

ITEM 7 DRAFT QUARTERLY REVIEW STATEMENT MARCH 2019

The draft Quarterly Review outlines progress made to achieve Council's Our Wollongong 2028 Strategic Management Plans, in particular the Delivery Program 2018-21 and Operational Plan 2018-19. It addresses the financial and operational performance of Council for the third quarter of 2018-2019. The draft Quarterly Review Statement also includes the March 2019 Budget Review Statement.

RECOMMENDATION

- 1 The draft Quarterly Review Statement March 2019 be adopted.
- 2 The Budget Review Statement as at March 2019 be adopted and revised totals of income and expenditure be approved and voted.
- 3 Council approve the transfer to Property Investment Fund internally restricted cash of \$150,000 representing proceeds from licence agreement for land use at West Dapto.

REPORT AUTHORISATIONS

Report of: Leila Hogan, Executive Strategy Manager (Acting)

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

ATTACHMENTS

- 1 Organisational Planning - Draft Quarterly Review Statement March 2019

BACKGROUND

Council's draft Quarterly Review Statement March 2019 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 2018-2019.

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 Review Statement March 2019 details how Council is tracking against its budgets in conjunction with a concise visual summary of Council's financial position for the quarter.

Significant highlights during the quarter include:

- Delivery of Australia Day celebrations.
- Illawarra Folk Festival, Ice House, Rufus and Farmer and the Owl music events supported.
- Successful delivery of Seniors Week.
- Explorer of the Seas cruise ship visit.
- Council welcomed 23 new cadets, apprentices and trainees to the workforce in January.
- Delivery of Clean up Australia Day.

CONSULTATION AND COMMUNICATION

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

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 2018-2019.

FINANCIAL IMPLICATIONS

The revised financial estimate proposed at March are inclusive of the recognition of the early payment of the Financial Assistance Grant 2019-2020 as advised in the Federal Budget 2019 along with a range of other adjustments that have impacted the forecast Operating Result [pre capital] but do not greatly impact the Funds Result.

The proposed variations generate an improvement in the Operating Result [pre capital] of \$9.7 million and an improvement of \$9.2 million in both the Funds Available from Operations and Funds Result. The Financial Assistance Grant early payment is estimated at \$9.1 million.

The revised forecasts include the recognition of income from a licence agreement that will give a developer access to Council land for a 2 - 3 year period to undertake agreed works that on completion will be dedicated as a public road by Council. Council will receive \$0.9 million as part of this arrangement and this income has been reflected over a 3 year period in the financial forecasts. In accordance with the Commercial Property Strategy endorsed by Council in November 2015, it has been proposed that this income be transferred to Property Investment Fund internally restricted asset.

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

Supporting Documents – Planning Studies & Investigations

The review of progress of projects during this quarter has resulted in adjustments in expected delivery time across a number of projects. Details of proposed adjustments are included in the attached Quarterly Review Statement. Although there isn't significant change in the budgeted position for Supporting Documents, there remains some organisational challenges for these projects to be delivered in full in the current reporting period.

CONCLUSION

This draft Quarterly Review Statement March 2019 has been prepared following input and assistance from all Divisions. It is submitted for consideration by Council.



OUR WOLLONGONG 2028 DRAFT QUARTERLY REVIEW STATEMENT March 2019

From the mountains to the sea



WCC-1498334-18



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This Quarterly Review Statement (January to March 2019) reports on progress towards achieving the five Councillor Strategic Priorities from the Delivery Program 2018-21 and Annual Deliverables from the Operational Plan 2018-19.

Highlights and significant progress with key projects from the Operational Plan 2018-19 are reported by the six Community Goals from the Our Wollongong 2028 Community Strategic Plan.

Highlights from this quarter include:

- 1 Australia Day celebrations delivered;
- 2 Illawarra Folk Festival;
- 3 Seniors Week and Festival;
- 4 Clean Up Australia Day held;
- 5 Explorer of the Seas cruise ship visit;
- 6 23 new cadets, apprentices and trainees commencing in January.

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

This report also 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 also included in this report.

I would like to thank all staff and the community for their contributions to the achievements identified in this Quarterly Review and Budget Review Statement. This Review will inform the Annual Report due in November 2019.

Greg Doyle
General Manager [Acting]

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 2018-22. Progress made in the March 2019 quarter is outlined below:

Activating Our Suburbs

We are committed to enhancing and activating spaces and places across our Local Government Area through sound planning and focused programs.

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

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

Strategic Priority Progress



On Track

Program Achievements

A range of activations were conducted in our suburbs over the quarter in partnership with our community, including the following:

- Council officers attended regular Wollongong Northern District Aboriginal Community (WNDAC) network meetings to develop a Bellambi location community NAIDOC event for 2019.
- Council has partnered with Careways (Koonawarra service), Barnardos and other community groups/organisations to develop two community NAIDOC events to be held in the southern suburbs of Wollongong for 2019.
- Staff met monthly with Bellambi Safety Group, focusing on undertaking community actions to increase safety in their local area.
- A clean-up day at Bundaleer was organised through partnerships with Family and Community Services NSW, Mission Australia, Council and the local community, taking place on 16 January. Approximately 20 tonnes of rubbish was removed. The activity increased pride in the local resident community;
- Council continues to support the community garden initiative at Illawong Gardens and attend a monthly BBQ meeting as a way to engage and build trust.
- Community engagement completed with residents around planning for the new southern suburbs library and community centre at Warrawong.

Strategic Priorities PROGRESS REPORT

Activating Our Suburbs continued

- Council officers worked to develop and deliver an engagement strategy with children for the Helensburgh Town Centre Plan.
- Council officers developed and coordinated an engagement strategy with children and young people for the Warrawong Community Centre and Library.
- Provided a Reading Tent, and *Bright Spark* [child development] attended the Corrimal Moonlight Movies. Approximately 20 children enjoyed stories in the Reading Tent and spending time with Bright Spark.
- Council Youth Services provided services, programs and engagement activities to young people in Wollongong, Bellambi, Corrimal, Cringila, Bundaleer Estate, Warrawong, Koonawarra and Kanahooka.
- The Neighbourhood Youth Work Project Program funded by Council delivered services to young people in Berkeley, Dapto, Helensburgh and Port Kembla.
- Community Cultural Development Project with Dapto High School for display in the Creative Container located in Dapto Square.
- Playing in the Precinct has been taking place in Dapto Square on a Tuesday bringing live music to the area.

Council also facilitates activation by providing an events concierge service to assist event organisers in bringing major events to Wollongong. Support levels vary from small events to facilitating stakeholder meetings for proposed larger events, in addition to the general navigation through Council to ensure appropriate approvals and documentation are in place. During the quarter, high level of support and engagement were also provided to Illawarra Folk Festival, Ice House Concert and Rufus du Sol / Farmer and the Owl Music Festivals.

During the quarter, *Renew Wollongong* successfully placed its first three creative business enterprises, which have transformed vacant retail spaces into active places. These enterprises now have the opportunity to grow their business skills and develop projects that will help activate the area. These successful spaces will further promote the benefit of Renew Wollongong to key stakeholders.

In addition, Council's \$400M four-year Infrastructure Delivery Program includes a suite of programs and projects that directly respond to activating and enhancing our community centres, public domain and open spaces. Further to the many footpaths, cycle ways and open space upgrades, these initiatives include streetscape and public domain improvements in Warrawong, Wollongong Central Business District, Corrimal, Dapto, Thirroul and Helensburgh Town Centres.

Strategic Priorities **PROGRESS REPORT**

Urban Greening

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

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

Strategic Priority Progress



On Track

Program Achievements

The Urban Greening Program has made significant progress towards establishing a best practice Public Tree Management Program during the quarter.

Achievements include: developing specifications for a contract to secure an appropriate and ongoing supply of high quality trees from the market; improving internal processes to ensure improved tree protection and assessment across the organisation; and procuring the TreePlotter inventory system which manages asset data for individual trees and allows Council to proactively plan and schedule new planting, manage workflows, risks and maintenance.

On the ground, new tree planting has been targeted to shade parks and playgrounds. Renewal planting has been undertaken to offset future losses of important avenues and individually significant trees. Roll out of tree planting aligned with Council's capital construction program continues in projects such as car parks and footpath renewals. Various pilot plantings have been undertaken in residential streets to trial direct engagement with the community, streetscape projects have been planting, and an online Shade Study has elicited over 900 responses from residents letting us know where we need great trees.

Strategic Priorities PROGRESS REPORT

West Dapto

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

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

Strategic Priority Progress

✓ On Track

Program Achievements

Council adopted the West Dapto Vision document on 10 December 2018 and will guide future planning decisions for the release area. Staff are now focused on tasks to implement the Vision document.

The pace of land development within West Dapto continues to be strong and Council continues to assess and determine draft Planning Proposal requests, Neighbourhood Plans and Development Applications that facilitate urban development. To date, Neighbourhood Plans have been adopted within stages 1 and 2 for over 4,350 lots. Neighbourhood Plans to support a further 3,643 lots are currently being assessed. Of these, Council has approved Development Applications to create 1,839 new lots.

Council also continued the implementation of the Infrastructure Delivery program to support the West Dapto Urban Release area. The contract for the Stage 2 works of the Fowlers Road to Fairwater Drive was awarded, with the contractor making significant progress on site. These works currently include abutment and deck construction; excavation of the flood-ways; and embankment construction. Construction work also commenced on Stage 1 of the Wongawilli Road project and the Marshall Street deviation and road reconstruction works were completed in February.

Council was successful in obtaining funding under the NSW Housing Acceleration Fund for Economic Business case studies of the upgrade of West Dapto Road and Wongawilli Road. This complements the existing Restart NSW \$2.4M funding currently being expended on the Wongawilli Road upgrade project.

During the quarter, consultants completed the facility needs assessment for an integrated leisure and community centre for the West Dapto community. The assessment identified a preferred location for the facility and councillors will be updated on the needs assessment findings during the June quarter.

Program Risks

Council staff are progressing the biennial review of the West Dapto Section 7.11 (former Section 94 Plan) during the quarter to ensure the Contributions Plan continues to reflect local infrastructure requirements with an aim to further reduce the financial risk to Council in the funding of essential local infrastructure. The biennial review is required by the State to be reviewed by IPART and adopted by Council by the end of June 2020 to allow Council to continue to charge contributions above \$30,000 per dwelling. The Department of Planning and Environment (DPE) made the 1st payment of LIGS to Council during the quarter. Council continues to make representations to the State requesting progress on an Illawarra / Shoalhaven Special Infrastructure Contribution determination to support Council's ongoing commitment to infrastructure funding at West Dapto.

Strategic Priorities PROGRESS REPORT

Active Transport and Connectivity

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

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

Strategic Priority Progress



On Track

Program Achievements

Actions identified within the Wollongong Bike Plan and Wollongong Pedestrian Plan are incorporated into the Infrastructure Delivery Program and operational programs for progressive implementation. Projects are currently being developed for submission to the Transport for NSW grant funding scheme. The current year will consider the University - CBD cycleway including the Smith Street underpass, Smith Street and Kembla Street links.

Of note is the significant budget increase for the 2018-19 financial year for new footpaths to action the Pedestrian Plan. Recruitment is nearing completion for new senior traffic engineers to support planning and community engagement on prioritising footpath and connectivity projects around schools, as well as planning for the next stages of the Grand Pacific Walk.

The concept design of the Smith and Kembla Street on road cycleway, which will provide dedicated access for cyclists into the city centre, is nearing completion. Discussions are underway with Roads and Maritime Services and Transport for NSW to discuss funding priorities for these projects and other active transport programs.

