has approximately 170 lessees and licensees who operate from our properties or off our land.

## Rate Relief

Council voted to approve an option for residential and business ratepayers whose finances had been affected by COVID-19 to defer their rates and annual charges until 30 September 2020, with no interest charged until 31 December 2020.



# Operational Plan

## 2020-2021 PROGRESS

The following section provides an overview of Council's progress with delivering Our Wollongong 2028. It provides a summary of progress for 2020-2021 Annual Deliverables [Council's programs, projects and activities] and highlights significant progress with annual projects as outlined in Our Wollongong 2028 Community Goals. This exception-based reporting provides an overview of achievements for the March 2021 quarter. The organisation's performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Operational Plan 2020-2021 contains 354 annual deliverables across the six Community Goals. Table 1 below outlines how Council is tracking in the March quarter to achieve the annual deliverables for each Community Goal.

### 1: Annual Deliverable Progress by Community Goal

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1. We value and protect our natural environment	95.77%	0%	1.41%	0%	2.82%
2. We have an innovative and sustainable economy	95.56%	0%	0%	4.44%	0%
3. Wollongong is a creative, vibrant city	77.78%	0%	11.11%	2.78%	8.33%
4. We are a connected and engaged community	96.36%	0%	3.64%	0%	0%
5. We have a healthy community in a liveable city	88.14%	3.39%	4.24%	0%	3.39%
6. We have sustainable, affordable and accessible transport	80.77%	7.69%	3.85%	3.85%	3.85%
<b>Total Annual Deliverable Progress</b>	<b>90%</b>	<b>2%</b>	<b>4%</b>	<b>1%</b>	<b>3%</b>

**Note:** Each Goal does not have an equal number of annual deliverables; therefore, the Annual Deliverable progress has been rounded up to 100.

## Operational Plan 2020-2021 Progress continued

Overall, 5% of Annual Deliverables were reported to be delayed and 1% were deferred. Table 2 below outlines all Annual Deliverables reported as delayed or deferred at the end of March 2021.

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
1. We value and protect our natural environment	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions	Y		<p>Council has been working through the State government's biodiversity certification process for a number of years. Up until recently, the process had been stalled pending the State identifying a funding mechanism to support the delivery of biodiversity outcomes that would be required under certification.</p> <p>Last quarter, the State placed a Special Infrastructure Contributions Plan on public exhibition which included funding for biodiversity certification of West Dapto. This has provided the impetus to move forward with the process.</p> <p>At the request of Department of Primary Industries and Environment-Environment, Energy and Science (DPIE – ESS) Council officers have reviewed the biodiversity credit calculations that are a foundation to biodiversity certification method. Council's revision of the calculations has provided several scenarios for assessment by DPIE-EES to consider.</p> <p>Council staff are in liaison with DPIE officers to finalise the Conservation Strategy to inform the Special Infrastructure Contribution budget and delivery.</p>

## Operational Plan 2020-2021 Progress continued

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
2. We have an innovative and sustainable economy	Undertake the City Centre Planning Review and Design Review arising from the Wollongong City Centre – Public Spaces Public Life Implementation Plan		Y	On 7 December 2020, Council considered a report on the draft Wollongong City Centre Planning Strategy, draft Planning Proposal and draft DCP chapter. Council resolved to defer progress pending completion of informing documents including the Retail Centres Study and Wollongong City Centre Access and Movement Study. Work on both of these studies is progressing.
	Support relevant agencies, business and industry to advocate for the establishment of a cruise ship terminal in the port of Port Kembla		Y	The advent of COVID-19 has meant drastic repositioning within the cruise industry, with no clear date the industry will be able to recommence operations. The cruise industry is currently developing a COVID safe plan with aspirations to relaunch regular sailings in mid-2021.

## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
3. Wollongong is a creative, vibrant city	Implement public art opportunities at Hill 60 Reserve	Y		Council has been successful with a Department of Veterans Affairs grant valued at \$100,000 for the fabrication and installation of a European Artwork at Hill 60, <i>'Eye on the Horizon.'</i> The project is underway but is delayed. Whilst the Aboriginal Heritage Impact Permit is now in place, Council are still awaiting the Section 60 approval for works to progress. Additionally, Queensland based artist Braham Stevens has been unable to travel to NSW for a site visit due to Covid-19 impacts. Following Section 60 approval, the artist will be contracted and fabrication and installation commenced.
	Host six major events reflecting priority sectors and contribute to the acquisition of signature events in the city	Y		Most major events have been on hold due to COVID-19. However, Destination Wollongong has assisted with the execution of smaller events, including <i>Splash Wollongong</i> . Destination Wollongong has also been working on securing other major events for the region, including multi-day Surfing NSW events and re-scheduling other sporting events.



## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
3. Wollongong is a creative, vibrant city	Deliver the annual Viva La Gong Festival		CANCELLED	<p>Due to COVID-19 restrictions the 2020 VIVA la Gong festival was cancelled. However, several VIVA "engine room" projects, a series of smaller community-based arts projects, have commenced across the suburbs, developing content for Viva 2021.</p> <p>Projects include:</p> <ul style="list-style-type: none"> <li>– An outdoor community movement project called ' <i>Standing on the Ceiling</i> ' in Port Kembla is underway;</li> <li>– Partnership music mentor program with <i>Jam 'n' Bread</i> is underway;</li> <li>– Update to the Viva mural in MacCabe park to be created by a local artist working in collaboration with young people with disabilities is underway;</li> <li>– Circus collaboration</li> </ul>

## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
3. Wollongong is a creative, vibrant city	Develop improvements in the Arts Precinct within the context of the Arts Precinct Concept Design	Y		The available space for outdoor seating under the trees on the paved area has been extended to encourage greater use and outdoor dining opportunities for adjacent businesses. This has seen increased foot traffic and utilisation of the area. A feasibility report on the viability of installing a second entrance to Wollongong Art Gallery that interacts with the Arts Precinct has been delayed, with funding for this project now allocated for future years due to COVID-19 impacts.
	Support newly arrived and refugee communities through the delivery of the Illawarra Refugee Challenge with community partners	Y		The Illawarra Refugee Challenge has been on hold due to COVID-19 and the restrictions on access to school premises. The 2021 Challenge is being planned for Term 3 or Term 4 at Bulli High School.

## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
4. We are a connected and engaged community	Work with Friends of Wollongong City Libraries to improve resources within libraries that are generated with funding from fundraising activities		CANCELLED	<p>Due to COVID-19 Public Health Order restrictions for group gatherings, the Friends of Wollongong City Libraries cancelled all planned events during the March 2021 quarter. This has curtailed their ability to raise funds for Wollongong City Libraries.</p> <p>The Friends Executive meet in February to discuss resuming their fund-raising events from May 2021 (predominantly author talks/catering/lunches). Events will be held at a local Function Centre until such time as large gatherings can return to Council's Administration Building Function Room.</p>

## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
4. We are a connected and engaged community	Develop an Information Security Strategy	Y		<p>Market forces in the Information Security field have substantially increased remuneration expectations for this skill set in the industry, prompting a shift in approach from each Council appointing their own Information Security officer to a shared resource.</p> <p>Wollongong City Council has collaborated with the other councils in Illawarra Shoalhaven Joint Organisation to fund and recruit a Regional Chief Information Security Officer (CISO). In March, a suitably qualified candidate was recruited. One of the key tasks for the CISO is the preparation of a Regional Information Security Strategy, which is expected to be complete by October 2021.</p>
5. We have a healthy community in a liveable city	Continue the 'I belong in the Gong' Safety Initiative	Y		<p>The location of a solar powered phone charging station in Crown Street Mall has been determined at the intersection of Crown and Church Streets near the tables and seating area in Church street. This site was chosen for its central location in the Mall, being a high activation area and clear sight lines to increase the perception of safety. The site also meets engineering requirements for installation which is anticipated to occur during the June 2021 quarter.</p>



## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
5. We have a healthy community in a liveable city	Assist the NSW Environment Protection Authority (EPA) to undertake the Wollongong Local Government Area land contamination literature review	Y		Council has fulfilled its commitment to provide assistance as required to NSW EPA and NSW Health to develop the literature review. EPA has advised that a communications strategy is being developed to accompany the release of a review document.
	Reinstate Waterfall (Garrawarra) Cemetery	Y		The Illawarra Aboriginal Land Council has given consent to carry out maintenance works at this cemetery despite a current Aboriginal Land Claim over the site. This approval allows Council to progress landowners consent from a number of authorities (Crown Land, National Parks and Wildlife Services, Water NSW), which allows submission of the Development Application to reinstate the cemetery. The book <i>'Forgotten Souls'</i> by the late Carol Herben was published and launched in March by the Illawarra Historical Society and details stories of a number of people buried at the cemetery, the history of the site as well as a full burial register.

## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
5. We have a healthy community in a liveable city	Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla	Y		The Conservation Management Plan for the Hill 60 location has been completed and an Aboriginal Heritage Impact Permit has been lodged for proposed works.  Council has finalised and progressed an amended version of a Section 60 permit and lodged this application with Heritage NSW in March 2021 reflecting key changes.
	Plan for the Southern Suburbs Community Centre and Library, at Warrawong	Y		Council officers continue to work with an architect to develop plans for facility. Community and stakeholder engagement is scheduled to be undertaken during April-May 2021.
6. We have sustainable, affordable and accessible transport	Provide up-to-date cycling information for the community, including cycling routes and end-of-trip facility maps that are inclusive and equitable		Y	Community consultation is scheduled during April 2021 to confirm proposed preferred locations for end of trip facilities. A grant application has been submitted for way finding signage. The progress on updated cycleways maps will be delivered next financial year.
	Work with Shellharbour Council and others to extend the Lake Illawarra cycleway	Y		Council continues to work with Shellharbour Council and the various land holders around the Lake to develop and design this important project.

# GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

## *Deliver waste minimisation programs in accordance with the Waste Strategy*

During the quarter, face to face workshops on waste minimisation programs recommenced. These workshops covered a range of topics including 'Make your own swim bags', 'Bokashi', 'Worm Farming', 'Composting' and various talks around FOGO and other programs to community groups including culturally and linguistically diverse communities.

A highlight of the quarter included the launch of the education program *No Butts Trail* along with the installation of 30 new cigarette butt bins. The 30 new bins will be installed across 10 waterside locations, from Stanwell Park Reserve, to the Windang Bridge. The locations are recognised community hotspots for traffic and cigarette use, and the installation of bins will provide options for smokers to dispose of butts correctly and safely.

According to the National Litter Index, cigarettes are the most littered item in NSW. Once littered, butts have only to travel a short distance in these locations to be washed into our stormwater drains and water ways where they can leach toxic chemicals into our environment or be mistaken for food by marine creatures with often deadly consequences.

The No Butts Trail campaign consists of eight temporary chalk art installations in high profile locations across Wollongong.



*[IMAGE: Temporary chalk art installations promoting the No Butts Trail campaign]*

## GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

### *Provide opportunities to work with volunteers, community groups and government to actively participate in urban greening*

Throughout the quarter, 184 volunteers contributed 3,117 hrs of work under various Environmental programs.

On March 19, a Gardening Australia television segment featured the volunteers at Puckey's Estate and partners such as Yours and Owls, providing national recognition. Puckey's Estate Reserve in Fairy Meadow is an annex of the Wollongong Botanic Garden and consists of a rare coastal habitat of rainforest, dunes and marshland.

Gardening Australia's presenter, Clarence Slockee, travelled to Wollongong to visit Puckey's Estate to film a special segment that looked at the important vegetation in our region and the dedicated Bushcare crews working hard to protect it. The program also looks at a partnership between Council's program and the Yours and Owls Festival.

Yours and Owls joined Bushcare in 2018, with the decision to offer incentives to Illawarra residents who volunteered as part of a rejuvenation day at Puckey's Estate. Since then, sustainability has become a core focus with Bushcare days becoming a regular part of the festival program.

Other Bushcare highlights throughout the quarter included the planting of over 500 native trees, shrubs and grasses over two days along American Creek. Figtree Lions joined Bushcare and Council contractors to undertake the planting with the aim to increase the native vegetation cover along the catchment and help soil conservation along the embankment.



*[IMAGE: Filming of the Gardening Australia episode featuring Puckey's Estate Fairy Meadow]*



## GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

### *Deliver priority actions from the Urban Greening Strategy Implementation Plan 2017-21*

During the quarter Council planted 1,075 new trees with 524 having been removed to date over the current financial year. The Tree inventory now totals 385,200 records and has identified 6,348 vacant tree sites. 4,000 young trees are currently in their maintenance period.

The quarter saw Dapto residents set a new record with as many as 330 trees to be planted in Dapto commencing in March at parklands, playgrounds, and verges of participating homes. Following a call to residents last year to increase the tree canopy in Dapto and surrounding suburbs, residents and Council staff commenced autumn planting.

As part of the Dapto Street Trees program, participating residents could select from a variety of tree species and sizes to best suit the verge outside of their property with the original target goal of 250 new trees being beaten.

The Dapto Street Trees project is Council's second suburb focussed greening project as part of the Urban Greening Strategy. It builds on the success of Council's Port Kembla street tree project that wrapped up in 2020 and saw 280 new trees planted across the suburb.



*[IMAGE: Planting of street trees in Dapto]*

## GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

### *Deliver the Heritage Assistance Grant Program*

The Wollongong Heritage Grants program for 2020-21 has been fully allocated to 12 eligible projects. While some projects have been affected by COVID-19 and a number of project adjustments have been made, the projects are currently being finalised and acquitted ahead of the May deadline.

Applications for the 2021-22 financial year were invited in January and closed end at the end of March. A large number of applications have been received for consideration. These will be assessed by a subcommittee of the Wollongong Heritage Reference Group in the coming months.

