



# OUR WOLLONGONG 2028

## QUARTERLY REVIEW STATEMENT September 2019

*From the mountains to the sea*



Adopted 18 November 2019





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# Message from

## THE GENERAL MANAGER, Greg Doyle



This Quarterly Review Statement (July to September 2019) reports on progress towards achieving the five Councillor Strategic Priorities from the Delivery Program 2018-21 and Annual Deliverables from the Operational Plan 2019-20.

Highlights and significant progress with key projects from the Operational Plan 2019-20 are reported by the six Community Goals from the Our Wollongong 2028 Community Strategic Plan.

Highlights from this quarter include:

- 1 Council hosting a Civic Reception to welcome His Royal Highness The Prince Edward, Earl of Wessex, KG, GCVO.
- 2 NAIDOC Week celebrations and activities taking place across the Wollongong Local Government Area.
- 3 Launch of a Food Organics Garden Organics (FOGO) trial.
- 4 National Tree Day celebrated resulting in over 3,000 new trees planted with local school and community groups.
- 5 Finalisation and Council adoption of the new Economic Development Strategy 2019 - 2029
- 6 Delivery of the Illawarra Refugee Challenge in partnership with Multicultural Communities Council of the Illawarra Sports High.
- 7 Delivery of 145 educational workshops at the Botanic Garden Discovery Centre involving 4,773 participants.

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. These measures and their comparatives are presented on an annual basis for this review statement.

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.

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 2020.

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 2018-21. Progress made in the September 2019 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*

During the quarter, a range of activation initiatives were delivered, including City Centre projects, Connecting Neighbours Grants program, NAIDOC week events, Paint the Gong REaD, youth programs and Bellambi neighbourhood projects.

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

Renew Wollongong continues to provide creative businesses with the opportunity to grow their skills and develop projects which will help activate some underutilised spaces in Crown Street Mall. Renew Wollongong has been successful in obtaining eight vacant properties for creative entrepreneurs to test their product in a retail environment. To date, Renew Wollongong has received over 45 registered Expressions of Interest to participate in the Program from creative practitioners.

The Connecting Neighbours Grants program has enabled Council to support projects being delivered by community members in their local suburbs. The grant program funds ideas generated by the community to bring people together and make neighbourhoods better places. During the quarter, a number of projects are underway or delivered in Wollongong, West Wollongong, Dapto, Figtree, Fairy Meadow, Austinmer, Horsley, Mount Pleasant, Berkeley and Warrawong.

Working in partnership with Barnardos, CareWays and Wollongong Northern Districts Aboriginal Community and residents, NAIDOC Week events were held in Bellambi, Koonawarra and Warrawong. Over 1,800 people, from various backgrounds, came together to share in the activities and fun that the suburbs-based community events offered.

*Paint the GONG REaD* mascot, *Bright Spark*, visited children and parents/carers in suburbs across the region. Reading tents were available at events in Corrimal, Koonawarra, Warrawong and Bellambi facilitating fun educational opportunities for children and allowing discussions with parents/carers on tips for reading to their children. The Annual Reading Day event was held at Warrawong Plaza encouraging children to participate in art, reading and storytelling while parents/carers explored the importance of early literacy.

Council engaged young people and delivered structured programs in Bellambi, Corrimal, Cringila, Bundaleer Estate, Warrawong, Koonawarra and Kanahooka. The *You Decide* program commenced in Cringila providing a platform for young people to participate in activating spaces in their community.

Council have been working with the Australian Social Investment Trust (ASIT), Family and Community Services NSW, Bellambi Neighbourhood Centre and residents of Bellambi to implement projects and community led action plans in their areas. One project funded by Family and Community Services includes artists working with local community groups and schools to create a community art mural in the Bellambi Mews. Council staff have been working with Family and Community Services NSW, Mission Australia, Barnardos South Coast and the residents of Warrawong, Bundaleer and Illawong Gardens to implement a community developed action plan for each location.

Council's four-year Infrastructure Delivery Program comprises several programs and projects that directly respond to our strategies and priorities to activate and enhance our community centres, public domain and open spaces. In addition to the many footpaths, cycleways and open space upgrades, these initiatives include streetscape and public domain improvements in Warrawong, Corrimal, Dapto and Helensburgh town centres.

## Urban Greening

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

**Project Sponsor:** Director Infrastructure and Works  
**Project Manager:** Manager Open Space and Environmental Services

## Strategic Priority Progress



On Track

## Program Achievements

During the quarter, the Urban greening program has made significant progress towards establishing a best practice public tree management program. Achievements include the development of Urban Greening Technical Guidelines and commencement of verge garden guidelines. On the ground, new tree planting has been targeted to shade parks and playgrounds in high need suburbs. Renewal planting has been undertaken to offset future losses of important avenues and individually significant trees currently at a rate of two trees for every tree removed.

Roll out of tree planting aligned with Council's capital works program continues in projects such as Kembla Grange Lawn Cemetery and footpath renewals. Detailed consultation with the Port Kembla Community to undertake a community tree planting event in October was undertaken to ensure planting of high need trees within the Port Kembla area.

## 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

Works on the Fowlers to Fairwater Drive link road continued during the quarter. The project remains on track for a 2020 completion. The pace of land development at West Dapto continues to be strong and Council continues to assess and draft Planning Proposal requests, Neighbourhood Plans and Development Applications that facilitate urban development. To date, Neighbourhood Plans have been adopted within stages 1,2 and 3 for over 4,350 lots. Neighbourhood Plans to support a further 3,623 lots are currently being assessed. Council has approved Development Applications to create 1,839 new lots.

Council staff progressed the biennial review of the West Dapto Development Contribution Plan during the quarter lodging the draft 2020 Plan with IPART for their review. This followed public exhibition. Council has requested that IPART consider all public submissions as part of their review. The Contribution Plan review is targeted for completion by June 2020. Council continues to make representations to the State Government requesting progress on an Illawarra / Shoalhaven Special Infrastructure Contribution determination to support Council's ongoing commitment to infrastructure funding at West Dapto.

Council is also progressing review of Chapter D16 West Dapto Urban Release and Chapter B2 Residential Subdivisions of Wollongong Development Control Plan, 2009. Public exhibition of the draft Chapters was undertaken during the quarter and submissions are now being considered.

## Program Risks

Council staff are progressing the biennial review of the West Dapto Section 7.11 (former Section 94 Plan) to ensure the Contributions Plan continues to reflect local infrastructure requirements within the Urban Release Area. This work will also ensure a revised Plan is in place by the end of June 2020, allowing Council to receive sufficient development contributions to meet the high cost of the local essential infrastructure.

## 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 Wollongong Bike Plan 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 2019-20 financial year for new footpaths and the implementation of actions in the Pedestrian Plan. Discussions are underway with Roads and Maritime Services and Transport for NSW to discuss funding priorities for these projects and other active transport programs. Council continues to seek grant funding through a range of State and Commonwealth initiatives to support active transport and connectivity improvements including streetscape upgrades in commercial centres such as Warrawong, Corrimal and Helensburgh. Council has also received funding to undertake an initial feasibility assessment to use the Otford Railway Tunnel as a shared pathway or rail trail.

## 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

The adoption of the Economic Development Strategy 2019-2029 and launch of a new brand for investment attraction in Wollongong (Invest Wollongong, previously Advantage Wollongong) represents the completion of over 12 months of work.

Both projects now move into the implementation phase. This includes the identification of short-term actions from the Economic Development Strategy which can be executed prior to June 2020. For Invest Wollongong, this will involve the roll-out of the brand through numerous channels, hosting multiple events and the management of the Stakeholder Program.

During the quarter, Council staff have worked on four active business leads generated via Invest Wollongong. These covered professional services, manufacturing and logistics.

Council via Destination Wollongong supported four major events during the quarter. These events included the National Junior Table Tennis Championships, the OZ Geo Muster, Australian Cross Country Championships and the Antique Motorcycle Club Meet, contributing an estimated \$3.9 million to the local economy. As part of the events concierge service, Council staff managed approximately 155 general enquiries during the quarter. 21 filming applications were also received and eight event applications were lodged.

# Operational Plan

## 2019-20 PROGRESS

The following section provides an overview of Council's progress with delivering Our Wollongong 2028. It provides a summary of progress for 2019-20 annual deliverables [Council's programs, projects and activities] and highlights significant progress with annual projects as outlined in the Our Wollongong 2028 Community Goals. This exception based reporting provides an overview of achievements for the September 2019 quarter. The organisation's performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Annual Plan 2019-20 contains 365 annual deliverables across the six Community Goals. Table 1 following outlines how Council is tracking in the September quarter to achieve the annual deliverables for each Community Goal.

**Table 1: Annual Deliverable Progress by Community Goal**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
1 We value and protect our natural environment	83.33%	11.11%	4.17%	1.39%	0%
2 We have an innovative and sustainable economy	93.75%	4.17%	0%	0%	2.08%
3 Wollongong is a creative, vibrant city	92.31%	2.56%	2.56%	0%	2.56%
4 We are a connected and engaged community	100%	0%	0%	0%	0%
5 We have a healthy community in a liveable city	93.28%	0.84%	0.84%	0.84%	2.52%
6 We have sustainable, affordable and accessible transport	92.31%	0%	0%	0%	7.69%
<b>Total Annual Deliverable Progress</b>	<b>92.31%</b>	<b>3.30%</b>	<b>1.37%</b>	<b>0.55%</b>	<b>1.92%</b>

\*Note: Each Goal does not have an equal number of annual deliverables; therefore, the Annual Deliverable progress totals do not necessarily add up to 100.

Overall 1.37% of annual deliverables were reported to be delayed, while 0.55% were deferred. Table 2 below outlines all annual deliverables that were reported as delayed or deferred at the end of September 2019.

**Table 2**

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
1 We value and protect our natural environment	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions	Y		Application for WDURA Biodiversity Certification submitted on 23 August 2019 and accepted by DPIE, prior to statutory submission date of 25 August 2019. Application and supporting documentation are being reviewed for adequacy by DPIE.
	Review and update the Illawarra Biodiversity Strategy 2011-2015	Y		Progress to finalise a consultant's brief delayed due to competing commitments
	Implement priority actions from the Illawarra Escarpment Strategic Management Plan		Y	Council will continue to work with major stakeholders in further consultation of the Strategy.
	Set an emissions reduction target that is in alignment with the Global Covenant of Mayors compliance requirements	Y		The science derived emissions reduction target was developed as per the GCoM methodology with the certified consultant. Adoption of a target will occur following consultation with the community.

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
3 Wollongong is a creative, vibrant city	Support the extension of the Illawarra Sports Stadium	Y		Council Officers have engaged a consultancy to pursue a flood study to inform flood and likely development constraints over the adjoining land to the current building structure. Preliminary findings do not support a proposed extension to the south of the building. The Illawarra Sports stadium Board now exploring an alternative design adjoining the east boundary of the existing building
5 We have a healthy community in a liveable city	Plan, design and complete the renewal of the downstairs Lifesaving building of the North Wollongong Surf Life Saving Club	Y		A development application for the renewal of the building encountered some unforeseen heritage considerations. The design of the building was amended to reflect the heritage requirements and the project has now been provided with Development Consent. Detailed tendering documentation is now being prepared and is progressing to enable tendering during the 2nd and 3rd Quarters.
	Develop an updated Landscape Master plan for Stuart & Galvin Parks North Wollongong		Y	The master planning process has been deferred to better align with the key planning initiatives in the precinct.

# GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

## *Prepare and implement priority actions of the Coastal Management Plan for Lake Illawarra*

During the quarter, Wollongong and Shellharbour City Councils have worked together to progress the draft Lake Illawarra Coastal Management Program, with the draft being placed on public exhibition for community input. Council approved the public exhibition of the draft document on 22 July and the public exhibition period was for 43 days, throughout July and September. Community drop-in events were conducted in Dapto and Shellharbour in August, as well as presentations to various stakeholder groups such as neighbourhood forums and the Wollongong City Council Aboriginal Reference Group.