Council continues to seek grant funding through a range of State and Commonwealth initiatives to support active transport and connectivity improvements including streetscape upgrades in commercial centres such as Warrawong, Corrimal and Helensburgh. Council has also received funding to undertake an initial feasibility assessment to use the Otford Railway Tunnel as a shared pathway or rail trail.

During the quarter a number of initiatives have been undertaken to actively engage people with disability. The Public Toilet Strategy 2019-2029 and the Beach and Foreshore Access Strategy 2019-2028 Public Exhibitions and the engagement for the Warrawong Community Centre and Library were promoted to people with disability and support agencies. Feedback was also sought from organisations around the existing adult lift and change table at Stuart Park.

The Walking, Cycling and Mobility Reference Group which includes representation from people with disability held its first meeting in February 2019.

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

During the quarter, Advantage Wollongong completed a brand audit which identified our branding strengths and weaknesses and opportunities by reviewing:

- best practice domestic and international business attraction and investment agencies;
- interviewing our target audience; and
- Reviewing our current positioning and how it sits within Wollongong.

A series of recommendations were made that are currently under consideration. Advantage Wollongong has revisited its Target Sectors and Unique Selling Propositions (USP's) through internal research, committee discussions and also appointed a consultant that specialises in advising countries and cities regarding foreign direct investment strategies to review Council's approach.

Research was also undertaken on the capability of Wollongong's knowledge services sector and compared the city to others as a location for knowledge based businesses. A key finding of this study was that staff turnover in Wollongong is only 8% compared to 19% across Australia. The research indicated for a 150 seat contact/call centre, staff turnover costs would be three times higher for the rest of Australia than Wollongong.

During the quarter, Council, via Destination Wollongong continued to support the cruise visitor economy. Wollongong welcomed Explorer of the Seas on 11 February 2019. This ship brought 3,224 passengers to the city who spent an estimated \$648,000. Council was also successful in securing \$400,000 under the Port Kembla Community Investment Fund for the construction of a viewing platform overlooking Port Kembla Beach. The project will be designed and constructed over the next two years. There are three more cruise ships expected in Wollongong in 2020 – Superstar Virgo (23 February and 8 March 2020) and Magnifica (17 March 2020).

Council via Destination Wollongong, also sponsored six major events this quarter across the priority sectors, injecting an estimated \$9.05m to the local economy. These events included: The Illawarra Folk Festival; Illawarra Titans Battle of the Countries; Australia Day Aquathon; Shimano Super Criterium; Tribal Clash and; Ainsley's (celebrity chef Ainsley Harriot) Market Menu. This covered the Arts, Sporting, Adventure and Food and Beverage priority sectors. Council also announced the 3Fest festival for February 2020, which is a signature event for the city and involves a joint partnership between Wollongong City Council, the University of Wollongong and Destination NSW.

Council also provides an events concierge service to assist event organisers in bringing major events to Wollongong. During the quarter, Council provided support and engagement to the Illawarra Folk Festival, Ice House Concert and Rufus du Sol / Farmer and the Owl Music Festivals.

Operational Plan

2018-19 PROGRESS

The following section provides an overview of Council's progress with delivering Our Wollongong 2028. It provides a summary of progress for 2018-19 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 December 2018 quarter. The organisation's performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Annual Plan 2018-19 contains 311 annual deliverables across the six Community Goals. Table 1 following outlines how Council is tracking in the December 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	84.06%	10.14%	2.9%	2.9%	0%
2. We have an innovative and sustainable economy	92%	2%	6%	0%	0%
3. Wollongong is a creative, vibrant city	100%	0%	0%	0%	0%
4. We are a connected and engaged community	98.04%	1.96%	0%	0%	0%
5. We have a healthy community in a liveable city	94.39%	1.87%	0.93%	0.93%	1.87%
6. We have affordable and accessible transport	88%	4%	4%	0%	4%
Total Annual Deliverable Progress	92.56%	3.57%	2.08%	0.89%	0.89%

*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 2018-19 Progress continued

Overall 2.09% of Annual Deliverables were reported to be delayed, while 1.19% were deferred.

Table 2 below outlines all annual deliverables that were reported as delayed or deferred at the end of March 2019.

Table 2

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
1 We value and protect our natural environment	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions	Y		A report is being prepared for EMC seeking support to finalise technical studies and submit an application for biodiversity certification of West Dapto URA, prior to 25 August 2019 - the deadline for application under the Savings and Transitional arrangements associated with the former Threatened Species Conservation Act.
	Prepare and implement priority actions of the Coastal Management Plan [CMP] for Lake Illawarra	Y		<p>Work has continued to update the draft CMP in line with the finalised NSW Coastal Management Manual. A new draft CMP is expected to be submitted by the consultants on 24 March. These updates included major tasks such as:</p> <ol style="list-style-type: none"> 1 The development of new tidal inundation mapping and subsequent stakeholder workshop to address risks. 2 The development of a revised WQ1 action regarding implementation of the Risk Based Stormwater Management Framework that all relevant stakeholders can accept. 3 Agreement on an Office of Environmental Heritage led modelling project to help implement the Risk Based Framework. 4 The commencement of a project to provide quantitative links between habitats and fisheries species. 5 Negotiations with Fisheries' staff regarding the inclusion of more Fisheries' actions as a result of community concerns regarding overfishing. Work is occurring according to the revised approved timeframe and budget.

Operational Plan 2018-19 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
1 We value and protect our natural environment cont	Carry out the Berkeley Commerical Land Study		Y	In February 2019, Council decided not to proceed with the Berkeley Centre Study.
	Complete the Industrial Lands Review		Y	In February 2019, Council decided to defer the Industrial Lands Review to 2019-20.
2 We have an innovative and sustainable economy	Develop a cultural tourism strategy which draws on and celebrates aspects of the city's natural and built heritage, social history and cultural attributes through an interdivisional working party	Y		Council has received the final draft Cultural Tourism Strategy from the consultant and it is under review.
	Implement actions of the Cultural Tourism Strategy	Y		The Cultural Tourism Strategy is still in draft. We are continuing to review the proposed actions and time frames in the draft document to determine proposed priorities, responsibilities and a way to progress with relevant stakeholders.
	Investigate the development of Wollongong as a learning community, based on UNESCO framework and principles	Y		<p>The engagement of public libraries in this learning community 'space' is an innovative and future-focused initiative that could place Wollongong at the forefront of being a City of Innovation.</p> <p>The Library applied to the State Library of NSW for funding support, however was unsuccessful at this time.</p> <p>Alternative options to get this project up and running are being explored, including the development of the project as a student placement project for second year MSW students. This is still a priority for the Library – depending on resourcing.</p> <p>Learning communities have developed from three areas of learning theory: active learning and communities of practice within the formal education systems e.g. schools and academia; learning organisations who are able to adapt quickly to changing environments; and the connected</p>

Operational Plan 2018-19 Progress continued

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
3 We have an innovative and sustainable economy cont				Learning movement which arose from interest-driven, peer-supported and academically oriented learning for young people with the aims of promoting the core values of equity, community participation and social connection.
5 We have a healthy community in a liveable city	Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla	Y		The interpretative artwork on MM Beach on Gloucester Boulevard has been completed. Council Officers have also engaged Niche Consultancy to undertake new Conservation Management Plan for Hill 60 with a goal to see the plan completed in October 2019.
	Develop an updated Landscape Master plan for Stuart & Galvin Parks North Wollongong		Y	An updated Landscape Plan for Stuart and Galvin Park is on hold noting that Landscape Design will be informed by key issues impacted the precinct, these include the Foreshore parking Strategy and drainage matters
6 We have affordable and accessible transport	Investigate opportunities to install bike carriers on buses	Y		Council staff will be contacting bus operators and the Department of Transport prior to the end of the financial year to seek their views and ideas on the feasibility of installing bike carriers/racks onto their buses.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Council programs incorporate best practice urban tree and vegetation management

During the quarter, Council officers from technical, operational, strategic and procedural areas of Council collaborate to deliver priority actions. These include collection of a public tree inventory, preparation of pre-grow contracts with tree suppliers, and implementation of maintenance and planning actions following the adoption of the Public Tree Management Policy. Identification of priority areas for new planting continues, where shade and amenity is most required. Work is underway to develop a communications strategy to engage stakeholders on the benefits of urban greening, and existing programs focussed on bush restoration continue to deliver positive outcomes in natural areas.

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, approximately 800 volunteers participated in Clean up Australia Day activities. The event involved 52 schools, 12 businesses (both record figures), 46 registration points and 55 groups, with an estimated 1,100 individuals collecting 8.34 tonnes of litter and rubbish. Tonnages recorded was similar to previous year and larger items were removed from bushland and natural areas. There was a focus on Lake Illawarra foreshores, with a noticeable reduction of plastic bottles coinciding with the new "Return and Earn" scheme.



[IMAGE: Deputy Lord Mayor David Brown planting at Woonona Beach with school students during Clean Up Australia Day]

GOAL 1: WE VALUE AND PROTECT OUR ENVIRONMENT

Continue implementation of priority actions from the Dune Management Strategy

Work has progressed at a number of areas, including Woonona, Bellambi, Port Kembla and City Beach.

Council has responded to vegetation vandalism of dune vegetation at Woonona Beach and a feasibility assessment of the installation of CCTV at the site has commenced. A school clean up and planting day was also held in the dunes behind Woonona Beach in February. Additionally, a community information update was distributed to Woonona Beach residents in February 2019, which included details of the type and characteristics of the plants being planted.

Dune re-shaping projects at Bellambi and Port Kembla beaches are underway. Stakeholder engagement about the final designs has occurred this quarter and both projects are scheduled for on-ground works in winter 2019.

Widening of the access track next to the observation tower at Wollongong City beach was completed this quarter.

The Beach and Dune monitoring program continued, with transects surveyed and photo monitoring at dune project sites every two months.

Complete the Helensburgh Town Centre Study

The Helensburgh Town Centre Plan will provide strategic direction for future development, infrastructure investment, community programs and planning policy of the area. During the quarter, preliminary consultation commenced with a community visioning workshop held on Saturday 30 March. To prepare, information was distributed to early morning commuters at Helensburgh and a hearing loop was offered at the workshop to encourage participation in the planning process. Workshops were held at child care facilities and schools, encouraging participation by children and young people in decisions that affect the area they live in. Details have been added to engagement activity invitations advising of support options available to enable attendance and measures have been taken to make our print material more accessible. This exercise also catered for engaging with children and collected extensive material to assist development of the vision and principles for the Plan.

Review and implement key priorities from the Integrated Stormwater Management Plan

During the quarter, construction of six drainage and flood projects was completed, five projects were under construction and five projects had designs completed to allow future construction. Key stormwater and floodplain mitigation projects had investigations and designs further progressed including:

- Complex, detailed design of 338 Paynes Road, Dombarton;
- Detailed design of access to Swan Street culvert to allow more efficient future maintenance;
- Installation of Memorial Drive [Woonona] and Gordon Hutton Park [Woonona] debris control structures and West Street flood mitigation [Wollongong]; and
- Concept designs of Ursula Road [Bulli] Flood Mitigation Scheme, Bellambi Gully flood mitigation scheme, Mc Mahon Street [Mount Ousley] detention basin were progressed.

GOAL 1: WE VALUE AND PROTECT OUR ENVIRONMENT

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

During the quarter, Council continued to provide support to ongoing natural area volunteer programs such as Bushcare, Dunecare and FIReady and Greenhouse Park. A major community planting day was held, resulting in 2,500 plants being installed along Reed Park Dapto.