### *Prepare for the introduction and implementation of the New South Wales State Government Planning Reforms*

On 22 February, Council endorsed a submission on the draft Illawarra Shoalhaven Regional Transport Plan. The draft Transport Plan is an important document as it outlines the strategic framework for how Transport for NSW (TfNSW) will respond to changes in land use, population, and travel demand across the region over the next 20 years.

The Draft Transport Plan identifies a number of initiatives to improve connectivity, safety, productivity, and resilience of the transport network. This will improve the range of transport services and options available to the community. The submission to TfNSW, on the Draft Illawarra-Shoalhaven Regional Transport Plan is to ensure the Plan is relevant to our area and also reflect the significance of Wollongong LGA as well as Council's strategies and initiatives (current and future) in developing a safe integrated multi modal transport network.

### *Performance Measures Q3 2020-2021*

- Participation rate in environmental programs\* | 72,471^ (Q3 2019-2020 – 25,473)
- Number of volunteers for Environmental Programs - Greenhouse Park | 23 (Q3 2019-2020 – 17)
- Plants Propagated | 16,895 (Q3 2019-2020 – 18,379)
- Plants Distributed | 18,592 (Q3 2019-2020 – 11,685)
- Tonnes of Rubbish collected from clean-up activities\* | 7 (Q3 2019-2020 – 15)
- Number of volunteers worked at Bushcare and FIREady sites\* | 184 (Q3 2019-2020 – 550)

\* Impacted by COVID-19

^ Number includes 67,953 who attended Sunset Cinema and Sculpture in the Garden at the Wollongong Botanic Garden

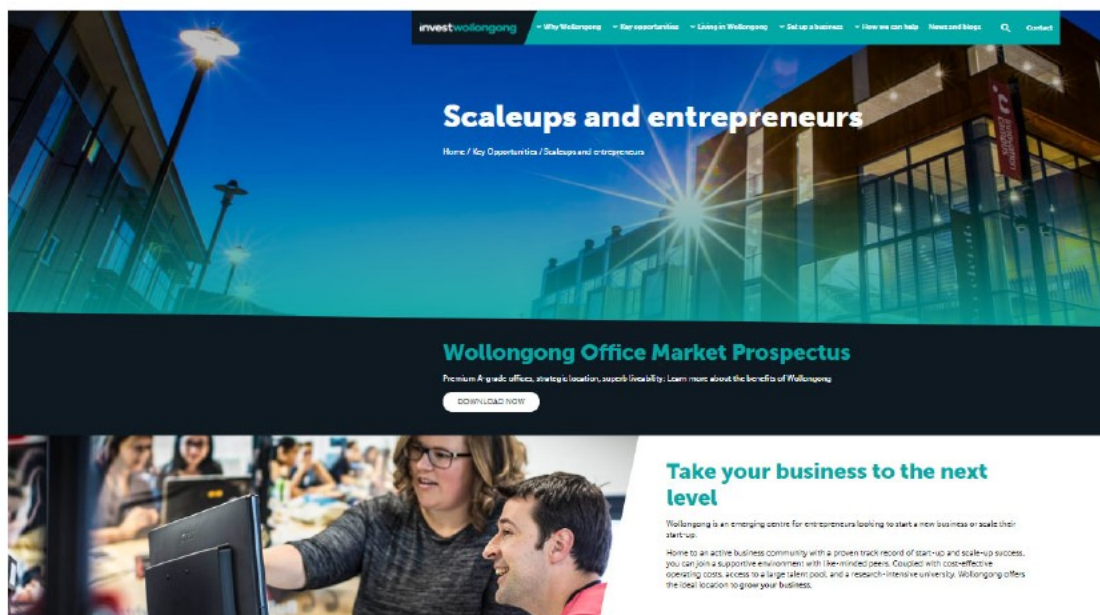


## GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

*In partnership with NSW Government and the University of Wollongong, deliver the Invest Wollongong program to position Wollongong as a superior business location*

Invest Wollongong commenced the rollout of a digital marketing campaign promoting Wollongong as a superior business location targeting the scaleups and professional services sectors. The campaign also focuses on Wollongong as a legitimate alternative business location as more and more decision makers and businesses look at regional locations in a post COVID environment.

Overall, the Invest Wollongong digital marketing campaign to date has driven a 1000% uplift in website traffic to the website, with over 90 per cent of users visiting for the first time. In the five months of the campaign (November 2020 – March 31, 2021), there have been 15,711 users visiting the Invest Wollongong website, compared to the previous five months (June to October 2020), where there were a total of 1,408 users. This increase is a direct result of the digital marketing campaign, which has driven traffic back to the Invest Wollongong website.



*[IMAGE: Invest Wollongong website focusing on Scaleups and entrepreneurs]*

## GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

### *Implement a range of pilot projects and activation strategies across the city centre precincts*

During the quarter, Council continued to implement a range of projects and activation strategies across the city centre precincts. Due to COVID restrictions, the focus for the quarter was to create colourful creative places that create a cause to pause in the CBD, focusing on the transition from Summer to Autumn as a key theme. A decorative textile collage made from upcycled materials reclaimed and diverted from landfill was used to dress Crown Street Mall's outdoor stage, teamed with planter barrels to provide an inviting and ambient community seating area. This setting also provided the perfect place to continue the 'CBD Sounds' live music program with a variety of music genres being performed on a weekly basis including a special summer series dedicated to showcasing young, local pop artists. In addition, a range of live music performances were staged in CBD business premises, including Pot of Gold Mexican Cantina and the Swallowed Anchor.

Due to the popularity, negotiations were undertaken to extend the stay of the parklet in the mall. The parklet a perfect resting spot and home to a range of colourful flowers and plants was the harmonised background to the 'Autumn in Bloom' exhibition on the display blocks in Crown Street Mall. The exhibition celebrated the change in season to Autumn by working with a local artist to illustrate the vibrant flora of the Illawarra region. This coincided with the celebration of 50 Years of Wollongong Botanic Gardens on the Crown Street Mall banners.

To mark the Easter holiday occasion and provide a COVID safe activity during the school holidays. "The Golden Easter Egg Hunt", an Augmented Reality Easter art trail and chocolate egg giveaway, was implemented into 6 shop locations in Crown St Mall. The Augmented Reality interactive art trail provided an opportunity for the community to engage with the CBD space in a creative and safe way in the current environment and ran in conjunction with the 'Showtime' themed Easter carnival and rides.

**B-Hub** The B-Hub continues to offer both one-on-one tailored business assistance support packages and group training sessions to local businesses to improve their skills and develop solutions for their long-term sustainability as we move through and out of COVID-19. During this quarter 118 clients received business assistance via the B-Hub. The professional and health sectors featured highest. The focus for this sector was on pivoting, planning for growth, pricing, and marketing. This was followed by the restaurant, cafe, and retail sectors where the advisory sessions predominantly related to leasing disputes. The number of walk-ins have increased due to business owners seeing the B-Hub signage displayed at the front of the premises at 93 Crown Street, and referrals from other government services including Service NSW and Wesley Mission Workshops focussed on Intellectual Property, Bin Trim for Business, Business Sustainability



*[IMAGE: Autumn is blooming at Crown Street Mall]*

## GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

### *Deliver learning programs for employment, digital inclusion and creativity from 'The Hub' digital learning space*

Throughout the quarter, Get Skilled computer training sessions resumed, with all the one-on-one sessions booked out. A high number of customer questions have been centred around the use of apps, prompted by the need for the Service NSW app across venues as well as many people trying to access updated Health information from NSW Government sites.

Fashion Flip and Club Sew and Sew commenced throughout the quarter. Both sewing classes are a result of the positive feedback the Library received last year for the Learn to Sew workshops and sociable sewing classes. Gina Barjeel, a fashion designer who specialises in sustainable fashion, leads the group in repurposing an old clothing item into another useful item in Fashion Flip.

### *Contribute to the delivery of 'Paint the Town REAd' early literacy program*

This quarter saw the launch of the 250 Stories pilot project. The project is aimed to increase children's vocabulary and general knowledge by reading, singing songs, dancing, talking, or yarning along with a parent, carer, brother, sister, aunty, uncle, friend, or anyone!

The project encourages children to track and complete 250 stories before Christmas. It also expands children's understanding of how a story can be told, reading being just one way. Dancing tells a story through cultural dance, songs or making up dances, talking or yarning is a form of storytelling that can happen at meal time, bath time or anytime at all.

Feedback from participating services has been very positive while children are enjoying filling in the tracking cards that show how many stories they have participated in. This allows staff in services to then see what types of stories the children are not participating in and can provide support and resource to families around these areas. The pilot will run until December 2021.



[IMAGE: 250 Stories pilot project flyer and tracking card]

## GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

### Performance Measures Q3 2020-2021

- Number of visitations to the tourism information centres\* | 9,486 (Q3 2019-2020 – 15,204)
- Tourist Park occupancy rate of cabins | 73% (Q3 2019-2020 – 69%)
- Occupancy rates of paid on street parking | 69% (Q3 2019-2020 – 73%)
- Tourist parks occupancy rate of unpowered sites\* | 33% (Q3 2019-2020 – 33%)
- Tourist parks occupancy rate of powered sites\* | 54% (Q3 2019-2020 – 57%)

\*Impacted by COVID-19



## GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

### *Deliver Council's annual community events program*

The quarter saw the ability to present community events in a different way to usual which included the Australia Day events. These events were conducted in a COVID safe way including the presentation of the twelve Australia Day award recipients at a lunch hosted by Council at Villa D'oro on Friday 22 January. With limited numbers, approximately 90 guests attended the function to present the winners amongst the 40 nominations received.

Chaplin John Kewa was named Wollongong's Citizen of the Year for 2021. The manager and chaplain of the Mission to Seafarers Port Kembla undertook an outstanding pastoral and humanitarian effort in connecting with and providing care packages for the 1,200 strong crew stranded on the docked Ruby Princess in Port Kembla following a COVID-19 outbreak on the vessel in April last year.

The Australia Day award event also saw the awarding of the following:

- Senior Citizen of the Year 2021 – Laurence Jennett OAM
- Young Citizen of the Year 2021 – Thura Sabbar
- Arts & Cultural Achievement Award 2021 – Sharon Buikstra
- Sports Achievement Award 2021 – Open Men's Boat Crew, Bulli Surf Life Saving Club
- Innovation Achievement Award 2021 – Professor Sharon Robinson
- Community Group Award 2021 – One Door Mental Health Committee
- Diversity and Inclusion Award 2021 – Lisa Cuda
- Wollongong to the World 2021 – Corey Tutt
- Wollongong to the World Award 2021 – Carol Kiernan
- Lord Mayor's Award 2021 – Hasan Al Taleb
- Lord Mayor's Award 2021 – Dapto High School



*[IMAGE: Chaplin John Kewa was named Wollongong's Citizen of the Year for 2021]*

### GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

#### Manage the Merrigong funding agreement for IPAC and the Town Hall

The quarter saw a significant increase in events as pandemic restrictions eased and venue capacities increased to 75% of seated capacity across NSW. Two of the shows scheduled for the 2020 Merrigong Season were rescheduled and delivered to enthusiastic audiences in January 2021 – audience favourite The Wharf Revue (Sydney Theatre Company), and the world premiere of the internationally acclaimed Circa's *Sacre*, a work commissioned by Merrigong Theatre Company.

A full Merrigong Season 2021 program was launched on 9 February to the delight of theatre-lovers in the region. The Season offers a renewed emphasis on presenting theatre works both inside and outside of traditional theatre spaces, including works performed on site at Bulli Showground and Port Kembla Pool.

The first two shows of the program to hit the stage were KENNY (Ensemble Theatre) and FANGIRLS (Belvoir, Queensland Theatre and Brisbane Festival in association with Australian theatre for Young People), the latter proving a major highlight of the theatrical year.

On 24 March the company celebrated the launch of the MERRIGONGX 2021 Artists Program, with invited guests treated to an unveiling of the projects in the program, followed by a private showing of one of the featured works, *Fledgling* (by Lily Hayman).

The Wollongong Town Hall hosted numerous events including the first event in the Music in the Morning concert series for 2021, Australian Chamber Orchestra's *Tabula Rasa*, and Steel City Strings 'The Composer is in the Room'. The Music Lounge also hosted 11 gigs across jazz, blues, pop, and cabaret, each of which proved extremely popular, with most events selling out their COVID-reduced capacities. Local musical theatre company So Popera returned to the IPAC stage for a season of the popular musical *Grease*.



[IMAGE: Merrigong shows – Kenny and Fangirls]



### GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

#### *In conjunction with the Local Organising Committee, prepare for the 2022 UCI Road World Championship*

The 2022 UCI Road World Cycling Championships is coming to Wollongong in September 2022. UCI stands for the Union Cycliste Internationale, the world governing body of cycling.

Throughout the quarter, Council staff continued to work with Wollongong 2022 and UCI representatives to finalise the course for the event. Work also continued on Host City Agreement negotiations.

Work has progressed in relation to messaging and marketing regarding the event. Two new cycling advisory groups with community representation have been established. A virtual meeting with school principals was hosted during the period at which road safety initiatives and information about the event was shared.

A highlight for the quarter was recognition of Wollongong as a global city with the announcement of the awarding of the UCI Bike City Label. This is a significant coup for Wollongong as it's the only time an Australian city or region has been awarded the prestigious label. The UCI Bike City Label recognises Wollongong's long-term commitment to delivering an improved cycling experience for everyone and compliments the 2022 UCI Road World Cycling Championships coming to Wollongong.



*[IMAGE: Cycling in Wollongong - Wollongong awarded the UCI Bike City Label]*

## GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

### *Promote heritage sites and museums*

During the quarter, Wollongong Heritage Collections Inc. (WHCI) has been primarily focused on the Port Kembla Breakwater Battery Museum, securing Port Kembla Community Investment Fund funding for urgent building repairs and maintenance. The Breakwater Battery Museum has engaged a munitions expert and the collection has been safety assessed and is awaiting its firearms license before the museum can reopen.

