

ITEM 2 DRAFT QUARTERLY REVIEW STATEMENT MARCH 2020

The draft Quarterly Review Statement outlines progress made to achieve Council's Our Wollongong 2028 Strategic Management Plans, in particular the Delivery Program 2018-2021 and Operational Plan 2019-2020. It addresses the financial and operational performance of Council at the end of the third quarter. The draft Quarterly Review Statement also includes the March 2020 Budget Review Statement.

This Quarterly Review Statement has been prepared in the context of the COVID-19 pandemic and includes additional information outlining Council's initial response to the crisis.

RECOMMENDATIONS

- 1 The draft Quarterly Review Statement March 2020 be adopted.
- 2 The Budget Review Statement as at March 2020 be adopted and revised totals of income and expenditure be approved and voted.
- 3 Council approve the transfer of \$227,000 proceeds from sale of land to Strategic Projects internally restricted cash.

REPORT AUTHORISATIONS

Report of: Brian Jenkins, Chief Financial Officer

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

ATTACHMENTS

- 1 Draft Quarterly Review Statement March 2020

BACKGROUND

Council's draft Quarterly Review Statement March 2020 outlines the operational and financial performance of Council's Our Wollongong 2028 strategic management plans, in particular the Delivery Program 2018-2021 and Operational Plan 2019-2020.

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

In addition, the draft Quarterly Statement March 2020 details how Council is tracking against its budgets in conjunction with a concise visual summary of Council's financial position at the end of the first quarter.

Significant highlights during the quarter include:

- A successful Australia Day event and activities
- Exhibition of an Urban Design Framework to guide future planning policy direction for the City Centre
- Launch of the new Libraries website
- Adoption of the Cringila Hills Master Plan
- Council hosted the NSW Second XI versus the touring England Lions cricket match

CONSULTATION AND COMMUNICATION

Consultation took place with Council's Executive Management Committee and Senior Leadership Team.

PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 goal 4 *"We are a connected and engaged community"*.

It specifically delivers on core business activities as detailed in the Corporate Strategy Service Plan 2019-2020.

FINANCIAL IMPLICATIONS

The proposed revision of financial projections for the March Quarterly Review are inclusive of anticipated impacts of COVID-19. While this crisis is first and foremost a humanitarian crisis, it is substantially impacting individuals, business and Council at an economic and financial level. Council's finances will be impacted by COVID-19 measures and the restrictions introduced by various levels of government to control the spread of the virus. Impacts are primarily in income with a forecast reduction for the quarter of \$6.5 million across a range of services and a reduction in associated expenditure of \$0.5 million. It is proposed that \$1.137 million of the \$5 million already approved by Council from internally restricted cash be used to mitigate the impact during the current financial year.

In addition to the COVID-19 adjustments, the March Quarterly Review includes proposed variations that relate to reporting of capital expenditure for prior and current years, timing of projects and depreciation forecasts that impact on the Operating Result [pre capital] but do not flow on to the Funds Result. These adjustments do not impact on underlying budgetary capacity.

Full financial performance details and implications on Council's financial position are contained within the attached Quarterly Review Statement.

Supporting Documents – Planning Studies and Investigations

It was recognised at the December Quarterly Review that the program of Supporting Documents for 2019-2020 represented a significant challenge organisationally for these projects to be delivered in full in the current reporting period and the intent to review these as part of the March Quarterly Review. The delivery timeframes for these projects has been reviewed through the annual planning process and in the context of COVID-19 impacts with a number of projects rephased to future periods to better reflect expected completion times. The December Quarterly Review included \$3.5 million of projects for supporting documents that has been reduced to \$2.2 million at this Review with \$0.4 million budget reclassified as being in delivery phase and \$0.9 million rephased to future years. The attached Quarterly Review Statement has full details of proposed project changes.

CONCLUSION

This draft Quarterly Review Statement March 2020 has been prepared following input and assistance from all Divisions. It is submitted for consideration and endorsement by Council.

OUR WOLLONGONG 2028 DRAFT QUARTERLY REVIEW STATEMENT March 2020

From the mountains to the sea





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This Quarterly Review Statement (January to March 2020) 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 A successful Australia Day event and activities
- 2 Exhibition of an Urban Design Framework to guide future planning policy direction for the City Centre
- 3 Launch of the new Libraries website
- 4 Adoption of the Cringila Hills Master Plan.
- 5 Council hosted the NSW Second XI versus the touring England Lions cricket match.

Organisational performance is also reported by the inclusion of performance indicators that monitor the status and progress of our Council programs, activities, projects, finances, people and processes.

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

This report comes during a time of challenges and difficult events. A bushfire emergency in January,

followed by significant rainfall in February and most recently a global health and economic challenge, the COVID-19 pandemic. Our focus and response to COVID-19 has always been on the health, safety and wellbeing of our community, staff, volunteers and their families. This focus, along with compliance with the public health guidelines has meant a closure of some of our facilities. It has also meant now more than ever, a focus on our future through our annual planning process. I encourage you to review our draft revised Delivery Program and Operational Plan, our Infrastructure Delivery Program, budget and Revenue Policy, Fees and Charges that will be publicly exhibited during May.

As always, 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. I would also like to extend a thank you to our Emergency Services and Rural Fire Service members for their bravery, sacrifice and commitment to the community during these extreme weather events. We thank you for your service

This period also saw the sad passing of Cr Vicky King in February 2020. Cr King was a passionate advocate for all in our community, in particular the residents of Ward 3 in our southern suburbs, and was a strong promoter of Wollongong. Her passing is a sad loss for our community, and the Council. Vale Cr King.

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 March 2020 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

A range of activities were delivered in our suburbs to support connected and liveable spaces for our community. The Connecting Neighbours Grants program has enabled Council to support projects being delivered by community members in their local suburbs. This quarter activities were funded in Bulli, Wollongong, Fairy Meadow, Bellambi, Avondale, Dapto, Russell Vale and Port Kembla. Applications are currently open for the next round.

As part of the Port Kembla 2505 Revitalisation Plan Implementation Plan, Council staff are working with the local community on renewal plans for basketball courts in Port Kembla. Activities are being developed to activate the space following renewal works. Planning continued with Department of Communities and Justice NSW, Mission Australia, Barnardos South Coast and the residents of Warrawong, Bundaleer and Illawong Gardens to host the second Saltwater Festival in Bundaleer. Council have been working with the Australian Social Investment Trust (ASIT), Department of Communities and Justice NSW, Bellambi Neighbourhood Centre and residents of Bellambi to implement projects in the Bellambi area. Council continued to collaborate with Wollongong Northern District Aboriginal Community Inc.(WNDAC) with a view to support activities in Bellambi and surrounding areas.

Council staff also supported the PCYC Fit 4 Life school holiday event at Bellambi Beach. The event was an opportunity for young people, their families, Bellambi residents and community organisations to connect and participate in fitness sessions and fun activities. Structured programs were delivered for young people in Bellambi, Bundaleer Estate, Warrawong and Kanahooka. Young people were supported to participate in various community events such as Australia Day and Community Participation Day.

Strategic Priorities PROGRESS REPORT

Activating Our Suburbs continued

A new mural project at Corrimal is underway, informed by local stories capturing a sense of place. Solar charging cuboid light boxes will also be installed near Luke's Place as part of the project to extend the mural ideas and visuals. A new mural at Karrara Bridge, Dapto was completed in March. The artist delivered a bright and joyous piece of work in collaboration with Aboriginal artists after engagement with local Aboriginal community organisations and groups. Art sessions were held with local primary and high school students and their ideas incorporated into the artwork. A series of free sessions for local creatives, *Creative Dialogues* were planned. These sessions were to run from various locations between Thirroul and Warrawong however will now be presented as podcasts due to social distancing requirements.

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

Strategic Priorities PROGRESS REPORT

Urban Greening

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

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

Strategic Priority Progress



On Track

Program Achievements

The priority tree planting program is on track and aligned with playground shading, capital footpath program delivery, and shading in high priority suburbs. Port Kembla is a focus suburb for this financial year, with 250 street trees planned for planting shortly with completion expected by the end of this financial year. This project has involved extensive community consultation and includes an additional planting of low growing grasses on the headland of King George Oval, funded via a community urban greening grant. A further 200 semi-mature trees were installed into the Kembla Grange Lawn Cemetery as part of the overall masterplan implementation.

The Tree Planting program overall has achieved tree planting rates exceeding the two trees for every one tree removed ratio. The *Urban Greening Technical Manual*, and *Verge Garden Guidelines* have been completed to draft stage and is on track for completion this financial year. Data inventory collection has progressed and currently stands at 22,000 records and growing. Operational staff are using software to plan, prioritise and program tree maintenance works, and internal staff workshops are underway to streamline decision making process and policy framework for trees across public and private realm.

A project completed in Corrimal CBD involved street installation designed with a new structural soil vault, using a water sensitive urban design approach. This design approach will harvest stormwater for irrigation.

Strategic Priorities PROGRESS REPORT

West Dapto

We will continue to work in collaboration with key agencies to provide the infrastructure needed to support growth and employment lands within the West Dapto Urban Release Area. This will include coordinated planning for access improvements including new roads and bridges which are needed to support the additional 17,000 future housing lots and 8,500 jobs required over the next 30 years.

Project Sponsor: Director Planning and Environment
Project Manager: Urban Release Manager

Strategic Priority Progress



On Track

Program Achievements

Works on the Fowlers to Fairwater Drive link road continued during the quarter. The project is on track for opening in May 2020. Council continues to assess 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. To date, Council has approved Development Applications for 2,125 new lots. IPART has released their draft findings from their review of draft West Dapto Development Contribution Plan 2020 and public submissions closed 27 March. IPART aims to finalise their final report by May 2020, and Council is expecting to adopt the contribution plan by the end of June 2020.

Council continues to make representations to the State Government requesting progress on an Illawarra / Shoalhaven Special Infrastructure Contribution determination or similar infrastructure funding mechanism to support Council's ongoing commitment to infrastructure funding and delivery at West Dapto.

Implementation of the West Dapto Vision 2018 has progressed with Council commencing a review of suburb boundaries during the quarter to ensure suburbs reflect the growing urban area.

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.

Strategic Priorities PROGRESS REPORT

Active Transport and Connectivity

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

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

Strategic Priority Progress

✓ Track

Program Achievements

Council continues to plan and progressively work towards an integrated and active transport network with improved connectivity across the LGA. 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.

Actions identified within the Wollongong Bike Plan and Wollongong Pedestrian Plan are incorporated into the Infrastructure Delivery Program and operational programs for progressive implementation.

Council continues to roll-out the Wollongong City Bike plan implementation program, with projects being developed to submit to Transport for NSW grant funding scheme and utilising Council funding.

Supporting these plans, staff will be working with the Walking Cycling and mobility Reference Group and key interest groups such as schools, to review and develop targeted programs to promote and provide for active transport initiatives to support our most vulnerable users including school children, people with disability and aged.

Council received grant funding for active transport and connectivity improvements including streetscape upgrades in Helensburgh. Council will 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 and Corrimal.

Strategic Priorities PROGRESS REPORT

Business and Investment

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

Project Sponsor: Director Community Services
Project Manager: Manager Community Cultural and Economic Development

Strategic Priority Progress



On Track

Program Achievements

Work against the Economic Development Strategy 2019-29 continued throughout the period. A key focus of this strategy includes a job target of 10,500 new jobs in the Wollongong LGA over the next decade. In 2018-19, more than 1,800 new jobs were created in the Wollongong LGA.

The new Invest Wollongong brand is performing well, with a new website and targeted campaigns to highlight the many benefits of locating a business in Wollongong. Invest Wollongong's social media presence continues to organically grow, with over 1,100 LinkedIn followers. Invest Wollongong sponsored an insert in the Australian Financial Review: Wollongong: Australia's best kept office leasing secret on 27 February 2020. 47,000 hard copies were distributed over Australia showcasing the benefits of working in Wollongong. A digital advertising campaign was also hosted on commercialrealestate.com. Invest Wollongong secured five pieces of media coverage regarding its message to make Wollongong known as a superior location for talent acquisition, staff retention and corporate wellness. These include HRM Online, HR Daily, Human Resources Director (online editorial, e-newsletter, Linked In) and reached a total of 295,094 people.