Council also sought feedback regarding tree cover throughout the Local Government Area. With many areas without shade or trees, feedback has been sought regarding the best possible areas to plant trees for residents. This forms part of the Urban Greening Strategy which will guide how we plan to protect and maintain existing trees and grow the tree canopy cover across the city over the next 20 years.

[IMAGE: Local residents watering their new tree]



[IMAGE: Local residents watering their new tree]

Performance Measures

- Participation rate in environmental programs | 22,703 (Q3 2018 – 28,165)
- Number of volunteers for Environmental Programs - Greenhouse Park | 24 (Q3 2018 – 31)
- Plants Propogated | 12,948 (Q3 2018 – 9,846)
- Plants Distributed | 10,769 (Q3 2018 – 8,716)
- Tonnes of Rubbish collected from clean up activities | 10.13 (Q3 2018 – 26)
- Number of volunteers worked at Bushcare and FIReady sites | 502 (Q3 2018 – 422)

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

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

The Lab learning space on Level 1 of Wollongong Library provides a flexible space that can be used for a number of programs and events. During the quarter, 52 programs were held, attracting 646 attendees.

Some of the programs held in the Lab this quarter were financial literacy, Get Skilled technology training, Seniors festival activities, Online Safety presentation, Strata Rights presentation, 3D printing, two author talks, three Knit, Stitch and Yarn, and six family movie sessions.

Programs held in the Lab this quarter were financial literacy, 3D printing, an author talk, and two family movie sessions.

Deliver a Wollongong Art Gallery Education and Public Program

The Art Gallery develops and delivers a range of education and public programs both directly related to the exhibition program as well as ancillary access and engagement programs for different parts of our diverse community. Programs delivered during the quarter included:

- Six tours;
- Four School Holiday programs;
- Four Adult Art workshops;
- Children's Workshops;
- Four Art Enrichment programs;
- Three Junior Art Trail programs;
- One Family Fun day;
- ARTsmart after school programs;
- Eight Artist/curator talks;
- Three Public Programs;
- Four exhibition openings and two community exhibition openings;
- Two friends of the gallery events and activities;
- Two gallery guide activities; and
- External, Council and community functions events.

Implement the Economic Development Strategy 2013-23

During the quarter, key activities from the Economic Development Strategy were implemented, with progress of the refreshed economic development strategy and delivery of the first session of Economic Gardening being particular highlights.

Council assisted 17 businesses/investors in Wollongong, ranging from support for small businesses to a number of large scale enquiries. Council also coordinated an initial Easy to do Business meeting with relevant internal staff and Service NSW to progress implementation of the scheme.

The refreshed Economic Development Strategy is nearing completion, with the jobs target developed, strategy drafted and consultation (internal and external) approaching completion. The Strategy will be placed on public exhibition in May and presented to Council for adoption at the June Council meeting.

The first session of Economic Gardening was held in March, with further sessions to be rolled out next quarter. The event offers businesses a package of tools and assistance to help them grow. The program, offered in conjunction

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

with Shellharbour City Council and Kiama Municipal Council, targets high performing companies and includes a boot camp, workshops on a range of topics and coaching. The aim of the workshop is to help established companies with sound business models develop strategic plans and manage their finances for growth.

Implement a research & development program targeting alternatives to placing waste into landfill in partnership with the University of Wollongong's iAccelerate program.

Council continues to partner with the University of Wollongong's iAccelerate Program. The partnership is currently investigating alternatives to placing waste into landfill. As a result of work done through the iAccelerate program, Council is investigating a Food Organics Garden Organics Systems (FOGO) trial and is developing an Alternative Waste Treatment strategy.

Provide funds to support Wollongong's ability to attract and retain a tourist ship visitor economy through on shore day visits

During the quarter, Council, via Destination Wollongong continued to support the cruise visitor economy. Wollongong welcomed Explorer of the Seas on 11 February 2019. This ship brought 3,224 passengers to the city who spent an estimated \$648,000. Council was also successful in securing \$400,000 under the Port Kembla Community Investment Fund for the construction of a viewing platform overlooking Port Kembla Beach. The project will be designed and constructed over the next two years. There are three more cruise ships expected in Wollongong in 2020 – Superstar Virgo (23 February & 8 March 2020) and Magnifica (17 March 2020).



[IMAGE: A cruise ship arriving at Port Kembla]

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

During the quarter, Council continued to promote its Learning Pathways Program with local high schools, welcoming seven new school based trainees and a number of internships taking place through the University of Wollongong.

Council also welcomed 23 new employees as part of the cadets, apprentices and traineeship program in January, supporting delivery of the regional youth employment action plan.



[IMAGE: Council's newest cadets, apprentices and trainees – January 2019]

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

During the quarter, Renew Wollongong successfully placed its' first three creative business enterprises which have transformed vacant retail spaces into active places. These enterprises now have the opportunity to grow their business skills and develop projects that will help activate the area. These successful spaces will further promote the benefit of Renew Wollongong to key stakeholders.

The Renew Wollongong Team in partnership with City Centre staff continue to build relationships with creatives, property owners, leasing agents and businesses to further progress the Project.

Performance Measures

- Number of visitations to the tourism information centres | 16,107 (Q3 2018 – 16,107)
- Tourist Park occupancy rate of cabins | 67% (Q3 2018 – 68%)
- Occupancy rates of paid on street parking | 75% (Q3 2018 – 77%)
- Tourist parks occupancy rate of unpowered sites | 41% (Q3 2018 – 63%)
- Tourist parks occupancy rate of powered sites | 39% (Q3 2018 – 63%)

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Deliver Council's annual community events program

During the quarter, three key events of the annual program were delivered: Australia Day, Seniors Week and Moonlight Movies.

Council's Australia Day event was successfully delivered at Belmore Basin and the Foreshore with over 25,000 people in attendance. This year, the Lord Mayor hosted a special birthday party for all those born on the 26 January. They received a special hat and badge and were invited to cut a birthday cake with other people who shared a birthday on this significant date. In addition, a number of accessibility adjustments were made to the event site, with the main stage moving from Lang Park to Osborne Park. The accessible area was activated and continues to grow in popularity and a 'chill-out'/quiet zone created for people needing a quiet retreat from the excitement of the day. Furry friends were also not forgotten, with the Ozzy Dog Show hosted for the second year in a row. Other highlights from the day include the Aquathon, live music and an evening fireworks display.

The 2018-2019 summer Moonlight season promised the delivery of 6 moonlight movies across the Local Government Area (LGA). The final three for the season were screened in February, March and April. During February, Never Ending Story was screened in Corrimal and supported by the Corrimal Chamber of Commerce, attracting up to 300 patrons.

Seniors week was held early in 2019, moved from April to February. Council engaged the Seniors Week committee and with their volunteer support, a program with over 100 events and activities was produced and circulated to over 5,000 people across the LGA. The week saw over 2,000 seniors participating in the program of events and activities, including the popular Lady Mayoress Afternoon Tea Dance. The event was coordinated and delivered by Council with over 200 seniors joining the Lady Mayoress and the Lord Mayor for an afternoon of entertainment and dancing. The event continues to be a highlight of Seniors Week program.



[IMAGE: Australia Day 2019 fireworks display at Belmore Basin]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Manage and deliver programs at the Wollongong Art Gallery

The Art Gallery program includes the development and delivery of a range of exhibition, education and other public programs as well as the development and management of the Art Collection. During the quarter, a number of exhibitions were delivered, including:

- The TV Show - Curated by Daniel Mudie Cunningham
- The Box in the Corner - Curated by Nigel Giles
- Summer Love - With Poems by Lizzie Buckmaster Dove and a Family Fun day
- Locals on Board - With 192 contributing artists
- Red Alert -With texts by Dr. Michael Bear
- Balnhdhurr- A Lasting Impression: An exhibition taking the viewer on a visual journey mapping the evolution of the Yirrkala Print Space based at Buku-Larrnggay Mulka Art centre in Northeast Arnhem Land.
- Sharing Knowledge Children's art workshops by visiting Yirrkala artist.
- Black wallaby Indigenous Writers Night with South Coast Writers Centre.

Future Feminist Archive: Live in Wollongong!

Artists and performers weave Wollongong's first international Women's Day (IWD) march in 1979 and its context of equal rights and women's right to work struggles, with contemporary feminist themes and hashtag age initiatives such as the Me Too movement. Curated by Jo Holder and Catriona Moore.

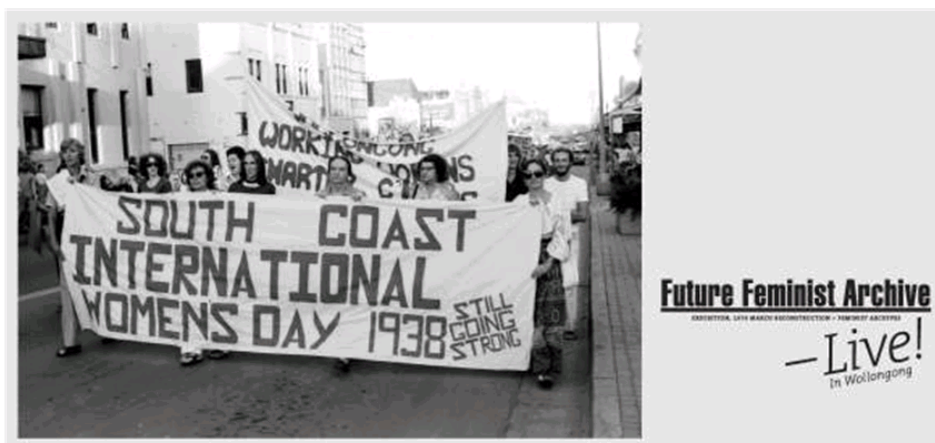
Exhibitions in the Community Access Gallery

Timbermill Studios is a unique creative space in Bulli's transformed iconic timber mill, housing various artisan studios, small businesses, event spaces, band rehearsal rooms and the Timbermill Café. Artist associated with studio presented their works as part of the Gallery's 40th Anniversary celebration.

Stroke After Stroke: Dana Zaklikowski

An exhibition highlighting how art can empower people through rehabilitation. This exhibition documented the journey of artist Dana Zaklikowski after suffering several debilitating strokes. Dana passed away before the exhibition opened and it became memorial to her life and struggle.

Attendance continued to be strong during the quarter with approximately 33,000 visitors.



[IMAGE: 1979 Wollongong women's marchers – Future Feminist Archive – Live! event.

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Collaborate with Culturally and Linguistically Diverse Communities (CALD) community to support community events and celebrations

For the second consecutive year, Council supported community partners from the Iranian, Afghani and Kurdish communities to host an open community celebration in the Wollongong Mall for Nowruz (New Year) on 21 March 2019. Nowruz is the biggest secular event in dozens of countries in the Middle East and East Asia. Approximately 250 people from diverse backgrounds, including many family groups, enjoyed a colourful program of dance and music performances as well as communal circle dancing. The event also drew in people attending Eat Street. The Iranian and Afghani food stalls were a special part of the Eat Street offering. A particular highlight was the first ever performance of the newly formed Afghani dance troupe. The Kurdish community leaders decided not to formally participate in the event due to the terrorist attacks in Christchurch the previous week.