Both Councils have prepared the draft Program, which outlines the strategic direction and specific actions that can be implemented over the next ten years to address threats to the environmental health of the Lake, and to protect and enhance its values. This important document will provide a long-term strategy for coordinated management of the Lake Illawarra catchment. The draft Program comprises nine management strategies and 37 actions. The strategies include improve water quality, manage foreshore and bank, manage the entrance channel and the protection and promotion of cultural heritage.



*[IMAGE: Lake Illawarra]*

## *Develop options for a Food Organics Garden Organics (FOGO) trial to divert waste from landfill*

A three-month trial of a FOGO program is currently underway in 1,600 homes throughout Austinmer, Cordeaux Heights and Warrawong. During the trial residents will be asked collect their food scraps such as raw and cooked meat, fruit and vegetable scraps and bread into the provided kitchen caddy and empty into their green-lidded bin for normal organics collection. Waste management is a significant issue for the city, with almost 40,000 tonnes of residential waste going to landfill each year. While Council currently deploys a range of landfill diversion strategies (including operating the community recycling centre at Whytes Gully), this is an important step to explore ways of keeping organic matter out of landfill.

Following a comprehensive engagement program, the trial is seeing high levels of participation and low levels of contamination. An option to extend the trial will be presented to Council during the December 2019 quarter.



### *Develop and implement the Floodplain Risk Management Plans*

Flood studies (implementing Council's blockage policy) or floodplain risk management studies are currently underway in eleven different catchments with each project at different stages. During the quarter, a call for feedback from the Allans Creek Flood Study was conducted. Sessions were held in Figtree and Berkeley, providing the community opportunity to meet Council's floodplain engineers working on updating the Flood Study for the catchment. The catchment area includes the suburbs of Mount Keira, West Wollongong, Figtree, Mount Kembla, Unanderra, Farmborough Heights and Berkeley.

Once complete, the study will replace the earlier study completed in 2006 and provide an updated understanding of the way flooding happens in this catchment. The current flood study will benefit from improved and more detailed computer flood modelling techniques that includes recent data from land and waterway surveying, consideration of Council's updated Blockage Policy and consideration of the impact of the network of drainage pits and pipes over a wider area. The Flood Study review is nearing completion. Once completed and adopted by Council, a review of the Floodplain Risk Management Study and Flood Plain Risk Management Plan will guide priorities and provide a list of measures for the catchment.

### *Implement resourced priority actions from the Environmental Sustainability Strategy 2014-22*

During the quarter, Council and the community celebrated National Tree Day. School and community groups participated in planting over 3,000 new trees. This event has been celebrated since 1996 and to mark Council's ongoing support of the day, Lord Mayor Councillor Gordon Bradbery AM planted an established fig tree near the playground in Stuart Park. The tree is five years old and has a lifespan that exceeds more than 100 years.

Council staff worked with students from Unanderra, Lakelands, Russell Vale, Coniston, Tarrawanna, Port Kembla and Cringila primary schools to plant 300 trees within their grounds. Council staff and community members also worked at three sites O'Briens Road, Figtree (adjacent to the Princes Highway on America Creek); Hooka Point, Berkeley (near Holborn Street carpark) and Wollongong's Greenhouse Park, Coniston to plant species including eucalypts, wattles and casuarinas as well as other local natives.



*[IMAGE: Wollongong Lord Mayor Councillor Gordon Bradbery AM has planted an established fig tree near the playground in Stuart Park]*

### *Develop and deliver diverse Local Studies Library projects that contribute to the preservation and continued relevance of local history and community stories*

During the quarter, Council staff partnered with the University of Wollongong, the Illawarra Historical Society and Illawarra Museum, the Wollongong Camera Club, the Illawarra Family History Group, and The Friends of the Library to preserve and make accessible local material.

The Oral History program is recording people's memory of places, events, buildings and living in the Illawarra. Over 100 stories have been recorded and catalogued. Volunteers are using voice recognition software to assist in the transcription of the oral recording into a printed form so that anyone can access these rich stories by either listening to them or reading them.

Council staff also partnered with The Friends of Wollongong Libraries to hold biennial local studies research and publication competitions aimed at primary school children. The team visit local primary schools to give presentations on local history and the Library's services and primary schools are invited to visit Wollongong Library to explore the Local Studies collection. Staff have partnered with the University of Wollongong to develop sophisticated image recognition software to assist identification of old photographs. The team have been digitising rare documents to ensure continued access as the documents become more fragile with age.

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

*Coordinate community environmental programs, including Rise and Shine Program, Clean Up Australia Day, World Environment Day, National Recycling Week, International Composting Week and other waste education activities*

During the quarter, the school competition 'Balloons Blow, No Party for Nature' received 146 entries across 15 schools. The Giant Car Boot sale event at Corrimal saw 2,448 buyers attend and 1,548 items were sold. This equated to 4,440 litres diverted from landfill.

Environmental Expo, Enviro 2019 celebrated 34 years of the Rise & Shine Campaign at Wollongong Botanic Garden during September. The Enviro19 event saw over 800 school children from 12 local schools across years five and six participate in five environmental hands-on workshops. The aim of the program was to show children how to make small changes such as using a beeswax wrap rather than plastic film wrap on sandwiches to help the environment. It was also an opportunity for children to learn about water pollution, biodiversity and the importance of recycling. Students also took part in environmental theatre and workshops ranging from 'Renewable Energy' to 'Water Conservation' based around the World Environment Day 2019 theme "Beat Air Pollution". The Expo was also open to community members to attend.



*[IMAGE: Enviro 2019 celebrated 34 Years of Rise & Shine Campaign at the Wollongong Botanic Garden in September]*

### Performance Measures

- Participation rate in environmental programs | 13,804 (Q1 2018-19 – 9,360 )
- Number of volunteers for Environmental Programs - Greenhouse Park | 17 (Q1 2018-19 – 21)
- Plants Propagated | 19,513 (Q1 2018-19 – 21,490)
- Plants Distributed | 17,708 (Q1 2018-19 – 15,345)
- Tonnes of Rubbish collected from clean-up activities | 8 (Q1 2018-19 – 8)
- Average number of volunteers worked at Bushcare and FIReady sites | 517 (Q1 2018-19 – 461)

# GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

## *Review the Economic Development Strategy 2013-23*

During the quarter, the new Economic Development Strategy 2019-2029 was finalised and adopted by Council. The updated Strategy provides several actions to support an innovative and sustainable economy in the City. A key theme of the strategy is a renewed focus on increasing the number of high-quality jobs in Wollongong, with the aim of doubling the growth of the past ten years. The Strategy identifies three key goals being: to generate 10,500 new jobs in the next decade; lift the median incomes and to align the target industries with Wollongong's talent pool.

Specific economic development related activities that have been undertaken in the past quarter include the following:

- Easy to do Business program – official launch and media, two dashboard reports on take-up across the LGA, attendance at Council briefing session for Economic Development Officers and engagement with local Service NSW Manager at Kiama Branch;
- Wollongong is now part of a national crane index (RLB Crane Index) with 19 cranes recorded across the LGA in the September quarter, including 15 in the CBD;
- Released an internal newsletter and presentation to Senior Managers Group providing a snapshot of the latest economic data;
- Economic Development Strategy and the new Invest Wollongong program presented to the Economic Development Network.



*[IMAGE: The new Economic Development Strategy 2019-2029]*

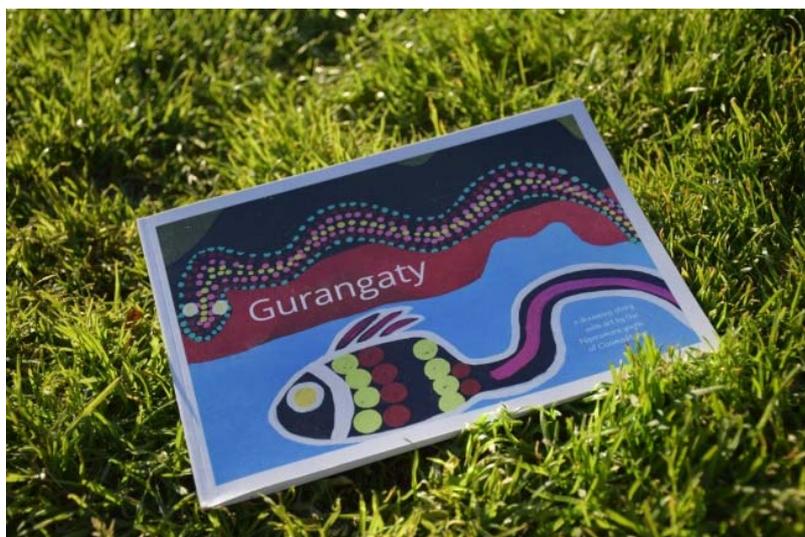
### *Participate in relevant networks and support opportunities for social enterprise, including the provision of training*

During the quarter, information sessions were held for Council staff who undertake purchasing to build their awareness of social enterprise supply opportunities. A networking session was held for Social Enterprise suppliers and Council's key purchasing staff. Over 10 Social Enterprises and a range of purchasing staff from across the organisation attended. Information was shared about the services and supplies these social enterprises can provide and the standard they can deliver at. A Social Enterprise supplier data base was developed and is available for internal Council staff and the general community members' information.

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

Council staff and Paint the GONG REaD were present at the CareWays (Koonawarra), Greene St (Warrawong) and Wollongong Northern District Aboriginal Community (Bellambi) NAIDOC events with the reading tent and Bright Spark, the mascot. 230 children participated in the reading tent over the three events, enabling discussions with parents and carers on tips for reading to their children and why it is important.

With the support of partner organisations, Council organised the Annual Reading Day event at Warrawong Plaza. Ten organisations supported the event including a Braille activity by Vision Australia and an Art activity with the Aunties from Coomaditchie. 110 children participated in the event, providing opportunities to talk to parents and carers about the development of early literacy skills and tips and hints to help at home. Council staff attended the Child Protection Week family fun day, running a reading tent with the Paint the GONG REaD mascot, Bright Spark. There were events in Corrimal and Warrawong, with approximately 55 children taking part.



*[IMAGE: A local Dreamtime story, Gurangaty – the star of the Paint the Gong Read reading day.]*

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

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

These projects are now in the evaluation and maintenance stages. Renew Wollongong continues to provide creative businesses with the opportunity to grow their skills and develop projects which will help activate some underutilised spaces in Crown Street Mall. Renew Wollongong has been successful in obtaining eight vacant properties for creative entrepreneurs to test their product in a retail environment. Council continues to build relationships with property owners, leasing agents and businesses to identify vacant space in the Crown Street Mall precinct.

To date, Renew Wollongong has received over 45 registered Expressions of Interest to participate in the Program from creative practitioners.

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

At Wollongong Library a new space as created - The Lab (The Hub) - to enable people to come together to work, collaborate, learn, play and read for entertainment and pleasure. The Library has partnered with a number of non-government/not for profit organisations to deliver courses, training, interviews in The Lab e.g. Salvation Army, Kiama Community College, SCARF, and state government agencies.

### *Provide power supply to the Mt Keira Summit*

During the quarter, construction of the new power supply infrastructure to the Mt Keira Summit Park was completed. Endeavour Energy has now taken over the power line and will be responsible for future operation and maintenance. Contributions towards the construction cost from relevant telecommunications organisations are currently being pursued. A power usage meter has also been installed.

#### *Performance Measures*

- Number of visitations to the tourism information centres | 11,887 (Q1 2018-19 – 12,562)
- Tourist Park occupancy rate of cabins | 53% (Q1 2018-19 – 49%)
- Occupancy rates of paid on street parking | 78% (Q1 2018-19 – 75%)
- Tourist parks occupancy rate of unpowered sites | 13% (Q1 2018-19 – 37%)
- Tourist parks occupancy rate of powered sites | 32% (Q1 2018-19 – 33%)

# GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

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

During the quarter, Wollongong was treated to seven performances of the smash hit musical *'Hair'* in September as part of a national tour. Two Merrigong season shows were also presented during this quarter: the modern day musical *'Once'* produced by Darlinghurst Theatre Company and *'A View from the Bridge'* from Red Line Productions. This musical demonstrates the power of music to connect us all. *'A View from the Bridge'* was a staging of the Arthur Miller classic.