Invest Wollongong held a webinar targeting the Shared Services Sector titled The Professional Services Centre of the Future in partnership with AusContact and Dr Steve Nuttall, Director of Research at Fifth Quadrant. NEC General Manager, Martin Braithwaite also participated. The webinar discussed the findings of the Fifth Quadrant research report including the benefits from businesses relocating to Wollongong. Another webinar "Suddenly remote in Wollongong" was also hosted by Technology Solutions Chief Director, James Dellow and remote work specialist Lisa Tinker. The webinar examined how to work remotely, including using Microsoft teams and Office 365.

To assist local businesses, Council sponsored a series of business advice tutorials delivered by the Illawarra Business Chamber. These videos, provided by a local business expert covered a range of topics relevant to small businesses in the unfolding pandemic environment, including: Getting your business online, your rights in commercial leasing, accounting and digital marketing.

EMERGENCY RESILIENCE, DISASTER RESPONSE AND RECOVERY

The March 2020 quarter (January to March 2020) is one that has responded to significant challenges. A bushfire emergency in January followed by significant rainfall in February and now the global health and economic challenge of the Coronavirus or COVID-19 pandemic. These have all contributed to what we were able to deliver and the way we serve and support the community. The application of a community-orientated, risk-based approach to the delivery of our services as well as responding to advice from government authorities, has meant that some services over this period may have been altered or ceased. As always, our focus is on protecting vulnerable members of our community and protecting the health, safety and wellbeing of our staff and volunteers, their families and our community.

A summary of closures and changes to service delivery during the quarter due to COVID-19 is provided below:

- Council, from midday Monday 23 March, closed all access to Beaton Park and Lakeside Leisure Centres and all Council-run functions within these centres. This includes the swimming pool, spa and sauna, squash courts as well as the main hall
- From COB 24 March, Council services and operations were closed to the public including:
 - Wollongong City Council's Administration Building.
 - Council's Customer Service Centre. The team available online and over the phone only.
 - All libraries – our online services continue to be available through the Library's website, and home library services will continue.
 - Wollongong Art Gallery.
 - Wollongong Youth Centre.
 - The indoor pool, gyms, spa and sauna and hall at Beaton Park and Lakeside Leisure Centres. Selected outdoor services and functions remain open.
 - All community facility buildings (excluding childcare centres)
 - Wollongong Council's Friday Men's Shed
 - Volunteering Illawarra.
- Council closed its 9 supervised swimming pools from COB 25 March. This affected both chlorinated and saltwater pools and covered Berkeley, Corrimal, Dapto, Helensburgh, and Western Suburbs pools as well as the Continental, Port Kembla and Thirroul pools. Beaton Park pool was already closed.
- Council closed public use of its three tourist parks in Corrimal, Bulli and Windang from Friday 27 March
- From 8pm Sunday 29 March Council closed all its play spaces and skateparks that includes more than 145 play spaces and 5 skateparks across the city.
- From 5pm Monday 30 March, Council closed *The Vale* [Russell Vale Golf Club] and on-site pro shop.
- Council ended the beach season early, closing from 5pm Tuesday 31 March 2020. Council lifeguards remain onsite and pursue passive surveillance duties to ensure people are aware of the change. Beach amenities remain open.

Council's workforce remains fully engaged during this time to support ongoing service requirements and deliver the Infrastructure Delivery Program as planned. Beyond the management of assets, Council's annual infrastructure investment is significant, and will continue to support local contractors, businesses and suppliers. The organisation is also undertaking a review of how we deliver our services in line with the national health guidelines. Of particular importance is how we can continue to effectively engage with our community during this time. Council's online engagement opportunities remaining open via the website and alternate engagement methods are being explored and developed.

EMERGENCY RESILIENCE, DISASTER RESPONSE AND RECOVERY

There were no changes to household waste collections and Wollongong Waste and Resource Recovery Park (Whyte's Gully) remained open. However, payment at the Park is now by card only. Cash will no longer be accepted. Council's Community Transport services continue to support essential services, including trips to attend medical

appointments or shopping for necessities such as food. Respite services for carers also continue. Advice will be provided directly to our customers and volunteers and customers can contact Council's customer service team to confirm service arrangements.

Other areas of support and changes announced during this quarter included:

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

Many of our community events and celebrations have been modified or cancelled due to the challenges faced in the quarter. These are reflected throughout the statement.

Rate Relief

On 6 April 2020, Council voted to approve an option for residential and business ratepayers, whose finances had been affected by coronavirus, to have the option to defer their rates and annual charges until 31 August 2020. Council will also propose to extend this period until 30 September at the 11 May extraordinary meeting of Council. Council will also not charge any interest for overdue rates and has committed to not undertake legal action at this time.

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 March 2020 quarter. The organisation's performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

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

1: Annual Deliverable Progress by Community Goal

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1. We value and protect our natural environment	94.12%	2.94%	1.47%	0%	1.47%
2. We have an innovative and sustainable economy	93.62%	4.26%	0%	0%	2.13%
3. Wollongong is a creative, vibrant city	81.08%	2.7%	10.81%	0%	5.41%
4. We are a connected and engaged community	96.67%	1.67%	1.67%	0%	0%
5. We have a healthy community in a liveable city	89.17%	0.83%	1.67%	0.83%	5.83%
6. We have sustainable, affordable and accessible transport	96.15%	0%	0%	0%	3.85%
Total Annual Deliverable Progress	91.62%	1.96%	2.23%	0.28%	3.35%

*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.

Operational Plan 2019-20 Progress continued

Overall 2.23% of Annual Deliverables were reported to be delayed, while 0.28% were deferred. Table 2 below outlines all Annual Deliverables that were reported as delayed or deferred at the end of March 2020.

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		Council has continued to advocate to the NSW Government for a resolution of biodiversity certification of West Dapto. The application continues to be assessed by the Department of Planning, Industry and Environment. (DPIE). No advice on its progress has been received in the last quarter.
3. Wollongong is a creative, vibrant city	Develop improvements in the Arts Precinct within the context of the Arts Precinct Concept Design	Y		<p>An internal consultative group has been established and a scope prepared into the feasibility of a second Wollongong Art Gallery entrance from the Arts Precinct. The scope included consideration of both Arts Precinct and gallery amenity, operations and best practise concept design.</p> <p>A 'vendorpanel' request for suppliers to produce the feasibility report and concept design was unsuccessful on two occasions.</p> <p>Funding for this project has now been rolled over into the next financial year when it will go through a tender process. It is unknown how the current situation with COVID-19 will impact on the progress of this project.</p>

Operational Plan 2019-20 Progress continued

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
3. Wollongong is a creative, vibrant city	Contribute to the delivery of the 3 Fest Arts, Science and Technology Festival in 2020	Y		<p>Restrictions to international and domestic travel as well as numbers of people gathering due to COVID-19 had an immediate impact on the planned 3-Fest event. New dates for 2021 are currently in negotiation between the Event Producer and partner organisations including Council, UOW and Destination NSW.</p> <p>Council continues to progress aspects of the youth element of the festival 'Create Your World.'</p>
3. Wollongong is a creative, vibrant city	Support the extension of the Illawarra Sports Stadium	Y		The project is on hold whilst funding for the proposed extension is assessed in light of the impact on outdoor courts.

Operational Plan 2019-20 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
4. We are a connected and engaged community	Pilot and evaluate a 'Connecting Neighbours' Grants Program	Y		<p>Following a successful pilot and evaluation, round three of the Connecting Neighbours Grants was endorsed by Council this quarter, with funds being allocated for projects and activities across the local government area. Acknowledging restrictions for public gatherings due to Covid-19 the original timeline for completion of round three projects has been extended from August until December 2020.</p> <p>Round four of the Connecting Neighbours Grants was also launched this quarter. Again, the onset of Covid-19 has seen changes to the timeframe for applications and delivery. The application period has been extended by two weeks, with the timeframe for projects to be implemented extended by three months.</p>
5. We have a healthy community in a liveable city	Assist the NSW Environment Protection Authority (EPA) to undertake the Wollongong Local Government Area land contamination literature review	Y		<p>This project is being led by NSW Environment Protection Authority. Council is a member of the working party for this ongoing project and consistently meets its obligations. A revised report was expected by end of March 2020.</p>

Operational Plan 2019-20 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
5. We have a healthy community in a liveable city	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 within the precinct of both Parks.
	Design and construct the Longyan Friendship Garden	Y		Council staff have met to discuss development of detailed landscape design incorporating the agreed elements, outlined by the Lord Mayor and representatives from Longyan. This work will enable further consultation to occur with community stakeholders. With the current economic and social issues (Covid19) expected to make coordination with Longyan challenging, this project will be rolled over to 2020-21.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Set an emissions reduction target that is in alignment with the Global Covenant of Mayors compliance requirements

During the quarter, work on an Emissions Reduction (climate change mitigation) Action Plan commenced. The Plan is being developed to support Council's commitment to an emissions reduction target of net zero emissions by 2050 for community emissions and net zero emissions by 2030 for Council operations, as adopted in December 2019. Council has also joined the Cities Power Partnership Program to assist with reducing emissions. The Cities Power Partnership is a national program administered by the Climate Council. The program aims to connect local governments to share knowledge, successes and provide support in working towards emissions reductions and the transition to clean energy. Five pledges had been selected for the next twelve months under the City Power Partnership. These pledges show Council is committing action and resources to achieve renewable energy, sustainable transport, energy efficiency and to influence business, state agencies and residents in the city. The pledges (and themes) Council has committed are:

- Install renewable energy systems on Council buildings (renewable energy);
- Implement landfill gas methane flaring or capture for electricity generation (renewable energy);
- Encourage sustainable transport use such as public transport, walking and cycling through Council transport planning and design (sustainable transport);
- Set city-level renewable energy or emissions reduction targets (work together and influence);
- Adopt best practice energy efficiency measures across Council buildings, and support community facilities to adopt these measures (energy efficiency).

Investigate and respond to complaints relating to developments

During this period, Council received 224 complaints relating to development. 26 complaints related directly to development where a Private Principle Certifying Authority (PCA) had been appointed. 66 Complaints related to non-complying construction works (nine commercial/industrial and 57 residential) and 42 complaints relating to the use of a premises (13 commercial/industrial and 29 residential). 85 notices and orders were issued under the Environmental Planning and Assessment Act 1979.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Continue the review of the West Dapto Land Release area including the Vision, Structure Plans and Local Infrastructure Plans

Implementation of the West Dapto Vision 2018 continues, with Council staff having commenced a review of suburb boundaries during the quarter.

On 9 March 2020 public submissions were invited for the naming of new suburbs, extending until 20 April. The new suburbs will be in the West Dapto area and come as the area undergoes significant growth and development. Over the past 10 years, almost 2,000 new housing lots have been approved and approximately 19,500 homes are forecast for the area by 2040. Information on the historical significance of the names Avondale, Kembla Grange and Huntley has been collated and as part of the consultation process, Council is determining whether these names remain relevant and meaningful to their respective communities. There has also been a call for local knowledge to inform suggestions that may influence any new suburb naming. The community is specifically encouraged to provide name suggestions of local Aboriginal significance, local historical females and names that relate to the features of the suburb.

Names proposed by the community will be brought together by a stakeholder working group made up of representatives from Aboriginal, Heritage and Dapto communities to establish a shortlist. This list will be further assessed by the Geographical Names Board, with the recommended names anticipated to be considered by Council in early 2021. The community consultation is the start of a longer process to take place in association with the Geographical Names Board and will provide the community several opportunities to share their feedback.



[IMAGE: West Dapto Urban Release Area]

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

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

The review of the Sustainability Strategy is currently being finalised with all engagement activities now complete. Three Aboriginal artworks were purchased from Coomaditchie United Elders Corporation for inclusion in the Strategy. *Clean Up Australia Day* and *Earth Hour* activities were also held throughout the quarter.