[IMAGE: Burhan Zangana, from the Kurdish community, Azita Azimi from the Afghani community, and Mansoor Rasekhi, Iranian community, with Acting Lord Mayor Cr David Brown for the announcement of the Nowruz Celebrations on 21 March]

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

Council via Destination Wollongong sponsored six major events this quarter across priority sectors, injecting an estimated \$9.05m to the local economy. These events included: Illawarra Folk Festival; Illawarra Titans Battle of the Countries; Australia Day Aquathon; Shimano Super Criterium; Tribal Clash and; Ainsley's (celebrity chef, Ainsley Harriot) Market Menu. This covered Arts, Sporting, Adventure and Food and Beverage priority sectors. Council also announced the 3Fest festival for February 2020, which is a signature event for the city and involves a joint partnership between Wollongong City Council, the University of Wollongong and Destination NSW.



[IMAGE: Participants of the maiden Tribal Clash event, February 2019

Deliver the Creative Spaces program including development of the Lower Town Hall as a community managed space

During the quarter, six new leases were signed and participants inducted for the creative space studios. Ars Electronica Australia have also commenced work on the 3Fest Festival in partnership with Council, UOW and Destination NSW, operating out of the Lower Town Hall.

Performance Measures

- Attendance at Australia Day event | 25,000 (Q3 2018 – 35,000)
- Attendance at Sunset Cinema season | 16,000 (Q3 2018 – 14,413)
- Library visitations | 252,472 (Q3 2018 – 235,968)
- Library – total number of loans | 334,808 (Q3 2018 – 327,990)
- Library programs: number of programs | 511 (Q3 2018 – 494)
- Library programs: number of participants | 12,291 (Q3 2018 – 10,118)

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Provide support for not for profit organisations via provision of affordable Council assets and community facilities

Otford's tennis clubhouse has been transformed into a community hall as an example of Council's approach to getting the most out of the city's social infrastructure. A licence agreement has been put in place with Otford Community Inc. to manage and operate the facility. This is a key component of Council's new Places for People Strategy, which guides Council's planning for community, cultural and recreational buildings at a number of levels from planning for major projects, through to smaller projects that aim to enhance and activate existing assets, such as this project. Council has also supported Helensburgh Community Centre Inc. during the transition of operations back to Council.



[IMAGE: Otford Community Hall]

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

During the quarter, Council supported the Rotary Club of Wollongong's Mt Keira Community Day, held 23 February. The event was presented in partnership with the Illawarra Local Aboriginal Land Council and Wollongong City Council. It provided people with the opportunity to join two walking tours. One was led by a representative of the Illawarra Local Aboriginal Land Council and provided insight into the site's significance to the local Aboriginal community, and the second was led by a representative from Wollongong Botanic Garden to share information about the park's flora and fauna.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

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

During the quarter, a number of civic activities were held including recognition of volunteers and community support provided during Seniors Week, annual Australia Day Awards Ceremony, Wollongong Citizen of the Year and Senior Citizen of the Year.

The annual Australia Day Awards Ceremony was held again this year, with a number of outstanding citizens receiving awards for their accomplishments and achievements. There were also a large number of nominees in the various categories.

Dr Justin Yerbury was announced as the Wollongong Citizen of the Year in recognition for his international research and advocacy for Motor Neurone Disease.

The Senior Citizen of the Year was awarded to Dr James Turner for his dedication to the Wollongong community as a General Practitioner at Wollongong Hospital for over 62 years. Refugee advocate, Narayan Khanal was awarded the Young Citizen of the Year Award for his efforts in promoting diversity and inclusion in the community.



[IMAGE: Lord Mayor Gordon Bradbery AM presents Citizen of the Year Award to Dr Justin Yerbury, Senior Citizen of the Year to Dr James Turner and Young Citizen of the Year to Narayan Khanal]

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

Recognising the cultural diversity of Warrawong and surrounds, Arabic and Macedonian interpreters were provided at the community information stand for Warrawong District Community Centre and Library and the promotional material included various translations.

Different methods were implemented at information sessions to encourage discussion and interaction. For example, mapping tools were provided for people to draw or write their ideas and experiences. Visual tools were used to explain the history and effects of floods such as aerial maps, flood modelling animation videos and 'fly through' videos of catchment areas. The use of different mediums seeks to meet the diverse communication styles in our community.

Information was distributed to early morning commuters at Helensburgh and a hearing loop was offered at the workshop to encourage participation in the Helensburgh Town Centre Masterplan process. Workshops were held at child care facilities and schools, encouraging participation by children and young people in decisions that affect the area they live in. Feedback has been added to engagement activity invitations advising of support options available to enable attendance and measures have been taken to make our print material more accessible.

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, a number of initiatives have been undertaken to actively engage people with disability. The Public Toilet Strategy 2019-2029 and the Beach and Foreshore Access Strategy 2019-2028 Public Exhibitions and the engagement for the Warrawong Community Centre and Library were promoted to people with disability and support agencies. Feedback was also sought from organisations around the existing adult lift and change table at Stuart Park.

The Walking, Cycling and Mobility Reference Group which includes representation from people with disability held its first meeting in February 2019.

Continue to seek external funding to support the delivery of core community infrastructure projects

During the quarter, Council was successful in securing \$20,000 under the Community Building Partnerships \$20,000 towards the Wiseman Park Sports field lighting project. Council was also awarded \$140,000 towards the upgrade of the Allen Street car park under the Port Kembla Community Investment Fund.

Performance Measures

- Sick Leave | 7.16 Days (Q3 2018 – 7.82 days)
- Number of Twitter followers for Council | 5,839 (Q3 2018 – 5,496)
- Carers Leave | 0.63 Days (Q3 2018 – 0.61 days)
- Lost Time Injury Frequency Rate | 17.91 (Q3 2018 – 13.14)
- Number of media releases issued | 41 (Q3 2018 – 41)
- Number of Council Facebook page 'likes' | 25,462 (Q3 2018 – 22,766)
- Workers compensation costs as a percentage of payroll | 0.00 % (Q3 2018 – 1.73%)
- Telephone calls are answered within 30 seconds | 86 % (Q3 2018 – 82%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 95 % (Q3 2018 – 92%)

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

Construct synthetic football pitch at Ian McLennan Park, Kembla Grange

During the quarter, works on the \$2.765M synthetic football pitch continued with the first two stages of the project at practical completion and handed over to Council. Council worked closely with Football South Coast and the NSW government to create a year-round venue and is the first Fédération Internationale de Football Association (FIFA) accredited synthetic pitch in the city. The project includes:

- Synthetic turf field to main field to comply with all FIFA and Football NSW requirements;
- LED lighting to synthetic turf field, the natural turf field, and the junior natural turf field; and
- Sportsfield fencing around the synthetic field.

The project was funded by Council (\$1.4M), Football South Coast (\$0.8M) and NSW government grants (\$0.565M).



[IMAGE: Greg Valic from South Coast United, Football South Coast Chairman Eddy De Gabriele, Acting Lord Mayor Cr David Brown, NSW Member for Shellharbour Anna Watson, NSW Member for Kiama Gareth Ward, Chief Executive Officer Ann-Marie Balliana, Federal Member for Whitlam Stephen Jones, Councillor Cameron Waters, and Robert Kirkwood, from Polytan Asia Pty Ltd

Implement, monitor and report on the Disability Inclusion Action Plan 2016-2020

During the quarter a range of projects and initiatives were undertaken to progress the delivery of the Disability Inclusion Action Plan, including:

- Continuing to support Human Resources regarding the recruitment and support of people with disability;
- Developing and delivering Autism Awareness training internally with Council staff;
- Providing alternative methods of communication for the community through the use of social stories for the Art Gallery, Youth Centre, events and Council services and programs.

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

- Undertaking a Pilot of The Quiet Space at Australia Day 2019.
- Two Sensory Play sessions were held in the Mall during January 2019;
- An accessible and inclusive events checklist was developed to assist with the planning and delivery of accessible events;
- Currently investigating how to promote access and inclusion play space features through Council website;
- Organised tours of the Wollongong Youth Centre for a number of disability groups such as school leavers employment programs and support units from local high schools; and
- The guest speakers for Council Diversity Awareness Training (a key part of Council staff inductions) has been expanded to include a person with autism.

Deliver the funded actions of the Ageing Plan 2018-2022

A key highlight of the March quarter was the Seniors Week and Festival, held 13-24 February. A number of different activities were held across the two weeks, such as a Greek Island-Inspired Luncheon at the Wollongong Hellenic Club in West Wollongong, a Bush Dance Taster at the Wongawilli Community Hall, walking soccer at North Wollongong, garden discovery tours of the Botanic Garden and watercolour workshops for beginners. Other highlights from the quarter include:

- Health information delivered to the community via the Health Skin information session, held on 21 March 2019 which 20 people attended;
- Continued to support the Polish Community in accessing a community bus for the seniors group;
- Council staff attended the Human Centred Design for Seniors seminar; and
- An initial discussion was held with Council of the Ageing (COTA) to consider the possibility of hosting a My Aged Care Navigator Hub in Council's Central Library.

Deliver library infrastructure projects identified in Wollongong City Libraries Supporting Document 2017-2022

A project control group has been established to lead the Helensburgh and Warrawong Library and Community Centre's planning, design and eventual build. The Warrawong brief has been made public and a meeting is scheduled for early May 2019 to review responses. The Helensburgh project is progressing with discussions focussing on the location and footprint size, with the investigation of a number of sites at Helensburgh nearing completion. Plans are also underway for a study room at Dapto Library to provide a quiet space for reflective private and small group work, and investigations are underway for a 'quiet space' within Thirroul Library.

Undertake high priority works, as per open space works schedule to strengthen connections and people movement

Renewal works at Austinmer War Memorial precinct continued during the quarter and was completed early, in time for Anzac Day 2019. The project is part of Council's ongoing focus to upgrade the popular Austinmer Beach precinct. The work will include new level paved area for ceremonies to replace the existing uneven and aged pavers and concrete footpath, and the construction of an accessible pathway between Lawrence Hargrave Drive and the memorial. A new granite-clad low memorial wall – of a similar style to that at the Vietnam Veterans Memorial on Flagstaff Hill in Wollongong – will help emphasise the significance of the site and border the new level paved area. A new connection from the War Memorial to the existing path adjacent to the surf club will also be built to provide an additional equal access pathway from the memorial to the beach promenade.

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

Open space works also continued during the quarter, with Council's Urban Greening Strategy remaining a key focus with work teams currently pursuing works at a number of suburbs throughout the Local Government Area.



[IMAGE: Refurbished War Memorial at Austinmer]

Performance Measures

- Community Transport trips | 29,927 (Q3 2018 – 37,837)
- Direct-Run District Level Community Facilities visitation | 70,339 (Q3 2018 – 49,351)
- Utilisation of Direct-Run District Level Community Facilities | 8,576 Hours (Q3 2018 – 9,301 hours)
- Social Support hours of service | 8,918 Hours (Q3 2018 – 7,882 hours)
- Total Visits commercial heated pools: Corrimal | 52,094 (Q3 2018 – 52,257)
- Utilisation/visitation at pools | 697,893 (Q3 2018 – 608,271)
- Utilisation/visitation at beaches | 649,527 (Q3 2018 – 708,303)
- Total Visits commercial heated pools: Dapto | 30,310 (Q3 2018 – 28,017)

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Complete the construction of the Fowlers Road extension to Fairwater Drive

The construction of the Fowlers Road to Fairwater Drive, the largest civil project undertaken by Council project is progressing well. Highlights of the quarter include: completion of the Marshall Street realignment; completion of all bridge piers; progress on the installation of bridge beams and; modifications to the Fairwater Drive/Daisybank Drive intersection.

Significant progress has also been made with the acquisition of properties along the Princes Highway which will allow the proposed widening of the road. This will facilitate the installation of improvements to the intersection of Fowlers Road and the Princes Highway.