The Mount Kembla Heritage centre has closed, and the collection has been put into storage at a commercial storage facility.

A museum expert is being scoped to deliver on a short-term contract to undertake a survey of local heritage and museum sites in the LGA and to deliver a report with recommendations regarding the current and future needs of these largely community volunteer run enterprises.

### *Collaborate in joint projects with local Aboriginal organisations and the community*

Throughout the quarter, artwork for the Cringila Hills playground was developed with children and young people. The design work is in collaboration with the leading Coomaditchie United Aboriginal Corporation (CUAC) artists who have designed Gudgad the greedy frog as a play feature for the playground. The children and young people have created seven animals in the dreaming story of Gudgad into clay Coolamons that will form part of the artwork in the playground.

In working with CUAC an abbreviated story of Gudgad is being developed as an outdoor interactive book planned for the playground. Council is participating in a working group of residents and community organisations to organise the second Saltwater Festival at Bundaleer on Wednesday 14th April. Noogaleek Children's Centre and Winnanggay pre-school are partners in the 250 stories pilot project. The project is an early literacy program promoting the importance of reading, talking, singing, rhyming, and yarning to children from birth.

### *Performance Measures Q3 2020-2021*

- Library visitations\* | 231,553 (Q3 2019-2020 – 216,742)
- Library – total number of loans\* | 223,822 (Q3 2019-2020 –228,986)
- Library programs: number of programs\* | 210 (Q3 2019-2020 –344)
- Library programs: number of participants\*^ | 3,844 (Q3 2019-2020 – 6,774)

\* Impacted by COVID-19

^Change in mode of delivery to include online participants

## GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

### *Resource and support a range of engagement options to ensure our diversity is reflected*

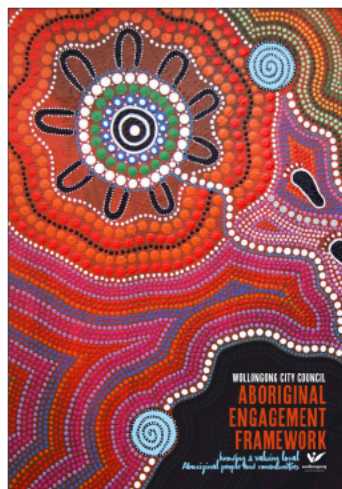
Council's commitment to supporting its culturally diverse community and making improvements on how we engage and seek feedback, was significantly improved throughout the quarter with the adoption of the Aboriginal Engagement Framework.

The Framework provides a set of principles, protocols, and resources to guide Council's elected members, staff and consultants when engaging with our Aboriginal people and communities. This important document is underpinned by local Aboriginal culture, knowledge, and heritage. It also clearly articulates how we value the long history and cultural contribution of the local Aboriginal communities.

The Aboriginal Engagement Framework will support Council to engage in a culturally appropriate way and includes a set of principles, protocols, and resources to support engagement with Aboriginal people and their communities. The document not only guides Council on how it works with local Aboriginal communities but also provides a reference point for others beyond Council.

The framework adopted by Council acknowledges the Traditional Custodians of the land and includes guiding principles. These are:

- We will value and respect Aboriginal culture
- We will allow time for authentic engagement
- We will include Aboriginal people in matters that directly affect them and involve them throughout the life of the project
- We will act with integrity and seek to build trust
- We will be transparent and open with information and processes
- We will listen, learn and talk
- We will deliver on our commitments



*[IMAGE: Wollongong City Council's new Aboriginal Engagement Framework]*

## GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

### *Deliver a diverse range of community engagement opportunities to inform and guide development and delivery of Council business*

During the quarter, engagement was undertaken across a diverse range of activities to support and guide the development of future work. Highlights across the quarter include:

- Stuart Park Play Space Upgrade – the All Ages and Abilities’ project outlines a planned extension to Stuart Park Playground, with an inclusive play space. Community feedback was sought on draft designs for the playground and surrounding area in this period. The updated designs will outline plans for a two-staged approach to construction, with stage one works planned for June 2021.
- The King George V Park Draft Recreation Master Plan sets out a long-term plan for the parks use as a sporting, social and green space. Further feedback was sought from the community to further develop the plan.
- The Draft Public Art Strategy Guiding Principles have been developed with industry experts to guide the city’s approach to public art and inform the new Public Art Strategy. Community feedback on the Principles is being sought, with further engagement to take place once the draft Public Art Strategy has been developed.
- The Ursula Road Shared Path project aims to create a safe, accessible cycling connection from Bulli Train Station to the beach. Following community feedback on draft designs and ongoing consultation, adaptations have been made to the designs, with the project scheduled for construction in the coming months.
- The Helensburgh Streetscape Master Plan aims to improve accessibility and safety, enhance the quality and amenity of meeting spaces, and express the local identity of Helensburgh. Engagement was undertaken on Stage two of the plan, with three workshops held to seek community input on designs for the western terrace of Walker Street.
- Engagement with the Aboriginal and Torres Strait Islander community members regarding naming new West Dapto suburbs continued and an Aboriginal Language Working Group was established to inform Aboriginal language of signage.
- Our Community Engagement Policy outlines our commitment to and process for, undertaking engagement with the community. The existing policy is due for review and initial engagement has begun with key stakeholders in this period. The policy is scheduled to go on public exhibition for broader feedback during the next reporting period.



## GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

### *Publish business papers to Council's website and continue webcasting of Council meetings*

Business papers were published to the website according to schedule and all Council meetings for the quarter were successfully webcast. In February 2021 due to the easing of the COVID-19 restrictions, Council moved to a hybrid of online and on-premise Council meetings. The Public Gallery was reopened on 22 February with a limit of 20 people.

All meetings throughout the quarter were successfully webcast to the public, ensuring continuity of Council business.



*[IMAGE: Council chambers]*

### *Develop the WHS behaviour strategy and program to enhance our WHS culture through the application of identified constructive behaviour*

The WHS Behaviour Program continued to be rolled out throughout the quarter. The first 3 stages have largely been completed. Council is now at stage 4 'Simplification of our WHS Safety Management System'.

Council is running parallel to stage 4 stage 5 which is the review of our Contractor Management approach. The WHS Contractor Management Project is underway and Council is working on the development of the framework, procedures and tools that will ensure compliance to our own WHS Management System as well as with WHS legislation.

Our Wellbeing Plan has been developed, with the WHS Team currently in the process of building employees' capabilities within the context of this program. Other elements of the program are being rolled out as they are becoming available.

## GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

### *Participate in a range of community sector networks to foster collaborations and partnerships*

Throughout the quarter collaboration and partnerships with a range of community sector networks were fostered. Council convened the Children & Family Services Interagency meeting in February. Guest speakers presented various courses including those for young people and parents trying to return to the workforce and the role of the Royal Lifesaving Society in developing programs to reduce drownings particularly in multicultural communities.

Council participated in the Northern Illawarra Aboriginal Education Consultative Group (AECG) meeting, the Local Government Child Safe Organisation Working Group meetings, and the South Coast Child Wellbeing Network meeting.

Council facilitated the Illawarra Refugees Issue Forum (IRIF) on 24 February with participants attending face to face or online. Council also facilitated the NSW CALD Water Safety Network on 25 February with 10 attendees and presented a water safety update at the Local Government Multicultural Network on 25 March.

Staff participated in the Prevention of Abuse of Older People Network meetings in February and March. Planning is now underway to deliver an awareness raising campaign and to promote online training on how to respond to incidents of suspected elder abuse for 'World Elder Abuse Day'.

Council staff convened the Wollongong Youth Network as well as attended the Local Government Youth Development Network (LGYDN), Youth Action Meetings (YAMS) with Wollongong Police, Illawarra Multicultural Youth Network, Local Drug Action Team meetings and Careways NAIDOC Committee

### *Performance Measures Q3 2020-2021*

- Sick Leave | 6.93 Days (Q3 2019-2020 – 8.00 days)
- Carers Leave | 0.53 Days (Q3 2019-2020 – 0.65 days)
- Lost Time Injury Frequency Rate | 15.28 (Q3 2019-2020 – 10.95)
- Workers compensation costs as a percentage of payroll | 1.25% (Q3 2019-2020 – 1.80%)
- Number of media releases issued | 65 (Q3 2019-2020 – 66)
- Number of Council Facebook page 'likes' | 32,511 (Q3 2019-2020 – 28,947)
- Number of Twitter followers for Council | 6,723 (Q3 2019-2020 – 6,261)
- Telephone calls are answered within 30 seconds | 86 % (Q3 2019-2020 – 87%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 96 % (Q3 2019-2020 – 95%)



## GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

### *Enhance Botanic Garden visitor experience via programs, interpretation, education and events*

The commencement of the quarter saw a slower start to events and programs at the Botanic Gardens with COVID-19 restrictions cancelling a number of 50th Birthday celebration events. However, the quarter still saw 109 events with approximately 67,953 participants including 24 Sunset Cinema screenings, 4 Greenplan sales, 4 scooter hire bookings, and 10 Weddings with 581 attendees. Climate Change and Bushfire School Holiday program were held in January.

A key highlight of the quarter was another successful Sculpture in the Garden event held over six weeks in February and March. A diverse array of 18 sculptures were showcased against the Wollongong Botanic Garden's landscape for the biennial event. Over 35,000 people attended the event that staged a talented mix of local and national artist including one from New Zealand.

Amongst a vast array of sculptures to view, was this year's winner of the Wollongong Acquisitive Sculpture Award, 'Curious Dream of an Architect' by Fatih Semiz, which will become a permanent part of the city's public art collection. Visitors were also able to participate in the People's Choice voting which this year awarded to Sydney-based artist Laura Nolan's artwork, 'Evolve'. 'Evolve' is a sculptural brown glass installation that incorporates the earth as part of its work responding directly to the landscape.

The Sculpture in the Garden event also saw a series of free events including exhibitions and workshops. One of the highlighted events, was the free community access program running alongside the exhibition, 'ghost trees' by sculptor in residence Greer Taylor. Located in the Dryland Collection of the Garden, members of the public were invited to contribute to the growing sculptural work over the course of the six weeks.

'Ghost trees' is an ephemeral sculpture that encouraged visitors to create and 'plant' a 'ghost tree' or embroider words on to ribbons attached to tree boughs. The collaborative work is about the processing of grief felt by communities in the wake of last year's bushfires. Other events included Garden Poetry and Storytelling workshops, artists talks, interactive sculpture tour and live performances by local musicians.



*[IMAGE: 2021 Sculpture in the Garden Acquisitive Prize, Curious Dream of an Architect by Fatih Semiz and 2021 People's Choice winner, Evolve by Laura Nolan. Photos by Tad Souden]*

## GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

### *Coordinate and undertake Graffiti Prevention actions on Council assets and deliver the Community Partnership program to remove graffiti from non-Council assets*

During the quarter, a number of key initiatives and actions were undertaken in relation to graffiti prevention. Graff Off is a program for young offenders living in the community who, as part of their rehabilitation, remove graffiti in the local area. Council works in partnership with Lake Illawarra Police District and Police Citizens Youth Club (PCYC) who deliver the Graff Off program. Graff Off runs bi-monthly and graffiti removal on non-Council assets was conducted in the Kembla Grange area throughout the quarter.

Council is continuing to recruit Community Partners for the removal of graffiti from non-Council assets. Currently there are three organisations removing graffiti these being Corrective Services NSW, Essential Employment and Training Personnel and Dapto Rotary. The Flagstaff organisation and two individuals are currently completing their graffiti removal training and then will be joining Council's Community Partnership program.

A new Proactive Graffiti Removal trial to target problem graffiti before its flagged with the Customer Service team was launched in January. The graffiti crew embrace a proactive approach where they schedule regular stops at tagging hotspots to remove graffiti before they're reported to Council. The program works in conjunction with existing programs. The trial will run for six months with the aim to target illegal graffiti on public assets such as bus shelters and street signs.

Graffiti Removal Day was held 28 March 2021 with two sites identified for graffiti removal. The Bellambi Safety group removed graffiti from various locations in and around Bellambi while the Corrimal Chamber of Commerce and Corrimal Rotary removed graffiti throughout Corrimal.



*[IMAGE: Graffiti throughout the Local Government Area]*



## GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

*Develop and distribute community awareness raising materials that detail owner responsibilities around companion animal management in public places.*

Throughout the quarter, Council's Regulation & Enforcement staff continued their community education program in regard to companion animal management in public spaces and compliance with Council's Dogs on Beaches & Parks Policy.

Radio messaging around dogs on beaches and parks was rolled out throughout the quarter with radio stations i98FM, Wave FM and C91.3 in Campbelltown playing educational messages. These messages included themes such as dogs being prohibited in red zone beaches and rock platforms, the timings around Orange zone beaches and the need to pick up after your dog and dispose of waste appropriately.

Animal compliance Officers delivered a tiered beach patrol program throughout the quarter and the duration of summer. Staff conducted beach patrols that were staggered from 7am to 7pm Monday to Friday and 9am to 5pm on the weekends, to provide maximum coverage and presence on beaches. This program saw 973 beach patrols conducted with 77 Penalty Notices issued and 119 Written warnings issued.

During the quarter, educational flyers were designed and developed for Stanwell Park & East Corrimal beaches, with specific information and maps included. These flyers will soon be delivered to residents of these suburbs. Work also continued on upgrading signage relating to Dogs on Beaches and installation of new signage at Wollongong City & Port Kembla beaches is currently underway.