Another highlight was Merrigong's own production of the *'Surfer and the Mermaid'* - the stage adaptation of Tim Baker's children's book. This production inspired young audiences to see themselves as empowered advocates for marine conservation, recognising the ways their actions impact the ocean environment, and what they can do to inspire change in others.

The MERRIGONGX show *'In Transit'* transformed the Wollongong Town Hall into an international airport transit lounge. This unique theatrical experience explored how human beings move through the world. Audiences were invited to experience overlapping narratives within our current socio-political climate, where freedom of global movement for some is contrasted with the struggle of movement for others.

The Music Lounge program continues to expand with performances regularly on Friday and Saturday nights. Performances have included Jeff Lang, Roxee Horror, the Arrebatto Ensemble, Caribe with Adrian Medina and Tonight with Kiki. *Music in the Morning* continues to be a favourite for the matinee crowd with Tenterfield to Rio in August and Popera in September. Local theatre group the Arcadians staged the international sensation *'Mamma Mia'*. A stream of popular and diverse hirers continued to hire Merrigong venues during the quarter. Highlights were Dr Seuss's *'Cat in the Hat'*, the Wollongong Schools Choral Festival and South Coast Schools *'Dra'*.



[IMAGE: Adam Booth in *The Surfer and the Mermaid*]

### Facilitate events occurring for NAIDOC Week, Reconciliation Week and Sorry Day

During the quarter, a range of events were held to celebrate NAIDOC. Council provides grants to assist community groups in facilitating a range of NAIDOC Week activities throughout the Local Government Area. Four NAIDOC Week 2019 celebrations were held in July and Council provided seven community groups a total of \$6,000 to assist. Events included:

- Barnardos Australia - South Coast (Warrawong) - Greene Street NAIDOC Family Fun Day, with 700 people participating;
- Wollongong Northern District Aboriginal Community - Bellambi NAIDOC Celebration, bringing together over 800 people for the event;
- Coomaditchie United Aboriginal Corporation - Coomaditchie Family Fun Day;
- Wollongong Emergency Housing Inc. (Wollongong Homeless Hub) - *'Creating Coinda'* connecting Community with Culture;
- Unanderra Community Centre - Unanderra NAIDOC Celebration;
- Illawarra Aboriginal Corporation - Connecting Cultures;
- Careways Community Inc. - NAIDOC at Koonawarra, with 350 people attending.

Council also participates in the organising committee for the Local Government Regional NAIDOC Awards Dinner. This year, the event was hosted by Shoalhaven City Council, with over 350 people in attendance. The event was delivered successfully, celebrating and recognising the achievements of local Aboriginal Elders, Aboriginal community members and organisations.

The Lord Mayors Elders' Luncheon was at Dapto Ribbonwood Centre to acknowledge the contribution Aboriginal Elders make to both the Aboriginal and wider Wollongong communities. Eighteen (18) Aboriginal Elders and their carer's attended the event.

All events were a positive representation of Aboriginal Culture, showcasing local Aboriginal artists and performers, Traditional Smoking Ceremony and Welcome to Country. These important events aim to bring the Aboriginal and non-Aboriginal community together in an environment of respect and learning.



[IMAGE: 2019 NAIDOC Week celebrations]

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

### *Manage and deliver programs at the Wollongong Art Gallery*

The Art Gallery's core business is the development and delivery of an exhibition program that reflects the diversity of the community and to manage and develop the Art Collection which is a community, cultural and financial asset to Council and the region. During the quarter, the exhibition program included:

- *Rosie Deacon: Fashion Forest Seduction* - An interactive sensory experience with wearables, sculpture, sound and videos. Developed in collaboration with local disabilities groups;
- *Flow: Wollongong Art Gallery National Contemporary Art Prize* - a biennial acquisitive art prize open to Australian artists, encouraging innovation and experimentation in watercolour painting;
- *Ken Unsworth: Marquettes and Small Sculptures* - an exhibition celebrating the work of one of Australia's most important and influential contemporary artists;
- *Mission Seafarers: Roman Bella* - a photographic exhibition of tankers and ships in Port Kembla and other industrial ports by local artist Roman Bella;
- *Cross Connection* - an exhibition of diverse non-denominational art works by local artists linked by their shared faith;
- *Shellharbour Art Collective* - local Shellharbour artists come together to present works from their diverse practice.



*[IMAGE: Wollongong Art Gallery]*

### *Promote heritage sites and museums*

Wollongong Heritage Museums continue to meet quarterly to share matters of common interest and promotion. The meeting is facilitated by Council and chaired by the Museums Advisor.

During the quarter, Council in partnership with the Museums Advisor, led the creation of an independent entity known as Wollongong Heritage Collections Incorporated, with an independent Board including two trained Museums representatives. The aim is to transfer collections of collapsing incorporated museums into the new incorporated entity. During 2019-2020, the Museum Consultant will deliver a report on the state of local Museums with several actionable recommendations for Council addressing the viability of the sector.

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

### *Support newly arrived and refugee communities through the delivery of the Illawarra Refugee Challenge with community partners*

During the quarter, Council coordinated the Illawarra Refugee Challenge in partnership with Multicultural Communities Council of the Illawarra at Illawarra Sports High. The Challenge consists of six semi-simulated stations in which the students and former refugees conduct discussions, scenarios and role playing. The students look at the reality of water and food supplies, sanitation and education in a refugee camp.

2019 marks the fifth year students have had the opportunity to gain an understanding of what it would be like to flee your country and leave everything behind, as well as learn about refugee experiences and journeys.

Three peer facilitator training sessions were held with 22 Year 11 students. This prepared the students to be facilitators for the five tours held during the Illawarra Refugee Challenge in August. 211 young people from Years 9 and 10 attended the experience. A highlight this year was the inclusion of nine community members from refugee backgrounds who shared their personal experiences through the tour, helped deliver life experiences of their travels and life in refugee camps, as well as participating in a panel session.



*[IMAGE: Students from Illawarra Sports High taking part in the Illawarra Refugee Challenge]*

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

### *Deliver the Youth programs across the Wollongong LGA*

Youth Services have continued to provide services, activities and programs to young people across the Local Government Area. Program areas include Bellambi, Koonawarra, Dapto, Warrawong, Cringila and Bundaleer.

Youth Services have also supported various community events and council run activities including NAIDOC events. During this period Youth Services delivered programs and activities to 5242 young people. There were 1046 young people for drop in at Wollongong Youth Centre, 1611 in music and culture, 82 support & referrals, 342 sector development, 1987 in targeted programs and 174 engagement and community development.

### *Performance Measures*

- Library visitations | 423,827 (Q1 2018-19 – 259,566)
- Library – total number of loans | 340,649 (Q1 2018-19 – 325,119)
- Library programs: number of programs | 741 (Q1 2018-19 – 648)
- Library programs: number of participants | 19,851 (Q1 2018-19 – 18,551)

# GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

## *Deliver civic activities which recognise and celebrate the city's people*

During the quarter, a number of key civic activities were delivered. These included a Lord Mayoral recognition reception in July, celebrating individuals who have contributed to community life. In September, a reception for Duke of Edinburgh recipients attended by His Royal Highness The Prince Edward, Earl of Wessex, KG GCVO was held. HRH The Earl of Wessex was in Wollongong in his role as Chair of The Board of Trustees of The Duke of Edinburgh's International Award Foundation, which celebrated its 60th Anniversary of the Award in Australia. The reception at Wollongong Youth Centre provided HRH the opportunity to meet with local young people who were involved in the Award.



*[IMAGE: HRH The Earl of Wessex, KG, GCVO visits Wollongong]*

## *Redesign and launch of Wollongong City Council website*

During August, Council's new public website was finalised and launched. This saw the replacement of the 10+ year old site with a contemporary platform, supporting accessibility and mobile responsiveness. The design of the new site was based on extensive research and community engagement and presented a shift in focus from a Council-centric model to one informed by user needs. Community feedback on the new website has been largely positive and will continue to be monitored to inform continuous improvements.

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

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

*Our Safety- Everyone Everyday Everywhere* is a key program of Council's internal optimisation program. Outcomes achieved during the quarter include:

- The WHS Leadership training program was completed in July. Over 280 supervisors have completed the program, with over 900 staff completing the program;
- The Stop and Take 5 risk management program commenced with the organisation now completing Team Safety Improvement Plans;
- Senior Managers engaged in a peer-on-peer Safety Interaction development opportunity
- The WHS Assurance program commenced, with site audits to evaluate the effectiveness of controls in place;
- The development of Councils Wellbeing and Mental Health Program commenced in September 2019.

### *Participate in the Australasian Local Government Performance Excellence Program*

Council is in the process of submitting its seventh round of data for the Australasian Local Government Performance Excellence Program. Facilitated by Local Government Professionals in collaboration with PricewaterhouseCoopers, this benchmarking project provides comparative data across corporate leadership, financial management, operational management, risk and workforce management. Scheduled for release in late 2019, the report will be used to inform strategy and policy.

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

During the quarter, significant community engagement was undertaken on numerous flood studies, including: Allans Creek Catchment; Collins Creek Catchment; Kully Bay Catchment Overland Flow; Minnegang Creek Catchment; and the Bellambi Gully Scheme. Engagement for each of these included drop-in information sessions where the floodplain engineers working on the studies were available to answer questions. The draft reports were available for viewing, with display stands showing flood mitigation projects, flood modelling maps and short flood-modelling videos were shown to help explain how and where it might flood in a catchment. Diagrams were also produced for the Kully Bay Overland Flow Study to help explain what "overland flow" was as well as for the Allans Creek Flood Study to help explain the floodplain risk management process.

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

Ongoing engagement supporting major West Dapto Infrastructure projects continued throughout the quarter for the Fowlers Road to Fairwater Drive Link and Wongawilli Road Upgrade. This work included notifications, stakeholder management, liaising with businesses, schools and transport companies, meeting with individuals, three public meetings and a community workshop. Community suggestions were also sought to help name the Fowlers Road main bridge and feedback regarding associated road name proposals.

Engagement was also undertaken for the:

- Development Control Plan 2009: West Dapto Urban Release Area and Residential Sub Divisions;
- The development of the Wollongong Art Gallery Strategic Plan, including a survey, a community workshop and focus groups with young people, people with disability and families with children;
- A proposal to move the dog off-leash area at Stanwell Park beach. Stanwell Park residents and property owners were sent a letter and feedback form, signage was provided at the beach and in key locations;
- A range of projects including safety solutions at Brickyard Point Austinmer, Railway Crescent Upgrade Stanwell Park, Point Street Bulli, and Central Road Unanderra.

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

During the quarter, Council staff attended and coordinated various network meetings and groups, with a highlight being the Multicultural Water Safety forum.

Council coordinated the NSW Water Safety Forum for Multicultural Communities, during September. The aim of the forum was to showcase best practice water safety practice programs from across NSW, while building partnerships and networks. 50 people from local government, aquatic services and community organisations came together with speakers and participants from Coffs-Harbour, south-western Sydney, Sutherland Shire and the Illawarra. The event was a response to the increasing number of drowning deaths among people from culturally diverse backgrounds. The initiative received positive feedback from attendees, given the approaching the 2019-20 swim season.



