



# OUR WOLLONGONG 2028

## QUARTERLY REVIEW STATEMENT

*From the mountains to the sea*



Adopted 23 May 2022



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# Message from THE GENERAL MANAGER, Greg Doyle



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

Highlights and significant progress with key projects from the Operational Plan 2021-2022 are reported by the six Community Goals from the Our Wollongong 2028 Community Strategic Plan.

The Operational Plan 2021-2022 includes significant investment in cycleways, footpaths, roadworks and lighting to make our favourite places more accessible, while upgrades to community buildings, cultural and sporting facilities, pools and playgrounds will ensure we continue to be a vibrant and liveable city.

Highlights from this quarter include:

- 1 Council's adoption of the Climate Change Adaptation Plan.
- 2 Wollongong receiving four major awards as part of the NSW Sustainable Communities - Tiny Towns Awards.
- 3 Events invigorated the community with Australia Day activities, awards and ceremonies, Lovers Lane Music Festival and Wollongong Seniors Festival all being held across the quarter.
- 4 Wollongong took centre stage at an Invest Wollongong event held at NSW Parliament House.
- 5 Smart Cities and Digital Twins steering committee was formed to help deliver Smart Places initiatives across Council.

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

The ongoing COVID-19 pandemic continues to present significant challenges to Council both operationally and financially. While we have made service modifications we will continue to monitor and respond to updated advice and measures, Council has not been devoid of the impacts of COVID-19 particularly on our budget, as detailed in the Budget Review Statement of this report. Our COVID-19 assistance package, outlined in the Delivery Program 2018-2022 and reported in this Quarterly Review Statement, includes a range of measures to assist residential and business ratepayers as well as the broader community.

During this quarter, we've supported projects to reduce isolation and improve community cohesion with the Connecting Neighbours Grants and delivered social support services to check-in with clients and carers in a COVID-Safe way. We've also adapted our services to engage and support our young people through online platforms and activities and expanded the range of multimedia and digital services delivered through our libraries.

We continue to focus on improving our customer service to best serve our community and are committed to be the best possible local government authority we can be.

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.

Greg Doyle  
General Manager

# Strategic Priorities Progress Report

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

Another round of Connecting Neighbours Grants was offered with 18 applications received. The grant opportunity was promoted across the Local Government Area with targeted promotion in West Dapto. The panel convened on 28 March to review applications.

The Reflections Public Art works by Col Henry as part of the Grand Pacific Walk is currently under construction and due to be installed in June at Moronga Park, Clifton. A live community performance element of Standing on the Ceiling (Port Kembla focused Community Cultural Development project) will be showcased at the Council grant funded Port Kembla Festival, presented by Holy Pavlova, which will be held on Saturday, 23 April. This free festival will take place across six venues in Port Kembla.

A community film festival as the next iteration of the Youth Film Festival held in 2021, originally due to be held at the Botanic Garden on the last evening of the Sunset Cinema's in March. However, the screening was cancelled due to wet weather, with planning now underway for a screening at the Gala Cinema, Warrawong proposed for the end of April.

Social Enterprise workshops about 'Troubleshooting for Social Enterprises', 'Introduction to Social Enterprises' and 'How to start a Social Enterprise' were provided in Port Kembla with over 20 people attending.

Council has been working with the Department of Communities and Justice NSW, Mission Australia, Barnardos South Coast and the residents of Bundaleer Estate, Warrawong to organise the Saltwater Festival at Bundaleer. The Saltwater Festival will be held in April 2022 providing an opportunity for the community to connect with each other and a range of local community groups and support networks.

Play Streets Wollongong planning is underway. Play Streets encourages neighbours to come together and close off their street for a period of time to bring children out into their communities to play and residents an opportunity to get to know each other. Discussions with Play Australia have been undertaken to assist with the planning process.

## *Strategic Priorities Progress Report*

During the January School Holidays, Council attended the Bicycle Pump tracks at Dapto, Figtree and Cringila and Skate Parks in Berkeley and Helensburgh. We engaged with young people and provided program information and promotional materials. Council's four-year Infrastructure Delivery Program includes a suite of programs and projects that directly respond to our strategies and priorities to activate and enhance our Community Centres, public domains and open spaces. In addition, to the many footpaths, cycleways and open space upgrades, these initiatives include streetscape and public domain improvements in Warrawong, Corrimal, Dapto and Helensburgh Town Centres.

# Strategic Priorities Progress Report

## Urban Greening

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

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

## Strategic Priority Progress



On Track

## Program Achievements

The Urban Greening Program continues to see targeted tree planting activities occurring in high need suburbs with our current program exceeding the tree planting versus removal ratio target of 2:1 with 927 street trees planted and 384 removed.