[IMAGE: Council officer, Christopher Brown providing an update on the Fowlers Road extension to Fairwater Drive project, West Dapto]

Promote access to community transport

During the quarter, community transport received 382 new referrals, slightly higher than the 357 reported during the December quarter. The service requires very minimal promotion, as the demand for service continues to grow. Despite strong consumer uptake and referral numbers, staff take every opportunity to promote the service - and in particular the Travel Training program - at sector meetings within the region such as the Community Care Forum and at a variety of community events (for example, Senior Expo). All marketing and promotional materials have been updated in line with changes to the funding sources.

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Deliver the road resurfacing and reconstruction program

Delivery of Council's annual road resurfacing and reconstruction program continued during the quarter, including the Marshall Street deviation project and realignment works. The Marshall Street deviation project is complex and offered some unexpected challenges. While the kerb and guttering, footpath and retaining walls works are underway and the road foundation improvements have started, the original designs were required modification. Changes were required to the new underground draining line to thread a pipeline between a complex array of existing electrical, water, gas and telecommunications services, located at varying below ground depths. These challenges were successfully overcome and the road reopened on 23 February. This significant, essential infrastructure project will provide flood-reliable access to the growing West Dapto community and improve traffic congestion throughout the area.



[IMAGE: Works on the Marshall Street deviation project, West Dapto]

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

Council recently provided feedback to the Transport for NSW "2056 transport strategy". This strategy supports the greater Sydney planning Commission 3 cities approach, with key links for Wollongong being the M1 and the Maldon-Dombarton rail line. Council is also an active member of the South East Australian Transport Strategy Inc. (SEATS).

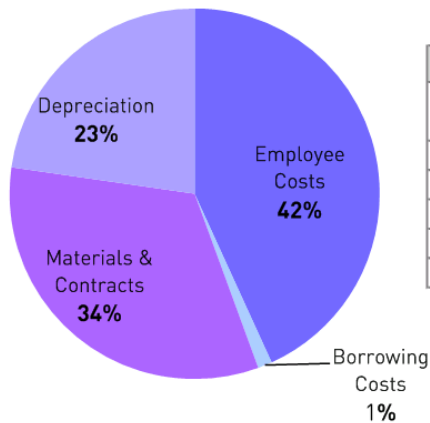
Performance Measures

- Delivery of Council's Capital Program | 68% (Q3 2018 – 65%)

How we performed against our budgets

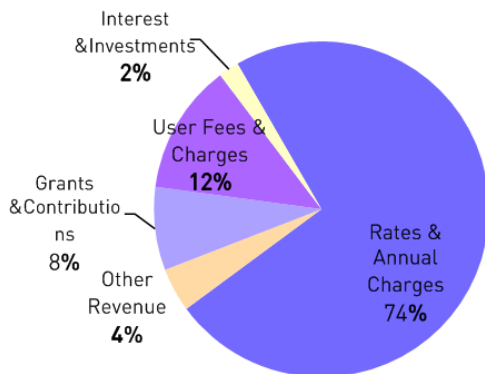
Budget 2018-19

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



Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	87.1	116.3
Borrowing Costs	2.5	3.3
Materials & Contracts	66.3	93.5
Depreciation	45.8	63.1
Loss on Disposal of Assets	1.3	0.0
Total	203.1	276.2

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



Income Type (\$'M)	YTD Actual	Proposed budget
Rates & Annual Charges	147.1	197.3
Other Revenue	8.5	11.4
Profit on disposal of Assets		
Grants & Contributions	16.1	30.7
User Fees & Charges	25.3	33.6
Interest & Investments	3.9	4.9
Total	200.9	277.9

Budget Review Statement

Report of Chief Financial Officer

The revised financial estimate proposed at March are inclusive of the recognition of the early payment of the Financial Assistance Grant 2019-2020 as advised in the Federal Budget 2019 along with a range of other adjustments that have impacted the forecast Operating Result [pre capital] but do not greatly impact the Funds Result.

The proposed variations generate an improvement in the Operating Result [pre capital] of \$9.7 million and an improvement of \$9.2 million in both the Funds Available from Operations and Funds Result. The Financial Assistance Grant early payment is estimated at \$9.1 million.

The following table and comments provide a summary view of the organisation's revised forecast and proposed variations for the 2018-2019 financial year based on year to date performance and anticipated results to June 2019.

Table 1

FORECAST POSITION	Original Budget	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
	\$M	\$M	\$M	\$M	\$M
KEY MOVEMENTS	July	December	March	March	Proposed Variation
Operating Revenue	267.1	268.1	277.9	199.5	9.8
Operating Costs	(274.0)	(276.2)	(276.2)	(201.8)	(0.0)
Operating Result [Pre Capital]	(6.9)	(8.1)	1.6	(2.3)	9.7
Capital Grants & Contributions	53.8	42.1	60.4	40.4	18.3
Operating Result	46.9	34.0	62.0	38.2	28.0
Funds Available from Operations	56.2	55.0	64.3	41.6	9.2
Capital Works	98.0	108.2	118.3	77.4	10.1
Contributed Assets	10.2	10.2	20.9	-	10.7
Transfer to Restricted Cash	1.5	1.5	1.4	1.1	(0.1)
Borrowings Repaid	7.7	7.7	7.7	6.5	0.0
Funded from:					
- Operational Funds	54.7	53.9	54.1	28.8	0.2
- Other Funding	53.4	64.4	85.1	48.6	20.7
Total Funds Surplus/(Deficit)	(7.7)	(8.1)	1.1	5.2	9.2

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 Surplus [pre capital] of \$1.6 million (which is inclusive of the \$9.1M prepayment of Financial Assistance Grant 2019-2020 in the current financial year) represents an improvement against budget of \$9.7million that is made up of both funded and cash variations.

Budget Review Statement Report of Chief Financial Officer

FUNDED VARIATIONS (NO FUND IMPACT)

These are variations where the unfavourable adjustments are funded from restricted cash or a reduction in Capital budget and the favourable variances are transferred to Restricted Assets or are non-cash items and therefore do not impact the Funds Result. These variations include:

- Operational grants \$0.6M (F)
- License for land access (proposed to be transferred to internally restricted cash) \$0.1M (F)
- Funded projects in progress to be completed in 2019/20 \$0.3M (F)
- Domestic Waste Services operational improvements \$0.1M (F)
- Southern Phones dividend for prior financial year \$0.1M (F)
- Additional interest revenue associated with external cash holdings \$0.1M (F)
- Employee entitlements \$0.1M (F)
- Funded projects introduced during quarter \$0.5M (U)
- Depreciation to recognise timing of contributed asset for West Dapto \$0.2M (U)
- Review of operating income and expenditure for West Dapto \$0.1M (U)

OTHER VARIATIONS

Other variations are cash type changes that impact both favourable and negatively on this year's Operating and Funds results. These variations include:

- Early payment of part of the 2019-2020 Financial Assistance Grant in 2018-2019 \$9.1M (F)
- Waste Facility operations net improvement \$0.5M (F)
- Non-funded Projects in progress to be completed in 2019-2020 \$0.3M (F)
- Reversal of items expensed in previous years but not invoiced to Council \$0.2M (F)
- Street lighting electricity \$0.3M (U)
- Projects brought forward from future years \$0.3M (U)
- Retrospective lease adjustment \$0.1M (U)
- Reinstatement of position incorrectly removed \$0.1M (U)
- Reduction in Cemetery and leasing income \$0.1M (U)
- Reduction in legionella inspection income \$0.1M (U)

OPERATING RESULT

The proposed Operating Result of \$62.0M represents an improvement of \$28.0M compared to budget that includes the above variations as well as increased levels of developer contributions \$1.6M, notional value of contributed assets \$10.7M and capital grants \$6.0M.

CAPITAL PROGRAM

During the quarter, the capital budget expenditure projections have been increased by \$10.1M and contributed assets by \$10.7M that are offset by funding from restricted cash. Capital program changes have been reported and approved by Council through the monthly reporting process.

FUNDS RESULT

The Funds Result improvement of \$9.2M is largely due to early payment of the first two quarters of the 2019-2020 Financial Assistance Grant in the current financial year. This result also has a range of smaller proposed adjustments that effectively offset one another.

The revised forecasts include the recognition of income from a licence agreement entered into with a developer for access to Council land in Sheaffes Road West Dapto. The licence will give the developer access to the land for a 2 - 3 year period to undertake agreed works that on completion, will be dedicated as a public road by Council. Council will receive \$0.9 million as part of this arrangement and this income has been reflected over a 3 year period in the financial forecasts. In accordance with the Commercial Property Strategy that was presented to Council in November 2015, it has been proposed that this income be transferred to Property Investment Fund internally restricted asset.

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

Budget Review Statement Report of Chief Financial Officer

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 \$0.5M (U).** This unfavourable variance is due to lower Commercial Tipping income (\$0.5million), a prior year adjustment for rental income (\$0.1million) and a reduction in Cooling Tower inspections for legionella (\$0.1million). These are partly offset by increased income from residential waste drop of and Planning and Building approval income.
- **Other Revenue \$0.3M (F).** This favourable variance is mainly due to an adjustment for items expensed in previous years that have now been reversed (\$0.2 million) and new income from a licence agreement to access Council land (\$0.2million). These improvements are offset by a decrease in commercial lease income (\$0.1million). Under the conditions of the licence agreement the developer will pay Council \$0.9 million over three financial years (2018/19 \$0.2 million, 2019/20 \$0.4 million and 2020/21 \$0.3 million). The revised forecasts propose that this income be transferred to the Property Investment Fund internally restricted asset.
- **Interest and Investment Income \$0.2M (F).** Proposed variance is due to receipt of \$0.1 million dividend from Southern Phones and increase investment earning attributed to higher restricted cash holdings. These improvements do not impact on the Funds Result as they are offset by corresponding transfers to restricted cash.
- **Grants and Contributions – Operating \$9.8M (F).** This variation is due to the expected early payment of the first two quarters of the 2019-2020 Financial Assistance Grant in June 2019 estimated at \$9.1 million and a number of additional smaller operating grants (\$0.6 million). The early payment of the Financial Assistance Grant reflects as an improvement in the current year forecasts with a corresponding deterioration in 2019-2020 projections. Increase in other grant income is offset by a transfer to restricted cash and as such does not impact on the Funds Result.
- **Grants and Contributions – Capital \$18.2M (F).** The revised forecasts include the proposed recognition of an additional \$10.7 million for contributed assets for West Dapto that reported as capital income, earlier recognition of Restart Illawarra grant funding (\$5.8 million) for Fowlers Road reflecting project progress, and an increase in developer contributions for Citywide/City Centre and West Dapto of \$0.8 million and \$0.7 million respectively and \$0.2 million for PKCIF grant funds.
- **Employee Cost \$0.7M (U).** The proposed change in Employee Costs projections includes a change in resourcing for projects that were previously budgeted under Materials and Contracts (\$0.4 million), and the introduction of additional community consultation resources to support the capital program (\$0.2 million).
- **Materials, Contracts and Other Expenses \$0.7M (F).** The proposed adjustment includes reduction of \$0.7 million in EPA levy costs and \$0.4 million for projects to be resourced through Employee Costs. These are partially offset by acceleration in delivery of the WHS Behavioural Program with budget being brought forward from 2019-2020 to support this (\$0.3 million) and an adjustment in timing for the delivery of a range of funded projects.
- **Depreciation \$0.2M (U).** The proposed increase in depreciation costs reflects expected timing of contributed assets for West Dapto.
- **Internal Charges \$0.2M (F).** The favourable variance is due to application of community consultation resources to capital projects.