As part of *Earth Hour*, Council participated by switching off non-essential lighting on Saturday, 28 March at 8.30pm joining millions of others across the world in the *Earth Hour* movement. *Earth Hour* is an opportunity to think about how we can be more environmentally friendly and a way to demonstrate our support for stronger action to protect our planet's future.

In line with *Earth Hour*, the lights in administration building are on sensors, switching off when not in use. This is one of the reasons it has been rated a 6 Star Green Star building, achieved through a variety of measures including smart lighting upgrades, installation of low flow taps and waste diversion.



[IMAGE: Earth Hour 2020]

Investigate opportunities and make application for grant funding for floodplain and stormwater management

Council is applying for six grants under the NSW Governments Floodplain Management Grants Program. The program funds two thirds of costs for successful projects. Projects under this program include:

- Review of Collins Creek Floodplain Risk Management Study and Plan [\$200K];
- Review of the Fairy Cabbage Tree Creek Floodplain Risk Management Study and Plan [\$200K];
- Construction of Memorial Drive Debris Control Structure [\$240K];
- Construction of Gordon Hutton Park Debris Control Structure [\$339K];
- McMahon Street Detention Basin Detailed Design [\$150K];
- Ursula Road Scheme Detailed Design [\$150K].

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, Council's Green Team conducted a *Plastic Free Wollongong* summer promotional blitz across nine sites and engaged with over 700 residents.

Clean Up Australia Day was launched at Woonona Beach on 28 February, where local school students replaced litter with low lying shrubs and grasses. Celebrating 30 years, the event saw 17 businesses, 53 schools and 55 community sites involving 13,050 participants, clean up local areas and collect 7.5 tonnes of litter and rubbish throughout the LGA. Further engagement and educational activities occurred at Wollongong Harbour with the focus on improving waterways, roadsides, parks, reserve, beaches and bushland areas.



[IMAGE: Local school students and Wollongong Lord Mayor Cr Gordon Bradbery AM launch the 2020 Clean Up Australia Day at Woonona Beach]

Performance Measures

- Participation rate in environmental programs | 25,473 (Q3 2018-19 – 22,703)
- Number of volunteers for Environmental Programs - Greenhouse Park | 17 (Q3 2018-19 – 24)
- Plants Propagated | 18,379 (Q3 2018-19 – 12,948)
- Plants Distributed | 11,685 (Q3 2018-19 – 10,769)
- Tonnes of Rubbish collected from clean-up activities | 15 (Q3 2018-19 – 10.13)
- Number of volunteers worked at Bushcare and FIReady sites | 550 (Q3 2018-19 – 502)

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

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

The Lunar New Year 2020 celebration took place on 30 January on the Crown Street Mall stage and intersection area. This event included traditional music, dance, martial arts and community activities. Open to all community members, including Mall retailers, the event celebrated cultural diversity and increased community ownership of the public domain. The lion dance performance was a major highlight of this event.

During the quarter, there continued to be several community bookings in the Crown Street Mall including, *Plastic Free Wollongong* information display, a community safety information stall and retailer promotional displays. Busking permits also continued to be issued for daily, 3-month and 12-month periods.

The Nowruz Community Event planned for 19 March 2020 was cancelled in consultation with our community partners and in line with the NSW Health directives relating to COVID-19.

The Renew Wollongong Program continues to assist with the activation of vacant retail spaces within Crown Street Mall and the broader city block bounded by Crown, Keira, Burelli and Atchison Streets. To date, the Program has attracted eight vacant properties and provided over 55 creatives and social enterprises the opportunity to trial their product/service in a commercial space.

The Program has also been extended to Council's creative container, currently located in the lower Crown Street Mall. This has enabled the showcasing of a range of creative ideas on a short-term rotating basis, adding vibrancy and colour to the Mall.

The Crown Street Mall parklets whilst continuing to provide green space and softening to the Mall environment, are being reviewed and will be redeveloped with a place-making approach to launch in Spring 2020 (pending Covid-19 restrictions).



[IMAGE: Lunar New Year event, January 2020]

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

In partnership with NSW Department of Premier & Cabinet and the University of Wollongong, deliver the Invest Wollongong program to position Wollongong as a superior business location.

The *Invest Wollongong* partnership continues to promote Wollongong as a superior business location. During the quarter, Invest Wollongong's social media presence continued to organically grow, with over 1,100 LinkedIn followers.

Wollongong sponsored an insert in the Australian Financial Review: *Wollongong: Australia's best kept office leasing secret* on 27 February 2020. 47,000 hard copies were distributed over Australia showcasing the benefits of working in Wollongong as well as a digital advertising campaign on realcommercial.com.au.

Invest Wollongong hosted a webinar targeting the shared services sector titled *The Professional Services Centre of the Future* in partnership with *Auscontact* and Dr Steve Nuttall, Director of Research at *Fifth Quadrant*. NEC General Manager Martin Braithwaite also participated. The webinar discussed the findings of the *Fifth Quadrant* research report including the benefits from businesses relocating to Wollongong.

This quarter, *Invest Wollongong* secured five pieces of media coverage regarding its message to make Wollongong known as a superior location for talent acquisition, staff retention and corporate wellness. These include *HRM Online*, *HR Daily* and *Human Resources Director* (online editorial, e-newsletter, Linked In), reaching a total of 295,094 people. *Invest Wollongong* also hosted a webinar *Suddenly remote in Wollongong* to support the Wollongong business community during the COVID-19 pandemic. The new *Invest Wollongong* website continues to attract visitors with 1,148 unique and new users visiting the site throughout the quarter. Site visits are up 20% from the same time last year.

Continue to advocate for the upgrade of the WEC as a major regional conference centre

At its meeting 3 February 2020, Council voted in favour of a motion for NSW Government to recognise the need for an immediate refurbishment with appropriate funding the WIN Entertainment Centre (WEC), to bring the facility to contemporary standards as an entertainment, conference and sporting venue.

Council continues to pursue opportunities to discuss options for the future of the facility and surrounding precinct.

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Undertake the City Centre Planning Review and Design Review arising from the Wollongong City Centre – Public Spaces Public Life Implementation Plan

During the quarter, Council voted unanimously to exhibit an Urban Design Framework to guide future planning policy for the city centre, consolidating Wollongong's position as a regional capital. The framework is part of a comprehensive City Centre Planning Review, carried out to understand how current planning policy aligns with *A City for People*, the Council-endorsed vision for the city centre.

The framework has been prepared in partnership with *Architectus* and *Andrew Burns Architecture* and is supported by economic analysis and forecasting prepared by *SGS Economics and Planning*. Community input is also being sought.

The Urban Design Framework includes the following key principles:

- prioritise jobs by safeguarding land for commercial development;
- encourage a variety of housing types in the right locations to support city life;
- clearly guide development to respond to place;
- elevate the importance of a well-designed city centre;
- strengthen connections to make it easier to move around;
- deliver high amenity to the public domain.

Consultation on the Urban Design Framework and economic analysis will inform new Planning Policy (Local Environmental Plan and Development Control Plan) which will return to Council later in 2020.



[IMAGE: Draft Wollongong City Centre Urban Design Framework]

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Work with local high schools, TAFE and University of Wollongong to promote Council's Learning Pathway Programs and attract students into the program

The 2020 Cadet, Apprentice and Trainee (CAT) intake was completed with 13 new CATS commenced with the organisation in January 2020. The intake has proven successful as demonstrated in 2019 when Wollongong City Council employees won two awards with Council's Sports Turf Management apprentice named Apprentice of the Year, while a Human Resources Trainee took out the Trainee of the Year award.



[IMAGE: Wollongong City Council's 2020 Cadets, Apprentices and Trainee Intake]

Performance Measures

- Number of visitations to the tourism information centres | 15,204 (Q3 2018-19 – 16,107)
- Tourist Park occupancy rate of cabins | 69% (Q3 2018-19 – 67%)
- Occupancy rates of paid on street parking | 73% (Q3 2018-19 – 75%)
- Tourist parks occupancy rate of unpowered sites | 33% (Q3 2018-19 – 41%)
- Tourist parks occupancy rate of powered sites | 57% (Q3 2018-19 – 39%)

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Deliver Council's annual community events program

Australia Day activities proceeded on 26 January with thousands of people participating at Wollongong's foreshore area to celebrate. The Australia Day event commenced with the traditional aquathlon however due to the prevailing weather and bushfire conditions, a decision was made in early January to cancel the fireworks and replace with a light show. More than 40 LED search lights were used to illuminate the harbour as part of the show which also included lights on the break wall, jetty and harbour foreshore. While attendance numbers were lower than previous years - likely due to the impact of bushfires across the region and two rain showers in the afternoon, those in attendance had the opportunity to celebrate the strength and resilience of the community. The community celebration also included a special parade along Cliff Road featuring representatives from the local Rural Fire Service, as well as NSW Fire & Rescue and the SES.

For the first time, Council appointed an Australia Day ambassador – author Nikki Gemmell who grew up in Keiraville. Ms Gemmell is recognised as one of the 'fifty most important writers' at present and told her story of growing up in Wollongong and the influence this had on her becoming a writer.



[IMAGE: Australia Day lightshow]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Host six major events reflecting priority sectors and contribute to the acquisition of signature events in the city

A total of five major events were held during the quarter, including the Hockey Australia Indoor Festival, Illawarra Folk Festival, Aquathon, Tribal Clash and the Super Rugby Waratahs Game. Combined, these events had a total economic impact of \$8.4 million and reflect a number of priority sectors.

Collaborate with Destination Wollongong to encourage local sporting associations to host and facilitate events

During the quarter, Council collaborated with Destination Wollongong to facilitate the Tribal Clash in February at North Wollongong Beach and the NSW XI v England Lions cricket match at North Dalton Park.

A stellar line up of up and coming international and state cricket players converged on Wollongong's North Dalton Park for the NSW Second XI versus the touring England Lions on 2 March. The free four-day match was an excellent opportunity for next generation NSW Blues players test themselves against England's emerging cricketers. The match is one of many high-class cricketing fixtures to be played at North Dalton Park in recent years, with the venue hosting a variety of national cricket stars from both the men's and women's *Big Bash League*, having successfully hosted NSW in their Sheffield Shield matches in 2017 and 2018. The event was provided an opportunity to facilitate a high-calibre event at North Dalton Park.



[IMAGE: NSW XI vs England Lions cricket at North Dalton Park, 2-5 March 2020]

Manage the Merrigong funding agreement for IPAC and the Town Hall

The first quarter of 2020 presented unprecedented challenges for Merrigong, including the bushfire crisis and a ban on public events as part of efforts to reduce the impact of COVID-19 in mid-March. Throughout January and February however, numerous successful events were hosted across our venues.

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

The Merrigong 2020 Mainstage Season opened with Strangeways Ensemble's *Trash Talk*. Produced in-house by Merrigong, in association with The Disability Trust. This bittersweet, original and innovative show impressed local audiences and toured for a season at Riverside Theatres in Sydney. The production was followed by an acclaimed season of Ensemble Theatre's *Black Cockatoo* and the return of Jonathan Biggin's 2019 hit show, *The Gospel According to Paul*.

The 2020 MERRIGONGX season was also launched, showcasing innovative, independent and in-development works from numerous artists within and connected to our region. Notably, a new pay-what-you-feel ticketing platform was established, trialled at two *Made from Scratch* events. Local pre-professional company So Popera returned with *Legally Blonde the Musical*. A sold-out show from literary star Kathy Lette was presented, as well as supporting the next generation of comedians with *Class Clowns* and *RAW Comedy*. Other popular events included *Lennon: Through a Glass Onion*, *Senior Moments 2*, and the Symphony and Cocktails bushfire benefit concerts held in the Wollongong Town Hall auditorium.

Provide mentoring opportunities for young people to develop skills and gain experience in broadcasting and production

The 10-week *Young Women in Music* program, facilitated by local professional musician Bec Sandridge, was held with 12 participants. This music development program aims to support and provide young women and gender diverse people the opportunity to gain skills and confidence with live music, in a fun and supportive environment. Each weekly session is facilitated by an experienced mentor, youth development worker and guest tutors. Young people are supported to develop skills and confidence in live music, performance and production while making connections and improving wellbeing. The *OnAir/PlayOut* weekly radio program on Vox FM continues to provide various opportunities for young people to enhance their broadcasting skills. Regular raining sessions were facilitated this quarter for new young people to the program.