*[IMAGE: Water Safety Forum held to promote water safety]*

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

### *Deliver the Volunteering Illawarra (VI) service, including online advice*

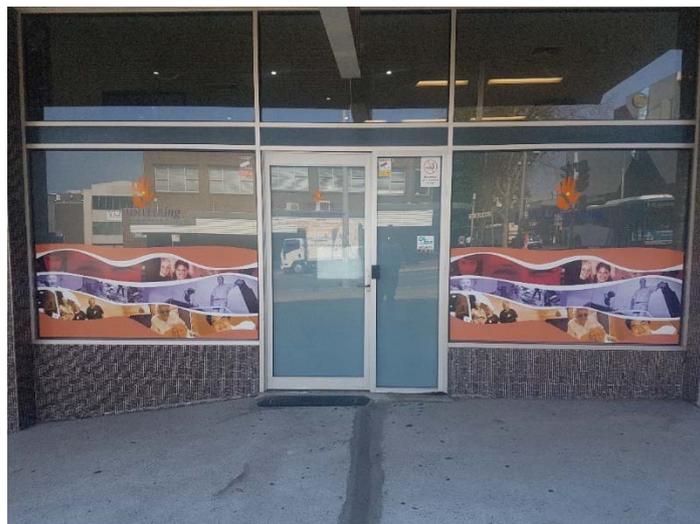
During the quarter, 115 volunteers were referred to Non-Government Organisations (NGO) with an average 92% placement rate. 27 of those referrals were forwarded to Council services relying on volunteers.

Training is a significant component of the VI service. Training provided during the quarter included:

- Two Corporate Volunteer induction sessions were held Council's library, social support and community transport volunteers;
- Bushcare: Managing Volunteer performance and dispute management – ten people attended; 94% satisfaction rate;
- NINA (NGO) – Workplace Health and Safety and Safe Home Visiting for Volunteers – seven people attended; 91% satisfaction rate.

The VI website is actively used to promote events and volunteering opportunities available to people in the community interested in volunteering and providing relevant information to the sector. Significant highlights from the quarter include:

- VI has established partnerships with Watershed (Drug and Alcohol rehabilitation service) and Northcott Disability Services (NDIS). Two information sessions were held with clients utilising volunteering as a pathway to employment and/or personal development, with 42 people in attendance. Both programs are expected to continue until the end of the year;
- VI participated in the NSW (Illawarra) Volunteer of the Year State Awards ceremony. VI plays an active role in this event by promoting the awards and nominations for the region;
- Two Volunteering Interagency meetings were held this quarter to support to the NGO sector in recruiting and managing volunteers.



*[IMAGE: Volunteering Illawarra office]*

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

### *Continue to review and enhance Council's digital customer service and engagement channels in line with strategic objectives*

Council is continuing to use and focus on our digital channels to highlight our news, services and activities and engage directly with our community. This quarter the Communications Team handed over the management of Facebook's Messenger function to the Customer Service team as the majority of correspondence coming through this channel was Customer-Service related. The seamless handover has streamlined the management of social media enquiries. Additional support to the Customer Service team is provided where required. Messages outside of hours are monitored should immediate action be required.

The City of Wollongong Facebook Page had 26,630 likes at the end of this quarter, an increase of 2.1% on the previous quarter. Twitter followers increased by 1.4% from 5,929 to 6,013. Council had 5,892 followers on Instagram at the end of this quarter, up 4.4% from the end of the previous quarter. Followers on Council's LinkedIn company page grew 9.8% during the financial year, with a total of 6,593 followers at the end of the year. In this quarter we launched the organisation's new website. Since its launch on 8 August Council's website had 357,297 page views. The most visited pages were the homepage, View a Development Application, Jobs at Council, Pay Your Rates and Sports-grounds. This is consistent with the popular pages on the previous website. From 1 July until 7 August, Council's old website had 277,352 page views, bringing total views for the quarter to 634,649.

### *Performance Measures*

Sick Leave | 7.87 Days (Q1 2018/19 – 7.50 days)

Number of Twitter followers for Council | 6,013 (Q1 2018/19 – 5,585)

Carers Leave | 0.64 Days (Q1 2018/19 – 0.62 days)

Lost Time Injury Frequency Rate | 15.12 (Q1 2018/19 – 13.43)

Number of media releases issued | 42 (Q1 2018/19 – 45)

Number of Council Facebook page 'likes' | 26,630 (Q1 2018/19 – 24,381)

Workers compensation costs as a percentage of payroll | 1.51 % (Q1 2018/19 – 1.75%)

Telephone calls are answered within 30 seconds | 89 % (Q1 2018/19 – 84%)

Enquiries made in person are welcomed and attended to within 5 minutes | 95 % (Q1 2018/19 – 94%)

# 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*

Playground Renewals continue to be progressed during the quarter, with the District Level playground at Charles Harper Park Helensburgh due for completion in mid October 2019. Council has accepted a tender for the work, that will see the 12-year-old playground in Parks Street, Helensburgh, replaced with a new, contemporary design. The new playground has been designed in consultation with local children, and includes a space for water play, a small bike track, numerous climbing features and improved seating areas. Shade structures have been incorporated in to the design and will include artwork panels featuring the work of local school students. Ceramic shells made by local pre-school and primary students will also form the basis of a dry creek bed play area.

Consultation for the relocation of the Cringila Playground is scheduled for 19 November 2019. Other playgrounds programmed include Brownlee Park Mangerton, Kahn Park Dapto, Derribong Drive Reserve Cordeaux Heights, Mount Kembla Oval Mount Kembla and Harry Henson Park Corrimal.



*[IMAGE: The new Charles Harper Park, Helensburgh]*

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

### *Coordinate the sports facilities planning priorities program with the Sports and Facilities Reference Group*

During the quarter, the Sports and Facilities Reference Group developed a new Sports Grants Program to replace the superseded Sports Planning Process. This new grant was launched in August with a record 20 new applications being evaluated against the key focus areas of the Sports Grounds and Sports Facilities strategy 2017-2021. These key areas include: increase sportsground capacity; renewal or enhancement of existing sporting Infrastructure with a focus on gender equity; accessibility and storage; and investment in infrastructure to support and accommodate emerging sports and independent recreational pursuits. With more than 67 sports fields throughout the city, the new Sports Facilities Grants Program aims to support local sporting groups by providing funding opportunities for capital renewal and enhancement projects on sports grounds and facilities on Council-owned and managed land. Successful grant recipients will be advised during the December 2019 quarter.



*[IMAGE: Sports facilities being used across the city]*

### *Continue to liaise with Local Area Commands on key initiatives and crime reduction strategies.*

Council staff attended the Community Safety Precinct meeting in July at the Lake Illawarra Police District. These meetings enable sharing of information about programs and initiatives NSW Police are undertaking, as well as opportunities to consider community safety partnership activities with NSW Police, Council and the community. Council staff have partnered with Wollongong Police District officers in two 'pop-up' engagements at Mangerton and Woonona where residents shared their concerns regarding safety and crime. Staff also attended a resident on-site meeting at Kanahooka Point Park to hear concerns about anti-social behaviour, including speeding and drug taking activity.

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

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

During the quarter, 145 educational workshops were held at the Discovery Centre involving 4,773 participants. A delegation from Friendship City Longyan, China visited the Botanic Garden and viewed the area proposed for a friendship garden through middle creek.

Enviro 18 was held to commemorate the start of Spring and launch the Rise and Shine campaign, with over 800 school children participating.

During the July school holidays, the Botanic Garden held the Gardens of the Galaxy program, aimed at children from five years to ten years. More than 700 children, including two large groups from China, were taken on an adventure to find out if plants can grow in space, survive on the Moon or thrive on Mars. Daily activities included: Pirates in Space Garden Shoe, Aliens and Astronauts Treasure Hunt and Cosmic Crafts. 300 parents, grandparents, teachers, interpreters and carers also took part in the program.



*[IMAGE: Botanic Garden Gardens of the Galaxy school holiday program]*

### *Continue the 'I belong in the Gong' Safety Initiative*

The 'I Belong in the Gong' campaign is a partnership with NSW Police, the business sector and Wollongong Liquor Accord funded by NSW Justice. The campaign promotes the message that all people are welcome in the city and the safety and well-being of all community members helps promote a friendly, inclusive or happy place. During the quarter, a lighting audit of the Wollongong Central Business District (CBD) was completed along with a 'Shed light on the City Centre' survey. This phase of the campaign also includes the final evaluation of the initiative.

As part of the campaign, two late night walks of the Wollongong CBD occurred in August and September, with the involvement of Wollongong Police. Dark places were identified along with information about pedestrian movements across the city.

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



*[IMAGE: I Belong in the Gong safety initiative]*

### *Support the provision of Community Transport Services across Wollongong and Shellharbour Local Government Areas*

Community transport provides a range of services to support frail older people, and people who are transport disadvantaged to continue living independently in the community and facilitates access to essential services.

During the quarter, community transport received 346 new referrals, and provided 32,695 trips, well above the 18,937 trips funded to deliver. A highlight of the quarter was an engagement exercise with clients to obtain feedback on the service and to identify any concerns or areas for improvement. Council staff participated in 13 scheduled bus runs and interviewed 115 consumers. Overall, the feedback about our services positive, with clients making particular note of the devotion and professionalism of the volunteers. Importantly, all clients agreed the service is invaluable to them and they would be lost without it, explaining that they would be unable to undertake their shopping, run errands, pay bills and banking without the Community Transport Service.

Several areas of improvement were also identified, which staff have already implemented, eg.: allow extra time for shopping and arrange additional shopping runs to other destinations.

Council's Community Transport service has been exploring options to improve the current [dated] taxi vouchers system. In cooperation with the local taxi network, a three-month trial has commenced, with the view to replace our current taxi vouchers scheme with the cab charge e-tickets. The trial will end in October and is expected to improve the client experience and deliver internal efficiencies.

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

### *Incorporate child-friendly and age-friendly principles in design, planning and service delivery with the community*

Child-friendly principles are evident in a community when children are valued, supported, respected, provided for and actively included in decisions that affect them, are able to express themselves and receive information, reach their potential, live well and are free from harm. Council has been incorporating these principles through a number of activities during the quarter, including organisation of the Child Protection Week Family Fun Day at the Corrimal shopping centre.

Council staff also worked in partnership with Vision Australia to develop a Braille map of Luke's Place playground in Corrimal. This will be installed during the December quarter, with children from the local school invited to attend the launch. Vision Australia believes it will be first of its kind in Australia. Planning has begun for the 15th Annual Lord Mayor's School Starter Picnic, scheduled for 3 November at MacCabe Park. The event will include 22 activities and displays run in collaboration with community organisation partners and volunteers.

### *Deliver the Council resolution for affordable housing (targeting of Commonwealth funding)*

In August 2019, Council put out a call to not-for-profit Community Housing Providers for proposals to help deliver affordable housing in Wollongong. Council is particularly interested in proposals that include a focus on single women aged over 50, who have been identified as a group at higher risk of homelessness. Council has entered an arrangement with the Commonwealth Government to facilitate delivery of affordable housing in the region. Successful proposals will be awarded Commonwealth funding of up to \$5.2 million.

#### *Performance Measures*

- Community Transport trips | 32,695 (Q1 2018/19 – 35,585)
- Direct-Run District Level Community Facilities visitation | 60,865 (Q1 2018/19 – 56,405)
- Utilisation of Direct-Run District Level Community Facilities | 10,436 Hours (Q1 2018/19 – 8,834 hours)
- Social Support hours of service | 10,365 Hours (Q1 2018/19 – 10,634 hours)
- Total Visits commercial heated pools: Corrimal | 13,677 (Q1 2018/19 – 11,160)
- Total Visits commercial heated pools: Dapto | 11,357 (Q1 2018/19 – 14,049)
- Utilisation/visitation at pools | 55,157 (Q1 2018/19 – 48,397)
- Utilisation/visitation at beaches | 20,398 (Q1 2018/19 – 22,010)

## GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

### *Complete the construction of the Fowlers Road extension to Fairwater Drive*

The Fowlers Road extension to Fairwater Drive is the largest civil infrastructure project undertaken by Council and will provide flood reliable access to the West Dapto Urban Release Area. Following completion of Stage 1 works, including the construction of the Fairwater Drive /Daisy Bank Drive intersection to the first floodway bridge, Stage 2 construction works commenced in August 2018.

During the quarter, Council called for suggestions for the naming of the new main bridge in the Fowlers Road to Fairwater Drive link from the community. The main bridge to be named extends from Fowlers Road in Dapto and spans the Marshall Street deviation, the south coast rail line and Mullet Creek. The name will need to comply with Council's Road Naming Policy 2018 and with the Geographical Names Board (GNB) Guidelines as well as meet specific criteria such as having local Aboriginal significance, commemorate a person, and are appropriate to local cultural, historical or natural influences in the region.