*Install fitness equipment stations throughout the city that cater to people of all ages and abilities*

In line with Council's Infrastructure Delivery Program 2020-2021 and the Fairy Creek Corridor Masterplan, the popular park, Wiseman's Park in Gwynneville, saw the installation of new fitness equipment during the quarter. The new facility is part of Council's commitment to improve outdoor recreation spaces for the community and our visitors.

As part of the installation, a free *Come and Try Day* was held on 29 March. A Council fitness instructor walked people through how to use the equipment safely.

Wiseman Park is now one of nine different locations, from Helensburgh to Windang, which have outdoor fitness facilities. The range of equipment is free and easy to use with each one targeting different muscle and body groups such as the leg press and pull up bars.



*[IMAGE: The newly installed fitness equipment at Wiseman's Park, Gwynneville]*

## GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

### *Offer a program of activities in libraries to celebrate and engage with our diverse community*

This quarter saw an increase in the resumption of programs and activities offered in libraries to celebrate and engage our diverse community.

As part of the Aboriginal Artist in Residence series across the libraries, local artist Allison Day led a painting workshop. The participants discovered the meaning behind many of the symbols represented within many Aboriginal Artworks.

Mardi Gras was celebrated with a Queer Movie Festival held across multiple libraries and the Youth Centre - with movies ranging from favourites such as Priscilla Queen of the Desert, to Love Simon. A family Rainbow Storytime welcomed a Drag King, Guy Alias, on Saturday 27 February and drew an audience from Sydney to Bateman's Bay. The afternoon included music, song, rhymes, stories, and laughter.



*[IMAGE: Drag King, Guy Alias performed at a family Rainbow Storytime].*

### *Deliver a range of youth development opportunities with a focus on engagement, capacity building, inclusion, belonging, sector development and support*

Wollongong Youth Services delivers a variety of programs that build capacity and focus on belonging and inclusion.

Throughout the quarter, weekly structured programs included Rainbow League and Qmunity, Acting Up, Team Ignite, On stage ON: LINE, Teenz Connect Warrawong and Dapto, Create art program, Carve Your Trail, Bundaleer Connect and 2518 Connect.

The revamped Drop-In program at Wollongong Youth Centre recommenced this quarter with revised open hours and redesigned spaces. In response to early evening activation options for young people in Wollongong, the 'Late Night' program has been introduced at every Friday 3.30 - 7.30pm. The Teenz Connect program was expanded and is now running weekly at Dapto library with positive engagement from local young people. Most young people attending have not been to Dapto Library before and many are reporting they have been spending more time there since the program began with positive social outcomes. Information and referral for young people have seen connections to local programs and services. Wollongong Youth Services social media platform has been used to provide young people with information about council programs.



## GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

### *Pursue Playground renewals in accordance with the Play Wollongong Strategy 2014 -2024 and adopted Capital Works program*

In February, Council promoted its playground replacement and renewal schedule listing thirteen playgrounds scheduled for replacement between Austinmer and Dapto by the end of the financial year. The plans are in line with Council's Infrastructure Delivery Program 2020-2021 and will see the investment of more than \$1.28M this financial year, to replace the current playgrounds with contemporary play equipment including accessible soft fall surfacing.

The first set of works on the Playground Renewal Program commenced throughout the quarter at the following playgrounds:

- Cormack Street Reserve, Dapto – Contemporary play facilities including new wet-pour rubber soft fall
- Bass Park, Mount Ousley – new wet-pour rubber soft fall
- Pioneer Beach Estate, Woonona – located at the end of Robert Westmacott Avenue, there are currently two separate sites, which feature a double swing set and climbing elements, are set to come together to make one play facility. New additions include wet-pour rubber soft and, in line with the popular train theme, a new small train play item will also be added.
- Cringila Hills playground currently in construction
- Stuart Park, North Wollongong – in detailed design phase



*[IMAGE: Playground works in progress at Cormack Street Reserve, Dapto]*

## GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

### Performance Measures Q3 2020-2021

- Community Transport trips\* | 5,006 (Q3 2019-2020 –24,053)
- Direct-Run District Level Community Facilities visitation\* | 23,360 (Q3 2019-2020 –42,114)
- Utilisation of Direct-Run District Level Community Facilities\* | 5,539 Hours (Q3 2019-2020 –7,888)
- Social Support hours of service\* | 1,803 Hours (Q3 2019-2020 –11,758)
- Total Visits commercial heated pools: Corrimal\* | 49,172 (Q3 2019-2020 –46,716)
- Total Visits commercial heated pools: Dapto\* | 22,588 (Q3 2019-2020 –26,469)
- Utilisation/visitation at pools\* | 176,591 (Q3 2019-2020 – 435,683)
- Utilisation/visitation at beaches | 551,692 (Q3 2019-2020 – 636,607)

\* Impacted by COVID-19



## GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

### *Council to work with key agencies and partners to reduce traffic congestion and review emergency access plans*

Council staff continued to work with TfNSW in supporting their review of transport issues and needs in the Bulli-Thirroul area and M1 Motorway including development of initiatives to address significant congestion issues and emergency access.

For West Dapto Access, the major flood access link of Fowlers Road extension is now complete, which provides increased flood reliable access for the Horsley and West Dapto subdivisions, apart from some discrete satellites. Council continues to deliver the West Dapto Access Strategy catering for emergency access during events such as floods and bushfires.

A highlight of the quarter was recognition for the Karrara Bridge, Dapto winning the 2020 NSW Engineering Excellence Award at the IPWEA State Awards Night in March. IPWEA is a technical society of Engineers Australia and is the peak association for teams who deliver public works and engineering services to communities in Australia and New Zealand.

The project provides flood reliable access, reduced congestion, and better connections for over 19500 homes and 56500 people in the largest land release outside the Sydney metropolitan area. The \$75 million project was delivered on time and under budget. It created 92 full time equivalent jobs, generated an additional \$274 million in supporting activity, and is one of the largest projects of its kind in the local government sector.

Stretching 1.3km, it includes a four-lane road, shared path, two bridges, landscaping, and public art. The main bridge was named Karrara based on suggestions from the community. Karrara is the traditional Aboriginal name for Upper Mullet Creek.



*[IMAGE: Council awarded 2020 NSW Engineering Excellence Award for Karrara Bridge (also pictured)]*

## GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

*Collaborate with partners to fund and deliver a suite of education, information and infrastructure programs that improve cycling participation through improvements to infrastructure, amenity and safety*

Work progressed throughout the quarter on the new pop-up cycleways for the city. This included Wollongong's Smith Street that transitioned to a one-way road and cycleway. Works were between west of Keira Street on Smith Street and created a separate cycleway on the southern side of Smith Street, east of Keira Street. Works include the removal of existing line marking, provision of new line marking and traffic separators to create the new cycleway and southside parking arrangements. Upon completion of this section of Smith Street between Keira and Kembla streets, work will begin on the remaining section between Kembla and Harbour streets. The works are part of Council's focus to deliver improvements to cycling infrastructure, provide more active transport opportunities, and make it easier and appealing to opt for two-wheeled transport across the city.



[IMAGE: Pop up cycleway at Smith Street Wollongong]

## GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

### *Lobby the NSW Government to prioritise Maldon Dombarton train line to be used as a dual purpose freight and passenger line improving connectivity to South Western Sydney and the future Badgery's Creek Aerotropolis*

In March, Council made a submission to the Draft Illawarra-Shoalhaven Regional Transport Plan. As part of the submission, Council seeks a commitment within the Regional Transport Plan to the accelerated delivery of the Maldon to Dombarton (South West Illawarra Rail Link-SWIRL) as a combined passenger and freight line. Council confirmed its support for the SWIRL and supported its submission by referencing recent research undertaken by SMART Infrastructure Facility, University of Wollongong, demonstrating the significant benefits for both passenger and freight travels. Liaison with State Government Agencies including Transport for NSW continues as opportunities arise to advocate for key infrastructure strategies supporting the region.

### *Promote access to Community Transport services to meet the needs of eligible consumers*

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

Throughout the quarter, 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 COVID19. Although the service has been operating at reduced capacity due to the restrictions, the demand for service has remained steady.

During this quarter, Community Transport received 334 new referrals compared to the 313 the previous quarter, although only 195 of those referrals were accepted (180 previous quarter) as eligible customers. However, plans are underway to use some of the promotional materials developed by the funding body to promote the service to the local community.

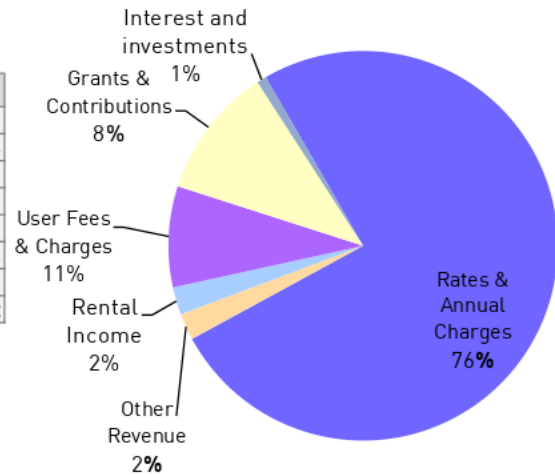
## Performance Measures Q3 2020-2021

- Delivery of Council's Capital Program | 51% (Q3 2019-2020 – 61%)

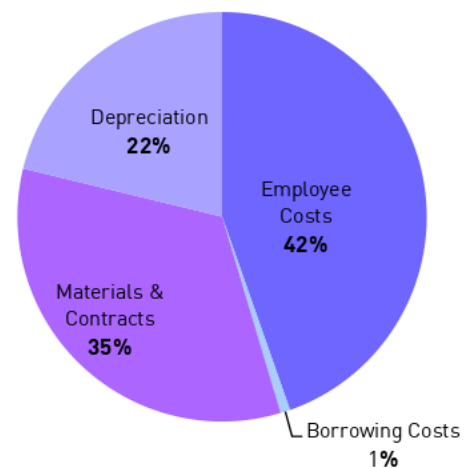
# How we performed against our budgets

## Budget 2020-2021

Income Type (\$M)	YTD Actual	Proposed budget
Rates & Annual Charges	154.1	208.8
Other Revenue	4.5	2.4
Rental Income	4.6	6.0
Profit on disposal of Assets	0.1	
Grants & Contributions	17.1	32.2
User Fees & Charges	22.3	30.4
Interest & Investments	1.6	2.3
<b>Total</b>	<b>204.4</b>	<b>282.2</b>



Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	93.9	124.8
Borrowing Costs	1.6	2.1
Materials & Contracts	70.3	104.9
Depreciation	44.7	63.3
Loss on Disposal of Assets		
<b>Total</b>	<b>210.5</b>	<b>295.2</b>





# Report of Chief Financial Officer

The March Quarterly review is the third review of the 2020-2021 Operational Plan adopted in June 2020.

The revised forecast proposes an improvement of \$9.8M in the Funds Result that includes the confirmation in the Federal Budget that there would be an early payment of part of the 2021-2022 Financial Assistance Grant of \$9.8M in the current year and a range of other changes that are predominantly associated with project progress and waste initiatives that impact on the Operating Result [pre capital] but do not flow on to the Funds Result. The improvement in the current year result from the early payment of the Financial Assistance Grant will be offset by a corresponding deterioration in the forecast result for 2021-2022.

The following table and comments provide a summary view of the proposed variations and forecast for 2020-2021 based on year to date performance and anticipated results to June 2021.

Table 1

FORECAST POSITION	Original Budget	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
	\$M	\$M	\$M	\$M	\$M
KEY MOVEMENTS	July	December	March	March	Proposed Variation
Operating Revenue	269.0	271.6	282.2	204.4	10.6
Operating Costs	(291.0)	(295.1)	(295.2)	(210.5)	(0.1)
<b>Operating Result [Pre Capital]</b>	<b>(22.0)</b>	<b>(23.5)</b>	<b>(13.0)</b>	<b>(6.1)</b>	<b>10.5</b>
Capital Grants & Contributions	35.5	29.2	31.6	14.7	2.3
<b>Operating Result</b>	<b>13.4</b>	<b>5.7</b>	<b>18.5</b>	<b>8.7</b>	<b>12.8</b>
<b>Funds Available from Operations</b>	<b>56.9</b>	<b>56.7</b>	<b>66.5</b>	<b>46.8</b>	<b>9.8</b>
<b>Capital Works</b>	<b>93.4</b>	<b>91.6</b>	<b>91.6</b>	<b>47.1</b>	-
<b>Contributed Assets</b>	<b>11.6</b>	<b>11.6</b>	<b>11.6</b>	<b>0.0</b>	-
Transfer to Restricted Cash	1.4	3.9	3.9	3.6	-
Borrowings Repaid	5.2	5.2	5.2	3.9	-
Funded from:					
- Operational Funds	59.3	59.3	59.3	31.9	-
- Other Funding	45.6	43.9	43.9	15.2	-
<b>Total Funds Surplus/(Deficit)</b>	<b>(9.1)</b>	<b>(11.8)</b>	<b>(2.0)</b>	<b>7.4</b>	<b>9.8</b>

## OPERATING RESULT [pre capital]

The proposed Operating Deficit [pre capital] of \$13.0M indicates an improvement of \$10.5M. This includes the early payment of the Financial Assistance Grant and a range of adjustments that are made up of both funded and cash variations. The major variations are summarised broadly below with further details provided through this report. Favourable variations are identified as (F) and Unfavourable as (U).