Deliver library programs that recognise and reflect the cultural diversity of our community

A presentation to SCARF's (local refugee support group) coffee, community, connections group highlighting Wollongong City Library's services was delivered on 28 February 2020. Libraries and SCARF are working in partnership with to deliver Tech Savvy sessions to our refugee community. Planning has been paused due to COVID-19 restrictions and classes will be rescheduled when libraries reopens later in the year.

Displays promoting services to our Culturally and Linguistically Diverse community during the quarter included water safety, featuring information panels and new brochures in several languages, and *Multicultural March* featuring diversity panels highlighting stories from our local migrant and refugee communities. Requests for packaged loans of items in community languages continue, with requests in eight different languages received for the quarter, and 15 individual requests received and fulfilled. These community language library materials are borrowed on behalf of our customers, from the State Library of NSW.

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Performance Measures

- Library visitations | 216,742 (Q3 2018-19 – 252,472)
- Library – total number of loans | 316,422 (Q3 2018-19 – 334,808)
- Library programs: number of programs | 344 (Q3 2018-19 – 511)
- Library programs: number of participants | 6,774 (Q3 2018-19 – 12,291)

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

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

Wollongong's Australia Day Awards were presented on Wednesday 22 January at an awards dinner recognising individuals and community groups that have made a significant contribution to the community.

Geoff Phillips was named *Citizen of the Year*. The veteran newsreader has enjoyed a media career that has spanned nearly 50 years on both radio and television, and has been a firm fixture of local news and events. Mr Phillips presented the WIN Nightly News from 1988 until 2019 and is regarded by many as the voice and face of news in the region. His contribution spanned over commentary of sporting games, a host of charity events and his work with community groups to fundraise for many worthy organisations.

A total of 14 awards were presented including *Senior Citizen of the Year*, which went to Val Fell. Mrs. Fell has made a significant contribution as a dementia advocate. Her work in this area since 2012 means the people of Wollongong have improved access to information and resources as they live with dementia or to support their loved ones. Mrs. Fell has volunteered with the City of Wollongong Eisteddfod, Illawarra Performing Arts Centre and Council on the Ageing.

Young Citizen of the Year was awarded to Ian Steven Muhayimana, a young musician, producer, singer, songwriter and multi-instrumentalist from Wollongong who performs under the name of Stevan. Last year he was listed as *Triple J's Unearthed* Top 10 most listened to artists for 2019 and performed at the *Fairgrounds Festival*. In the local community, Ian uses his music to raise awareness of men's mental health and is an active member of church youth groups helping to teach music to young African boys and girls.



[IMAGE: Wollongong's Citizen of the Year for 2020, Mr Geoff Phillips]

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

During the quarter, digital channels were utilised as a key tool for highlighting Council services and activities and engaging with our community. Further, it fulfilled a critical role to communicate essential messages and updates around bushfires, flooding and the Coronavirus crisis. This has been an unprecedented quarter in terms of using social media for conveying essential community information. Likes on the City of Wollongong Facebook page were 28,947 at the end of the quarter, an increase of 4.55% from the previous quarter. Twitter followers increased by 2.98% from 6,080 to 6,261. Council had 6,336 Instagram followers at the end of the quarter, up 3.9% from 6,096 at the end of the previous quarter. Followers on Council's LinkedIn company page grew 7.6% from 7,165 at the end of the previous quarter to 7,712.



[IMAGE: A snapshot of Council's Facebook page – keeping the community informed on Coronavirus by providing essential community information]

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Implement the Workforce Strategy 2018-22

During the quarter, Council staff have undertaken various Workforce Strategy related activities and projects including but not limited to: *Values in Action* deployment; development of a draft *Diversity, Inclusion and Belonging* policy; workforce planning initiatives; reviewing the *Ageing Workforce Plan*; and progression of a Leadership Development Framework. Workforce strategy priority action items will continue to be developed and implemented throughout 2020-2021.

Resource and support a range of engagement options to provide advice across identified target groups

During the quarter, engagement with the Aboriginal community continued to inform the draft Aboriginal Engagement Framework. Community members were encouraged to provide feedback and share information and guidance on Aboriginal knowledge and best practice approach to engagement. Various groups, knowledge holders and Traditional Custodians provided the opportunity to comment and be involved throughout this process. The Framework is in draft and undergoing internal review.

The draft Aboriginal Engagement Framework was tested throughout the quarter, resulting in positive outcomes and demonstrated cultural appropriateness and recognition. Engagement on the Cringila Hills Recreation Master Plan concluded, with engagement reports developed for children, young people and the broader community of stakeholders and residents. This informed a revision of the Masterplan, adopted at the Council meeting in March. *Speak. Share. Change.* forums were planned in six high schools to provide a platform for students to discuss climate change, however were cancelled due to COVID-19 restrictions.

Engagement also commenced for West Dapto suburb review and naming new West Dapto suburbs. This project utilised a range of engagement strategies and provided an opportunity to test some of the engagement methods outlined in the draft Aboriginal Engagement Framework and Aboriginal language Signage Guidelines. Engagement with our Aboriginal community has included phone conversations, meetings with Traditional Custodians and Elders and email communication. All local Dapto schools were included in engagement, to support student leaders and geography teachers contribution to this project.

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

A series of meetings and activities across a range of community sector networks were coordinated during the quarter. This campaign is scheduled in winter for the first time in Australia, to focus on the danger's women face at night in public.

Council staff attended meetings with the Community Drug Action Team (CDAT) and Illawarra Committee Against Domestic Violence, with a focus on developing plans for actions and activities during 2020.

Wollongong Youth Network was facilitated with one meeting held this quarter at Five Islands Secondary College. Council staff regularly attends the Youth Action Meetings coordinated by NSW Police. This quarter staff also attended Illawarra LGBTIQ+ Inclusion Network, Lake Illawarra Area Command and Community Safety Meeting, CALD Local Drug Action Team meetings, Bellambi Community Engagement Group, Education Support Network meetings and Wollongong Northern District Aboriginal (WNDAC) community meetings. Network and committee meetings were attended to support service delivery for children and families.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Meetings this quarter included Children and Families Interagency, Children and Families Champions Group, *Paint the Gong REaD* and the South Coast Child Wellbeing Network.

Continue to review and adapt the Volunteering Illawarra program to support service quality and sustainability, in line with changes to funding and to the volunteering sector

Volunteering Illawarra (VI) regularly reviews its activities to support sustainability of the service. VI continue to promote the service to the non-government (NGO) sector to generate revenue, (new memberships and training requests). In addition, VI provides support to Council services which rely on volunteers to deliver their service to the community, by managing volunteer referrals and conducting induction sessions for newly recruited volunteers.

A significant focus for this quarter involved progressing Council's Corporate Volunteering Program. The Senior Leadership team was briefed on the progress of this activity with a presentation held in March. Staff continue to work on developing marketing materials and information sheets for both internal staff and external organisations interested in participating in corporate volunteering opportunities. The COVID-19 pandemic has disrupted some of the activities planned for this year, however staff continue to prepare for rolling out the Program when it is safe to do so.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Actively engage people with disability and carers in the delivery, evaluation and monitoring of the Disability Inclusion Action Plan 2016-20

During the quarter, people with disability were engaged in the design of the upcoming refurbishment of Austinmer Bathers Pavilion. Work continues delivering, monitoring and evaluating the Disability Inclusion Action Plan. Staff have progressed the development of the Disability Inclusion Action Plan 2020-2025. During the development of this new draft plan, Council staff with a disability were engaged to show their lived experience and provide advice to Council to inform the employment strategies and actions for the new Plan. A Community engagement report has been prepared following a series of community engagement activities and used to inform meetings across Council to draft strategies and actions for the new Plan.

Performance Measures

Sick Leave | 8.00 Days (Q3 2018/19 – 7.16 days)

Number of Twitter followers for Council | 6,261 (Q3 2018/19 – 5,839)

Carers Leave | 0.65 Days (Q3 2018/19 – 0.63 days)

Lost Time Injury Frequency Rate | 10.95 (Q3 2018/19 – 17.91)

Number of media releases issued | 66 (Q3 2018/19 – 41)

Number of Council Facebook page 'likes' | 28,947 (Q3 2018/19 – 25,462)

Workers compensation costs as a percentage of payroll | 0.00 % (Q3 2018/19 – 0.00%)

Telephone calls are answered within 30 seconds | 87 % (Q3 2018/19 – 86%)

Enquiries made in person are welcomed and attended to within 5 minutes | 95 % (Q3 2018/19 – 95%)

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, despite many challenges with delivery of the Botanic Garden visitor experience, many activities continued. There were 87 Botanic Garden events with 8,858 participants. 14 Eventbrite tours and workshops were held with 211 participants. 15 Sunset Cinema screenings were held with 7,295 participants. Eight screenings were cancelled due to fire conditions, wind and rain.

There were 12 *Friends buggy tours* with 213 participants, four *Sunday Sounds* went ahead with 121 participants and the weekly *Budding Bookworm* program had 10 sessions with 65 Children and 66 parents. Eight weddings were held with 690 attendees, three Bird Walks and four Illawarra Local Aboriginal Land Council tours were booked at Mt Keira Summit Park, with approximately 20 participants per session.

A successful *School Holiday Program* was held in January on the theme of biodiversity and water. The program went ahead despite the bushfire crisis, drastic water restrictions in the Garden and challenging weather conditions. A focus in February was *Food for Thought* workshops and Garden heritage tours. Two Discovery Centre programs, the *Recycled Discovery Garden* and environmental drama productions were recognised by Botanic Garden Conservation International as world's best practice in sustainability education. The current COVID-19 situation led to all public programs at the Garden suspended in March, with planning commenced to produce online education.



[IMAGE: An exhibit from the Recycled Discovery Garden program]

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

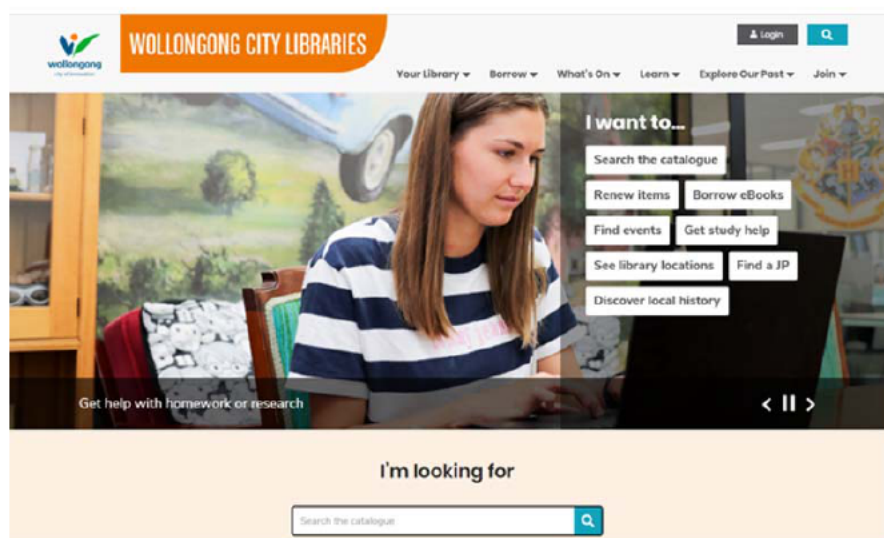
Social Impact considerations are assessed within Council's planning process

Advice and demographic training were provided to emergency management staff to assist with the Local Emergency Management Committee Response Planning amid the COVID-19 pandemic. This advice and training lead to a 'Vulnerable Communities Analysis' which will support the South Coast Emergency Management Response. In addition to this, another body of work is being undertaken to provide more in-depth information to identify communities most vulnerable to the impacts of COVID-19.