More than 750 advanced trees are being grown by specialist nursery suppliers and will be planted prior to 30 June.

Fourteen Town and Village precincts have been planted out with planter boxes as part of our approach to enhance our city's presentation.

Work is progressing on a review of three Management Policies to ensure our approach to public tree management, tree permits for private land, and our response to tree and vegetation vandalism are consistent and aimed at achieving tree canopy targets for our community.

We continue to work with the community on promoting the Verge Garden Guidelines and support via the Connecting Neighbours Grants Program

The next phase of Urban Greening will see three 'Tiny Forests' planted in high need suburbs in partnership with local schools which will be used to promote urban greening, Greenplan Nursery and climate change adaptation actions.

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

## West Dapto

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

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

## Strategic Priority Progress

✓ On Track

## Program Achievements

Council continues planning, designing and constructing infrastructure items for the West Dapto area. The final application and supporting documentation toward Biodiversity Certification progressed during the quarter and is expected to be lodged with the Department of Planning and Environment early in the next quarter. It is anticipated that a formal public exhibition will be undertaken during that next quarter.

Council continues to assess Planning Proposals, Neighbourhood Plans and Subdivision Development Applications that facilitate urban development. To date, Neighbourhood Plans have been adopted within stages 1, 2, and part stages 3 and 4 which will facilitate land for over 5,202 lots. Neighbourhood Plans to support a further 7,313 lots are currently being assessed. Council has granted Development Consent for 2,492 new lots.

Council continued to review the West Dapto Development Contributions Plan 2020 during the quarter. This is a large project subject to IPART assessment and is due for completion in December 2023. The review may be influenced by the NSW Government Contributions Reform proposal which is currently being finalised following its public exhibition. Staff will monitor the effect of the reforms on our local contributions planning. The State reforms are expected by 1 July 2022.

Implementation of the West Dapto Vision 2018 is ongoing with Council continuing to progress the suburbs review to ensure suburbs reflect the growing urban area. We will be working with the NSW Geographical Names Board during 2022 to formally implement Council's 1 November 2021 Meeting Resolution to introduce a new suburb 'Stream Hill' to West Dapto. The scoping and procurement process for the Landscape Masterplan and Open Space, Recreation, Community and Cultural Facilities Needs Assessment has commenced and work is progressing on these strategic reviews.

## 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 cycleways.**

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

## Strategic Priority Progress

✓ On Track

## Program Achievements

Council continues to invest in the delivery of key action items from Town Centre and Village Plans, Wollongong City Centre Access and Movement Strategy (2013-2023), Wollongong Cycling Strategy 2030 and Wollongong Pedestrian Plan (2017-2021) continue to be delivered through both the Infrastructure Delivery Program and Operational Plans.

Examples of active transport investments being constructed in Financial Year 2021-2022 include:

- Helensburgh Town Centre (Stage 2).
- Fairy Creek Shared Path; Gilmore Street to Vickery St (West Wollongong and Gwynneville).
- Grand Pacific Walk (Coledale)

The Wollongong City Centre Access and Movement Strategy 2013-2023 will be replaced by the Wollongong City Centre Movement and Place Plan, which will be developed in conjunction with the Integrated Transport Strategy. The Plan will align with the City Centre Urban Design Framework, incorporating the findings of the Pop-up cycleways evaluation and City Centre and Foreshore Parking Strategy. It is expected a consultant be engaged by the end of the financial year to develop both the Integrated Transport Strategy in conjunction with the City Centre Movement and Place Plan; with the project programmed to be completed in September 2023.

Council has recently appointed a new Road Safety Officer (RSO) to take the lead in delivering our Safer Routes to Schools Program. This Program will review the existing transport network and facilities in the vicinity of the schools and develop a vision for safe School frontage and access both to and from Schools. The program will also identify short, medium and long-term actions to realise this vision, including infrastructure investments. The program includes representation from the Schools Parent and Citizens Association (P&C) members and School Principals.

Recent meetings have been held with Transport for NSW (TfNSW) in view of enhancing active transport connectivity around Train Stations and key Bus Stops as complementary works to TfNSW plan 'More Trains More Services' program.

Council has submitted nine Grant Applications totalling \$7.5M worth of funding to the NSW Government's Get Active Program seeking funding towards key footpath and cycle/shared path projects across the city. The outcome of these Grant Funding Applications will be known in late Financial Year 2021-2022.