This milestone represents a significant step in the project with the Fowlers Road extension being one of the city's largest scale one-off projects. The decision regarding the bridge name will be made by a Council working group that includes the Lord Mayor and Ward 3 Councillors. Their choice will go to Council for endorsement. The Fowlers Road extension, or the new road, will be named separately to the main bridge.



*[IMAGE: Member for Kiama Gareth Ward, Wollongong City Lord Mayor Councillor Gordon Bradbery AM and Andrew Carfield, Director of Infrastructure and Works at the new main bridge site.]*

## GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

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

Community Transport provides a range of services to support frail older people, and people who are transport disadvantaged to continue living independently in the community and to access essential services. The service requires minimal promotion, as the demand for service continues to grow with an average of 300 new referrals per quarter.

During the quarter, community transport received 346 new referrals. Despite strong customer uptake and referral numbers, Council staff continues to promote the service at sector meetings within the region such as the Community Care Forum and at a variety of community events. A highlight of the last quarter was an intensive 'customer feedback' initiative, where staff 'rode the buses' with our customers to actively seek their opinions on the service and opportunities for service improvement.



*[IMAGE: Community Transport volunteers]*

### *Incorporate 'Park n Ride' feasibility study findings into City Centre Access and Movement Strategy*

"The Park and Ride" initiative is identified in the adopted Wollongong City Centre Access and Movement Strategy. During the quarter, a feasibility assessment of a southern city centre shuttle bus route and service to support park and ride has been completed and will be incorporated into revised planning and actions as part of the review of the Inner City Parking Strategy and also the City Centre Access & Movement Strategy.

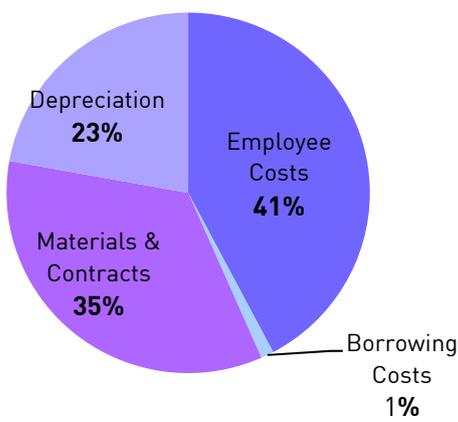
### *Performance Measures*

- Delivery of Council's Capital Program | 22% (Q1 2018/19 – 22%)

# How we performed against our budgets

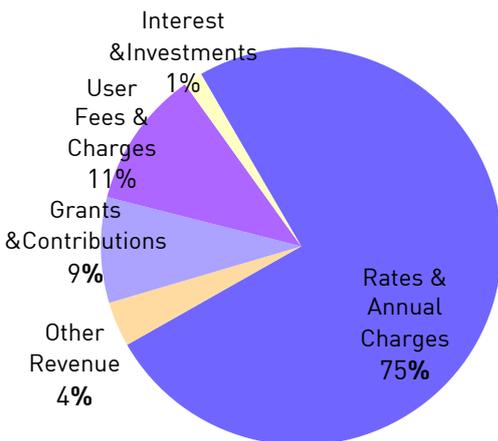
## Budget 2019-20

The graph below shows Council's expenses from ordinary activities by expense type for the year:



Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs Less Internal Charges	28.5	118.4
Borrowing Costs	0.8	3.0
Materials & Contracts	23.2	100.1
Depreciation	14.9	64.8
Loss on Disposal of Assets	0.0	0.7
<b>Total</b>	<b>67.4</b>	<b>286.9</b>

The graph below shows Council's revenue from ordinary activities by revenue type for the year:



Income Type (\$'M)	YTD Actual	Proposed budget
Rates & Annual Charges	49.5	203.0
Other Revenue	2.4	10.7
Profit on disposal of Assets	0.0	0.0
Grants & Contributions	5.7	22.0
User Fees & Charges	7.4	33.6
Interest & Investments	1.0	3.7
<b>Total</b>	<b>66.0</b>	<b>272.9</b>

# Report of Chief Financial Officer

The September Quarterly review is the first review of 2019-20 Annual Plan adopted in June 2019. The first review is impacted by last year's results that were finalised after that adoption. At the end of 2018-19, Council had achieved an improvement in its Funds Result of \$4.7 million. \$4 million of that improvement was endorsed to be transferred to Strategic Projects Restricted Asset (SPRA) for future allocation. The remainder increased our Available Funds to offset costs and negative income adjustments that would flow through to 2019-20.

This review of financial estimates proposes a range of adjustments that will impact the forecast Operating Result [pre capital] by \$4.6 million but only impact the Funds Result (Available Funds balance) negatively by \$0.2 million.

The proposed adjustments in the Operating Result [pre capital] predominately reflects the timing of expenses and revenues and therefore has a relatively minor impact in Council's Funds Result or underlying capacity. Underlying capacity is not impacted because the adjustments are generally non-cash or funded adjustments as detailed below.

The following table and comments provide a summary view of the proposed variations and forecast for 2019-20 based on adjustments required from the prior year, year to date performance, and anticipated results to June 2020.

**TABLE 1**

FORECAST POSITION	Original Budget	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
	\$M	\$M	\$M	\$M	\$M
KEY MOVEMENTS	July	September	September	September	Proposed Variation
Operating Revenue	273.0	273.0	272.2	66.0	(0.8)
Operating Costs	(282.4)	(282.4)	(286.2)	(67.3)	(3.8)
<b>Operating Result [Pre Capital]</b>	<b>(9.4)</b>	<b>(9.4)</b>	<b>(14.0)</b>	<b>(1.4)</b>	<b>(4.6)</b>
Capital Grants & Contributions	42.9	42.9	42.9	6.9	-
<b>Operating Result</b>	<b>33.5</b>	<b>33.5</b>	<b>28.9</b>	<b>5.5</b>	<b>(4.6)</b>
<b>Funds Available from Operations</b>	<b>56.7</b>	<b>56.7</b>	<b>55.7</b>	<b>12.3</b>	<b>(1.0)</b>
<b>Capital Works</b>	<b>99.8</b>	<b>99.8</b>	<b>96.8</b>	<b>21.8</b>	<b>(3.0)</b>
<b>Contributed Assets</b>	<b>6.7</b>	<b>6.7</b>	<b>6.7</b>	<b>-</b>	<b>-</b>
Transfer to Restricted Cash	1.4	5.4	5.4	0.4	-
Borrowings Repaid	7.9	7.9	7.9	1.2	-
Funded from:					
- Operational Funds	57.0	57.0	56.3	13.6	(0.8)
- Other Funding	49.5	49.5	47.3	8.1	(2.2)
<b>Total Funds Surplus/(Deficit)</b>	<b>(9.7)</b>	<b>(13.7)</b>	<b>(13.9)</b>	<b>(2.9)</b>	<b>(0.2)</b>

## OPERATING RESULT [pre capital]

The Operating Deficit [pre capital] of \$14.0 million represents negative adjustment to budget of \$4.6 million that is made up of predominately non-cash adjustments and \$0.2M in cash adjustments. The major variations are summarised below with further details provided through this report. Favourable variations are identified as (F) and Unfavourable as (U):

### Non Cash Variations (no Fund impact)

- Depreciation **\$1.5M (F)**
- Loss on disposal of asset **\$0.7 (U)**
- Waste facility remediation discount **\$0.3M (U)**
- Reclassification of prior year WIP as operational **\$2.0M (U)**

Depreciation has been adjusted following the revaluation of buildings during end of year 2018-19. The valuation created adjustment to asset replacement values and asset component lives that created a decrease in future depreciation. Ultimately the valuation methodology will give rise to more works needing to be considered as maintenance and may require transfer from capital to operating to fund this work as has been happening in practice over recent years. At this stage a proposal has been made to move \$0.8 million from capital to operating for identified priority works to account for this and \$0.7 million to provision for Loss on Disposal, which has been to date unbudgeted. This adjustment has been replicated in future years pending further review of the longer term impacts through the annual planning process.

Waste facility remediation discount relates to the accounting treatment adjustment to the long term provision for the rehabilitation of Council's waste facilities. It is a notional adjustment for estimated future cash requirements.

The reclassification of prior year's Works in Progress relates to the Mount Kiera Power supply which had been treated as a capital project but will not be a Council owned or controlled asset moving forward. This does not impact funding as it was expended in prior periods.

### **Funded Variations (no Fund impact)**

These are variations that are funded from restricted cash or transfer of projects from the capital budget to operational budget to comply with accounting treatments. These variations include:

- Introduction of funded operational projects **\$3.0M (U)**
- Operational grants (transferred to restricted cash) **\$1.3M (F)**
- Interest on investments (transferred to restricted cash) **\$0.5M (U)**
- Reclassification of current year expenditure from capital to operational **\$0.8M (U)**
- Transfer of operational budget for ranger vehicle purchases **\$0.1M(F)**

### **Funds (Cash) Adjustments**

- Financial Assistance Grant **\$0.4M (U)**
- Fire Services direct grant **\$0.2M (F)**

### **Reintroduction of Projects in progress**

There were a range of operational projects (including Supporting Documents) that were in progress at 30 June 2019 that have been reintroduced into 2019-20 financial forecasts to allow completion. In some cases, these projects are supported by funding from restricted cash, the proposed additional operational expenditure reintroduced of \$2.7 million is offset by \$1.9 million of funding from restricted cash.

While the progress of individual projects is assessed at each quarter and adjustments made to reflect the most recent expected completion period and cost, there is always anticipated to be a degree of variation due to external factors that may impact on the ability to fully complete all these projects. To recognise this timing issue, this review, as in prior years, includes a provision (negative expenditure and income budget) at a similar level to the works to be in progress at last year end.

### **OPERATING RESULT**

The Operating Result also shows a deterioration of \$4.6 million compared to budget that reflects the above variations, as there have not been any adjustments proposed to capital income during this review.

### **CAPITAL PROGRAM**

During this Quarter, the capital budget expenditure projections were decreased by \$2.2M, through monthly adjustments, that was largely associated with timing of land purchases for the Warrawong Community Centre and Library and other funded projects. These adjustments were fully offset by funding from restricted cash and have been reported and approved by Council through the monthly reporting process.

The September Quarterly Review includes the proposed transfer of \$0.8 million from capital to operational projects for buildings and conversely the transfer of \$67K from operational funds for the purchase of additional vehicles for enhanced ranger services.

### FUNDS RESULT

The original budget for Total Funds Result (annual movement in Available Funds) was a deficit of \$9.7 million that was largely due to early payment of the first two instalment of the 2019-20 Financial Assistance Grant in June 2019. Consistent with the practice in recent years, improvements achieved beyond planned targets for 2018-19 have been transferred to SPRA during the first quarter bringing the revised Funds Result at the commencement of this quarter to annual deficit of \$13.7 million. The slight deterioration in the Fund Result recognised during the September Quarterly Review includes \$0.4 million for the Financial Assistance Grant adjustment that is partially offset by reduction in support for State Emergency Services of \$0.2 million.

### OVERVIEW OF FINANCIAL STATEMENT VARIATIONS

The following is a summary of variations at Financial Statement level with a more detailed comprehensive list provided in Table 7 in this report.

#### 1 Income & Expense

The primary variations and issues are discussed below with favourable changes identified as (F) and unfavourable as (U). A more comprehensive list is provided in Table 7.