Deliver an updated Wollongong City Libraries Website

The Library website project was delivered on time and within budget during the quarter. The website was launched to the public on 14 February 2020 (Library Lovers' Day). The website was developed in consultation with the community and designed to be more accessible for all, with simpler ways to navigate the site across different devices – PC, laptop, tablet or phone. The website has been refreshed to contemporary standards and meets visual accessibility standards for community members who are vision impaired.

Feedback from the public has been overwhelmingly positive. In keeping with the launch of the new website, this year's Library Lovers Day theme was titled *"uncover something new"*. This was to encourage the community to engage with the new website, which supports more than 230,000 visits each year. There is a large range of books, magazines and DVD's available from Council's seven city libraries and members can also download eBooks and eAudiobooks, learn a new language through *Mango* or stream a movie through *Kanopy*.



[IMAGE: Wollongong City Libraries new website launched in February]

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

In consultation with the community develop the Cringila Hills Masterplan

At its meeting on 16 March, Council adopted the Cringila Recreation Masterplan. This followed supportive community feedback for the concepts in the Masterplan, which was exhibited through November to January. The Masterplan's adoption represents a significant piece of work and a strong desire from the community to activate the site. The multipurpose plan encourages a range of recreational activities to promote a healthy lifestyle. Under the Masterplan, the Cringila Hills precinct will feature a variety of mountain bike trails, a bike skills park and a BMX pump track. A new playground will be installed with a strong focus on nature play, along with park amenity upgrades that will include tree planting, picnic settings and water refill stations.

Formalised walking trails with an accessible walking circuit will also be added to the site. Improvements to the entry of the park will also be made, with improved car parking, signage, new gates and landscaping incorporated in a Vegetation Management Plan a feature. Development and construction of the multistage project is proposed to begin in the new financial year.



[IMAGE: Existing Cringila Hills site]



[IMAGE: Cringila Hills Concept Plan]

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

Support newly arrived and refugee communities through sector development and coordination, community awareness and education

During the quarter, support was provided for newly arrived refugee communities through various activities and initiatives. On 5 February, Council hosted and coordinated the Illawarra Refugee Issues Forum (IRIF) meeting, with 42 participants and a presentation from Refugee Employment Service Program (RESP).

Council participated in the Local Government Multicultural Network planning meeting and ethical storytelling workshop on 24 February. The inaugural meeting of the NSW Culturally and Linguistically Diverse (CALD) Water Safety Network was convened and facilitated by Council staff and hosted by Sutherland Shire Council. 13 participants attended, representing six local government areas and five peak bodies/networks.

The Illawarra Refugees Issues Forum (IRIF) housing working group was convened on 9 March. A new referral protocol was established for Illawarra Housing Trust affordable housing properties, and Department of Housing information workshops were planned for local organisations. Council staff provided support and brokered connections for a young person of Congolese refugee background and delivered a new computer skills program for women of a refugee background. A tour of Wollongong Youth Centre and programs was provided to 25 newly arrived refugee young people.

Performance Measures

- Community Transport trips | 24,053 (Q3 2018/19 – 29,927)
- Direct-Run District Level Community Facilities visitation | 42,114 (Q3 2018/19 – 70,339)
- Utilisation of Direct-Run District Level Community Facilities | 7,888 Hours (Q3 2018/19 – 8,576)
- Social Support hours of service | 11,758 Hours (Q3 2018/19 – 8,918)
- Total Visits commercial heated pools: Corrimal | 46,716 (Q3 2018/19 – 52,094)
- Total Visits commercial heated pools: Dapto | 26,469 (Q3 2018/19 – 30,310)
- Utilisation/visitation at pools | 435,683 (Q3 2018/19 – 697,893)
- Utilisation/visitation at beaches | 636,607 (Q3 2018/19 – 649,527)

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Complete the construction of the Fowlers Road extension to Fairwater Drive

Construction of Fowlers Road to Fairwater Drive extension entered the last phase of the project during quarter. Works on the Princes Highway/Fowlers Road intersection have been occurring and are close to completion. Similarly, at the other intersection with Fairwater Drive, works have been approaching completion. These final works at the intersections have largely included commissioning of the traffic lights, median construction, final asphaltting and line marking. Landscaping along the new road corridor has also been focus during the quarter.

A public art mural, on the bridge underpass in Marshall Street was also completed during the quarter. Featuring the work of leading street artist, Bafcat [Mitchell Geurin], with co-design work by artist Warwick Keen and young Coomaditchie artist Jess Brown, the new mural celebrates the character and identity of the Dapto area through its colourful depiction of black swans, birds, wattles, dolphins and other points of interest to the Aboriginal people of the area. Prior to starting work, the mural artists spoke with members of the community and Aboriginal community organisations to gain an understanding of the area's importance to ensure these elements would be reflected in the artwork.

The proposed opening event of the new roadway with the community has been cancelled (as a result of COVID-19). A smaller opening event is currently being developed.



[Image: Artists Warwick Keen, Bafcat [Mitchel Geurin], and Jess Brown in front of the mural at Karrara Bridge, West Dapto. Image: Bernie Fisher]

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Review and update the Wollongong Bike Plan

A draft of the Wollongong Cycling Strategy 2030 has been prepared and was placed on public exhibition until 6 April 2020. Following the exhibition period, the strategy will be reviewed and updated using community feedback received from the process.

This follows a significant review of the Bike Plan which led to the new draft Wollongong Cycling Strategy 2030. The development of the strategy included workshops held with councillors, senior staff and Council's Walking, Cycling and Mobility Reference Group. Broader community engagement commenced in November 2019.

The new Cycling Strategy, supported by an accompanying implementation plan, aligns to the UCI (Union Cycliste Internationale) 'Cycling City Pillars'. The new Strategy's priorities and expectations also align with delivery of the anticipated UCI 2022 World Road Cycling Championships legacy infrastructure projects.

Implement footpath and cycleway improvement programs

Significant works are planned, underway and constructed to deliver continual improvements in Council's footpath and cycleway networks. While details of specific locations are provided in Council's Infrastructure Delivery Program, a highlight of the quarter includes works between the intersection of Crown Street and 122 Corrimal Street Wollongong. During March, work commenced to renew kerb and guttering, street pavers and plant new trees, as part of the continuing program to upgrade and maintain our city footpaths. This work will enhance pedestrian safety and provide enhanced access to the community. Installation of a bike hoop is also planned as part of the strategy to create a cycle friendly city.



[Image: New footpath completed at Corrimal CBD]

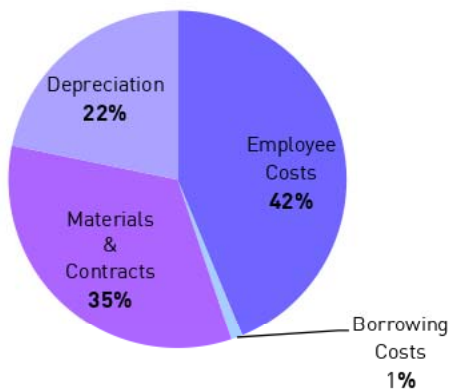
Performance Measures

- Delivery of Council's Capital Program | 61% (Q3 2018/19 – 68%)

How we performed against our budgets

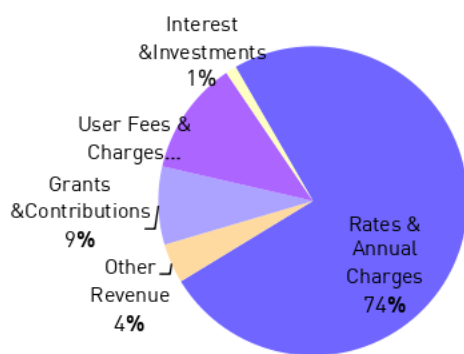
Budget 2019-20

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	90.6	118.9
Borrowing Costs	2.3	3.0
Materials & Contracts	69.2	99.7
Depreciation	45.1	62.2
Loss on Disposal of Assets	0.7	0.3
Total	207.9	284.2

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
Total	66.0	272.9

Report of Chief Financial Officer

The proposed revision of financial projections for the March Quarterly Review are inclusive of anticipated impacts of COVID-19. While this crisis is first and foremost a humanitarian crisis, it is substantially impacting individuals, business and Council at an economic and financial level. Council's finances will be impacted by COVID-19 measures and the restrictions introduced by various levels of government to control the spread of the virus. Impacts primarily relate to income with a forecast reduction for the quarter of \$6.5 million across a range of services and a reduction in associated expenditure of \$0.5 million. It is proposed that \$1.1 million of internally restricted cash be used to mitigate these impacts during the current financial year.

These measures are expected to continue to have an impact into 2020-2021 and are reflected in the long term projections outlined in this document. The long term projections are based on the draft Operational Plan 2020-2021 that will be on public exhibition during between 13 May to 9 June., The Plan reflects the continued impact of these measures, along with a proposed relief package to business, residents and other customers of Council and the proposed strategy for managing the impact on Council's longer term financial sustainability.

In addition to COVID-19 adjustments, the March Quarterly Review includes proposed variations that relate to reporting of capital expenditure for prior and current years, timing of projects and depreciation forecasts that impact on the Operating Result [pre capital] but do not flow on to the Funds Result. These adjustments do not impact on Council's underlying budget capacity.

The following table and comments provide a summary view of the organisation's revised forecast and proposed variations for the 2019-2020 financial year with more detail provided throughout this report.

Table 1

FORECAST POSITION	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
	\$M	\$M	\$M	\$M
KEY MOVEMENTS		March	March	Proposed Variation
Operating Revenue	271.2	265.7	200.9	(5.6)
Operating Costs	(284.3)	(283.9)	(207.2)	0.4
Operating Result [Pre Capital]	(13.0)	(18.2)	(6.3)	(5.2)
Capital Grants & Contributions	33.5	30.3	11.8	(3.1)
Operating Result	20.4	12.1	5.4	(8.3)
Funds Available from Operations	54.9	48.8	41.7	(6.1)
Capital Works	100.9	99.4	61.8	(1.5)
Contributed Assets	6.7	6.7	-	-
Transfer to Restricted Cash	5.4	5.4	5.2	-
Borrowings Repaid	7.9	7.9	6.7	-
Funded from:				
- Operational Funds	55.5	54.0	36.8	(1.4)
- Other Funding	52.1	52.1	25.0	(0.1)
Total Funds Surplus/(Deficit)	(14.0)	(18.6)	(7.0)	(4.6)

Report of Chief Financial Officer

OPERATING RESULT [pre capital]

The major variations are summarised broadly below with further details provided throughout this report. Favourable variations are identified as (F) and Unfavourable (U):

The proposed Operating Deficit [pre capital] of \$18.2 million represents a deterioration against budget of \$5.2 million that is made up of both funded and cash variations.

Non Cash Variations [No Fund Impact]

- Depreciation reduction \$2.6 million (F)
- Prior year capital expenditure reclassified and expensed \$1.8 million (U)
- Current year capital expenditure reclassified to maintenance \$1.4 million (U)

Funded Variations [No Fund Impact]

These are variations where the adjustments are offset by transfers to or from restricted cash and therefore do not impact the Funds Result. These variations include:

- Funded Projects in progress to be completed in 2020-2021 \$1.2 million (F)
- Land Sales \$0.2 million (F) (proceeds proposed to be transferred to Strategic Projects Internally Restricted cash)
- Refund of prior year grant \$0.2 million (U)
- COVID-19 adjustments \$1.1 million (U) supported by proposed transfer from Property Investment Fund

Funds (Cash) Adjustments – [Available Fund Impact]

- COVID-19 Adjustments \$4.9 million (U)
- Projects in progress to be completed in 2020-2021 \$0.1 million (F)
- Various other adjustments \$0.1 million (F)

OPERATING RESULT

The proposed Operating Result of \$12.2 million represents a deterioration of \$8.3 million compared to budget that includes the above variations as well as a net decrease in capital grant funding (\$8.6 million) that is largely the result of income recognised in the prior year, that is partially offset by increases in developer contributions (\$5.5 million).

CAPITAL PROGRAM

During the quarter, capital budget expenditure projections include a reclassification of current year capital to operational maintenance (\$1.4 million). Capital program changes have been reported and approved by Council through the monthly financial reporting process.