## Non-Funds Variations (no Fund impact) \$0.7M (F)

These are variations where the proposed adjustments are offset by transfer to or from restricted cash or are non-cash adjustments. These variations include:

- Projects in progress to be completed in future periods \$0.5M (F)
- Projects removed (offset by a reduction in funding from restricted cash) \$1.2M (F)
- Operational Grants \$0.4M (F)

## Report of Chief Financial Officer

• Domestic Waste net increase (offset by transfer from restricted cash)	\$1.5M (U)
• Depreciation (non-cash)	\$0.4M (F)
• Profit on disposal (non-cash)	\$0.1M (F)
• New projects introduced (offset by funding from restricted cash)	\$0.3M (U)
• Waste Facility net operations	\$0.1M (U)

### Funds Variations \$0.2 (F)

• Employee costs	\$0.2M (F)
------------------	------------

### Cash \$9.6M (F)

• Financial Assistance Grant 2021-2022 early payment	\$9.8M (F)
• Various other adjustments	\$0.2M (U)

### OPERATING RESULT

The revised Operating Result surplus of \$18.5M presents an improvement of \$12.8M compared to December projections. This is mainly due to an increase in anticipated City-wide developer contributions of \$0.6M, Planning Agreements for West Dapto of \$1.6M and additional capital grants of \$0.1M. These do not impact the Funds Result as they are offset by transfers to restricted cash.

### CAPITAL PROGRAM

The capital budget expenditure projections are inclusive of adjustments approved by Council through the monthly reporting process. No additional changes have been proposed through this review.

### FUNDS RESULT

The revised Total Funds Result (annual movement in Available Funds) of \$2.0M presents an improvement of \$9.8M compared to current budget that is mainly due to timing of the Financial Assistance Grant.

### Project Timing

Progress of individual operational projects has been reviewed during this quarter to better determine expected finalisation and budget requirements. A range of projects were identified that are expected to be in progress at 30 June 2021 that will need to be extended into future periods. These projects have an estimated value of \$2.1M expense and funding from restricted cash of \$1.6M. The proposed change does not impact on the Funds Available from Operations or the total Funds Result as this has been partially offset by the provision for works in progress that was created at the September 2020 Quarterly Review when projects in progress at 30 June 2020 were introduced into the 2020-2021 Budget. The provision was created as a potential 'saving' in acknowledgment that there would be movements between years. Included in the revised timing are a number of projects that relate to Supporting Documents and details of these are provided later in this report.

A range of other projects have also been removed from the budget that are related to works that have been completed, are not continuing or need further analysis before they are reintroduced. These include a range of investigative projects associated with waste management that are individually of a relatively low value that have been removed pending further consideration. These don't impact on the Funds Result as they are fully funded from restricted cash.

### Waste

The current review includes a number of changes related to Domestic Waste and Waste Facility operations. The 2020-2021 year was the first year for implementation of the FOGO initiative and financial forecasts were shaped by a series of assumptions regarding the timing and uptake of this initiative by our community. The financial projections were based on the assumption that there would be a significant decrease in domestic waste tonnages going to land fill and hence a much lower charge was budgeted for waste disposal costs from the Waste Facility to Domestic Waste. The FOGO program has been well received by

## Report of Chief Financial Officer

our community and feedback has been positive. At this stage, this has not resulted in the level of reduction in tonnages going to landfill that informed the financial forecasts. The result of this has been an increase in costs at the waste facility, particularly in relation to the EPA levy, that has had a direct correlation to land fill tonnages. This review includes a proposed increase in the charge to the Domestic Waste delivery stream of \$1M. During the year we have also seen an increase in organics and green waste collection and processing costs. Both the higher level of domestic waste to landfill and increased green waste and organics collection and processing costs are anecdotally considered to be impacted by increased utilisation of green waste service as this is now picked up weekly, changes in habits associated with COVID-19 with more people eating at home and a particularly wet summer that has resulted in additional green waste tonnages. The increased costs have not impacted the Funds Result as these are supported from restricted cash.

### COVID-19

The current budget includes assumptions for COVID-19 impacts that were developed at the time of adoption of the Operational Plan 2020-2021. These assumptions generally reflected the COVID-19 response measures implemented by Council or other levels of Government and income adjustments as services were closed. The estimated loss of net revenue over the 2020-2021 financial year was estimated to be in the order of \$9.1M.

Trends at the end of March for COVID-19 impacted revenue and expenditure streams indicate that there will be potentially a significant improvement against the COVID-19 budget provision that should continue through the year assuming that virus transmission rates and government restrictions remain at current levels. The most significant improvements related to leases and licences, tourist parks, development applications, golf course and parking enforcement. During the December Review, it was recognised that the cost of providing some services under the current health risks and regulations had increased substantially and adjustment were made to support these services through a redistribution of the initial provision.

The assumptions for COVID-19 continue to retain a high level of risk, as it is still difficult to assess future incidents, their impact and potential periods of impact, no adjustment to financial projections has been proposed through the March Quarterly Review. It is proposed that any overall improvement against forecasts at the end of the financial year be evaluated for future period requirements and any surplus be applied to bring forward the repayment of funds drawn from the Property Investment Fund internally restricted cash that is currently due to commence in 2023-2024.

### Cash & Investments

Cash and Investment holdings forecasts have increased by \$13.4M compared to the December Quarterly Review. This is largely due to the early payment of the Financial Assistance Grant of \$9.8M, additional grants & contributions and projects that have been deferred to future periods. The Available Funds forecast has only increased by \$9.8M as changes in grant income and deferred projects are offset by corresponding changes in restricted cash.

## Report of Chief Financial Officer

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS					
	Actual 2019/20 \$M	Original Budget 2020/21 \$M	December QR 2020/21 \$M	March QR 2020/21 \$M	Actual YTD March 2021 \$M
<b>Total Cash and Investments</b>	<b>157.5</b>	<b>114.2</b>	<b>118.9</b>	<b>132.3</b>	<b>165.3</b>
Attributed to:					
External Restrictions					
Developer Contributions	35.1	34.7	32.5	36.6	42.2
Specific Purpose Unexpended Grants	3.2	6.2	3.6	3.1	5.2
Special Rates Levy City Centre	0.3	0.1	0.2	0.3	0.2
Unexpended Loans	3.0	2.7	0.9	1.1	1.3
Domestic Waste Management	14.2	11.3	12.0	10.5	12.9
Private Subsidies	6.2	6.2	6.0	6.0	5.4
Housing Affordability	11.0	11.2	11.1	9.7	9.6
Stormwater Management Charge	1.9	1.2	1.5	2.1	2.2
<b>Total External Restrictions</b>	<b>74.7</b>	<b>73.7</b>	<b>67.9</b>	<b>69.3</b>	<b>79.0</b>
Internal Restrictions					
Property Investment Fund	7.9	4.2	4.2	4.4	5.3
Strategic Projects	42.9	22.0	29.1	31.8	37.3
Sports Priority program	0.9	0.5	0.5	0.5	1.1
City Parking strategy	2.2	0.5	0.9	0.8	1.5
MacCabe Park Development	1.4	1.6	1.6	1.6	1.6
Darcy Wentworth Park	0.2	0.2	0.2	0.2	0.2
Waste Disposal Facility	0.6	2.2	2.7	2.9	2.6
West Dapto additional rates	6.1	6.5	6.8	6.8	6.7
Natural Areas	0.2	1.1	0.2	0.2	0.2
Lake Illawarra Management Fund	0.3	0.3	0.3	0.3	0.4
<b>Total Internal Restrictions</b>	<b>62.7</b>	<b>39.0</b>	<b>46.5</b>	<b>49.5</b>	<b>56.8</b>
<b>Available Cash</b>	<b>20.1</b>	<b>1.6</b>	<b>4.5</b>	<b>13.5</b>	<b>29.5</b>
Payables & Receivables					
Payables	(30.6)	(26.2)	(26.4)	(26.6)	(18.9)
Receivables	21.7	23.7	23.5	24.5	12.8
Other	14.2	12.5	10.8	10.9	8.0
<b>Net Payables &amp; Receivables</b>	<b>5.3</b>	<b>10.1</b>	<b>7.9</b>	<b>8.8</b>	<b>1.9</b>
<b>Available Funds</b>	<b>25.4</b>	<b>11.6</b>	<b>12.4</b>	<b>22.2</b>	<b>31.4</b>

### Long Term Financial Projections

Council has a continuous budget process that revises the long term forecasts in line with quarterly changes and resets assumptions and indices annually or where new information leads to an immediate requirement to change the indices. The long term projections have been reviewed through the annual planning process in line with the Financial Strategy targets to reflect current information from both external sources and internal analysis as part of the March Quarterly Review and 2021-2022 annual planning process.

### Long Term Operating Surplus/(Deficit) [pre capital]

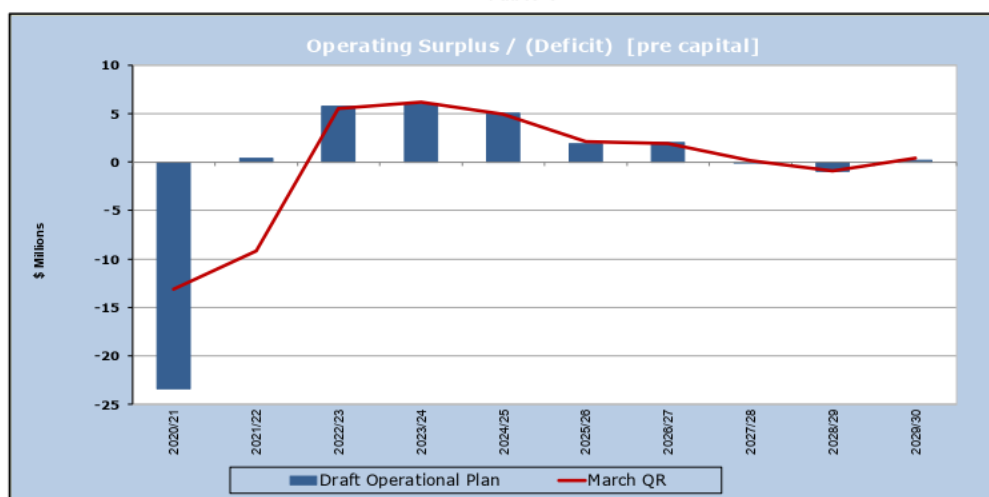
The Operating Result [pre capital] provides an indication of the long term viability of Council. In broad terms, a deficit from operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew existing assets over the longer term. While this measure is important, it does include timing issues and impacts from specific transactions and operations which make it less accurate in demonstrating current performance. The Funds Available from Operations below is a more accurate indicator of current financial performance.



## Report of Chief Financial Officer

The early payment of the part of the 2021-2022 Financial Assistance Grant announced in the Federal Budget has created an improvement in the forecasts for 2020-2021 and a corresponding deterioration in the forecasts for 2021-2022. The budget for a range of projects that are in progress but are not expected to be completed has been removed from the 2020-2021 and reintroduced into 2021-2022. This has had a positive result in the current year but no impact on 2021-2022 as a negative contingency budget for both expenditure and any applicable funding has been introduced in recognition that there will be timing impacts on project delivery from year to year.

Table 3

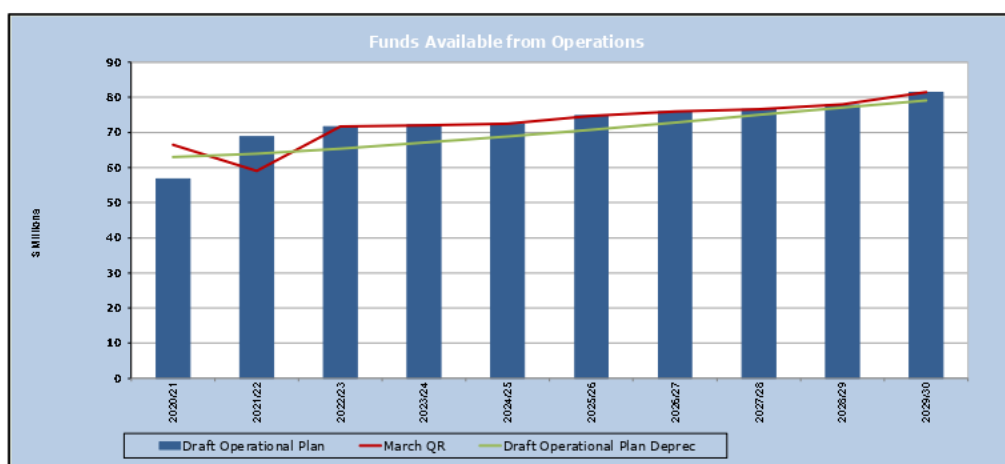


### Funds Available from Operations

The matching of Funds Available from Operations with Council's asset renewal target (currently depreciation over the long term) is a primary target of Council to provide for effective renewal of assets and growth in assets.

The following graph shows the forecast depreciation expenses compared to Funds Available from Operations. This indicator demonstrates the capacity to generate sufficient funds from operations to meet that level of asset renewal requirement. The graph currently shows Council slightly exceeding its target of providing Funds from Operations equal to depreciation. Funding requirements and depreciation estimates will continue to be reviewed over time.