Council continues to plan for the 2022 Union Cycliste Internationale (UCI) Road World Championships and will leverage this event to increase community participation in cycling, stimulate cycling related tourism and invest in legacy infrastructure that improves pedestrian and cyclist access at key locations across the city.



## 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

Council facilitated 16 new enquiries during the quarter, ranging from business support and information to facilitating larger projects through Invest Wollongong. The team continued facilitating 14 ongoing projects this quarter. Additionally, Council invested in a new platform called Spendmapp, a tool that analyses local consumer spending. Latest data shows positive signs of economic rebound despite impacts of COVID-19 restrictions.

Invest Wollongong has developed a new digital advertising campaign building upon the success of last year's campaign. The 2022 campaign will target key decision makers in professional services and rapidly growing start-up businesses, including recent residents who may have business interests elsewhere unaware of the opportunities to establish local operations. The Office Market Prospectus was launched at Business Illawarra's Investment and Infrastructure Summit on 18 March. Building upon the momentum of the 2022 Union Cycliste Internationale (UCI) Road World Championships, Invest Wollongong hosted a stakeholder briefing event at NSW Parliament House on 30 March 2022 which had high attendance including from State Ministers and Members of Parliament.

Council has continued to work with government and the business community to respond to the impacts of COVID-19 through the continuation of the 'buy local' awareness campaign, 'We Shop the Gong', launched in December 2021 as part of Council's COVID-19 recovery program. There are 154 businesses participating across the LGA and results of advertising and toolkits over the last quarter have been positive. Using digital advertising, the campaign achieved 649,974 impressions and 4,245 clicks. As part of the ongoing recovery program, COVID-Safe Outdoor Dining has also continued with 30 businesses being approved for Outdoor Dining options in the last six months. Council has also continued its coordination of the post-COVID-19 Peak Bodies Taskforce working together to address both the economic opportunities and challenges the region has faced in a post pandemic economy.

# *Supporting Our Community During the COVID-19 Pandemic*

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

Council's workforce remains fully engaged during this time to support ongoing service requirements and deliver the Infrastructure Delivery Program as planned. Beyond the management of assets, Council's annual infrastructure investment is significant and will continue to support local contractors, businesses and suppliers. The organisation is also undertaking a review of how we deliver our services in line with the National Health Guidelines. Of importance is how we can continue to effectively engage with our community during this time.

Council's online engagement opportunities remained open via the website and alternate engagement methods were developed. Council provided a COVID-19 Assistance Package in 2020-2021 to support our community and businesses. With the continued effect of the pandemic evident across our community, Council has adopted additional, comprehensive range of assistance measures for impacted ratepayers, businesses, community organisations, creative community and tenants of Council owned properties. Further details of these assistance measures and Council's progress with delivering this support is outlined in the next section of this report.

The following section outlines Council's progress with implementing community assistance packages previously adopted by Council.

Rates Relief; Deployment of Council's Debt Recovery and Hardship Assistance Policy			
Initiative	Responsibility	Status	Progress Update
Rates Relief program: Freeze on interest and recovery action on overdue rates and charges that relate to the current year rates	Chief Financial Officer	Complete	This component of the Rates Assistance Program was concluded 30 November 2021 in accordance with planned action.
Requests for <b>deferred payment arrangements</b> for all ratepayers experiencing financial difficulty due to COVID-19 impacts under its Debt Recovery and Hardship Assistance Policy for the 2021-2022 financial year	Chief Financial Officer	On-Track	The extension of the Hardship Policy to all ratepayers including commercial properties will extend through the financial year. There have not been any specific applications as a result of this policy, although as payments were able to be deferred without cost under the initiative above it was anticipated this action would more likely be applied in the second half of the year.
Cease legal debt recovery on 2021-2022 rates otherwise required under Council's Debt Recovery and Hardship Assistance Policy until 30 November 2021	Chief Financial Officer	Completed	This initiative has now concluded although a continuation of supportive application of Council's Recovery Policy will continue.