- **Interest and Investment Revenues \$1.2M (U).** Revenue projections have been impacted by falling interest rates. Interest is earned on both restricted and unrestricted cash. Restricted cash earnings are transferred to the restricted assets and not available to fund general operations. From a Funds perspective the impact is \$0.8 million and there is a reduction in transfer to restricted cash of \$0.4 million. The funds impact of this variation has been offset by a reduction in operational contingency budget.
- **Grants and Contributions – Operating \$1.1M (F).** This variation includes the introduction of \$0.3 million for a range of programs and \$1.0 million for a continuation of the Social Service Program offset by the introduction of a corresponding operating expense. This program was expected to end in June 2019 as part of the Federal Government reform of Aged and Disability Services. Confirmation has now been received that that funding for this program will continue until June 2022. In addition, Council is expecting to receive a \$0.2 million grant from the State Government to offset increase in the Emergency Service levy for 2019-20 that was for increased workers' compensation exposure for that service. These favourable variances have been offset by a reduction in the Financial Assistance Grant due to a higher level of prepayment in June 2019 than anticipated (\$0.3 million) and a retrospective adjustment for indexation applied for the 2018-19 (\$0.1 million).
- **Employee Costs \$1.6M (U).** The proposed increased in employee costs are as follows: projects where budget was held as Materials and Contracts pending determination of delivery approach \$0.5 million, projects continuing from 2018-19 \$0.3 million, new funded programs \$0.2 million, enhanced service levels \$0.3 million, and additional resources for delivery of capital programs \$0.4 million.
- **Borrowing Costs \$0.3M (U).** This variation is due to the reassessment of the remediation discount for the waste facility. This is a non cash valuation that does not impact on the Funds Result.

- **Materials, Contracts and Other Expenses \$3.9 (U).** While the proposed movement in this expense category is significant, most of the proposed variations do not impact on the Funds Result. These include; the reclassification of the prior year expenditure on the power supply at Mt Keira \$2 million to operating expense as it is a contribution and Council does not have ownership or control of the asset; \$0.8 million reclassified from capital for operational maintenance on Council buildings during the current year; introduction of new projects that are fully funded from additional grants or restricted cash and the reintroduction of budget for projects that were in progress at 30 June 2019 \$2.4 million. These have been offset by reduction in contingency budgets \$0.8 million, expenditure reclassified as employee costs \$0.5 million and the introduction of a notional adjustment for projects that are expected to be in progress at the end of this financial year \$2.7 million.
- **Depreciation \$1.5M (F).** Depreciation forecasts have been revised to reflect end of year asset holdings and valuations.
- **Internal Charges \$0.4M (F).** This favourable variance represents an increased level of labour applied to capital. It is offset by additional labour resources shown under employee costs above.
- **Loss on Disposal of Assets \$0.7M (U).** This variation is an indicative estimate for asset write offs that are associated with the capitalisation process. While the intent is to replace assets at their end of useful lives when they are fully depreciated, the extent and nature of assets managed by Council means that this is not always achievable.

## 2 Capital Budget

Council commenced the year with a Capital Program budget of \$99.8 million that was decreased through the first quarter by \$2.2 million. This was largely associated land purchases for the Warrawong Community Centre and Library that were completed during June 2019 and other funded projects. These adjustments were fully offset by funding from restricted cash and have been reported and approved by Council through the monthly reporting process. The September Quarterly Review includes a proposed transfer of \$0.8 million from capital to operational maintenance for buildings and conversely the transfer of \$0.1million from operational budget (Rates Growth) for the purchase of two vehicles for enhanced ranger services.

## 3 Cash & Investments

Council's actual cash and investments show an increase of \$17.6 million compared to the Original Budget that have been impacted by increased level of restricted cash holdings at 30 June 2019 and last year's improved result.

The Available Funds forecast shown below excludes movement in externally and internally restricted cash such as timing of special purpose grants and contributions and progress of funded projects. There is a very minor deterioration in the forecast result of \$0.2 million that is largely due to the impact of the cash movements associated with the Financial Assistance Grant reduction that is offset by the additional Fire Service grant. The improvement in the 2018-19 result does not impact on Available Cash as this has been transferred to Strategic Projects internally restricted cash.

TABLE 2

CASH, INVESTMENTS & AVAILABLE FUNDS				
	Actual 2018/19	Original Budget 2019/20	September Proposed Budget 2019/20	Actual Ytd September 2019
	\$M	\$M	\$M	\$M
Total Cash and Investments	154.8	130.0	147.6	157.9
Attributed to:				
External Restrictions				
Developer Contributions	36.8	42.0	39.2	37.2
Specific Purpose Unexpended Grants	3.4	1.1	14.7	3.9
Special Rates Lewy City Centre	0.2	0.1	0.1	0.2
Unexpended Loans	1.9	1.7	2.8	5.2
Domestic Waste Management	13.8	14.2	14.2	14.1
Private Subsidies	5.8	5.8	6.0	6.0
Housing Affordability	10.8	11.0	11.1	10.8
Stormwater Management Charge	1.7	2.2	1.0	2.1
Total External Restrictions	77.7	78.0	89.1	79.5
Internal Restrictions				
Property Investment Fund	8.4	8.9	9.0	8.5
Strategic Projects	44.0	28.9	34.7	42.8
Sports Priority program	0.6	0.6	1.0	0.8
City Parking strategy	1.6	2.2	2.1	1.7
MacCabe Park Development	1.3	1.4	1.4	1.3
Darcy Wentworth Park	0.2	0.2	0.2	0.2
Waste Disposal Facility	- 0.6	(1.4)	(0.6)	(0.1)
West Dapto additional rates	5.1	5.4	5.9	5.2
Natural Areas	0.3	0.2	0.2	0.3
Lake Illawarra Management Fund	0.3	0.2	0.3	0.3
Total Internal Restrictions	61.2	46.7	54.2	60.9
Available Cash	16.0	5.3	4.3	17.5
Net Payable & Receivables	13.5	10.5	11.1	9.2
Payables	(35.0)	(25.4)	(25.6)	(36.2)
Receivables	36.6	24.6	24.4	30.8
Other	11.9	11.2	12.2	14.6
Available Funds	29.4	15.7	15.4	26.6

## 5 Long Term Financial Projections

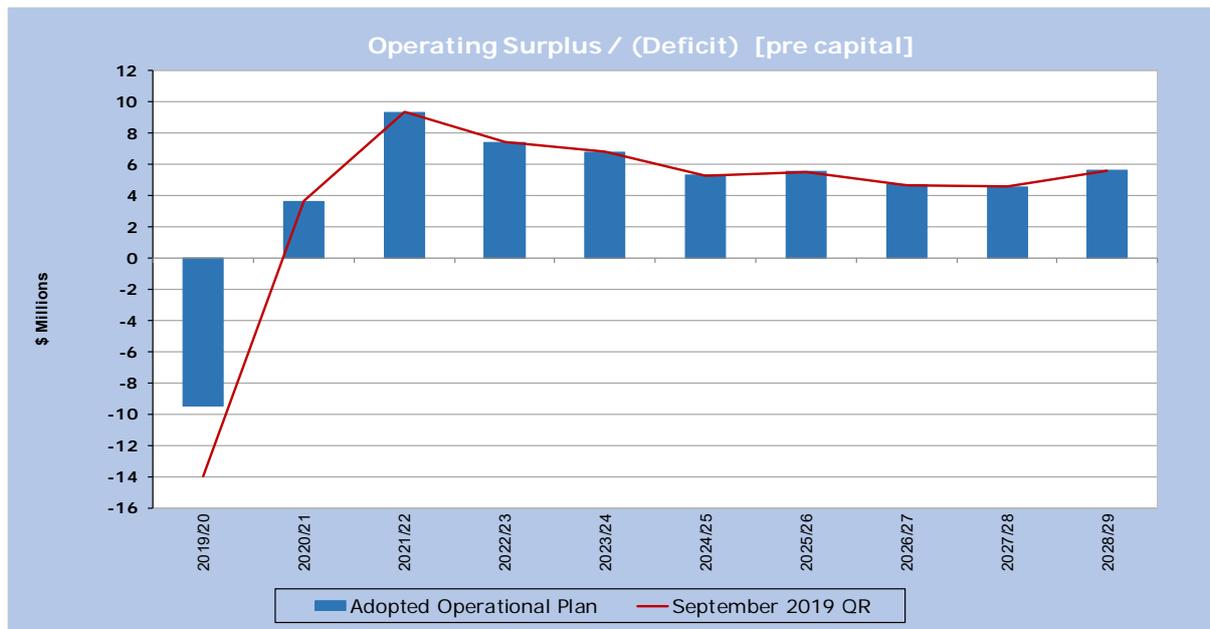
Council has a continuous budget process that revises the long term forecasts in line with quarterly changes and resets assumptions and indices annually or where new information leads to an immediate requirement to change the indices. The long term projections will be reviewed through the annual planning process in line with the Financial Strategy targets to reflect current information from both external sources and internal analysis as part of the commencement of the 2020-21 annual planning process during the second quarter.

At this stage it is generally considered that most of the changes proposed during the September Quarterly Review, other than those relating to assets, are not of a recurrent nature. It should be noted that interest rate reduction is an exception as it is expected that the lower interest rates will continue for some time and there is potential for a further official easing. It is intended that these will be considered more holistically in the context of the review of indices, other relevant new economic data and the underlying assumptions that support the long term forecasts contained in the Adopted Operational Plan 2019-2022 and Delivery Program 2018-28.

## 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. The forecast deficit for the Adopted Operational Plan 2019-20 is due to the early payment of the first two instalments of the 2019-20 Financial Assistance Grant in 2018-19. The revised 2019-20 result has been impacted by a range of negative non cash adjustments that have included prior year adjustments WIP capital, introduction of funded projects and reclassification of current year capital expenditure as operational. These adjustments do not impact the Funds results.

**TABLE 3**

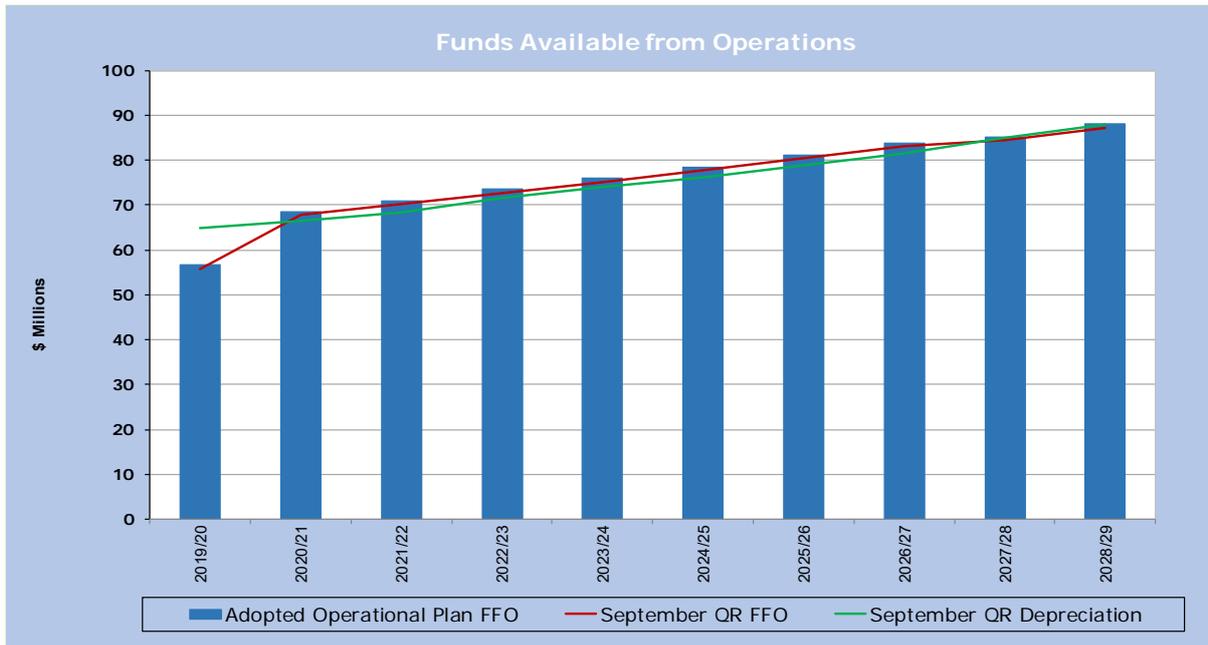


## FUNDS AVAILABLE FROM OPERATIONS

The Funds Available from Operations is a primary objective of Council over time to provide for effective renewal of assets and growth in assets.