Budget Review Statement Report of Chief Financial Officer

Cash & Investments

Projected cash and investments holdings at March indicate an increase of \$5.1million that is attributed mainly to the early payment of the 2019-2020 Financial Assistance Grant and additional grant and contributions income that is offset by acceleration of capital program expenditure.

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 revised forecast is largely due to the impact of the early payment of the Financial Assistance Grant.

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS					
	Actual 2017/18	Original Budget 2018/19	December QR 2018/19	March QR 2018/19	Actual Ytd March 2019
	\$M	\$M	\$M	\$M	\$M
Total Cash and Investments	157.8	148.5	132.3	137.4	155.9
Attributed to:					
External Restrictions					
Developer Contributions	19.0	43.1	28.0	31.5	33.2
Specific Purpose Unexpended Grants	2.7	3.6	4.9	-	4.4
Special Rates Levy City Centre	0.1	0.1	0.3	0.1	0.3
Unexpended Loans	21.7	11.3	3.5	7.0	9.4
Domestic Waste Management	12.8	12.9	13.6	13.8	13.3
Private Subsidies	5.0	4.5	6.4	5.9	5.0
Housing Affordability Program	10.5	10.8	10.8	10.8	10.7
Stormwater Management Charge	1.3	1.5	0.9	1.4	1.5
Total External Restrictions	73.1	87.7	68.3	65.7	77.8
Internal Restrictions					
Property Investment Fund	8.3	8.2	8.2	8.3	8.3
Strategic Projects	53.3	42.5	42.2	42.0	45.6
Sports Priority program	0.4	0.7	0.5	0.5	0.6
Car Parking strategy	1.1	1.0	1.2	1.7	1.5
MacCabe Park Development	1.1	1.3	1.3	1.3	1.3
Darcy Wentworth Park	0.2	0.2	0.2	0.2	0.2
Garbage Disposal Facility	2.2	(1.7)	0.5	0.0	0.4
Telecommunications Revenue	0.2	-	-	-	0.1
West Dapto additional rates	0.8	4.6	4.6	4.6	4.9
Natural Areas	0.3	0.2	0.2	0.2	0.3
Lake Illawarra Management Fund	0.2	0.2	0.2	0.2	0.3
Total Internal Restrictions	68.1	57.3	59.0	59.0	63.3
Available Cash	16.5	3.5	5.0	12.7	14.8
Net Payable & Receivables					
Payables	7.0	11.6	10.3	12.5	13.9
Receivables	(30.8)	(24.7)	(24.9)	(24.9)	(26.7)
Other	27.2	25.0	24.2	26.4	26.1
Other	10.6	11.3	11.0	11.0	14.6
Available Funds	23.5	15.1	15.3	25.2	28.7

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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 comes to hand. Council has a continuous budget process that revises the long term forecasts in line with quarterly changes and resets assumptions and indices annually or where new information leads to an immediate requirement to change the indices.

The revised forecasts are inclusive of changes proposed through the March Quarterly Review. The Long Term Financial Projections will continue to be updated as more definitive information becomes available including any outcomes from the exhibition period of the draft Operational Plan 2019-2022 that closed recently.

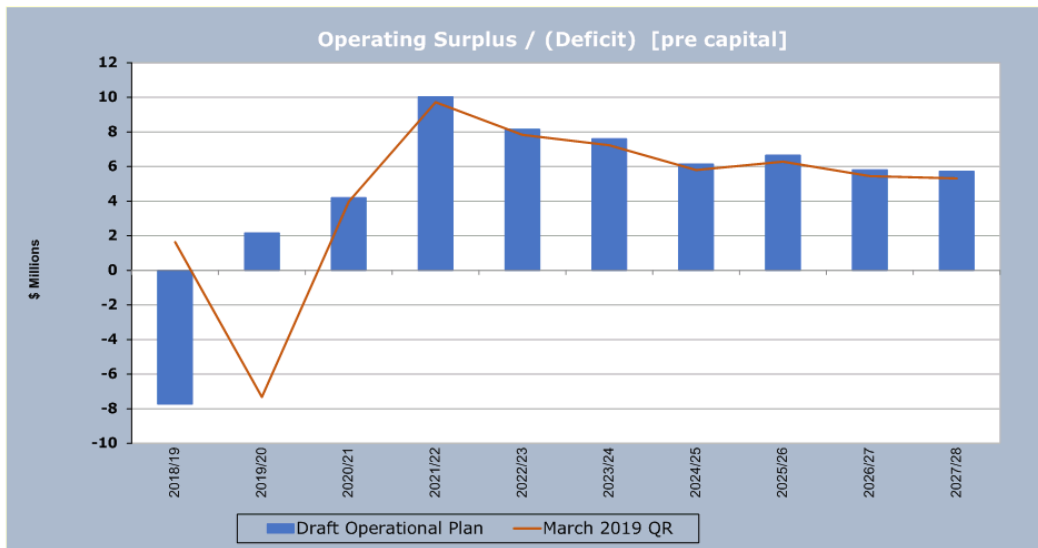
Long Term Operating Surplus/(Deficit) [pre capital]

The Operating Result [pre capital] provides an indication of the long term viability of Council. In broad terms, a deficit from operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew existing assets over the longer term. While this measure 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 revised forecasts at the March indicate an improvement in 2018-2019 result with a corresponding reduction in 2019-2020 that is due to the recent advice in the Federal Budget that the first two instalments of the 2019-2020 Financial Assistance Grant will be paid during June 2019.

Future years have been impacted by the recurrent decrease in cooling tower income as a result of changes in legislation and Council's role in this service and decrease in a number of commercial leases reflecting market conditions. Long term projections have also been revised to include an increase in the Emergency Services Levy to support firefighters with cancer. Based on recent advice from the State Government an additional increase (beyond current indexation) of \$0.2million has been provided for 2019-2020 and 2020-2021 bringing Council's annual contribution to \$4.0 million.

Table 3



Funds Available from Operations

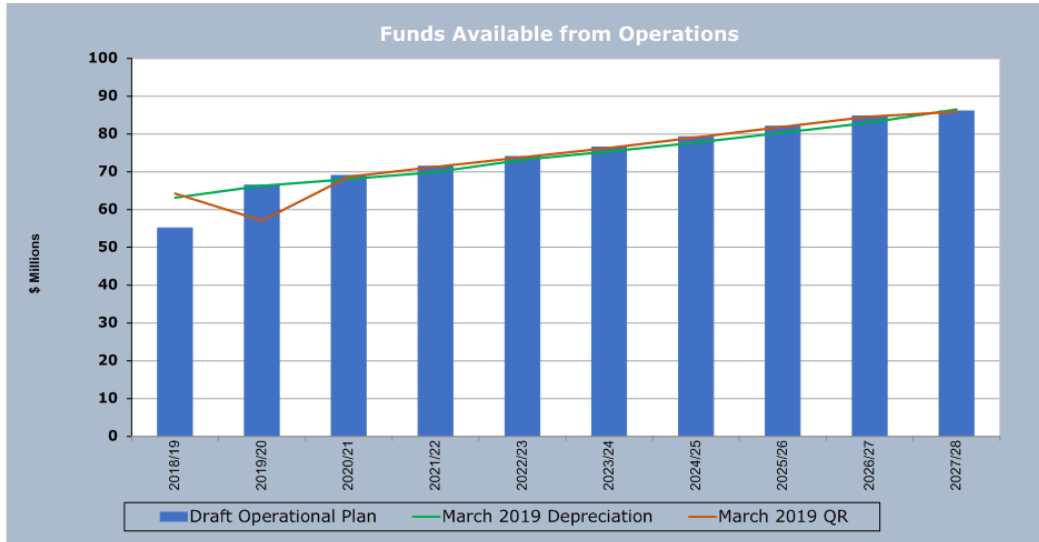
The matching of Funds Available from Operations with Council's asset renewal target (currently depreciation over the long term) is a primary target of Council to provide for effective renewal of assets and growth in assets.

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

Budget Review Statement Report of Chief Financial Officer

target of providing Funds from Operations equal to depreciation. Funding requirements and depreciation estimates will continue to be reviewed over time.

Table 4

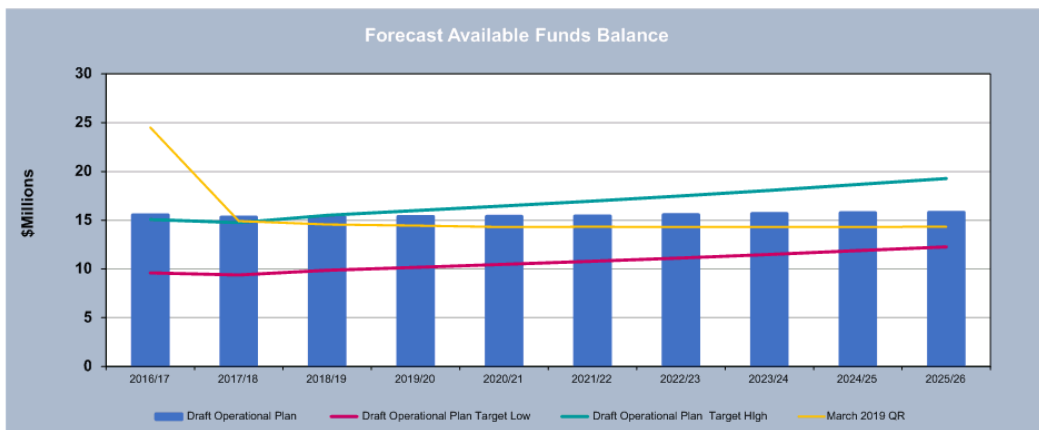


Available Funds

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

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 2019 is between \$9.7 million and \$12.7 million (lower range) and between \$15.3 million and \$20.0 million (upper range) over the life of the Long Term Financial Plan. While there has been some deterioration in the forecast result, mainly due to some decreases in income, Council continues to remain within the target range.