## Supporting our Community During the COVID-19 Pandemic

Fees and Charges Relief 2021-2022			
Initiative	Responsibility	Status	Progress Update
Waiver of Casual Off-Street Parking Fees at targeted off-street parking locations until 31 December 2021	Manager Property and Recreation	Completed	Action has been implemented for MacCabe Park Wollongong Carpark and 2-hour free parking at Market Street Carpark.
Supporting our Local Sporting Groups - Waiver of Training and Competition Fees	Manager Property and Recreation	On-Track	The availability of the waiver on fees was distributed to sports clubs, interruption to sports associated with COVID-19 NSW Public Health Orders sees only two requests received.
Support for Fitness Trainers; Swim Schools and Surf Schools	Manager Property and Recreation	Completed	Action has been implemented and debtor accounts adjusted.
Supporting Hospitality Businesses: <ul style="list-style-type: none"> <li>Waiver of Outdoor Dining Fees [existing]</li> <li>Extension of Outdoor Dining Incentives to our Suburbs</li> </ul>	Manager Community, Cultural and Economic Development	On-Track	<p>Waiver of Outdoor Dining Fees have been implemented. A number of additional Outdoor Dining Licences/extensions to Outdoor Dining spaces have progressed. A Strategy around using road/road reserves to expand available Outdoor Dining Space to be progressed. Looking to utilise City of Sydney Model in this regard.</p> <p>Some initial examples of additional Outdoor Dining expansions are Globe Lane, Crown Lane and The Hotel Illawarra (corner Keira and Market Streets Wollongong) and a parklet at Port Kembla is also in the works to be implemented mid-January.</p>
Supporting our Business Community - Food and Personal Grooming Inspection and Administration Fees Waiver	Manager Regulation and Enforcement	On-Track	Fees for these premises have been waived for the full 2021-2022 year. Inspections of premises continue although were impacted at the end of this period by the increasing COVID-19 cases. Only 're-inspections' of premises will be invoiced this financial year.

## Supporting our Community During the COVID-19 Pandemic

### Supporting Community Service Providers and Facilities Licensees

Initiative	Responsibility	Status	Progress Update
Supporting Local Not-For-Profits: Emergency Food and Care Support for Residents	Manager Community Cultural and Economic Development	On-Track	<p>This quarter an evaluation of the Emergency Food and Care Support Grants was conducted. In consultation with key health and support services organisations it was agreed the COVID-19 environment had changed and an emergency relief response approach for food and care packages was no longer required. As the need to provide further Emergency Food and Care Support Grants no longer exists, further funding rounds will not be offered.</p> <p>Funding was provided to 11 organisations including Green Connect Illawarra, Need a Feed Australia, Warrawong Residents Forum, CareWays Community, Unanderra Community Centre, Wollongong Emergency Family Housing, Good 360, Rapid Relief Team, Healthy Cities Illawarra, Wollongong Homeless Hub and Women Illawarra. Funding was also offered to St Vincent De Pauls and Southern Youth and Family Services in Round 2 however, they did not execute the offer. During Round 2 one provider requested to change the terms of the Agreement as the need for emergency relief was no longer required.</p> <p>In total \$115,205 was allocated to 11 organisations and delivered 1,689 food packages to the value of \$62,250 and 3,641 care packages to the value of \$52,955 to our community during a time of need.</p>
Supporting Community Facilities: Financial Assistance for Essential Outgoings.	Manager Library and Community Services	On-Track	<p>10 applications from Licensees were received and approved for financial assistance with \$50,000 support provided to date in 2021-2022. The assistance has enabled Licensees to cover expenses of the Centres while in lockdown and during extended period of COVID-19 restrictions. These factors reduced Licensee ability to generate income through facility hire.</p> <p>Risks still exist that some Licensees may not be able to meet financial obligations due to slow reactivation of facility hire post COVID-19 lockdown.</p> <p>Wollongong City Council cleaners have been utilised to assist with cleaning licensed Centres to reduce Licensee costs and improve cleanliness of the Centres.</p>

## Supporting our Community During the COVID-19 Pandemic

### Supporting Our Local Economy – Deployment of a Buy Local Campaign

Initiative	Responsibility	Status	Progress Update
<p>To support economic recovery and stimulate local economic activity, Council will fund the development of a 'buy local' campaign.</p>	<p>Economic Development Manager</p>	<p>On track</p>	<p>The 'buy local' awareness campaign, 'We Shop the Gong', continued with its rollout of collateral and advertising over the past quarter. There are 154 businesses participating across the LGA and results of advertising and toolkits over the last quarter have been positive. Using digital advertising, the campaign achieved 649,974 impressions and 4,245 clicks. Campaign videos received 8,436 YouTube views and the campaign website received 6,717 page views. Radio and Bus advertisements were successfully implemented, and 11,200 pieces of merchandise were distributed. Through business engagement there were 106 clicks to download graphics, 45 stories submitted and 1,230 uses of #weshopthegong.</p>