The following graph also shows forecast depreciation expenses compared to Funds available from Operations. This is an important indicator as it demonstrates the capacity to generate sufficient funds from operations to meet asset renewal requirements. As depreciation figures have been marginally reduced due to revaluation, the graphs show a slight capacity above targeted funding levels (providing funds from operations equal to depreciation). This will be discussed in forward planning.

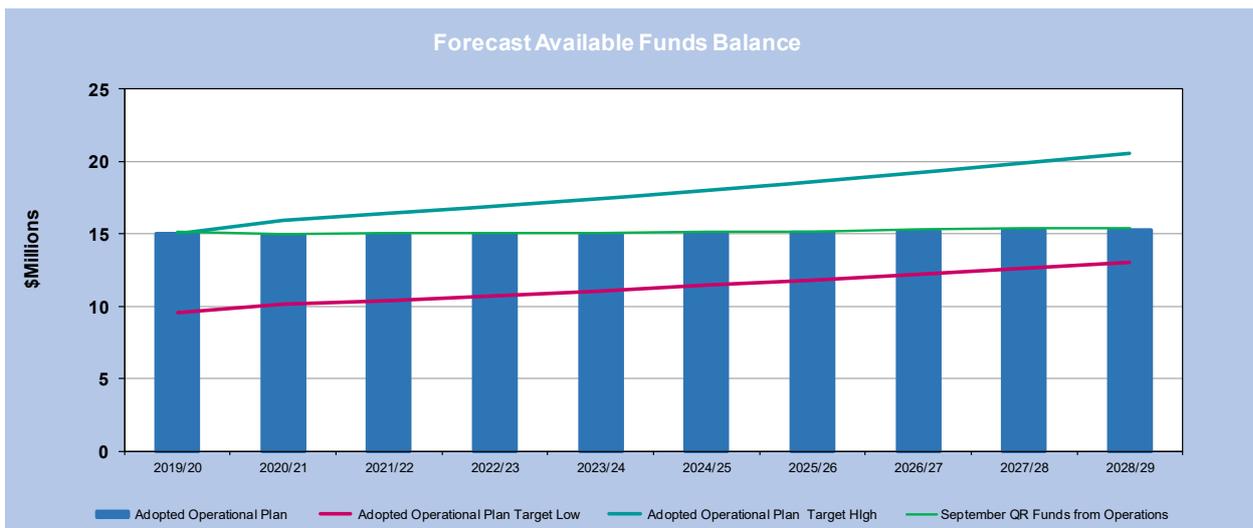
TABLE 4



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]. Based on the Adopted Operational Plan and Delivery Program 2019-2022, the target range for Available Funds is between \$9.6 million and \$13.1 million (lower range) and \$15.07 million and \$20.6 million (upper range) over the life of the Long Term Financial Plan. The revised forecasts remain within these parameters.

TABLE 5



## 6 Supporting Documents

The following table shows the proposed Supporting Documents projects budget after allowing for the reintroduction of works in progress at 30 June 2019. The addition of projects in progress to the 2019-20 forecasts will create an ambitious target and it is recognised that there may be significant challenge organisationally for these projects to be delivered in full in the current reporting period. These will need to be monitored on an ongoing basis and, where required, budget changes may be considered through the 2020-21 Annual Planning process.

**Table 6**

<b>Supporting Documents - Planning Studies &amp; Investigations</b>						
	<b>2019/20 Original Budget</b>	<b>2019/20 Forecast Budget</b>	<b>Variance</b>	<b>2020/21 Adopted Forecast</b>	<b>2020/21 Revised Forecast</b>	<b>Variance</b>
<b>Land Use Planning</b>	<b>527</b>	<b>1,139</b>	<b>612</b>	<b>730</b>	<b>802</b>	<b>73</b>
West Dapto Review	262	286	24	271	273	2
West Dapto Review Demographic and Economic Planning		119	119			
West Dapto Review Flood Consultant		182	182	0	35	35
West Dapto Review Structure Plan		35	35	0	0	0
West Dapto Review Water Cycle Masterplan					25	25
West Dapto Review Specialist Consultants		73	73			
West Dapto Review Advisor		45	45			
West Dapto DCP Review 2019		18	18			
Port Kembla 2505 Study		61	61			
Tourism Accommodation Review Planning Controls	25	25		25	25	
Industrial Land Planning Controls Review				50	60	10
Heritage Asset Management Strategy		20	20			
Windang Town Centre Planning Study				10	10	
Helensburgh Town Centre Planning Study	10	26	16			
Bulli Town Centre Planning Study	10	10		30	30	
City Centre Planning Review	100	120	20			
City Wide LEP Review				100	100	
Development of Crown Land Plans of Management	120	120		124	124	
Landscape development plan for West Dapto - Riparian Corridors				120	120	
<b>Communications, Engagement, Events and Signage</b>	<b>70</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Generic Event DA various sites	70	70				
<b>Stormwater Services</b>	<b>1,179</b>	<b>1,204</b>	<b>25</b>	<b>707</b>	<b>707</b>	<b>0</b>
Floodplain Management Studies	200	102	(98)	350	33	(317)
Review of Towradgi Creek FRMS	150	100	(50)		50	50
Review of Hewitts Creek FRMS	155	100	(55)		50	50
JJ Kelly Park Land Form Modification		15	15			
Review of Flood Studies & Floodplain Risk Mgmt Plans	101	81	(20)			
Duck Creek Flood Study		15	15			
Review of Collins Creek Flood Study		30	30			
Review of Allans Creek Flood Study	6	41	35			
Review of Wollongong City Flood Study		15	15			
Review of Fairy Cabbage Tree Creek Flood Study	70	80	10			
Kully Bay Flood Study	10	10				
Flood Risk Management Studies Best Practice	487	327	(160)	357	157	(200)
Review of Allan's Creek FRMS		40	40		100	100
Review of Fairy Cabbage Creek FRMS		40	40		100	100
Investigation of flood Mitigation Options		48	48		17	17
ARR Testing		20	20			
Community Education		20	20		20	20
DCP Review		20	20		50	50
FLIA Automation		100	100			
Review of Duck Creek FRMS					40	40
Review of Collins Creek FRMS					50	50
Review of Wollongong City FRMS					40	40

Table 6 (cont)

<b>Supporting Documents - Planning Studies &amp; Investigations (con't)</b>						
	<b>2019/20 Original Budget</b>	<b>2019/20 Forecast Budget</b>	<b>Variance</b>	<b>2020/21 Adopted Forecast</b>	<b>2020/21 Revised Forecast</b>	<b>Variance</b>
<b>Environmental Services</b>	<b>0</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>
Bio certification for West Dapto		13	13			
<b>Transport Services</b>	<b>444</b>	<b>569</b>	<b>125</b>	<b>335</b>	<b>378</b>	<b>42</b>
Corrimal Traffic Study and Access Movement		16	16			
Accessible Car Parking and Bus Stops audit	50	67	17			
Access and Movement Strategy Review		38	38			
City Centre Parking Surveys - EMS Report	67	67	0			
Foreshore Parking Strategy		15	15			
Integrated Transport Strategy				50	50	
City Centre Parking Strategy	40	40		40	40	
Bellambi Foreshore Precinct Plan	150	150		100	142	42
Wollongong LGA Feasibility Studies	15	15		15	15	
Real Time Parking Information Signage	0	38	38			
Lake Illawarra Shared Path Masterplan	40	40		80	80	
Towradgi Creek Shared Path Feasibility Investigations	20	20		50	50	
Suburb/Place Name Signage Strategy	62	62				
<b>Community Facilities</b>	<b>73</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Social Infrastructure Supporting Document	30	30				
Integrated Facilities Planning	9	9				
Facilities Planning Development	34	34				
<b>Cultural Services</b>	<b>120</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Art Gallery 2nd Entrance Design	120	120				
<b>Botanic Garden and Annexes</b>	<b>0</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>
Botanic Garden Masterplan/Asset Mgmt. Plan		1	1			
Mt Keira Summit Park		20	20			
<b>Leisure Services</b>	<b>97</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Beaton Park Precinct Masterplan	97	97	0			
<b>Parks and Sportsfields</b>	<b>316</b>	<b>332</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>
Cringila Hills Site Assessment		16	16			
Hill 60 CMP and Aboriginal HIL	50	50				
Blue Mile Masterplan - update	46	46				
Fred Finch Park - Landscape Masterplan	35	35				
Cringila Park Playground Design and Consultation	185	185				
<b>Property Services</b>	<b>44</b>	<b>55</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>
Bulli Showground Masterplan	22	33	11			
Bulli Showground Master Plan Stage 2	22	22				
<b>Total Expenditure</b>	<b>2,871</b>	<b>3,693</b>	<b>822</b>	<b>1,772</b>	<b>1,887</b>	<b>115</b>

\* Expenditure shown above is for full project cost. A number of projects are supported from external grant funds or internal restrictions.

Table 7

<b>WOLLONGONG CITY COUNCIL</b>					
September 2019 Quarterly Review					
	2019/2020 Original Budget \$'000	2019/2020 Current Budget \$'000	2019/2020 Actual YTD \$'000	2019/2020 Variance \$'000	2019/2020 Proposed Budget \$'000
<b>Income Statement</b>					
<b>Income From Continuing Operations</b>					
<b>Revenue:</b>					
Rates and Annual Charges	202,991	202,991	49,524	(0)	202,991
User Charges and Fees	33,665	33,665	7,365	(31)	33,634
Interest and Investment Revenues	4,882	4,882	999	(1,194)	3,688
Other Revenues	10,598	10,598	2,409	56	10,653
Grants & Contributions provided for Operating Purposes	20,840	20,840	5,654	1,114	21,954
Grants & Contributions provided for Capital Purposes	42,927	42,927	6,936	(0)	42,927
Profit/Loss on Disposal of Assets	0	0	0	(700)	(700)
<b>Total Income from Continuing Operations</b>	<b>315,903</b>	<b>315,903</b>	<b>72,887</b>	<b>(755)</b>	<b>315,148</b>
<b>Expenses From Continuing Operations</b>					
Employee Costs	134,742	134,742	32,493	1,567	136,309
Borrowing Costs	2,722	2,722	769	290	3,012
Materials, Contracts & Other Expenses	97,916	97,916	23,195	3,854	101,770
Depreciation, Amortisation + Impairment	66,276	66,276	14,933	(1,500)	64,776
Internal Charges (labour)	(17,558)	(17,558)	(3,477)	(399)	(17,957)
Internal Charges (not labour)	(1,694)	(1,694)	(563)	0	(1,694)
<b>Total Expenses From Continuing Operations</b>	<b>282,404</b>	<b>282,404</b>	<b>67,349</b>	<b>3,813</b>	<b>286,217</b>
<b>Operating Results From Continuing Operations</b>	<b>33,499</b>	<b>33,499</b>	<b>5,538</b>	<b>(4,567)</b>	<b>28,931</b>
<b>Discontinued Operations</b>					
Net Profit/Loss from Discontinued Operations	0	0	0	0	0
<b>Net Operating Result for the Year</b>	<b>33,499</b>	<b>33,499</b>	<b>5,538</b>	<b>(4,567)</b>	<b>28,931</b>
<b>Net Operating Result for the Year before Grants &amp; Contributions provided for Capital Purposes</b>	<b>(9,429)</b>	<b>(9,429)</b>	<b>(1,398)</b>	<b>(4,567)</b>	<b>(13,996)</b>
<b>NET SURPLUS (DEFICIT) [Pre capital] %</b>	<b>10.6%</b>	<b>10.6%</b>	<b>7.6%</b>	<b>605.3%</b>	<b>9.2%</b>
<b>Funding Statement</b>					
<b>Net Operating Result for the Year</b>	<b>33,499</b>	<b>33,499</b>	<b>5,538</b>	<b>(4,567)</b>	<b>28,931</b>
<b>Add back :</b>					
- Non-cash Operating Transactions	84,272	84,272	19,441	1,660	85,932
- Restricted cash used for operations	16,491	16,491	3,465	2,968	19,460
- Income transferred to Restricted Cash	(63,420)	(63,420)	(12,890)	(864)	(64,283)
- Payment of Accrued Leave Entitlements	(14,162)	(14,162)	(3,209)	(169)	(14,331)
Net Share Joint Venture using Equity Method					
<b>Funds Available from Operations</b>	<b>56,680</b>	<b>56,680</b>	<b>12,344</b>	<b>(972)</b>	<b>55,708</b>
Borrowings repaid	(7,913)	(7,913)	(1,237)	0	(7,913)
Advances (made by) / repaid to Council	0	0	0	0	0
<b>Operational Funds Available for Capital Budget</b>	<b>48,767</b>	<b>48,767</b>	<b>11,107</b>	<b>(972)</b>	<b>47,795</b>
<b>CAPITAL BUDGET</b>					
Assets Acquired	(99,795)	(99,795)	(21,780)	2,994	(96,801)
Contributed Assets	(6,726)	(6,726)	0	0	(6,726)
Transfers to Restricted Cash	(1,431)	(5,431)	(358)	0	(5,431)
<b>Funded From :-</b>					
- Operational Funds	48,767	48,767	11,107	(972)	47,795
- Sale of Assets	1,292	1,292	0	(0)	1,292
- Internally Restricted Cash	14,029	14,029	733	(2,954)	11,075
- Borrowings	0	0	0	0	0
- Capital Grants	7,353	7,353	5,543	922	8,275
- Developer Contributions (Section 94)	16,867	16,867	882	(270)	16,597
- Other Externally Restricted Cash	3,490	3,490	274	41	3,531
- Other Capital Contributions	6,483	6,483	699	(0)	6,483
<b>TOTAL FUNDS SURPLUS / (DEFICIT)</b>	<b>(9,672)</b>	<b>(13,672)</b>	<b>(2,900)</b>	<b>(238)</b>	<b>(13,910)</b>