Table 5



Budget Review Statement Report of Chief Financial Officer

Table 6

WOLLONGONG CITY COUNCIL					
March 2019 Quarterly Review					
	Original Budget \$'000	December 2018 Budget \$'000	March 2019 Actual YTD \$'000	Proposed Variation \$'000	Proposed Budget \$'000
Income Statement					
Income From Continuing Operations					
Revenue:					
Rates and Annual Charges	199,052	197,255	147,098	19	197,273
User Charges and Fees	33,601	34,110	25,255	(480)	33,630
Interest and Investment Revenues	4,572	4,678	3,941	175	4,853
Other Revenues	10,062	11,130	8,487	267	11,397
Grants & Contributions provided for Operating Purposes	19,837	20,952	16,095	9,779	30,731
Grants & Contributions provided for Capital Purposes	53,752	42,105	40,444	18,263	60,368
Other Income:					
Profit/Loss on Disposal of Assets	0	0	(1,330)	0	0
Total Income from Continuing Operations	320,876	310,230	239,989	28,023	338,253
Expenses From Continuing Operations					
Employee Costs	129,419	131,955	97,286	685	132,639
Borrowing Costs	3,310	3,330	2,529	0	3,330
Materials, Contracts & Other Expenses	94,996	96,508	67,828	(686)	95,823
Depreciation, Amortisation + Impairment	64,508	62,919	45,826	213	63,132
Internal Charges (labour)	(16,581)	(16,878)	(10,182)	533	(16,345)
Internal Charges (not labour)	(1,653)	(1,602)	(1,480)	(732)	(2,333)
Total Expenses From Continuing Operations	273,999	276,233	201,807	14	276,246
Operating Result	46,877	33,997	38,182	28,009	62,007
Operating Result [pre capital]	(6,874)	(8,108)	(2,262)	9,746	1,638
Funding Statement					
Net Operating Result for the Year	46,877	33,997	38,182	28,009	62,007
Add back :					
- Non-cash Operating Transactions	82,076	80,859	60,574	312	81,171
- Restricted cash used for operations	13,030	18,630	11,995	126	18,756
- Income transferred to Restricted Cash	(72,658)	(64,956)	(58,387)	(19,237)	(84,193)
- Payment of Accrued Leave Entitlements	(13,146)	(13,485)	(10,791)	0	(13,485)
Net Share Joint Venture using Equity Method	0	0	0	0	0
Funds Available from Operations	56,178	55,045	41,572	9,210	64,255
Borrowings repaid	(7,692)	(7,692)	(6,489)	0	(7,692)
Advances (made by) / repaid to Council	0	0	0	0	0
Operational Funds Available for Capital Budget	48,486	47,353	35,084	9,210	56,564
CAPITAL BUDGET					
Assets Acquired	(97,962)	(108,201)	(77,358)	(10,127)	(118,328)
Contributed Assets	(10,169)	(10,169)	0	(10,682)	(20,851)
Transfers to Restricted Cash	(1,497)	(1,497)	(1,123)	102	(1,395)
Funded From :-					
- Operational Funds	48,486	47,353	35,084	9,210	56,564
- Sale of Assets	1,795	1,795	853	0	1,795
- Internally Restricted Cash	11,310	11,382	8,229	203	11,585
- Borrowings	0	0	0	0	0
- Capital Grants	12,210	14,815	18,592	12,951	27,766
- Developer Contributions (Section 94)	8,195	9,068	3,514	(2,009)	7,059
- Other Externally Restricted Cash	9,230	16,311	14,478	(1,121)	15,190
- Other Capital Contributions	10,689	11,072	2,897	10,633	21,705
TOTAL FUNDS SURPLUS / (DEFICIT)	(7,713)	(8,071)	5,166	9,160	1,089

Budget Review Statement 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				
Domestic Waste	67			
West Dapto rates	(48)			19
User Charges & Fees				
Waste Facility Commercial Tipping	(501)			
Waste Facility Residential drop off	100			
Planning & Building approvals	150			
Cemetery & memorial gardens income			(17)	
Retrospective lease adjustment Wollongong Tennis Club tenancy			(118)	
Cooling Tower inspection income reduction associated with legislation changes			(85)	
Reallocation to Other Revenues	10			
Other			(19)	(480)
Interest and Investment Income				
Southern Phones 2017-18 dividend	95			
Additional income related to restricted asset cash holdings	80			175
Other Revenue				
Prior year creditor write back		183		
Licence for access to Council Land West Dapto	150			
Commercial Lease Income			(65)	
Reallocation from User charges & Fees	(10)			
Other			9	267
EXPENSES FROM ORDINARY ACTIVITIES				
Employee Costs				
Tfr To/From Materials and Contracts				
CCED	(5)			
Urban Greening Program	(75)			
One Solution Implementation	(366)			
Community Engagement	(171)			
Multimedia staffing	(20)			
Planning & Building resourcing	(40)			
Domestic Waste resourcing	17			
Adjustment of funded projects				
Community Transport	76			
Social Support	(42)			
Smart Cities and Suburbs Round 2	(27)			
Bellambi ASIT	(10)			
Reinstatement of budget incorrectly removed			(106)	
West Dapto operational costs	(55)			
Other	153	(14)		(685)

Budget Review Statement Report of Chief Financial Officer

Table 7 (continued)

MAJOR VARIATIONS YTD compared to Budget	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
Materials, Contracts & Other Expenses					
Street Lighting				(300)	
Planning & Building resourcing		(110)			
Reallocation to/from Other Categories					
Urban Greening Program		75			
CCED		5			
One Solution Implementation		366			
Continuing projects in progress to be completed in 2019/20					
Economic Development Placeholder			150		
Blue Mile Masterplan Update			46		
Cringila Hills			35		
Facilities Planning Development			34		
Floodplain studies & plans	133		8		
Integrate Facilities Planning	5		4		
Social Enterprise Handbook	14				
Beaton Park Masterplan	97				
Social Infrastructure Document	30				
Projects brought forward from future years					
WHS Behavioural Program				(250)	
Industrial Land Planning Controls Review				(10)	
Helensburgh Town Centre Planning Study				(20)	
Adjustments to funded projects					
Community Transport	93				
Social support	104				
Otford Tunnel Feasibility	102				
Domestic Waste operations	41				
Stormwater management operational projects	(250)				
Bellambi ASIT	(204)				
Housing Acceleration Fund - West Dapto Road	(180)				
Smart Cities and Suburbs Round 2	(176)				
Waste Wise Events - funded through Better Waste & Recycling	(80)				
Other	56				
Waste Facility Operations					
EPA Levy	401		276		
Other operational costs			183		
Various other adjustments			8		686
Borrowing Costs					
Depreciation					
		(213)			(213)
Internal Charges					
Community Engagement & multi media	191				
Domestic Waste	8				199
Profit on Sale of Assets					

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Table 7 (continued)

MAJOR VARIATIONS YTD compared to Budget	\$'000s	Offsetting Items for Fund		Net by type
		Surplus	Deficit	
Grants & contribution - Operating				
Financial Assistance Grant		9,130		
Smart Cities		248		
Safe Communities		224		
Housing Acceleration Fund		180		
Other		(3)		9,779
Operating Variation [pre capital]		685	10,043	(981)
Capital Grants & Contributions				
Developer Contributions				
City Wide		800		
City Centre		30		
West Dapto		715		
West Dapto Contributed Assets		10,682		
Grants & Contributions				
Shark Observation		38		
Restart Illawarra (re Fowlers Rd)		5,760		
PKCIF funding		238		
Other				18,263
Operating Variation [post capital]		18,948	10,043	(981)
FUNDING STATEMENT				
Non Cash Items				
Leave Liability			99	
Depreciation		213		312
Payment of Leave Entitlements				
Restricted Cash Used for Operations				
Externally funded project adjustments		259		
Domestic Waste		(133)		126
Income Transferred to Restricted Cash				
Developer Contributions		(12,227)		
Grants & contributions - capital		(6,036)		
Grants & contributions - operational		(649)		
Interest applicable to restricted assets		(175)		
Proceeds from licence for access to Council Land WD trf to Strategic P		(150)		(19,237)
Advances (made by)/repaid to Council				
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL				
		50	10,141	(981)
CAPITAL BUDGET				
Increase in capital program		(10,127)		
External funding applied to capital		9,975		
Contributed asset		(10,682)		
Notional income for contributed assets		10,682		
Transfer to restricted cash for West Dapto future development		102		(50)

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Supporting Documents

Although there few changes proposed in the budgeted position for Supporting Documents at this Review, there remains a significant challenge organisationally for these projects to be delivered in full in the current reporting period.

Supporting Documents - Planning Studies & Investigations				
Service & Project	2018/19	2018/19	2018/19	Details
	Current Forecast \$000's	Proposed Forecast \$000's	Proposed Variation \$000's	
Economic Development	50	50	0	
Review Economic Development Strategy	50	50		
Land Use Planning	1,255	1,328	73	
West Dapto Review	358	351	(7)	
West Dapto Review Demographic and Economic Planning	140	140		
West Dapto Review Flood Consultant	150	150		
West Dapto Review Structure Plan	50	50		
West Dapto Review WaterCycle Masterplan	75	75		
West Dapto Review Specialist Consultants	80	80		
West Dapto Review Advisor	45	45		
West Dapto DCP Review 2019	20	20		
Housing Study	40	90	50	Increase funded within existing divisional budget
Port Kembla 2505 Study	62	62		
Industrial Land Planning Controls Review	0	10	10	Planned for 2020/21
Heritage Asset Management Strategy	45	45		
Helensburgh Town Centre Planning Study	10	30	20	Brought forward from 2019/20
City Centre Planning Review	180	180		
Stormwater Services	830	690	(141)	
Floodplain Management Studies	35	35		
Review of Towradgi Creek FRMS - 2015/16	100	25	(75)	Continuing project to be completed 2019/20
Review of Hewitts Creek FRMS - 2015/16	105	25	(80)	Continuing project to be completed 2019/20
Lower Gurungaty Causeway Detailed Design + REF	29	18	(11)	Minor timing review
JJ Kelly Park Land Form Modification	65	84	19	Minor timing review
Review of Flood Studies & Floodplain Risk Mgmt Plans	65	65		
Duck Creek Flood Study	75	75		
Review of Collins Creek Flood Study	56	62	6	Minor timing review
Review of Allans Creek Flood Study	79	79		
Review of Wollongong City Flood Study	42	42		
Review of Fairy Cabbage Tree Creek Flood Study	50	50		
Kully Bay Flood Study	55	55		
Minnegang Creek Flood Study Review	75	75		
Environmental Services	13	13	0	
Biocertification for West Dapto	13	13		
Transport Services	479	499	20	
Corrimal Traffic Study and Access Movement	27	27		
Accessible Car Parking and Bus Stops audit	100	100		
Access and Movement Strategy Review	176	176		
Foreshore Parking Strategy	61	81	20	Project relocated for reporting
Bellambi Foreshore Precinct Plan	50	50		
Wollongong LGA Feasibility Studies	15	15		
Real Time Parking Information Signage	50	50		

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Supporting Documents - Planning Studies & Investigations				
Service & Project	2018/19	2018/19	2018/19	Details
	Current Forecast \$000's	Proposed Forecast \$000's	Proposed Variation \$000's	
Community Facilities	73	0	(73)	
Social Infrastructure Supporting Document	30	0	(30)	Continuing project to be completed 2019/20
Integrated Facilities Planning	9	0	(9)	Continuing project to be completed 2019/20
Facilities Planning Development	34	0	(34)	Continuing project to be completed 2019/20
Community Programs	63	63	0	
Dapto Pilot Project	63	63		
Cultural Services	6	6	0	
Cultural Tourism Strategy	6	6		
Aquatic Services	41	41	0	
West Dapto Aquatic Facility Investigations	13	13		
Corrimal Pool Masterplan	28	28		
Botanic Garden and Annexes	35	35	0	
Botanic Garden Masterplan/Asset Mgmt. Plan	13	13		
Mt Keira Summit Park	22	22		
Leisure Services	100	3	(97)	
Beaton Park Precinct Masterplan	100	3	(97)	Continuing project to be completed 2019/20
Parks and Sportsfields	220	139	(81)	
Cringila Hills Site Assessment	72	37	(35)	Continuing project to be completed 2019/20
Hill 60 CMP and Aboriginal HIL	98	98		
Blue Mile Masterplan - update	50	4	(46)	Continuing project to be completed 2019/20
Property Services	64	44	(20)	
Bulli Showground Masterplan	44	44		
Foreshore Parking Strategy	20	0	(20)	Project relocated for reporting
Total Expenditure *	3,229	2,910	(319)	