FUNDS RESULT

The Funds Result deterioration of \$4.6 million is largely due to the negative impact of the COVID-19 pandemic and associated closure of facilities.

The revised forecasts continue to hold a notional estimate for potential improvements of \$1.5 million for 2019-2020 that was introduced at the September Quarterly Review 2018. Current monthly financial reporting trends support this approach.

Further details of variations are discussed through this report with favourable changes identified as (F) and Unfavourable (U) with a more comprehensive list provided in Table 7.

Income & Expense

- User Charges & Fees \$6.0 million (U). This unfavourable variance is due to COVID-19 requirements largely affecting Tourist Parks (\$1.3 million), the Waste Facility (\$1.2 million), property licenses/leasing (\$0.9 million), Leisure Centres (\$0.6 million), Development Assessment

Report of Chief Financial Officer

Income (\$0.3 million), Community Facilities (\$0.2 million) and more minor adjustments. In addition to COVID-19 reductions, Waste Facility commercial income was further reduced by \$0.9 million reflecting year to date trends. This waste income is partially offset by lower EPA levy expenditure which would have been paid on this income.

- **Other Revenue \$0.8 million (U).** This unfavourable variance is due to the impact of COVID-19 on activities including Parking Enforcement (\$0.7 million), Animal Enforcement (\$0.3 million) and rating certificates (\$0.1 million), partially offset by a land sale comprised of a closed road (\$0.2 million). Consistent with prior year treatment of similar land sales, it is proposed the proceeds of this sale be transferred to Strategic Projects restricted cash.
- **Interest and Investment Income \$0.3 million (U).** The proposed variance recognises the change in policy relating to overdue rates during the COVID-19 pandemic and reflects a lower level of anticipated cash and investment holdings.
- **Grants and Contributions – Capital \$3.1 million (U).** The revised forecasts include a reduction relating to earlier recognition of Restart Illawarra grant funding (\$8.9 million) for Fowlers Road reflecting project progress that is partially offset by an increase in developer contributions for West Dapto (\$4.0 million) and Citywide/City Centre (\$1.5 million) and other grants (\$0.3 million).
- **Profit/Loss on Disposal of Assets \$1.6 million (F).** This variance is a correction of the classification of an adjustment made in the previous Quarterly Review for prior year capital works transferred to operational expenses that was treated as Loss on Disposal and should have been recognised as Other Expenses. This forms part of the adjustment of \$3.4 million in the following category
- **Materials, Contracts and Other Expenses \$0.7 million (U).** The proposed adjustment includes recognition of prior year capital held in Works in Progress reclassified as operational maintenance (\$3.4 million) that is partially offset by reduction of Waste Facility costs (\$1.4 million), adjustments to funded projects that are in progress but are expected to be completed in 2020-2021 (\$1.3 million) and other more minor items. The adjustments to funded projects are largely offset by funding from restricted cash and, as such, do not impact on the Fund Result.
- **Depreciation \$2.6 million (F).** The proposed decrease relates to timing and classification of capitalisations.
- **Internal Charges \$1.5 million (U).** The favourable variance is due to the reclassification of current year capital to operational maintenance.

Cash & Investments

Projected cash and investments holdings at March indicate a decrease of \$9.1 million that is attributed mainly to the expected impact of the COVID-19 pandemic (\$6.0 million), and timing of Capital Grants & Contributions (\$3.1 million).

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 and the decrease of \$4.9 million is largely due to the net impact of COVID-19 after allowing for application of \$1.1 million from Property Investment Fund to support the impact of this.

Report of Chief Financial Officer

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS				
	Original Budget 2019/20	December QR 2019/20	March QR 2019/20	Actual Ytd March 2020
	\$M	\$M	\$M	\$M
Total Cash and Investments	130.0	138.1	129.0	157.7
Attributed to:				
External Restrictions				
Developer Contributions	42.0	28.7	30.5	28.9
Specific Purpose Unexpended Grants	1.1	14.7	5.3	4.4
Special Rates Levy City Centre	0.1	0.1	0.1	0.2
Unexpended Loans	1.7	2.8	2.2	3.8
Domestic Waste Management	14.2	14.2	14.2	14.2
Private Subsidies	5.8	6.1	6.1	5.8
Housing Affordability	11.0	11.1	11.1	10.9
Stormwater Management Charge	2.2	1.1	1.4	2.0
Total External Restrictions	78.0	78.8	70.8	70.3
Internal Restrictions				
Property Investment Fund	8.9	9.0	7.9	8.9
Strategic Projects	28.9	34.2	38.0	44.3
Sports Priority program	0.6	0.5	0.8	1.0
City Parking strategy	2.2	2.2	2.2	2.0
MacCabe Park Development	1.4	1.4	1.4	1.4
Darcy Wentworth Park	0.2	0.2	0.2	0.2
Waste Disposal Facility	(1.4)	(0.6)	(0.6)	0.7
West Dapto additional rates	5.4	5.9	5.7	6.1
Natural Areas	0.2	1.1	1.1	0.2
Lake Illawarra Management Fund	0.2	0.3	0.3	0.4
Total Internal Restrictions	46.7	54.3	57.0	65.2
Available Cash	5.3	5.0	1.1	22.2
Net Payable & Receivables	10.5	10.3	9.7	0.3
Payables	(25.4)	(25.7)	(25.5)	(39.7)
Receivables	24.6	23.8	23.1	27.4
Other	11.2	12.2	12.2	12.7
Available Funds	15.7	15.3	10.9	22.5

Long Term Financial Projections

The revised long term projections are continually 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 it becomes available. 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.

During the March quarter, Council was faced with the unprecedented impact of the COVID-19 pandemic and forecasts for both for the remainder of 2019-2020 and preliminary long term forecasts being prepared for the draft Operational Plan 2020-2021 required revision within the context this event. The revised financial projections contained in the March Quarterly Review and the draft Operational Plan

Report of Chief Financial Officer

2020-2021 include proposed adjustments for the anticipated impact of measures and restrictions introduced by various levels of government to control the spread of the virus and a relief package to business, residents and other customers of Council that will essentially impact income forecasts. The estimates are based on the restrictions in place at 30 April and are expected to have substantial impacts for a period of time into 2020-2021 and a sustained period of recovery throughout the year. Based on these assumptions, the estimated loss of net revenue over the current period to the end of this financial year and through 2020-2021 is in the order of \$16 million.

The proposed strategy to manage this loss is in the first instance to absorb immediate shortfalls through Council's reserves that it has built up for unexpected loss (Available Funds \$5.1 million) and funds it holds for Future Investment (Strategic Projects \$4 million and Property Investment \$5 million). In addition, the projections include a proposal that Council commit to an improvement program, or savings against budget, that improves the annual net result by \$2 million for a six year period commencing in 2020-2021. Available Funds are a cornerstone of Council's Financial Sustainability and while usage is appropriate in the short term, the Financial Strategy requires these funds be re-established over time to return to the pre COVID-19 position and ensure Council is prepared for such events in the future. Similarly, the Property Investment Restriction is intended to support investment opportunities that create returns over time which allow Council to increase its capacity to deliver service enhancement. As such, forecasts incorporate a repayment of funds "borrowed" from this source.

These assumptions will be highly sensitive to actual restrictions and community responses, the duration and nature of the recovery phase and any longer-term changes that may be required in the way services are delivered. These developments need to be carefully monitored and continually reassessed, with changes made to forecasts through the annual planning and quarterly review processes.

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 Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew existing assets over the longer term. While this measure is important, it does include timing issues and impacts from specific transactions and operations which make it less accurate in demonstrating current performance. The Funds Available from Operations below is a more accurate indicator of current financial performance.

The forecast deficit for 2019-2020 was initially the result of the early payment of part of the Financial Assistance Grant for 2019-2020 in 2018-2019. COVID-19 has exacerbated this and has also resulted in a deficit projected result for 2020-2021.

Report of Chief Financial Officer

Table 3

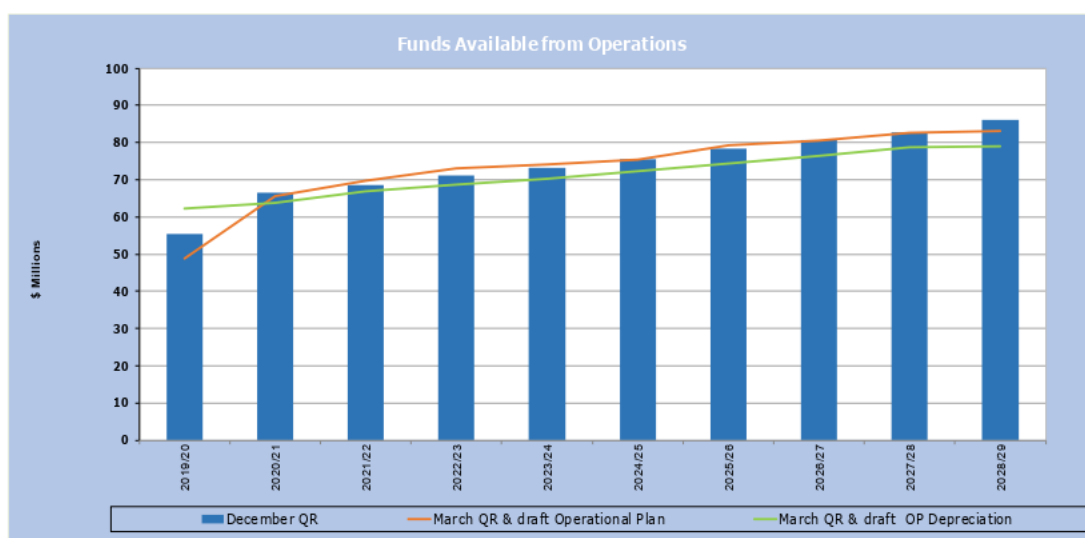


Funds Available from Operations

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

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

Table 4



Report of Chief Financial Officer

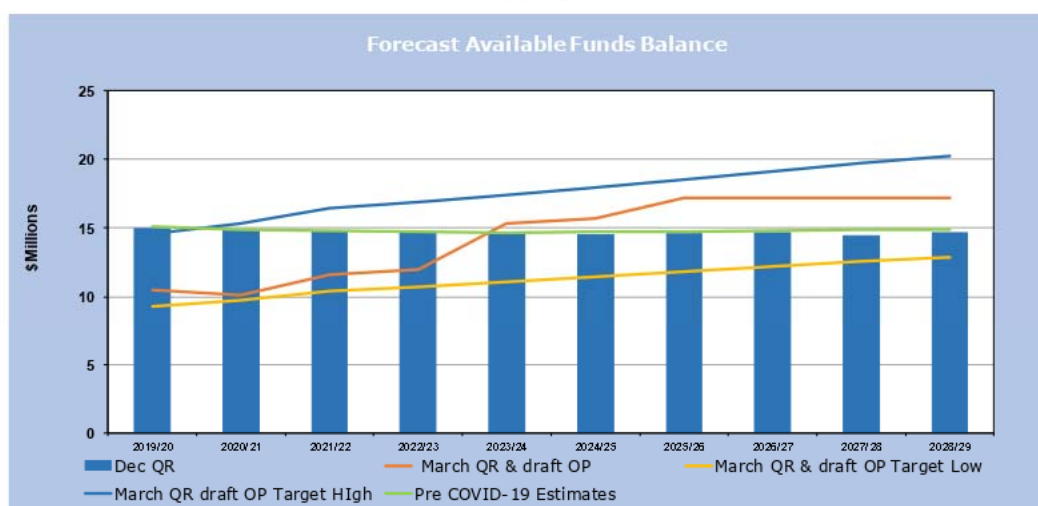
Available Funds

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue and provide flexibility to take advantage of opportunities that may arise from time to time. Council's Financial Strategy has a target to achieve and maintain an Available Funds position between 3.5% and 5.5% of operational revenue [pre capital].

The Available Funds remain within Council's Financial Strategy target of 3.5% to 5.5% of operational revenue [pre capital]. The target range for Available Funds at March 2020 is between \$9.3 million and \$12.9 million (lower range) and between \$14.6 million and \$20.2 million (upper range) over the life of the Long Term Financial Plan.