## Supporting our Community During the COVID-19 Pandemic

### Supporting Our Local Economy – Enhanced City Centre Marketing and Activation

Initiative	Responsibility	Status	Progress Update
<p>To support economic recovery and stimulate local economic activity, Council will increase our investment in city centre activation and marketing activities to support economic recovery of both the region and our local community.</p>	<p>Community, Cultural and Economic Development Manager</p>	<p>On track</p>	<p>The Outdoor Dining Internal Working Group have been successful in assisting with the activation of sites such as The Illawarra Hotel, Globe and Crown Lane in the CBD. The Crown Lane road closure was piloted and has been extended until end September, when further assessment will take place. Planning is underway to install 'deck' like structures to minimise the steep grade in Crown Lane, to enable Outdoor Dining for adjacent businesses.</p> <p>In addition to the above, The City Centre team have been progressing plans for events in the CBD that amongst other things promote Outdoor Dining, including securing Investment NSW/24-Hour Economy Commissioner funding for a 4-day event to support CBD revitalisation. Called Laneways Live, the event will see three days and evenings of live music, community and circus activation, markets and significant businesses engagement.</p> <p>Precinct planning for both Globe and Crown Lane continues to progress and key business stakeholder communication groups have been formed for both precincts. Pilot and temporary lighting for both Laneways is in development, including fairy and festoon lighting.</p>

## Supporting our Community During the COVID-19 Pandemic

### Supporting Council's Tenants – Rent Waivers and Deferrals

Initiative	Responsibility	Status	Progress Update
Provide support to Council's commercial Tenants by adhering to the Regulations introduced on 14 July 2021 and, in addition, providing rental waivers and deferrals to eligible Tenants for the period of 1 July 2021 to 31 December 2021	Manager Property and Recreation	On-Track	Rent waivers and deferrals underway. Online application process has been set up. Council has been requesting these be submitted quarterly and has already submitted and processed a number of these applications during this period. Correspondence has been sent to Council's commercial Tenants outlining the process and providing guidance to apply and the website has been updated to reflect application process and eligibility criteria.



## Supporting our Community During the COVID-19 Pandemic

Supporting our Local Creative Industries			
Initiative	Responsibility	Status	Progress Update
<p>A program of support to our local creative industries to provide meaningful employment and/or business development. Includes:</p> <ul style="list-style-type: none"> <li>• Quick response grants (\$60,000)</li> <li>• Events re-emergence (\$200,000)</li> <li>• Arts professional mentorship program (\$60,000)</li> <li>• Artist-in-residences (\$120,000)</li> </ul>	<p>Manager Community Cultural and Economic Development</p>	<p>On-Track</p>	<p>Quick Response Events Grants (\$60,000) - Two of the three ward-based events grants of \$20,000 each were delivered in the period. Laughter House's 'Ride the Cultural Gong' was delivered in early January after wet weather postponement featuring local performers and artists.</p> <p>Circus Monoxide delivered performances in the City Centre during March. The performances were an adaptation of their mainstage work 'Mechanical Mayhem', which was also showcased in Speigeltent during this time. Featuring an original score, the individual performances were unique to Crown Street Mall. These included a site-based piece in and around the Crown Street Mall Children's Playground/artwork, roaming performances as well as several interactive high-skilled solo circus works.</p> <p>The third event, The Port Kembla Festival is planned for 23 April 2022.</p> <p>Events re-emergence – funding was approved to support three local chambers of commerce delivering local events as part of the State Government's Summer Nights Program. Wet weather has impacted delivery of these events, with Corrimal cancelling due to ill health of organisers. Dapto and Northern Illawarra Chamber of Commerce have their events scheduled for late April.</p> <p>Creative Wollongong Quick Response Grants – Round was delivered this quarter. Grants were made available for eligible individual artists or small arts organisations across all art forms, for costs associated with creative projects or to develop a suite of digital marketing assets.</p> <p>Over 50 applications were received, with approximately one third from new applicants and half applying for the new category of 'digital marketing'. 28 applicants were successful in receiving funding. These grants have been awarded and projects are underway.</p>

			<p>COVID-19 restrictions have limited the ability to deliver on the events re-emergence project.</p> <p>The Arts Professional mentorship program has been finalised this quarter. The program includes two streams:</p> <ol style="list-style-type: none"> <li>1 Council will engage an external organisation to deliver an arts/cultural focused business training program for individual artists/small arts organisations in the Wollongong Local Government Area.</li> <li>2 As part of a wider package of professional development and mentoring, creative practice mentoring will be provided with one-on-one delivery by practising arts professionals within the Local Government Area. As part of this process, 'train-the-trainer' in mentoring practise will also be provided as required and to assist creative practitioner skills development.</li> </ol> <p>An Expression of Interest (EOI) process will be implemented in early 2022.</p> <p>A cross-organisational approach, focusing on diverse and unusual Council owned assets and open spaces for artist in residence opportunities are being finalised. Each Artist in Residence program will take place over two to three months and selected through an EOI process in February 2022.</p>
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# Operational Plan 2021-2022 Progress