Table 4



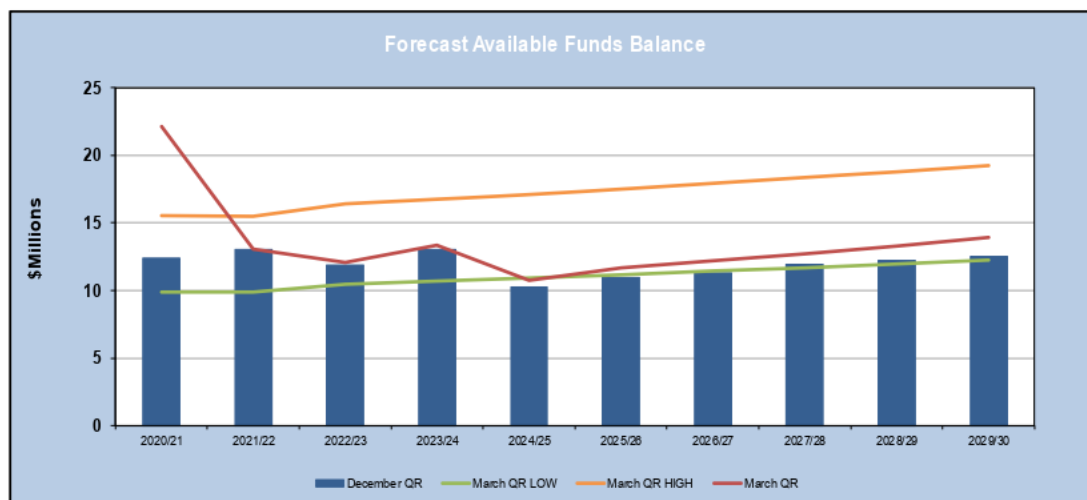
## Report of Chief Financial Officer

### Available Funds

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue and provide flexibility to take advantage of opportunities that may arise from time to time. Council's Financial Strategy has a target to achieve and maintain an Available Funds position between 3.5% and 5.5% of operational revenue [pre capital]. The target range for Available Funds at March 2021 is between \$9.9M and \$12.3M (lower range) and between \$15.5M and \$19.3M (upper range) over the life of the Long Term Financial Plan.

The forecast position at the March Quarterly Review remains largely unchanged from earlier forecasts as most variations proposed have not been considered to be of a recurrent nature. The early payment of part of the 2021-2022 Financial Assistance Grant is reflected in an improvement in 2020-2021 but does not impact on future years. Forecasts indicate that Council will be within the targets outlined in the Financial Strategy albeit at the lower level. As recognised in the September Quarterly Review, this is partly attributed to the impact of the revised indices implemented at that time to reflect current economic conditions, the cumulative impact of the decrease in the Financial Assistance Grant and increase in the Emergency Services Levy. This was increased by approximately \$0.7M (recurrent and indexed) from 2020-2021. While this was offset by a corresponding grant from the State Government in 2020-2021 to alleviate COVID-19 impacts, at this stage there has not been any confirmation that the grant will continue. It should be noted that this is an indicative position at a point in time.

Table 5



## Report of Chief Financial Officer

Table 6

WOLLONGONG CITY COUNCIL					
1 July 2020 to 26 March 2021					
	2020-21 Original Budget \$'000	2020-21 Current Budget \$'000	2020-21 Actual YTD \$'000	Proposed Variance \$'000	2020-21 Working Budget \$'000
<b>Income Statement</b>					
<b>Income From Continuing Operations</b>					
<b>Revenue:</b>					
Rates and Annual Charges	208,445	208,774	154,149	16	208,790
User Charges and Fees	27,034	30,228	22,341	202	30,430
Interest and Investment Revenues	2,343	2,343	1,615	(0)	2,343
Other Revenues	9,498	2,227	4,530	216	2,444
Rental Income	0	6,192	4,616	(151)	6,040
Grants & Contributions provided for Operating Purposes	21,679	22,003	17,124	10,158	32,161
Grants & Contributions provided for Capital Purposes	35,460	29,223	14,733	2,334	31,557
<b>Other Income:</b>					
Profit/Loss on Disposal of Assets	0	(139)	53	139	0
<b>Total Income from Continuing Operations</b>	<b>304,459</b>	<b>300,851</b>	<b>219,159</b>	<b>12,914</b>	<b>313,765</b>
<b>Expenses From Continuing Operations</b>					
Employee Costs	140,635	142,819	104,983	743	143,562
Borrowing Costs	2,374	2,131	1,606	0	2,131
Materials, Contracts & Other Expenses	104,493	106,732	71,501	257	106,989
Depreciation, Amortisation + Impairment	63,702	63,702	44,658	(367)	63,334
Internal Charges (labour)	(18,432)	(18,509)	(11,062)	(241)	(18,751)
Internal Charges (not labour)	(1,733)	(1,740)	(1,178)	(319)	(2,058)
<b>Total Expenses From Continuing Operations</b>	<b>291,038</b>	<b>295,135</b>	<b>210,511</b>	<b>72</b>	<b>295,207</b>
<b>Operating Result</b>	<b>13,421</b>	<b>5,716</b>	<b>8,648</b>	<b>12,841</b>	<b>18,557</b>
<b>Operating Result [pre capital]</b>	<b>(22,039)</b>	<b>(23,508)</b>	<b>(6,085)</b>	<b>10,507</b>	<b>(13,000)</b>
<b>NET SURPLUS (DEFICIT) [Pre capital] %</b>	<b>4.4%</b>	<b>1.9%</b>	<b>3.9%</b>	<b>99.4%</b>	<b>5.9%</b>
<b>Funding Statement</b>					
<b>Net Operating Result for the Year</b>	<b>13,421</b>	<b>5,716</b>	<b>8,648</b>	<b>12,841</b>	<b>18,557</b>
<b>Add back :</b>					
- Non-cash Operating Transactions	82,363	82,539	58,155	(324)	82,215
- Restricted cash used for operations	29,815	30,984	18,170	(52)	30,931
- Income transferred to Restricted Cash	(54,169)	(48,017)	(27,458)	(2,620)	(50,638)
- Payment of Right of Use Leases	0	0	0	0	0
- Payment of Accrued Leave Entitlements	(14,533)	(14,533)	(10,734)	0	(14,533)
Net Share Joint Venture using Equity Method	0	0	0	0	0
<b>Funds Available from Operations</b>	<b>56,897</b>	<b>56,688</b>	<b>46,781</b>	<b>9,845</b>	<b>66,533</b>
Borrowings repaid	(5,242)	(5,242)	(3,922)	0	(5,242)
Advances (made by) / repaid to Council	0	0	0	0	0
<b>Operational Funds Available for Capital Budget</b>	<b>51,655</b>	<b>51,446</b>	<b>42,859</b>	<b>9,845</b>	<b>61,291</b>
<b>CAPITAL BUDGET</b>					
Assets Acquired	(93,359)	(91,614)	(47,105)	0	(91,614)
Contributed Assets	(11,562)	(11,562)	(16)	0	(11,562)
Transfers to Restricted Cash	(1,447)	(3,947)	(3,987)	0	(3,947)
<b>Funded From :-</b>					
- Operational Funds	51,655	51,446	42,859	9,845	61,291
- Sale of Assets	1,801	1,662	904	0	1,662
- Internally Restricted Cash	13,371	9,409	4,689	0	9,409
- Borrowings	0	0	0	0	0
- Capital Grants	4,762	6,211	2,260	(0)	6,210
- Developer Contributions (Section 94)	11,931	11,741	4,955	(0)	11,741
- Other Externally Restricted Cash	1,170	1,835	1,709	0	1,835
- Other Capital Contributions	12,559	13,023	732	0	13,023
<b>TOTAL FUNDS SURPLUS / (DEFICIT)</b>	<b>(9,119)</b>	<b>(11,797)</b>	<b>7,419</b>	<b>9,846</b>	<b>(1,951)</b>

## Report of Chief Financial Officer

Table 7

MAJOR VARIATIONS PROPOSED	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>REVENUES FROM ORDINARY ACTIVITIES</b>					
<b>Rates &amp; Annual Charges</b>					
Stormwater Management Charge	16				<b>16</b>
<b>User Charges &amp; Fees</b>					
Development Assessment Fees	450		26		
Planning Certificates				(86)	
Animal Regulation Income					
Waste Facility Operations	(193)		5		<b>202</b>
Other					
<b>Other Revenue</b>					
Development Assessment Fees	3				
Parking Enforcement & other penalty income	34		32		
Waste Facility Operations	23				
Rental associated adjustments	61		33		
Other			30		<b>216</b>
<b>Rental Income</b>					
Lease income	(61)			(56)	
Waste Facility Operations	(15)				
Other				(19)	<b>(151)</b>
<b>Loss on Disposal of Assets</b>	139				<b>139</b>
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>					
<b>Employee Costs</b>					
Development Assessment Salaries	(436)				
Change in resourcing for projects	(291)				
Infrastructure Delivery Positions offset by Labour Recovery	(241)				
Projects in Progress					
Projects proposed to be completed in future Years	52				
Reduction in contingency for projects in progress	(233)				
Projects completed or not progressing	148				
Waste Facility Operations	102				
Domestic Waste	62				
Other	90		4		<b>(743)</b>
<b>Materials, Contracts &amp; Other Expenses</b>					
Development assessment	(17)				
Change in resourcing for projects	291				
Centrally Controlled Budgets	(134)				
Projects in Progress					
Projects proposed to be completed in future Years	2,010				
Reduction in contingency for projects in progress	(1,326)				
Projects completed or not progressing	1,126				
New Projects Introduced	(246)				
Waste Facility Operations	(1,472)				
Domestic Waste	(588)				
Other	45		54		<b>(257)</b>
<b>Depreciation</b>	367				<b>367</b>
<b>Internal Charges</b>					
Waste Facility Operations	455				
Increase recovery in Waste Facility from Domestic Waste	978				
Increase internal charge to Domestic Waste to reflect additional tonnages	(978)				
Labour Increased Costs offset by recovery	241				
Reduction in internal plant hire				(136)	<b>560</b>



## Report of Chief Financial Officer

Table 7 [Cont'd]

MAJOR VARIATIONS PROPOSED \$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>Grants &amp; contribution - Operating</b>				
Early payment 2021-22 Financial Assistance Grant		9,841		
New grants	352			
Rural Fire Service - Fire Trail funding			(58)	
Other	2	21		10,158
<b>Operating Variation [pre capital]</b>	<b>816</b>	<b>10,046</b>	<b>(355)</b>	<b>10,507</b>
<b>Capital Grants &amp; Contributions</b>				
Developer Contributions - City Wide	600			
Planning Agreements	1,649			
Other	85			2,334
<b>Operating Variation [post capital]</b>	<b>3,150</b>	<b>10,046</b>	<b>(355)</b>	<b>12,841</b>
<b>FUNDING STATEMENT</b>				
<b>Non Cash Items</b>				
Loss on disposal	(139)			
Depreciation	(367)			
Employee Entitlements		183		(323)
<b>Restricted Cash Used for Operations</b>				
Projects in Progress				
Projects proposed to be completed in future Years	(1,548)			
Reduction in contingency for projects in progress	1,045			
Projects completed or not progressing	(1,274)			
New Projects Introduced	246			
Domestic Waste	1,504			
Other	(35)	(13)		(52)
<b>Income Transferred to Restricted Cash</b>				
Developer Contributions	(2,249)			
Stormwater Management Service Charge	(16)			
New grants & adjustments	(439)			
Waste Facility Operations	122			
City Centre Rates correction			(38)	(2,620)
<b>Advances (made by)/repaid to Council</b>				-
<b>OPERATIONAL FUNDS AVAILABLE FOR CAPITAL</b>	<b>-</b>	<b>10,239</b>	<b>(393)</b>	<b>9,846</b>
<b>CAPITAL BUDGET</b>				
<b>TOTAL FUNDS SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>10,239</b>	<b>(393)</b>	<b>9,846</b>

## Report of Chief Financial Officer

Table 8

CAPITAL PROJECT REPORT							
as at the period ended 26 March 2021							
ASSET CLASS PROGRAM ME	\$'000		\$'000		YTD EXPENDITURE	\$'000	
	CURRENT BUDGET		WORKING BUDGET			VARIATION	
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING		EXPENDITURE	OTHER FUNDING
Roads And Related Assets							
Traffic Facilities	2,033	(1,421)	1,917	(1,405)	848	(116)	10
Public Transport Facilities	335	0	335	0	65	0	(6)
Roadworks	12,699	(1,572)	13,448	(2,371)	7,666	749	(799)
Bridges, Boardwalks and Jetties	2,080	0	2,030	0	972	(50)	0
TOTAL Roads And Related Assets	17,148	(2,994)	17,730	(3,776)	9,572	583	(783)
West Dapto							
West Dapto Infrastructure Expansion	6,962	(6,962)	6,962	(6,962)	4,237	0	(0)
TOTAL West Dapto	6,962	(6,962)	6,962	(6,962)	4,237	0	(0)
Footpaths And Cycleways							
Footpaths	7,837	(2,892)	7,797	(2,902)	4,524	(40)	(10)
Cycle/Shared Paths	5,778	(3,343)	5,436	(3,101)	2,440	(342)	242
Commercial Centre Upgrades - Footpaths and Cycleway	3,951	(1,496)	3,951	(1,496)	2,402	(0)	0
TOTAL Footpaths And Cycleways	17,566	(7,730)	17,184	(7,499)	9,366	(382)	232
Carparks							
Carpark Construction/Formalising	915	(400)	915	(400)	481	(0)	(0)
Carpark Reconstruction or Upgrading	1,465	(280)	1,465	(280)	1,061	(0)	0
TOTAL Carparks	2,380	(680)	2,380	(680)	1,542	(0)	(0)
Stormwater And Floodplain Management							
Floodplain Management	1,393	(133)	1,143	(133)	455	(250)	(0)
Stormwater Management	4,259	0	4,376	0	2,380	117	0
Stormwater Treatment Devices	30	0	13	0	6	(17)	0
TOTAL Stormwater And Floodplain Mar	5,682	(133)	5,532	(133)	2,840	(150)	(0)
Buildings							
Cultural Centres (IPAC, Gallery, Townhall)	1,420	0	1,420	0	522	0	0
Administration Buildings	1,615	0	1,615	0	378	0	0
Community Buildings	12,137	(1,320)	12,182	(1,365)	6,817	45	(45)
Public Facilities (Shelters, Toilets etc.)	230	0	230	0	13	(0)	0
TOTAL Buildings	15,402	(1,320)	15,447	(1,365)	7,730	45	(45)
Commercial Operations							
Tourist Park - Upgrades and Renewal	870	0	870	0	720	0	0
Crematorium/Cemetery - Upgrades and Renewal	265	0	265	0	165	(0)	0
Leisure Centres & RVGC	170	0	170	0	37	0	0
TOTAL Commercial Operations	1,305	0	1,305	0	941	0	0
Parks Gardens And Sportfields							
Play Facilities	2,108	(308)	2,108	(308)	352	0	0
Recreation Facilities	2,645	(1,945)	2,645	(1,945)	562	0	(0)
Sporting Facilities	2,393	(670)	2,393	(670)	963	0	0
Lake Illawarra Foreshore	10	0	10	0	0	(0)	0
TOTAL Parks Gardens And Sportfields	7,157	(2,924)	7,157	(2,924)	1,877	0	0