The graph below provides the levels of Available Funds along the targeted upper and lower levels, along with the impact of the COVID-19 response in the earlier years and the planned recovery as the savings program is implemented.

Table 5



Report of Chief Financial Officer

Table 6

WOLLONGONG CITY COUNCIL					
1 July 2019 to 27 March 2020					
	2019/2020 Original Budget \$'000	2019/2020 Current Budget \$'000	2019/2020 Actual YTD \$'000	2019/2020 Variance \$'000	2019/2020 Proposed Budget \$'000
Income Statement					
Income From Continuing Operations					
Revenue:					
Rates and Annual Charges	202,991	202,996	150,436	(0)	202,996
User Charges and Fees	33,665	33,044	24,086	(6,005)	27,039
Interest and Investment Revenues	4,882	3,827	2,285	(315)	3,512
Other Revenues	10,598	10,865	8,336	(821)	10,044
Grants & Contributions provided for Operating Purposes	20,840	22,459	16,457	(36)	22,423
Grants & Contributions provided for Capital Purposes	42,927	33,458	11,791	(3,099)	30,358
Other Income:					
Profit/Loss on Disposal of Assets	0	(1,970)	(723)	1,623	(347)
Total Income from Continuing Operations	315,903	304,679	212,667	(8,653)	296,026
Expenses From Continuing Operations					
Employee Costs	134,742	136,765	101,153	57	136,823
Borrowing Costs	2,722	3,012	2,269	0	3,012
Materials, Contracts & Other Expenses	97,916	99,323	70,352	659	99,982
Depreciation, Amortisation + Impairment	66,276	64,776	45,080	(2,579)	62,198
Internal Charges (labour)	(17,558)	(17,901)	(10,531)	(0)	(17,901)
Internal Charges (not labour)	(1,694)	(1,711)	(1,131)	1,461	(250)
Total Expenses From Continuing Operations	282,404	284,266	207,193	(401)	283,864
Operating Results From Continuing Operations	33,499	20,413	5,474	(8,252)	12,161
Net Operating Result for the Year	33,499	20,413	5,474	(8,252)	12,161
Net Operating Result for the Year before Grants & Contributions provided for Capital Purposes	(9,429)	(13,044)	(6,317)	(5,153)	(18,197)
NET SURPLUS (DEFICIT) [Pre capital] %	10.6%	6.7%	2.6%	95.4%	4.1%
Funding Statement					
Net Operating Result for the Year	33,499	20,413	5,474	(8,252)	12,161
Add back:					
- Non-cash Operating Transactions	84,272	85,265	62,777	(706)	84,559
- Restricted cash used for operations	16,491	19,805	12,993	48	19,653
- Income transferred to Restricted Cash	(63,420)	(56,083)	(28,789)	2,845	(53,238)
- Payment of Accrued Leave Entitlements	(14,162)	(14,331)	(10,777)	0	(14,331)
Net Share Joint Venture using Equity Method	56,680	54,870	41,679	(6,065)	48,805
Funds Available from Operations	56,680	54,870	41,679	(6,065)	48,805
Borrowings repaid	(7,913)	(7,913)	(6,653)	0	(7,913)
Advances (made by) / repaid to Council	0	0	0	0	0
Operational Funds Available for Capital Budget	48,767	46,957	35,026	(6,065)	40,892
CAPITAL BUDGET					
Assets Acquired	(99,795)	(100,897)	(61,787)	1,499	(99,398)
Contributed Assets	(6,726)	(6,726)	0	0	(6,726)
Transfers to Restricted Cash	(1,431)	(5,431)	(5,192)	0	(5,431)
Funded From:-					
- Operational Funds	48,767	46,957	35,026	(6,065)	40,892
- Sale of Assets	1,292	2,078	665	(0)	2,078
- Internally Restricted Cash	14,029	9,247	3,248	(187)	9,060
- Borrowings	0	0	0	0	0
- Capital Grants	7,353	8,877	5,270	716	9,393
- Developer Contributions (Section 94)	16,867	21,443	12,987	19	21,463
- Other Externally Restricted Cash	3,490	4,472	1,828	(600)	3,872
- Other Capital Contributions	6,483	6,215	1,000	(0)	6,215
TOTAL FUNDS SURPLUS / (DEFICIT)	(9,672)	(13,964)	(6,955)	(4,619)	(18,582)

Report of Chief Financial Officer

Table 7

MAJOR VARIATIONS PROPOSED \$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
REVENUES FROM ORDINARY ACTIVITIES				
Rates & Annual Charges				-
User Charges & Fees				
COVID-19 Impacted			(5,136)	
Commercial Waste Income	(870)			
Development Assessment Income	60			
Other			(60)	(6,005)
Interest and Investment Income				
Covid-19 Impacted (rates arrears interest)			(315)	(315)
Other Revenue				
COVID-19 Impacted			(1,092)	
Land Sales not in Asset Register	227			
Domestic Waste	16			
Other		28		(821)
EXPENSES FROM ORDINARY ACTIVITIES				
Employee Costs				
Urban Release	(204)			
Smart Cities	169	16		
Development Assessment	(60)			
Other	11	11		(57)
Materials, Contracts & Other Expenses				
COVID-19 Impacted		572		
Prior Year Capital Works in Progress reclassified as operational	(3,435)			
Whytes Gully: EPA Levy	1,078			
Whytes Gully: Operations	(207)			
Domestic Waste	45			
Projects to be completed in future periods				
Parks Projects	313			
LED Residential Lighting Upgrade to be completed 2020/21	329			
Reinstating Waterfall Cemetery	158	84		
Bellambi Neighbourhood Kitchen Refurbishment	146			
Advantage Wollongong	70			
Destination Wollongong Cruise Support	60			
Smart Cities	54			
Illawarra Sports Stadium	45			
Other	48			
Repayment prior year unspent grant funds	(172)			
Other		153		(659)
Depreciation	2,579			2,579

Report of Chief Financial Officer

Table 7 (cont'd)

MAJOR VARIATIONS PROPOSED \$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
Internal Charges				
Current Year Capital expenditure reclassified as operational	(1,446)			
Other			(15)	(1,461)
Profit on Asset disposal				-
Prior Year Capital Works in Progress reclassified as operational	1,623			1,623
Grants & contribution - Operating				
City Gallery	(70)			
Other	13	21		(36)
Operating Variation [pre capital]	580	885	(6,617)	(5,153)
Capital Grants & Contributions				
West Dapto - Restart NSW Recognised prior year	(8,904)			
Developer Contributions - West Dapto	4,000			
Developer Contributions - City Wide & City Centre	1,508			
Other	297			(3,099)
Operating Variation [post capital]	(2,519)	885	(6,617)	(8,252)
FUNDING STATEMENT				
Non Cash Items				
Depreciation	(2,579)			
Prior Year Capital Works in Progress reclassified as operational	1,812			
Employee Entitlements	61			(706)
Payment of Leave Entitlements				-
Restricted Cash Used for Operations				
Property Investment Fund COVID-19		1,137		
Projects to be completed in future periods	(1,223)			
Repayment prior year unspent grant funds	172			
Other	(38)			48
Income Transferred to Restricted Cash				
Grants & contributions - Capital	8,607			
Developer Contributions	(5,508)			
Grants & contributions - Operational	57			
Sale of Land	(227)			
Domestic Waste	(61)			
Other			(23)	2,845
Advances (made by)/repaid to Council				-
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL	(1,446)	2,022	(6,640)	(6,065)
CAPITAL BUDGET				
Current Year Capital Reclassified to Operating	1,446			
Other Minor funded capital adjustments		(53)	53	
TOTAL FUNDS SURPLUS/(DEFICIT)	-	1,969	(6,587)	(4,619)

Report of Chief Financial Officer

Table 8

COVID-19 FORECAST IMPACTS	
	2019/20
Service	\$000's
Restriction of Service Delivery Income Impacts	
Aquatic Services	142
Community Facilities	208
Development Assessment and Certification	338
Financial Services	100
Leisure Services	748
Libraries	27
Parks and Sportsfields	129
Public Health	10
Regulatory Control	972
Tourist Parks	1,300
Transport Services	141
Waste Management	1,241
	5,356
Suspension of Fees & Deferred Payment Options	
Property Services	853
Financial Services (includes impact of deferred rates)	335
	1,188
<i>Less: Expenditure offsets</i>	
Tourist Parks	(55)
Waste Management	(517)
	(572)
TOTAL COVID-19 INCOME NET IMPACTS	5,971

Report of Chief Financial Officer

Supporting Documents

It was recognised at the December Quarterly Review the program of Supporting Documents for 2019-2020 represented a significant challenge organisationally for these projects to be delivered in full during the current reporting period, with an intent to review these as part of the March Quarterly Review. The delivery timeframes for these projects has been reviewed through the annual planning process and in the context of COVID-19 impacts. As a result, projects have been rephased to better reflect expected completion timeframes. The table below provides a summary of the proposed changes:

Supporting Documents - Planning Studies & Investigations				
Service & Project	2019/20 December Forecast \$000's	2019/20 Revised Forecast \$000's	2019/20 Proposed Change \$000's	Details
Land Use Planning	1,008	389	(619)	
West Dapto Review	288	0	(288)	Delivery phase - no longer study
West Dapto Review Demographic and Economic Planning	119	13	(106)	Project completed
West Dapto Flood Risk Review	182	51	(131)	Rephased to 2020/21 & 2021/22
West Dapto Review Structure Plan	35	8	(27)	Project requirements reassess with \$5K moved to 2020/21
West Dapto Infrastructure Delivery Program Review	45	45	(0)	
West Dapto DCP Review 2019	18	18	0	
Housing Study		20	20	
Port Kembla 2505 Study	61	61	0	
Tourism Accommodation Review Planning Controls	25	10	(15)	Rephased to 2020/21
Heritage Asset Management Strategy	20	2	(18)	Rephased to 2020/21
Helensburgh Town Centre Planning Study	26	26	0	
Bulli Town Centre Planning Study	10		(10)	Considered as part of LGA Wide Retail Centres Study
City Centre Planning Review	120	105	(15)	Rephased to 2020/21
Development of Crown Land Plans of Management	60	30	(30)	Rephased over life of project
Communications, Engagement, Events and Signage	70	70	(0)	
Generic Event DA various sites	70	70	(0)	
Stormwater Services	1,204	946	(258)	
Floodplain Management Studies	510	250	(260)	Rephased
Review of Towradgi Creek FRMS	100	80	(20)	Rephased
Review of Hewitts Creek FRMS	100	80	(20)	Rephased
JJ Kelly Park Land Form Modification	15	15	0	
Duck Creek Flood Study	15	15	0	
Review of Collins Creek Flood Study	30	33	3	Reassessed & offset to Floodplain Management Studies
Review of Allans Creek Flood Study	41	54	13	Reassessed & offset to Floodplain Management Studies
Review of Wollongong City Flood Study	15	26	11	Reassessed & offset to Floodplain Management Studies
Review of Fairy Cabbage Tree Creek Flood Study	80	94	14	Reassessed & offset to Floodplain Management Studies
Kully Bay Flood Study	10	33	23	Reassessed & offset to Floodplain Management Studies
Minnegang Creek Flood Study Review		42	42	Reassessed & offset to Floodplain Management Studies
Gurungaty Causeway Lowering Works		60	60	Reassessed & offset to Floodplain Management Studies
Review of Allans Creek FRMS	40	40	0	
Review of Fairy Cabbage Creeks FRMS	40	40	0	
Investigation of Flood Mitigation Options	48	24	(24)	Rephased
ARR Testing	20	20	0	
Community Education	20	0	(20)	Rephased
DCP Review	20	10	(10)	Rephased
FLIA Automation	100	30	(70)	Rephased
Environmental Services	58	70	12	
Biocertification for West Dapto	13	25	12	Reintroduction of balance of prior year unspent budget
City Beach Dune Contamination Management	35	35	0	
Climate Change Risk Assessment & Adaption Plan	10	10	0	