**TABLE 8**

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>				-
<b>User Charges &amp; Fees</b>				
Russell Vale Golf Course			(67)	
Balgownie Village Community Centre	29			
Other		7		(31)
<b>Interest and Investment Income</b>				
Interest Income	(1,194)			(1,194)
<b>Other Revenue</b>				
Southern Gateway Centre Reimbursements	45			
Other	11			56
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>				
<b>Employee Costs</b>				
Continuing projects in progress to be completed in 2019/20	(328)			
Tfr To/From Materials and Contracts				
Urban Greening Program	(248)			
Development of Crown Land Plan of Management	(92)			
Lake Illawarra Estuary Management	(72)			
Development Engineer	(67)			
Increased service delivery offset from contingency funds				
Memorial Gardens	(115)			
Development Enforcement	(100)			
Foreshore Rangers	(101)			
Adjustment of funded projects				
Social Support	(230)			
Illegal Dumping	(115)			
Waste Projects Co-ordinator	123			
Other	(22)			
Additional labour for delivery of projects	(399)			
Beaches & Pools	100			
Illegal Dumping Ranger Open Spaces	(36)			
Other	90	45		(1,567)
<b>Materials, Contracts &amp; Other Expenses</b>				
Continuing projects in progress to be completed in 2019/20	(2,377)			
Prior year adjustment for WIP	(2,000)			
Offset in Contingency Projects Continued	2,705			
Additional building maintenance offset by capital reduction	(800)			
Operational Contingency reduction	794			
Reallocation to Employee Costs for specific projects	479			
Adjustments to funded projects				
Stormwater management operational projects	(1,316)			
Social Support	(734)			
Better Waste & Recycling	(319)			
Natural Areas	(155)			
Bellambi Neighbourhood Kitchen Refurbishment	(146)			
Mobility Study	(53)			
Reduction to offset Capital for ranger vehicles	67			(3,855)

Table 8 (cont)

MAJOR VARIATIONS PROPOSED \$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>Borrowing Costs Whytes Gully Remediation Discount</b>	(290)			<b>(290)</b>
<b>Depreciation</b>	1,500			<b>1,500</b>
<b>Internal Charges</b>				
Additional labour to be recovered from projects	399			<b>399</b>
<b>Loss on Asset disposal</b>	(700)			<b>(700)</b>
<b>Grants &amp; contribution - Operating</b>				
Financial Assistance Grant			(439)	
Fire Services Contributions		213		
Social Support and Respite	1,020			
Regional Illawarra Dumping	59			
Natural Areas Management	57			
Other	204			<b>1,114</b>
<b>Operating Variation [pre capital]</b>	<b>(4,327)</b>	<b>265</b>	<b>(506)</b>	<b>(4,569)</b>
<b>Capital Grants &amp; Contributions</b>				
				-
<b>Operating Variation [post capital]</b>	<b>(4,327)</b>	<b>265</b>	<b>(506)</b>	<b>(4,569)</b>
<b>FUNDING STATEMENT</b>				
<b>Non Cash Items</b>				
Depreciation	(1,500)			
Prior year WIP	2,000			
Asset write off	700			
Interest on Tip Remediation	290			
Other	170			<b>1,660</b>
<b>Payment of Leave Entitlements</b>	(169)			<b>(169)</b>
<b>Restricted Cash Used for Operations</b>				
Internally funded project adjustments	208			
Externally funded project adjustments	2,759			
Internal Funding continued projects into 2019/20	1,266			
External Funding continued projects into 2019/20	642			
Offset Projects continued in Contingency	(1,908)			
Other		3		<b>2,969</b>
<b>Income Transferred to Restricted Cash</b>				
Grants & contributions - Operational	(1,340)			
Interest applicable to restricted assets	481			
Domestic Waste	(5)			<b>(864)</b>
<b>Advances (made by)/repaid to Council</b>				-
<b>OPERATIONAL FUNDS AVAILABLE FOR CAPITAL</b>	<b>(733)</b>	<b>268</b>	<b>(506)</b>	<b>(972)</b>
<b>CAPITAL BUDGET</b>				
Decrease in capital program	2,262			
External funding reduced to capital	(2,262)			
Transfer to building maintenance	800			
Additional Ranger Vehicles	(67)			
				<b>733</b>
<b>TOTAL FUNDS SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>268</b>	<b>(506)</b>	<b>(239)</b>

<b>WOLLONGONG CITY COUNCIL</b>		
	Actual 2019/20 \$'000	Actual 2018/19 \$'000
<b>Balance Sheet</b>		
<b>Current Assets</b>		
Cash Assets	28,253	25,187
Investment Securities	121,600	114,579
Receivables	30,817	36,620
Inventories	415	337
Other	14,952	11,879
Assets classified as held for sale	0	0
	0	0
<b>Total Current Assets</b>	<b>196,036</b>	<b>188,602</b>
<b>Non-Current Assets</b>		
Non Current Cash Assets	8,000	15,000
Non Current Investment Securities	56	56
Non-Current Receivables	0	0
Non-Current Inventories	5,948	5,948
	0	0
Property, Plant and Equipment	2,571,061	2,565,095
Investment Properties	5,000	5,000
Westpool Equity Contribution	2,931	2,931
Intangible Assets	425	440
<b>Total Non-Current Assets</b>	<b>2,593,420</b>	<b>2,594,470</b>
<b>TOTAL ASSETS</b>	<b>2,789,456</b>	<b>2,783,072</b>
<b>Current Liabilities</b>		
Current Payables	36,208	35,020
Current Provisions payable < 12 months	15,460	14,697
Current Provisions payable > 12 months	43,517	43,517
Current Interest Bearing Liabilities	7,934	7,934
<b>Total Current Liabilities</b>	<b>103,118</b>	<b>101,168</b>
<b>Non-Current Liabilities</b>		
Non Current Payables	0	385
Non Current Interest Bearing Liabilities	16,310	17,497
Non Current Provisions	47,539	47,054
<b>Total Non-Current Liabilities</b>	<b>63,849</b>	<b>64,936</b>
<b>TOTAL LIABILITIES</b>	<b>166,967</b>	<b>166,104</b>
<b>NET ASSETS</b>	<b>2,622,489</b>	<b>2,616,968</b>
<b>Equity</b>		
Accumulated Surplus	1,328,859	1,324,990
Asset Revaluation Reserve	1,153,123	1,153,123
Restricted Assets	140,508	138,856
<b>TOTAL EQUITY</b>	<b>2,622,489</b>	<b>2,616,968</b>

## Report of Chief Financial Officer

The following tables provide details of contracts (other than contractors that are on Council's preferred supplier list that have a value equivalent of 1% of estimated income from continuing operations or \$50 thousand, whichever is the lesser) and amounts expended on consultancies and legal fees for 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.

Contract Listing					
Budget Review for Quarter ended September 2019					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Lantuas Pty Ltd	OneCouncil - Data Migration Services	149	7/08/2019	2019/20	Y
Stowe Australia	Sports Field Lighting and Power Pole Audit	203	24/07/2019	2019/20	Y
O'Connor Marsden & Associates	Internal Audit and Ancillary Services	593	1/07/2019	2019/23	Y
GHD Pty Ltd	Hayes Lane Bridge	162	1/07/2019	2019/20	Y

Consultancy and Legal Expenses		
Budget Review for Quarter ended September 2019		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	1,462	YES
Legal Fees	378	YES

### STATEMENT OF RESPONSIBLE ACCOUNTING OFFICER

All investments held at 27 September 2019 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 27 September 2019.

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

BRIAN JENKINS  
RESPONSIBLE ACCOUNTING OFFICER

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018– 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
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	67%	0%	22%	11%	0%
1.1.2.1 Protect and conserve the health and biodiversity of our waterways and coast	80%	20%	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	75%	25%	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	80%	20%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018– 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
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	60%	40%	0%	0%	0%
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	67%	33%	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	33%	33%	33%	0%	0%
2.1.1.1 Build on partnerships which enable the retention of local talent	67%	33%	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	100%	0%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018- 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
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	83%	17%	0%	0%	0%
2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure	80%	0%	0%	0%	20%
2.3.2.1 Market and promote events in the city centre	100%	0%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018– 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
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	100%	0%	0%	0%	0%
3.1.1.4 Deliver sustainable and successful events and festivals through Council investment and delivery of the Events Strategy	86%	14%	0%	0%	0%
3.1.1.5 Encourage Sports Associations to conduct regional, state and national events in the city	50%	0%	50%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018- 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
3.1.2.1 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	83%	0%	0%	0%	17%
3.2.1.1 Provide support to existing and emerging artists and performers	100%	0%	0%	0%	0%
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	100%	0%	0%	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	100%	0%	0%	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%
4.1.2.1 Ensure the NBN is rolled out across the Wollongong LGA	100%	0%	0%	0%	0%
4.1.3.1 Council continue to partner with our local Aboriginal community	100%	0%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018- 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	100%	0%	0%	0%	0%
4.2.1.2 Support community participation in community activities	100%	0%	0%	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	100%	0%	0%	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%
4.3.2.3 Improve the efficiency of supply management in order to achieve operational efficiencies	100%	0%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018- 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
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%
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	100%	0%	0%	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	100%	0%	0%	0%	0%
5.1.4.1 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	75%	0%	0%	0%	25%
5.1.4.2 Review planning controls for priority locations	100%	0%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018- 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
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	67%	33%	0%	0%	0%
5.1.5.1 Increase opportunities to enhance library multimedia and online services	100%	0%	0%	0%	0%
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	100%	0%	0%	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	100%	0%	0%	0%	0%
5.2.1.4 Develop a Regional Botanic Garden of Excellence	100%	0%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018- 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
5.2.1.5 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	33%	0%	33%	33%	0%
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	100%	0%	0%	0%	0%
5.3.2.1 In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality enhanced access to services	100%	0%	0%	0%	0%
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	100%	0%	0%	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	100%	0%	0%	0%	0%
5.5.1.2 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018– 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
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%
6.1.2.1 Implement a variety of projects and programs to encourage sustainable transport throughout the LGA	80%	0%	0%	0%	20%
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%	0%	0%	17%
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%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program  
2018- 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
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%
<b>Total Annual Deliverable Progress</b>	<b>92%</b>	<b>3%</b>	<b>1%</b>	<b>1%</b>	<b>2%</b>