The following section provides an overview of Council's progress with delivering Our Wollongong 2028. It provides a summary of progress for 2021-2022 Annual Deliverables [Council's programs, projects and activities] and highlights significant progress with annual projects as outlined in Our Wollongong 2028 Community Goals. This exception-based reporting provides an overview of achievements for the March 2022 Quarter. The organisation's performance is also reported by the Key Performance Indicators, budget summary information and Budget Review Statement.

The Operational Plan 2021-2022 contains 340 annual deliverables across the six Community Goals. Table 1 below outlines how Council is tracking in the March 2022 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	98.31%	0%	1.69%	0%	0%
2 We have an innovative and sustainable economy	92.68%	0%	0%	7.32%	0%
3 Wollongong is a creative, vibrant city	89.66%	0%	3.45%	3.45%	3.45%
4 We are a connected and engaged community	94.12%	0%	3.92%	0%	1.96%
5 We have a healthy community in a liveable city	92.73%	0%	3.64%	0.91%	0.91%
6 We have sustainable, affordable and accessible transport	100%	0%	0%	0%	0%
<b>Total Annual Deliverable Progress</b>	<b>94 %</b>	<b>0%</b>	<b>3%</b>	<b>2%</b>	<b>1%</b>

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

## Operational Plan 2021-2022 Progress continued

Overall, 3% of Annual Deliverables were reported to be delayed and 2% were deferred. Table 2 below outlines all Annual Deliverables reported as delayed or deferred at the end of March 2022.

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
2 We have an innovative and sustainable economy	Undertake the City Centre Planning Review and Design Review arising from the Wollongong City Centre – Public Spaces Public Life Implementation Plan		Y	<p>In December 2020, Council resolved to defer the progression of the draft City Centre Planning Strategy, draft Planning Proposal and draft Development Control Plan (DCP) chapter, pending the completion of other supporting documentation.</p> <p>The draft Retail and Business Centres Study is progressing, with analysis relevant to Wollongong City Centre to be available next quarter.</p> <p>Wollongong Access and Movement for People Study is progressing in parallel with the Integrated Transport Strategy.</p>
5 We have a healthy community in a liveable city	Reinstate Waterfall (Garrawarra) Cemetery	Y		Following a Pre-lodgement Development Application meeting, further works have been identified as being required prior to Development Application submission. These works have yet to progress due to discussions with Crown Lands regarding transferring the site to the NSW National Parks and Wildlife Service who currently have oversight of the land that fully surrounds Garrawarra.
	Develop a concept plan for the Beaton Park Regional Precinct	Y		Completion of the Masterplan is on hold pending the handover of the detailed design of the Tennis Courts.
	Design and construct the Longyan Friendship Garden		Y	This project is on hold.

## Operational Plan 2021-2022 Progress continued

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
5 We have a healthy community in a liveable city	Implement and design the North Wollongong Beach Seawall Renewal	Y		All piles have been installed and the rock filled triton mattresses have been laid in front of and adjacent to the piles. The Triton mattresses form the coastal protection system preventing scour below the seawall. The area between and in front of the piles has been backfilled with sand to minimise the impact on the beach. The construction of the seawall has been delayed due to the need to conduct testing of the piles to confirm they will have the required load carrying capacity. The testing has now been completed and arrangements are underway to carry out some additional piling works to meet specified requirements. Every effort is being made to recapture time lost due to the testing requirement.

### *Delayed, deferred or cancelled due to COVID-19*

The following Annual Deliverables were delayed, deferred or cancelled due to COVID-19 impacts:

#### **Goal 1: We value and protect our natural environment**

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

#### **Goal 2: We have an innovative and sustainable economy**

- Provide funds to support Wollongong's ability to attract and retain a tourist ship visitor economy through on shore day visits.
- Support relevant agencies, business and industry to advocate for the establishment of a cruise ship terminal in the port of Port Kembla.

#### **Goal 3: Wollongong is a creative, vibrant city**

- Host six major events reflecting priority sectors and contribute to the acquisition and management of signature events.
- Deliver the annual Viva La Gong Festival.

#### **Goal 4: We are a connected and engaged community**

- Work with Friends of Wollongong City Libraries to improve resources within libraries that are generated with funding from fundraising activities.