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

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WOLLONGONG CITY COUNCIL		
	Actual 2018/19 \$'000	Actual 2017/18 \$'000
Balance Sheet		
Current Assets		
Cash Assets	12,932	26,491
Investment Securities	122,992	109,162
Receivables	26,109	27,037
Inventories	333	306
Other	14,602	10,666
Assets classified as held for sale	0	0
Total Current Assets	176,968	173,662
Non-Current Assets		
Non Current Cash Assets	20,000	22,115
Non-Current Receivables	0	0
Non-Current Inventories	5,835	5,835
Property, Plant and Equipment	2,470,964	2,343,724
Investment Properties	4,780	4,780
Westpool Equity Contribution	2,637	2,637
Intangible Assets	213	388
Total Non-Current Assets	2,504,429	2,379,480
TOTAL ASSETS	2,681,397	2,553,141
Current Liabilities		
Current Payables	26,345	30,010
Current Provisions payable < 12 months	13,165	12,667
Current Provisions payable > 12 months	37,710	37,710
Current Interest Bearing Liabilities	7,716	7,716
Total Current Liabilities	84,935	88,103
Non-Current Liabilities		
Non Current Payables	385	700
Non Current Interest Bearing Liabilities	18,844	25,039
Non Current Provisions	45,954	44,567
Total Non-Current Liabilities	65,183	70,306
TOTAL LIABILITIES	150,118	158,409
NET ASSETS	2,531,280	2,394,733
Equity		
Accumulated Surplus	1,330,071	1,291,205
Asset Revaluation Reserve	1,060,131	962,254
Restricted Assets	141,079	141,274
TOTAL EQUITY	2,531,280	2,394,733

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WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 29 March 2019		
	YTD Actual 2018/19 \$ '000	Actual 2017/18 \$ '000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Rates & Annual Charges	153,647	193,451
User Charges & Fees	25,864	35,362
Interest & Interest Received	4,207	5,426
Grants & Contributions	51,592	50,700
Other	8,073	23,789
Payments:		
Employee Benefits & On-costs	(96,971)	(107,925)
Materials & Contracts	(31,676)	(65,774)
Borrowing Costs	(848)	(1,263)
Other	(29,394)	(53,565)
Net Cash provided (or used in) Operating Activities	84,493	80,201
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts:		
Sale of Infrastructure, Property, Plant & Equipment	853	10,923
Deferred Debtors Receipts	-	-
Payments:		
Purchase of Investments	-	-
Purchase of Investment Property	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(80,703)	(93,550)
Purchase of Interests in Joint Ventures & Associates	1	-
Net Cash provided (or used in) Investing Activities	(79,850)	(82,627)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Proceeds from Borrowings & Advances	-	-
Payments:		
Repayment of Borrowings & Advances	(6,489)	(7,513)
Repayment of Finance Lease Liabilities	-	-
Other Financing Activity Payments	-	-
Net Cash Flow provided (used in) Financing Activities	(6,489)	(7,513)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,845)	2,957
plus: Cash & Cash Equivalents and Investments - beginning of year	157,768	154,811
Cash & Cash Equivalents and Investments - year to date	155,923	157,768

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 29 March 2019		
	YTD Actual 2018/19 \$ '000	Actual 2017/18 \$ '000
Total Cash & Cash Equivalents and Investments - year to date	155,923	157,768
Attributable to:		
External Restrictions (refer below)	77,823	73,142
Internal Restrictions (refer below)	63,256	68,129
Unrestricted	14,844	16,497
Total	155,923	157,768
External Restrictions		
Developer Contributions	33,192	18,961
RMS Contributions	509	29
Specific Purpose Unexpended Grants	3,855	2,715
Special Rates Levy Wollongong Mall	363	164
Special Rates Levy Wollongong City Centre	(88)	(42)
Local Infrastructure Renewal Scheme	4,946	14,721
Unexpended Loans	4,466	7,019
Domestic Waste Management	13,345	12,813
Private Subsidies	5,005	5,014
West Dapto Home Deposit Assistance Program	10,702	10,398
Stormwater Management Service Charge	1,526	1,265
West Dapto Home Deposits Issued	-	85
Carbon Price	-	-
Total External Restrictions	77,823	73,142
Internal Restrictions		
Property Investment Fund	8,274	8,276
Strategic Projects	45,642	49,404
Sports Priority Program	545	642
Car Parking Strategy	1,454	1,061
MacCabe Park Development	1,253	1,140
Darcy Wentworth Park	171	171
Garbage Disposal Facility	372	2,165
West Dapto Development Additional Rates	4,909	4,759
Southern Phone Natural Areas	288	266
Lake Illawarra Estuary Management Fund	349	245
Total Internal Restrictions	63,256	68,129

Budget Review Statement 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 2019					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Community Transport - Procurement Exemption - Ledale Pty Ltd (Trading As Carty's Bus Rentals)	Bong Bong Road and Station Street Traffic Signals	18	1/01/2019	2018/20	Y
Kembla Terraces - Roof Replacement Project	Supply, install and operation of coin operated laundry equipment at Wollongong City Tourist Parks	1,638	7/01/2019	2018/19	Y
Wollongong Accessible Bus Stop Audit	CCTV Inspection and Reporting of Stormwater Pipelines	75	10/01/2019	2018/19	Y
Replacement Retaining Walls at Central Road Unanderra & Towradgi Beach Surf Life Saving Club Car Park	Baird Park Toilet Replacement	487	1/02/2019	2018/20	Y
Refurbishment of Stone Shelter Stuart Park	Retaining Wall Reconstruction - Princes Highway Russel Vale	197	4/02/2019	2018/19	Y
Walker Street Helensburgh - Water Main Protection and Culvert Construction	Hill 60 Conservation Management Plan and Aboriginal Cultural Heritage Assessment Report Consultancy	306	11/02/2019	2018/19	Y
Greenhouse Park - Site Auditor	Continental Pool Shade Sail Structure	22	18/03/2019	2018/24	Y
CCTV inspections - Package # 2019-2	Darkes Road Culvert Repair Works	97	25/03/2019	2018/20	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 2019		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	2,514	YES
Legal Fees	774	YES

STATEMENT OF CHIEF FINANCIAL OFFICER

All investments held at 31 March 2019 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 31 March 2019.

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 2019 indicate that Council's projected financial position at 30 June 2019 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 the 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**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
1.1.1.1 Implement programs and events which facilitate community participation to improve natural areas	100%	0%	0%	0%	0%
1.1.1.2 Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented	86%	0%	14%	0%	0%
1.1.2.2 Protect and conserve the health and biodiversity of our waterways and coast	75%	0%	25%	0%	0%
1.1.2.2 The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively	100%	0%	0%	0%	0%
1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	100%	0%	0%	0%	0%
1.1.3.2 Establish effective urban stormwater and floodplain management programs	100%	0%	0%	0%	0%
1.2.1.1 Develop and implement a range of programs that encourage community participation in reducing Wollongong’s ecological footprint	100%	0%	0%	0%	0%
1.2.1.2 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%
1.2.1.3 Methods to reduce emissions are investigated and utilised	100%	0%	0%	0%	0%
1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	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	30%	50%	0%	20%	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	50%	50%	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	50%	50%	0%	0%	0%
2.1.1.1 Build on partnerships which enable the retention of local talent	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive for business expansion, establishment and relocation.	100%	0%	0%	0%	0%
2.1.2.2 Progress implementation of the City for People and its accompanying Implementation Plan	100%	0%	0%	0%	0%

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

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
2.1.3.1 Support regional activities and partnerships that promote business investment and jobs growth	100%	0%	0%	0%	0%
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	100%	0%	0%	0%	0%
2.1.5.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release Area	100%	0%	0%	0%	0%
2.2.1.1 The development of renewable energy products and services is supported	100%	0%	0%	0%	0%
2.2.1.2 Partnership opportunities in research and development are expanded	100%	0%	0%	0%	0%
2.2.2.1 In conjunction with partner organisations support the development of innovative industries	100%	0%	0%	0%	0%
2.2.3.1 Undertake major refurbishment works in the city centre	100%	0%	0%	0%	0%
2.3.1.1 Pursue initiatives that promote the region as a place to holiday to domestic and international markets	50%	17%	33%	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**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
2.3.2.2 Provide a diverse range of activities in the city centre that target and engage a broad community	100%	0%	0%	0%	0%
2.3.2.3 Improve policies and systems to support the revitalisation of the city centre	100%	0%	0%	0%	0%
2.3.3.1 Continue to grow Wollongong’s attractiveness to attract signature events and festivals	100%	0%	0%	0%	0%
2.4.1.1 Ensure Wollongong is attractive to research and development companies and organisations	100%	0%	0%	0%	0%
2.4.1.2 Implement a range of programs that incorporate learning and development	83%	0%	17%	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	100%	0%	0%	0%	0%
3.1.1.5 Encourage Sports Associations to conduct regional, state and national events in the city	100%	0%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 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	100%	0%	0%	0%	0%
3.2.1.1 Provide support to existing and emerging artists and performers	100%	0%	0%	0%	0%
3.2.1.2 Seek funding for the promotion of heritage sites, museums and galleries to the community and visitors	100%	0%	0%	0%	0%
3.2.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct	100%	0%	0%	0%	0%
3.2.3.1 Support the coordination of an externally funded calendar of activities delivered across the City	100%	0%	0%	0%	0%
3.3.1.1 Deliver a program of activities in local communities	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%
4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	100%	0%	0%	0%	0%

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<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
4.2.1.2 Support community participation in community activities	100%	0%	0%	0%	0%
4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	100%	0%	0%	0%	0%
4.2.2.1 Continue to participate and contribute to an integrated community service network	100%	0%	0%	0%	0%
4.2.3.1 Support a range of projects and programs in the city	100%	0%	0%	0%	0%
4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance	100%	0%	0%	0%	0%
4.3.1.2 Build a workplace culture that is safe, engaged, responsive and professional	89%	11%	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%
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%

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2018– 2021**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
4.3.3.2 Working together, levels of service are established and service continuously improve and offer best value for money	100%	0%	0%	0%	0%
5.1.1.1 Partner with community based organisations in the provision of services	100%	0%	0%	0%	0%
5.1.1.2 Continue to undertake social, land use and environmental planning activities that assists in service planning	100%	0%	0%	0%	0%
5.1.2.1 Partner with agencies and health authorities to support improvements to the region's medical services	100%	0%	0%	0%	0%
5.1.3.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation	100%	0%	0%	0%	0%
5.1.3.2 Carry out commercial business management of Council's operational lands	100%	0%	0%	0%	0%
5.1.4.1 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	100%	0%	0%	0%	0%
5.1.4.2 Review planning controls for priority locations	89%	0%	0%	0%	11%
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	100%	0%	0%	0%	0%

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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>
5.1.5.2 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	78%	11%	11%	0%	0%
5.2.1.4 Develop a Regional Botanic Garden of Excellence	100%	0%	0%	0%	0%
5.2.1.5 Provide statutory services to appropriately manage and maintain our public spaces	50%	25%	0%	0%	25%
5.2.1.6 Implement Council's Planning, People, Places Strategy	50%	0%	0%	50%	0%
5.2.2.1 Deliver a range of programs and recreational pursuits for older people	100%	0%	0%	0%	0%

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<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
5.3.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	100%	0%	0%	0%	0%
5.3.2.1 In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality enhanced access to services	100%	0%	0%	0%	0%
5.4.1.1 Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	100%	0%	0%	0%	0%
5.4.1.2 Facilitate a range of partnerships and networks to develop community safety initiatives	100%	0%	0%	0%	0%
5.4.2.1 Delivery projects and programs to reduce crime in the Wollongong Local Government Area	100%	0%	0%	0%	0%
5.5.1.1 Well maintained assets are provided that meet the needs of the current and future communities	100%	0%	0%	0%	0%
5.5.1.2 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%
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	83%	0%	17%	0%	0%
6.1.3.1 Plan and implement an integrated and sustainable transport network	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>
6.1.4.1 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	80%	0%	0%	0%	20%
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	0%	100%	0%	0%	0%
6.3.4.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%
6.3.5.1 Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation	100%	0%	0%	0%	0%
Total Annual Deliverable Progress	93%	4%	2%	1%	1%