Report of Chief Financial Officer

Supporting Documents - Planning Studies & Investigations				
Service & Project	2019/20 December Forecast \$000's	2019/20 Revised Forecast \$000's	2019/20 Proposed Change \$000's	Details
Transport Services	502	393	(109)	
Corrimal Traffic Study and Access Movement	41	41	0	
Accessible Car Parking and Bus Stops audit	42	42	0	
Access and Movement Strategy Review	38	38	0	
Foreshore Parking Strategy	15	15	0	
City Centre Parking Strategy	28	28	0	
Bellambi Foreshore Precinct Plan	150	50	(100)	Rephased over 2020/21 & 2021/22
Wollongong LGA Feasibility Studies	15	15	0	
Gwynneville/Keiraville Access & Movement Study	12	12	0	
Real Time Parking Information Signage	38	38	0	
Lake Illawarra Shared Path Masterplan	40	31	(9)	Rephased 2020/21
Towradgi Creek Shared Path Feasibility Investigations	20	20	0	
Suburb/Place Name Signage Strategy	62	62	0	
Community Facilities	73	73	0	
Social Infrastructure Supporting Document	30	30	0	
Integrated Facilities Planning	9	9	0	
Facilities Planning Development	34	34	0	
Cultural Services	120	0	(120)	
Art Gallery 2nd Entrance Design	120	0	(120)	Extended to 2022/23
Botanic Garden and Annexes	21	21	0	
Botanic Garden Masterplan/Asset Mgmt. Plan	1	1	0	
Mt Keira Summit Park	20	20	0	
Leisure Services	97	0	(97)	
Beaton Park Precinct Masterplan	97		(97)	Transferred to capital project for design works
Parks and Sportsfields	261	261	0	
Cringila Hills Site Assessment	16	16	0	
Hill 60 CMP and Aboriginal HIL	50	50	0	
Fred Finch Park - Landscape Masterplan	10	10	0	
Cringila Park Playground Design and Consultation	185	185	0	
Property Services	55	0	(55)	
Bulli Showground Masterplan	55		(55)	Rephased to 2020/21
Total Expenditure *	3,469	2,222	(1,246)	

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

Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL		
	Actual 2019/20 \$'000	Actual 2018/19 \$'000
Balance Sheet As at 24 April 2020		
Current Assets		
Cash Assets	23,409	25,187
Investment Securities	108,249	114,579
Receivables	33,365	36,620
Inventories	392	337
Other	12,687	11,879
Assets classified as held for sale	0	0
	0	0
Total Current Assets	178,101	188,602
Non-Current Assets		
Non Current Cash Assets	6,000	15,000
Non Current Investment Securities	0	56
Non-Current Receivables	0	0
Non-Current Inventories	5,948	5,948
	0	0
Property, Plant and Equipment	2,575,846	2,565,095
Investment Properties	6,998	5,000
Westpool Equity Contribution	2,929	2,929
Intangible Assets	285	440
Total Non-Current Assets	2,598,005	2,594,468
TOTAL ASSETS	2,776,106	2,783,070
Current Liabilities		
Current Payables	26,621	35,020
Current Provisions payable < 12 months	16,489	14,697
Current Provisions payable > 12 months	43,517	43,517
Current Interest Bearing Liabilities	7,934	7,934
Total Current Liabilities	94,560	101,168
Non-Current Liabilities		
Non Current Payables	0	385
Non Current Interest Bearing Liabilities	11,013	17,497
Non Current Provisions	48,670	47,054
Total Non-Current Liabilities	59,683	64,936
TOTAL LIABILITIES	154,243	166,104
NET ASSETS	2,621,863	2,616,966
Equity		
Accumulated Surplus	1,329,466	1,324,988
Asset Revaluation Reserve	1,159,325	1,153,123
Restricted Assets	133,072	138,856
TOTAL EQUITY	2,621,863	2,616,966

Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 24 April 2020		
	YTD Actual 2019/20 \$ '000	Actual 2018/19 \$ '000
CASH FLOWS FROM OPERATING ACTIVITIES		
<i>Receipts:</i>		
Rates & Annual Charges	180,797	198,536
User Charges & Fees	23,925	35,009
Interest & Interest Received	3,460	4,859
Grants & Contributions	40,769	74,808
Other	8,270	28,663
<i>Payments:</i>		
Employee Benefits & On-costs	(98,101)	(116,018)
Materials & Contracts	(46,652)	(76,382)
Borrowing Costs	(730)	(1,066)
Other	(27,247)	(34,751)
Net Cash provided (or used in) Operating Activities	64,491	113,628
CASH FLOWS FROM INVESTING ACTIVITIES		
<i>Receipts:</i>		
Sale of Investments	730	-
Sale of Infrastructure, Property, Plant & Equipment	666	1,020
Deferred Debtors Receipts	-	-
<i>Payments:</i>		
Purchase of Investments	-	-
Purchase of Investment Property	(1,997)	-
Purchase of Infrastructure, Property, Plant & Equipment	(74,400)	(110,978)
Purchase of Interests in Joint Ventures & Associates	-	-
Net Cash provided (or used in) Investing Activities	(75,002)	(109,056)
CASH FLOWS FROM FINANCING ACTIVITIES		
<i>Receipts:</i>		
Proceeds from Borrowings & Advances	-	-
<i>Payments:</i>		
Repayment of Borrowings & Advances	(6,653)	(7,715)
Repayment of Finance Lease Liabilities	-	-
Other Financing Activity Payments	-	-
Net Cash Flow provided (or used in) Financing Activities	(6,653)	(7,715)
Net Increase/(Decrease) in Cash & Cash Equivalents	(17,164)	(1,304)
plus: Cash & Cash Equivalents and Investments - beginning of year	154,822	156,126
Cash & Cash Equivalents and Investments - year to date	137,658	154,822

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 24 April 2020		
	YTD Actual 2019/20 \$ '000	Actual 2018/19 \$ '000
Total Cash & Cash Equivalents and Investments - year to date	137,658	154,822
<i>Attributable to:</i>		
External Restrictions (refer below)	68,456	77,657
Internal Restrictions (refer below)	64,616	61,203
Unrestricted	4,586	15,962
	137,658	154,822
External Restrictions		
Developer Contributions	20,993	36,798
RMS Contributions	57	46
Specific Purpose Unexpended Grants	4,820	3,354
Special Rates Levy Wollongong Mall	214	135
Special Rates Levy Wollongong City Centre	(11)	40
Local Infrastructure Renewal Scheme	790	1,867
Unexpended Loans	2,788	3,470
Domestic Waste Management	14,093	13,763
Private Subsidies	5,752	5,761
West Dapto Home Deposit Assistance Program	10,943	10,785
Stormwater Management Service Charge	2,017	1,668
West Dapto Home Deposits Issued	-	-
Carbon Price	-	-
Total External Restrictions	68,456	77,657
Internal Restrictions		
Property Investment Fund	8,505	8,416
Strategic Projects	43,961	44,015
Sports Priority Program	1,007	644
Car Parking Strategy	2,037	1,629
MacCabe Park Development	1,415	1,290
Darcy Wentworth Park	171	171
Garbage Disposal Facility	789	(638)
West Dapto Development Additional Rates	6,173	5,076
Southern Phone Natural Areas	186	267
Lake Illawarra Estuary Management Fund	372	333
Total Internal Restrictions	64,616	61,203

Report of Chief Financial Officer

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

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

Contract Listing					
Budget Review for Quarter ended March 2020					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Eyward Pty Ltd	Culvert Repairs at Darkes Road Dapto - Stage 2	289	30/03/2020	2019/21	Y
Commonwealth Bank of Australia	NR, Web and Parking Payment Services	449	2/05/2020	2019/23	Y
Knightguard Protections Services Pty Ltd	Cash In Transit Services	164	1/03/2020	2019/23	Y
Cadfern Pty Ltd	Reconstruction of the Brick Arch Culvert at 20 Chellow Dene Avenue Stanwell Park	835	13/04/2020	2019/21	Y
Stowe Australia Pty Ltd	Lakeside Leisure Centre Lighting Upgrades	124	1/05/2020	2019/21	Y
Illawarra Community Housing Trust Ltd	Affordable Housing Program	4,340			Y

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

Consultancy and Legal Expenses		
Budget Review for Quarter ended March 2020		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	3,419	YES
Legal Fees	616	YES

STATEMENT OF CHIEF FINANCIAL OFFICER

All investments held at 31 March 2020 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 31 March 2020.

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

BUDGET REVIEW STATEMENT - REVISION TO FULL YEAR ESTIMATES

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulation 2005.

It is my opinion that the financial statements and schedules contained within the Quarterly Review Statement for Wollongong City Council for the quarter ended 31 March 2020 indicate that Council's projected financial position at 30 June 2020 will be satisfactory having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

The overall year to date position is within expectations of the adopted budget across a broad range of indicators and on a budget outcome basis, is acceptable.

BRIAN JENKINS
CHIEF FINANCIAL OFFICER

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

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1.1.1.1 Implement programs and events which facilitate community participation to improve natural areas	100%	0%	0%	0%	0%
1.1.1.2 Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented	89%	0%	11%	0%	0%
1.1.2.1 Protect and conserve the health and biodiversity of our waterways and coast	100%	0%	0%	0%	0%
1.1.2.2 The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively	100%	0%	0%	0%	0%
1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	100%	0%	0%	0%	0%
1.1.3.2 Establish effective urban stormwater and floodplain management programs	80%	0%	0%	0%	20%
1.2.1.1 Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint	100%	0%	0%	0%	0%
1.2.1.2 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%
1.2.1.3 Methods to reduce emissions are investigated and utilised	100%	0%	0%	0%	0%
1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	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>
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	100%	0%	0%	0%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	100%	0%	0%	0%	0%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%
1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	100%	0%	0%	0%	0%
2.1.1.1 Build on partnerships which enable the retention of local talent	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

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.1.3.1 Support regional activities and partnerships that promote business investment and jobs growth	100%	0%	0%	0%	0%
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	100%	0%	0%	0%	0%
2.1.5.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release Area	100%	0%	0%	0%	0%
2.2.1.1 The development of renewable energy products and services is supported	100%	0%	0%	0%	0%
2.2.1.2 Partnership opportunities in research and development are expanded	100%	0%	0%	0%	0%
2.2.2.1 In conjunction with partner organisations support the development of innovative industries	100%	0%	0%	0%	0%
2.2.3.1 Undertake major refurbishment works in the city centre	100%	0%	0%	0%	0%
2.3.1.1 Pursue initiatives that promote the region as a place to holiday to domestic and international markets	83%	17%	0%	0%	0%
2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure	100%	0%	0%	0%	0%
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

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.3.2.3 Improve policies and systems to support the revitalisation of the city centre	100%	0%	0%	0%	0%
2.3.3.1 Continue to grow Wollongong's attractiveness to attract signature events and festivals	50%	0%	0%	0%	50%
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	67%	17%	17%	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	80%	0%	0%	0%	20%
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	25%	0%	50%	0%	25%
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	67%	0%	33%	0%	0%
4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	100%	0%	0%	0%	0%
4.2.2.1 Continue to participate and contribute to an integrated community service network	100%	0%	0%	0%	0%
4.2.3.1 Support a range of projects and programs in the city	100%	0%	0%	0%	0%
4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance	100%	0%	0%	0%	0%
4.3.1.2 Build a workplace culture that is safe, engaged, responsive and professional	88%	13%	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

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
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	88%	0%	13%	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	83%	0%	0%	0%	17%
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	100%	0%	0%	0%	0%
5.1.5.1 Increase opportunities to enhance library multimedia and online services	50%	0%	0%	0%	50%
5.1.5.2 Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	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	91%	0%	0%	0%	9%
5.2.1.4 Develop a Regional Botanic Garden of Excellence	80%	0%	20%	0%	0%

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

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
5.2.1.5 Provide statutory services to appropriately manage and maintain our public spaces	60%	0%	0%	0%	40%
5.2.1.6 Implement Council's Planning, People, Places Strategy	67%	0%	0%	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	50%	0%	0%	0%	50%
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	89%	11%	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	100%	0%	0%	0%	0%
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%
Total Annual Deliverable Progress	92%	2%	2%	0%	3%