#### **Goal 5: We have a healthy community in a liveable city**

- Develop and conduct in partnership with NSW Health, a skin penetration education and awareness raising program highlighting the requirements of the Public Health Act 2010 and Public Health Regulation 2012.

# GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

## *Implement funded actions of the Helensburgh Town Centre Study*

With Stage 1 of the Helensburgh Town and Village Centre works practically completed with some finishing details to be completed in Stage 2. This quarter saw activity including pruning of lower branches of the Brush Box trees lining the western side of Walker Street. Once trees are trimmed, work will begin on the installation of the new footpath and other traffic calming infrastructure to create a safer and pleasant environment for pedestrians, cyclists and vehicles. Other work included the development of detailed documentation for Stage 2, with the focus of this stage being works along Walker Street from Parkes Street to Lilyvale Street. The Lilyvale Street / Walker Street roundabout design was also completed this quarter and integrated into the final design for Stage 2.



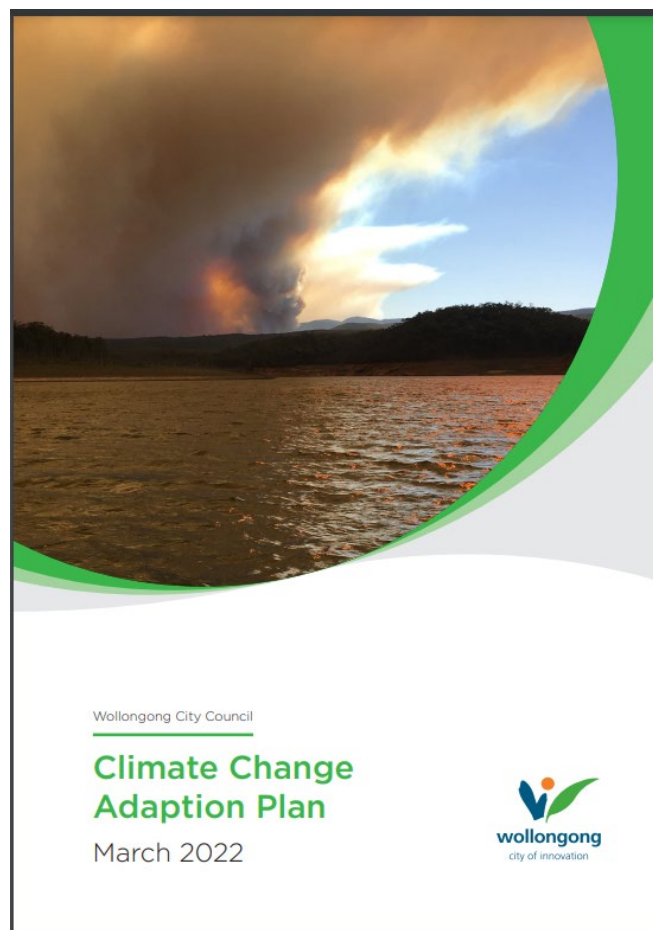
*[Image: Walker Street Helensburgh]*

### *Develop and implement a Climate Change Adaptation Plan*

A key milestone was reached throughout the quarter with Council adopting the Climate Change Adaptation Plan (The Plan), forming the last initial commitment to our Global Covenant of Mayors (GCoM) membership. At its meeting on 14 March, Council adopted The Plan that outlines the key hazards and risks facing the city from climate change. The Plan sets out the recommended steps to be taken in response to these risks and their potential impact.

The Plan works alongside the Climate Change Mitigation Plan adopted by Council in 2020. Between these two plans, Council has introduced actions to both reduce the extent and rate of climate change and to manage its impact on our community and assets.

The Climate Change Action Plan has 73 actions for Council to implement, with 27 of them expected to be delivered between now and 2026. Many of these actions are focused on continuing the work already underway by Council to reduce the risk of hazards such as flooding, bushfire and coastal erosion. These actions are divided into a number of categories including heat, emergency and bushfire management, floodplain management, coastal management to minimise the impacts of rising sea levels and more intense storms, and urban greening. They are also broken up into Short (Years 2021-2030), Medium (Years 2030-2050) and Long-term (Years 2050—2070) goals.