## Report of Chief Financial Officer

Table 8 [Cont'd]

CAPITAL PROJECT REPORT							
as at the period ended 26 March 2021							
ASSET CLASS PROGRAMME	\$'000		\$'000		YTD EXPENDITURE	\$'000	
	CURRENT BUDGET		WORKING BUDGET			VARIATION	
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING		EXPENDITURE	OTHER FUNDING
Beaches And Pools							
Beach Facilities	628	0	627	0	231	(0)	0
Rook/Tidal Pools	1,120	0	1,120	0	973	0	0
Treated Water Pools	1,045	0	1,045	0	587	(0)	0
TOTAL Beaches And Pools	2,792	0	2,792	0	1,791	(0)	0
Waste Facilities							
Whytes Gully New Cells	2,693	(2,693)	2,747	(2,747)	1,794	54	(54)
TOTAL Waste Facilities	2,693	(2,693)	2,747	(2,747)	1,794	54	(54)
Fleet							
Motor Vehicles	1,700	(949)	1,450	(809)	628	(250)	139
TOTAL Fleet	1,700	(949)	1,450	(809)	628	(250)	139
Plant And Equipment							
Mobile Plant (trucks, backhoes etc.)	4,380	(853)	4,380	(853)	1,656	(0)	0
TOTAL Plant And Equipment	4,380	(853)	4,380	(853)	1,656	(0)	0
Information Technology							
Information Technology	2,134	0	1,984	0	461	(150)	0
TOTAL Information Technology	2,134	0	1,984	0	461	(150)	0
Library Books							
Library Books	1,251	0	1,251	0	933	(0)	0
TOTAL Library Books	1,251	0	1,251	0	933	(0)	0
Public Art							
Art Gallery Acquisitions	100	0	100	0	53	0	0
TOTAL Public Art	100	0	100	0	53	0	0
Emergency Services							
Emergency Services Plant and Equipment	20	0	20	0	8	(0)	0
TOTAL Emergency Services	20	0	20	0	8	(0)	0
Land Acquisitions							
Land Acquisitions	3,966	(3,916)	2,317	(2,267)	1,627	(1,649)	1,649
TOTAL Land Acquisitions	3,966	(3,916)	2,317	(2,267)	1,627	(1,649)	1,649
Non-Project Allocations							
Capital Project Contingency	78	0	839	0	0	761	0
Capital Project Plan	36	0	36	0	35	0	0
TOTAL Non-Project Allocations	114	0	875	0	35	761	0
GRAND TOTAL	92,753	(31,153)	91,614	(30,015)	47,091	(1,138)	1,138

## Report of Chief Financial Officer

Table 9

Projects in Progress at March 2021 proposed for consideration for reintroduction in future periods					
Project Name	Division	Funding			Funding Source
		Expenditure Proposed for	Associated with Proposed	Net	
		Reintroduction \$'000s	Reintroduction \$'000s	Amount \$'000s	
Supporting Documents Planning Studies & Investigations					
Review of Towradgi Creek FRMS	ISP	30	(29)	1	SWL & OEH Grant
Investigation of Flood Mitigation Options	ISP	15	(15)	0	SWL
FLIA Automation	ISP	10	(10)	0	SPRA
Review of Collins Creek FRMS	ISP	20	(20)	0	SPRA
Review of Wollongong City FRMS	ISP	20	(13)	7	OEH Grant
Accessible Car Parking and Bus Stops audit	ISP	22	(22)	0	SPRA
Lake Illawarra Shared Path Masterplan	ISP	100	(100)	0	SPRA
Towradgi Creek Shared Path Feasibility Investigations	ISP	46	(46)	0	SPRA
Climate Change Risk Assessment & Adaption Plan	CS	30	(12)	18	SPRA
Biodiversity Strategy	CS	71	0	71	SPRA
City Beach Dune Contamination Management	CS	21	0	21	Council funded
Tourism Accommodation Review Planning Controls	CS	30	0	30	Council funded
LGA Wide Retail Centres Study	CS	55	0	55	Council funded
Heritage Asset Management Strategy	CS	18	0	18	Council funded
City Centre Planning Review	CS	40	0	40	Council funded
Sandon Point Interpretive Signage & Indigenous Art Consultant	CS	23	(23)	0	SPRA
Management of Council's Water Supply & Wastewater Infrastructure	CTWK	78	(78)	0	SPRA
Sub Total Supporting Documents Planning Studies & Investigations		628	(367)	261	
Other -Non Recurrent or Funded					
Grand Pacific Walk Review	ISP	45	(45)	0	SPRA
Community Focussed Active Transport Program Development	ISP	140	(140)	0	SPRA
Innovation App Competition	CCED	40	(40)	0	SPRA
Destination Wollongong - Cruise Ship Support	CCED	60	(60)	0	SPRA
Advantage Wollongong	CCED	80		80	Council Funded
Events Support	CCED	50	(50)	0	SPRA
Library Grant Increase Initiatives	LICS	44		44	Council Funded
FOTL - Programmes	LICS	12	(12)	0	Council Funded
Author Talks	LICS	4	(4)	0	FOTL
Hockey - Indoor Boards	PPY	13	(13)	0	Sports Priority
Thomas Dalton - Gender Equity Refurb	PPY	30	(30)	0	Sports Priority
West Dapto Sub Division Investigation	PPY	100	(100)	0	Property Inv
Wisemans Park - Tennis - Light upgrade	PPY	7	(7)	0	Sports Priority
One Council Implementation	SAVC	504	(504)	0	
Decommissioning Legacy Systems	IMT	50		50	Council Funded
Mobility Implementation - WiFi	IMT	176	(166)	10	SPRA
Sub Total Other Projects		1,355	(1,171)	184	
Other - Recurrent					
Public Art Program	CCED	70		70	Council Funded
Sulo Bins Public Areas	CTWK	10	(10)	0	Waste Internal RA
Sub Total Recurrent		80	(10)	70	
		2,064	(1,538)	515	



## Report of Chief Financial Officer

### Supporting Documents

The table below shows the proposed revision of delivery timeframes for these projects. Supporting documents progress is reviewed through the planning process

Supporting Documents - Planning Studies & Investigations				
Service & Project	2020/21 Current Budget \$'000	2020/21 Proposed Budget \$'000	2020/21 Proposed Variation \$'000	Status
<b>Infrastructure Planning &amp; Support</b>	<b>78</b>	<b>0</b>	<b>(78)</b>	
Management of Councils Water Supply & Waterwaste Infrastructure	78	0	(78)	3
<b>Land Use Planning</b>	<b>360</b>	<b>170</b>	<b>(190)</b>	
Tourism Accommodation Review Planning Controls	40	10	(30)	1
Heritage Asset Management Strategy	18	0	(18)	1
City Centre Planning Review	54	14	(40)	1
Sandon Point Interpretive Signage & Indigenous Art Consultant	50	28	(23)	1
Development of Crown Land Plans of Management	123	98	(25)	4
LGA Wide Retail Centres Study	75	20	(55)	1
<b>Communications, Engagement, Events and Signage</b>	<b>62</b>	<b>0</b>	<b>(62)</b>	
Suburb/Place Name Signage Strategy	62	0	(62)	4
<b>Stormwater Services</b>	<b>276</b>	<b>106</b>	<b>(170)</b>	
Floodplain Management Studies	76	1	(75)	2
Review of Towradgi Creek FRMS	100	70	(30)	1
Investigation of Flood Mitigation Options	20	5	(15)	1
FLIA Automation	10	0	(10)	1
Review of Collins Creek FRMS	30	10	(20)	1
Review of Wollongong City FRMS	40	20	(20)	1
<b>Environmental Services</b>	<b>222</b>	<b>99</b>	<b>(122)</b>	
City Beach Dune Contamination Management	30	8	(21)	1
Climate Change Risk Assessment & Adaptation Plan	98	68	(30)	1
Biodiversity Strategy	94	23	(71)	1
<b>Transport Services</b>	<b>188</b>	<b>104</b>	<b>(84)</b>	
Accessible Car Parking and Bus Stops audit	22	0	(22)	1
Access and Movement Strategy Review	0	75	75	2
Gwynneville/Keiraville Access & Movement Study	0	9	9	
Lake Illawarra Shared Path Masterplan	110	10	(100)	1
Towradgi Creek Shared Path Feasibility Investigations	56	10	(46)	1
<b>Total Expenditure *</b>	<b>1,185</b>	<b>479</b>	<b>(706)</b>	
*Expenditure shown above is for full project cost. A number of projects are supported from external grant funds or internal restrictions				
<b>Status</b> 1. To be completed 2021/22 2. Transfer between projects 3. Multi year project re phasing of delivery 4. Planned tasks delivered remaining budget not required				

## Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL		
as at 26 March 2021		
	Actual YTD 2020/21 \$'000	Actual 2019/20 \$'000
Statement of Financial Position		
<b>Current Assets</b>		
Cash Assets	43,723	56,050
Investment Securities	107,604	97,422
Receivables	12,827	21,668
Inventories	421	381
Current Contract Assets	3,753	5,669
Other	7,597	10,572
<b>Total Current Assets</b>	<b>175,924</b>	<b>191,761</b>
<b>Non-Current Assets</b>		
Non Current Cash Assets	14,000	4,000
Non-Current Inventories	5,972	5,972
Property, Plant and Equipment	2,656,962	2,655,487
Investment Properties	5,000	5,000
Westpool Equity Contribution	3,484	3,484
Intangible Assets	179	254
Right-Of-Use Assets	1,790	1,790
<b>Total Non-Current Assets</b>	<b>2,687,387</b>	<b>2,675,987</b>
<b>TOTAL ASSETS</b>	<b>2,863,311</b>	<b>2,867,748</b>
<b>Current Liabilities</b>		
Current Payables	18,919	30,592
Current Contract Liabilities	3,328	3,571
Current Lease Liabilities	341	341
Current Provisions payable < 12 months	14,908	13,272
Current Provisions payable > 12 months	47,811	47,811
Current Interest Bearing Liabilities	5,260	5,260
<b>Total Current Liabilities</b>	<b>90,567</b>	<b>100,848</b>
<b>Non-Current Liabilities</b>		
Non Current Payables	0	0
Non Current Interest Bearing Liabilities	8,518	12,439
N/C Lease Liabilities	1,519	1,519
Non Current Provisions	40,891	39,775
<b>Total Non-Current Liabilities</b>	<b>50,928</b>	<b>53,734</b>
<b>TOTAL LIABILITIES</b>	<b>141,495</b>	<b>154,582</b>
<b>NET ASSETS</b>	<b>2,721,816</b>	<b>2,713,166</b>
<b>Equity</b>		
Accumulated Surplus	1,371,148	1,360,922
Asset Revaluation Reserve	1,214,797	1,214,858
Restricted Assets	135,871	137,386
<b>TOTAL EQUITY</b>	<b>2,721,816</b>	<b>2,713,166</b>

## Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 26 March 2021		
	YTD Actual 2020/21 \$ '000	Actual 2019/20 \$ '000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Receipts:</b>		
Rates & Annual Charges	162,985	203,414
User Charges & Fees	21,342	29,485
Interest & Interest Received	2,228	4,130
Grants & Contributions	34,680	68,993
Other	9,627	25,886
<b>Payments:</b>		
Employee Benefits & On-costs	(92,477)	(118,396)
Materials & Contracts	(45,619)	(73,390)
Borrowing Costs	(490)	(910)
Other	(26,511)	(46,162)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>65,766</b>	<b>93,050</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Receipts:</b>		
Sale of Investments	-	-
Sale of Infrastructure, Property, Plant & Equipment	904	958
Deferred Debtors Receipts	-	-
<b>Payments:</b>		
Purchase of Infrastructure, Property, Plant & Equipment	(54,896)	(83,558)
Purchase of Interests in Joint Ventures & Associates	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(53,992)</b>	<b>(82,600)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Receipts:</b>		
Proceeds from Borrowings & Advances	-	-
<b>Payments:</b>		
Repayment of Borrowings & Advances	(3,921)	(7,935)
Repayment of Finance Lease Liabilities	-	(312)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(3,921)</b>	<b>(8,247)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>7,853</b>	<b>30,865</b>
plus: Cash & Cash Equivalents and Investments - beginning of year	157,475	126,610
<b>Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>165,328</b>	<b>157,475</b>

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 26 March 2021		
	YTD Actual 2020/21 \$ '000	Actual 2019/20 \$ '000
<b>Total Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>165,328</b>	<b>157,475</b>
<b>Attributable to:</b>		
External Restrictions (refer below)	79,032	75,470
Internal Restrictions (refer below)	56,839	62,675
Unrestricted	29,457	19,330
	<b>165,328</b>	<b>157,475</b>
<b>External Restrictions</b>		
Developer Contributions	42,247	35,099
RMS Contributions	483	350
Specific Purpose Unexpended Grants	4,725	3,568
Special Rates Levy Wollongong Mall	188	214
Special Rates Levy Wollongong City Centre	17	49
Local Infrastructure Renewal Scheme	277	274
Unexpended Loans	1,021	2,686
Domestic Waste Management	12,851	14,216
Private Subsidies	5,376	6,167
West Dapto Home Deposit Assistance Program	9,638	10,987
Stormwater Management Service Charge	2,209	1,860
<b>Total External Restrictions</b>	<b>79,032</b>	<b>75,470</b>
<b>Internal Restrictions</b>		
Property Investment Fund	5,324	7,889
Strategic Projects	37,349	42,900
Sports Priority Program	1,055	938
Car Parking Strategy	1,492	2,195
MacCabe Park Development	1,551	1,440
Darcy Wentworth Park	171	171
Garbage Disposal Facility	2,568	561
West Dapto Development Additional Rates	6,720	6,067
Southern Phone Natural Areas	173	173
Lake Illawarra Estuary Management Fund	436	341
<b>Total Internal Restrictions</b>	<b>56,839</b>	<b>62,675</b>

## Report of Chief Financial Officer

The Quarterly Budget Review Statement (QBR) requirements issued by the Office of Local Government in December 2010 require Council to provide additional information that is included in the following schedules and this report should be read in conjunction with these.

The QBR guidelines require councils to provide a listing of contracts that have been entered into during the Quarter that have yet to be fully performed. Details of contracts, other than contractors that are on a council's preferred supplier list that have a value equivalent of 1% of estimated income from continuing operations or \$50K, whichever is the lesser, are required to be provided.

Contract Listing					
Budget Review for Quarter ended March 2021					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Domelley Civil Pty Ltd	Daroy Road - Port Kembla - Retaining Wall Construction	137	04-Jan-2021	2020/21	Y
Technogym Australia Pty Ltd	Beaton Park Cardio Equipment Replacement	143	12-Jan-2021	2020/21	Y
M And A Lukin	Zeims Park Amenities Roof	186	18-Jan-2021	2020/21	Y
Colin Joss and Co Pty Ltd	Design and Construction of the Bulli Tennis Clubhouse	566	20-Jan-2021	2020/21	Y
ACOR Consultants	Design and Technical Services - Wollongong Town Hall and Art Gallery HVAC Upgrades	300	29-Jan-2021	2020/21	Y
Axios Systems Pty Ltd	IT Service Management	331	01-Feb-2021	2020/26	Y
Dell Australia Pty Ltd	End Point Devices - Asset Lifecycle Services to Council	1,131	01-Feb-2021	2020/21	Y
Sullivan's Constructions Pty Ltd	Beaton Park Grandstand and Remedial Works	525	01-Feb-2021	2020/21	Y
Domelley Civil Pty Ltd	Corrimal Tennis Court Amenities	178	08-Feb-2021	2020/21	Y
Euro Civil Pty Ltd	Princes Hwy Madders Plain Guardrail	78	18-Feb-2021	2020/21	Y
Interflow Pty Ltd	253 Mt Keira Rd - Pipe Relining	194	01-Mar-2021	2020/21	Y
Panel	Library Books and Resource Materials	300	01-Mar-2021	2020/24	Y
Stabilised Pavements of Australia Pty Ltd	Gilmore St West Wollongong Stabilisation	166	05-Mar-2021	2020/21	Y
Interflow Pty Ltd	Pipe Reline - 23 Myee St Kanahooka	240	05-Mar-2021	2020/21	Y
Buher Municipal Pty Ltd	Supply of Road Sweepers	792	05-Mar-2021	2020/21	Y
Davone Constructions Pty Ltd	Replacement of Russell Value Golf Pro Shop and Amenities	674	15-Mar-2021	2020/21	Y
Rees Electrical Pty Ltd	Judy Masters Oval Sportsfield Lighting	270	22-Mar-2021	2020/21	Y
Land HQ	Supply of 2 Agricultural Tractors	202	23-Mar-2021	2020/21	Y
Treadwell Group Pty Ltd	Supply of FRP Product - Purry Burry Boardwalk	81	24-Mar-2021	2020/21	Y
ARA Fire Protection Services Pty Ltd	City Beach Fire Indicator Panel	130	30-Mar-2021	2020/21	Y

The QBR guidelines also require councils to identify the amount expended on consultancies and legal fees for the financial year. Consultants are defined as a person or organisation that is engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally, it is the advisory nature of the work that differentiates a consultant from other contractors.

Consultancy and Legal Expenses		
Budget Review for Quarter ended March 2021		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	3,101	YES
Legal Fees	483	YES

### STATEMENT OF CHIEF FINANCIAL OFFICER

All investments held at 31 March 2021 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 26 March 2021.

Year to date cash and investments are reconciled with funds invested and cash at bank.

BRIAN JENKINS  
Chief Financial Officer



## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1.1.1.1 Implement programs and events which facilitate community participation to improve natural areas	100%	0%	0%	0%	0%
1.1.1.2 Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented	88%	0%	13%	0%	0%
1.1.2.1 Protect and conserve the health and biodiversity of our waterways and coast	100%	0%	0%	0%	0%
1.1.2.2 The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively	100%	0%	0%	0%	0%
1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	100%	0%	0%	0%	0%
1.1.3.2 Establish effective urban stormwater and floodplain management programs	100%	0%	0%	0%	0%
1.2.1.1 Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint	100%	0%	0%	0%	0%
1.2.1.2 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%
1.2.1.3 Methods to reduce emissions are investigated and utilised	100%	0%	0%	0%	0%
1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	75%	0%	0%	0%	25%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1.3.1.1 Impacts from development on the environment are assessed, monitored and mitigated	100%	0%	0%	0%	0%
1.3.1.2 Develop planning controls and Town Centre and Neighbourhood Plans with regard to the economic, social and environmental impacts	75%	0%	0%	0%	25%
1.3.2.1 Carry out best practise assessment for urban development proposals and applications	100%	0%	0%	0%	0%
1.3.2.2 Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas	100%	0%	0%	0%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	100%	0%	0%	0%	0%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%
1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	100%	0%	0%	0%	0%
2.1.1.1 Build on partnerships which enable the retention of local talent	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive for business expansion, establishment and relocation.	100%	0%	0%	0%	0%
2.1.2.2 Progress implementation of the City for People and its accompanying Implementation Plan	67%	0%	0%	33%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.1.3.1 Support regional activities and partnerships that promote business investment and jobs growth	100%	0%	0%	0%	0%
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	100%	0%	0%	0%	0%
2.1.5.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release Area	100%	0%	0%	0%	0%
2.2.1.1 The development of renewable energy products and services is supported	100%	0%	0%	0%	0%
2.2.1.2 Partnership opportunities in research and development are expanded	100%	0%	0%	0%	0%
2.2.2.1 In conjunction with partner organisations support the development of innovative industries	100%	0%	0%	0%	0%
2.2.3.1 Undertake major refurbishment works in the city centre	100%	0%	0%	0%	0%
2.3.1.1 Pursue initiatives that promote the region as a place to holiday to domestic and international markets	100%	0%	0%	0%	0%
2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure	75%	0%	0%	25%	0%
2.3.2.1 Market and promote events in the city centre	100%	0%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.3.2.3 Improve policies and systems to support the revitalisation of the city centre	100%	0%	0%	0%	0%
2.3.3.1 Continue to grow Wollongong's attractiveness to attract signature events and festivals	100%	0%	0%	0%	0%
2.4.1.1 Ensure Wollongong is attractive to research and development companies and organisations	100%	0%	0%	0%	0%
2.4.1.2 Implement a range of programs that incorporate learning and development	100%	0%	0%	0%	0%
2.4.2.1 Implement programs to ensure Wollongong becomes a Smart City	100%	0%	0%	0%	0%
3.1.1.1 Promote Made in Wollongong to become a well-known brand	100%	0%	0%	0%	0%
3.1.1.2 The visibility of our cultural diversity is increased	100%	0%	0%	0%	0%
3.1.1.3 Encourage the integration of urban design and public art	75%	0%	25%	0%	0%
3.1.1.4 Deliver sustainable and successful events and festivals through Council investment and delivery of the Events Strategy	63%	0%	13%	0%	25%
3.1.1.5 Encourage Sports Associations to conduct regional, state and national events in the city	100%	0%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
3.1.2.1 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	80%	0%	0%	20%	0%
3.2.1.1 Provide support to existing and emerging artists and performers	50%	0%	0%	0%	50%
3.2.1.2 Seek funding for the promotion of heritage sites, museums and galleries to the community and visitors	100%	0%	0%	0%	0%
3.2.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct	67%	0%	33%	0%	0%
3.2.3.1 Support the coordination of an externally funded calendar of activities delivered across the City	100%	0%	0%	0%	0%
3.3.2.1 Deliver and support a range of projects and programs which build harmony, understanding and cultural awareness	67%	0%	33%	0%	0%
4.1.1.1 Ensure an effective community engagement framework that connects the community to Council decision making	100%	0%	0%	0%	0%
4.1.1.2 Improve community understanding and awareness of Council decisions	100%	0%	0%	0%	0%
4.1.3.1 Council continue to partner with our local Aboriginal community	100%	0%	0%	0%	0%
4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	100%	0%	0%	0%	0%



## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
4.2.1.2 Support community participation in community activities	67%	0%	33%	0%	0%
4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	100%	0%	0%	0%	0%
4.2.2.1 Continue to participate and contribute to an integrated community service network	100%	0%	0%	0%	0%
4.2.3.1 Support a range of projects and programs in the city	100%	0%	0%	0%	0%
4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance	93%	0%	7%	0%	0%
4.3.1.2 Build a workplace culture that is safe, engaged, responsive and professional	100%	0%	0%	0%	0%
4.3.2.1 Effective and transparent financial management systems are in place	100%	0%	0%	0%	0%
4.3.2.2 Continue to pursue alternative funding options to deliver financially sustainable services and facilities	100%	0%	0%	0%	0%
4.3.2.4 Deliver the Asset Management Strategy and Improvement Plan 2012-17	100%	0%	0%	0%	0%
4.3.3.1 Coordinate a service review program with a focus on business development and improvement	100%	0%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
4.3.3.2 Working together, levels of service are established and service continuously improve and offer best value for money	100%	0%	0%	0%	0%
5.1.1.1 Partner with community based organisations in the provision of services	100%	0%	0%	0%	0%
5.1.1.2 Continue to undertake social, land use and environmental planning activities that assists in service planning	83%	0%	17%	0%	0%
5.1.2.1 Partner with agencies and health authorities to support improvements to the region's medical services	100%	0%	0%	0%	0%
5.1.3.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation	100%	0%	0%	0%	0%
5.1.3.2 Carry out commercial business management of Council's operational lands	67%	0%	33%	0%	0%
5.1.4.1 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	100%	0%	0%	0%	0%
5.1.4.2 Review planning controls for priority locations	83%	0%	0%	0%	17%
5.1.4.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	100%	0%	0%	0%	0%
5.1.4.4 Develop and implement public health, amenity and safety regulatory programs and reviews that assist in improving compliance with legislative requirements	100%	0%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
5.1.5.1 Increase opportunities to enhance library multimedia and online services	50%	0%	0%	0%	50%
5.1.5.2 Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	75%	0%	25%	0%	0%
5.1.6.1 Facilitate a range of programs and activities which improve food security and support local food systems	100%	0%	0%	0%	0%
5.2.1.1 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	100%	0%	0%	0%	0%
5.2.1.2 Investigate the future provision of Aquatic Services across the local government area and implement improvements	100%	0%	0%	0%	0%
5.2.1.3 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	90%	0%	10%	0%	0%
5.2.1.4 Develop a Regional Botanic Garden of Excellence	50%	50%	0%	0%	0%
5.2.1.5 Provide statutory services to appropriately manage and maintain our public spaces	100%	0%	0%	0%	0%
5.2.1.6 Implement Council's Planning, People, Places Strategy	67%	33%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program  
2018 – 2022**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
5.2.2.1 Deliver a range of programs and recreational pursuits for older people	100%	0%	0%	0%	0%
5.3.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	50%	0%	0%	0%	50%
5.3.2.1 In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality enhanced access to services	50%	0%	0%	0%	50%
5.4.1.1 Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	100%	0%	0%	0%	0%
5.4.1.2 Facilitate a range of partnerships and networks to develop community safety initiatives	86%	0%	14%	0%	0%
5.4.2.1 Delivery projects and programs to reduce crime in the Wollongong Local Government Area	100%	0%	0%	0%	0%
5.5.1.1 Well maintained assets are provided that meet the needs of the current and future communities	92%	8%	0%	0%	0%
5.5.1.2 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%
5.5.1.3 Coordinate an access improvement program through pre-planning and renewal activities	100%	0%	0%	0%	0%
6.1.1.1 Support the delivery of the Gong Shuttle Bus as an affordable transport option	100%	0%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
6.1.2.1 Implement a variety of projects and programs to encourage sustainable transport throughout the LGA	43%	29%	0%	14%	14%
6.1.3.1 Plan and implement an integrated and sustainable transport network	100%	0%	0%	0%	0%
6.1.4.1 Facilitate the integration of public amenities and transport with local communities	100%	0%	0%	0%	0%
6.2.1.1 Work with partners to reduce travel time between Sydney and Western Sydney with Wollongong	100%	0%	0%	0%	0%
6.3.1.1 Plan and implement projects to improve connectivity	83%	0%	17%	0%	0%
6.3.2.1 Deliver sustainable transport asset renewal programs and projects	100%	0%	0%	0%	0%
6.3.3.1 Investigate the option for disruptive transport technologies and the impact on the future transport network	100%	0%	0%	0%	0%
6.3.4.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%
6.3.5.1 Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation	100%	0%	0%	0%	0%
SP_L4_862 Establish and maintain research programs to reduce environmental risks	100%	0%	0%	0%	0%



**APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program  
2018 – 2022**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
<i>Total Annual Deliverable Progress</i>	<i>90%</i>	<i>2%</i>	<i>4%</i>	<i>1%</i>	<i>3%</i>