*[Image: The newly adopted Climate Change Adaptation Plan]*



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

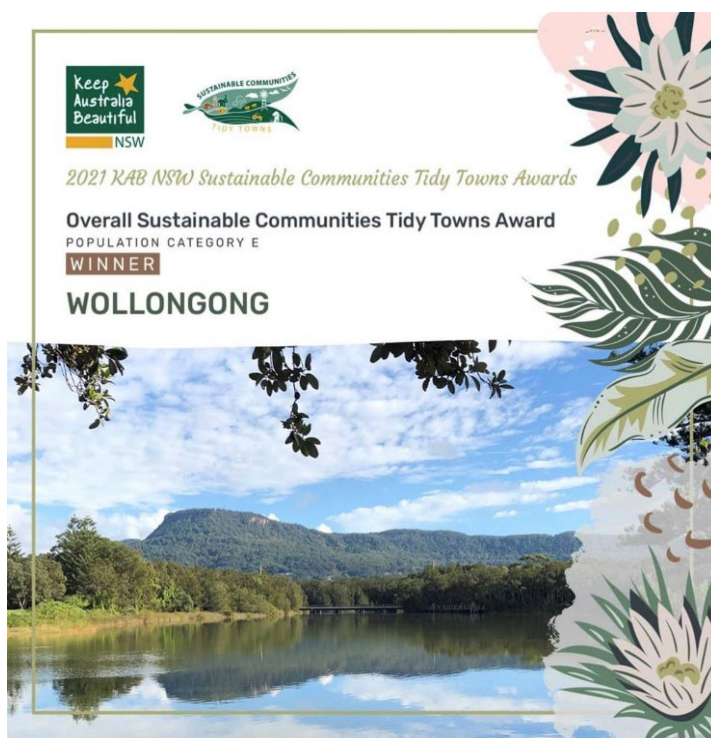
*Coordinate community environmental programs, including Rise and Shine Program, Clean Up Australia Day, World Environment Day, National Recycling Week, International Composting Week and other sustainability and waste education activities*

On 5 March 2022 (postponed from 2021 due to COVID-19 restrictions) Council's work to help keep Australia beautiful was recognised by collecting four major Awards as part of the NSW Sustainable Communities - Tiny Towns Awards. The Awards recognise projects around litter, waste management, recycling, heritage, community spirit and other environmental areas.

Our city was the winner in four categories for populations over 23,000 taking out the Communication and Engagement Award for the Operation Nappy Program focusing on renewal nappies, Response to Climate Change Award for Councils work Towards Net Zero, the Community Spirit and Inclusion Award which was awarded to Green Connect for their COVID-19 Care Packages, and the Overall Population Winner for our category.

These are just some of the many programs Council is working on to create a sustainable environment. Others included the re-commencement of Online nappy workshops across Early Childhood Centres from 1 March, the ramping up Food Organics Garden Organics (FOGO) education and promotions, and cross promotion with summer cleansing program when engaging with local residents.

While Clean Up Australia Day activities were held, these were heavily impacted by severe weather.



*[Image: One of the 4 NSW Sustainable Communities - Tiny Towns Awards]*

### *Maintain key statistics on beach usage, incidents and preventative actions based on year on year comparisons and manage service levels accordingly*

The quarter presented particularly inclement weather associated with the La Nina weather pattern. The impacts of the storms compromised water quality which resulted in a series of beach closures and lower beach patronage compared with previous seasons.

On 8 March, a media statement was released appealing for residents to take care during the challenging weather forecasts. All 17 patrolled beaches along with the Wollongong Continental Pool, Port Kembla Pool and Thirroul Pool were closed due to predicted rainfall impacting on ocean water quality and hazardous sea conditions.

There has been significant sand erosion on the city's south-facing beaches; Woonona, Towradgi, Corrimal and City Beach. The scarping, where waves erode sections of sand to create areas with steep and dangerous drops, were made safe once the weather improved and we were able to bring heavy machinery on to these beaches.

Overall beach patronage for the quarter was 549,860, which was primarily impacted by the storm events in March, when compared this was on par with the 2020-2021 season with 551,692 patrons in attendance. A new methodology for counting was implemented this season which involves two hourly counts instead of three per day. With regards to incidents and preventative actions during the quarter Rescues in January -100, February -95 and

March - 5. Preventative actions in January -14,688, February -7,670 and March -1, 171.



*[Image: Beach closure during March storm events]*

### Performance Measures Q3 2021-2022

- Participation rate in environmental programs \* | 8,789 (Q3 2020-2021 – 72,471)
- Number of volunteers for Environmental Programs - Greenhouse Park | 251 (Q3 2020-2021 –23)
- Plants Propagated | 16,863 (Q3 2020-2021 –16,895)
- Plants Distributed | 16,915 (Q3 2020-2021 –18,592)
- Tonnes of Rubbish collected from clean-up activities | 15 (Q3 2020-2021 – 7)
- Number of volunteers worked at Bushcare and FIReady sites\* | 79 (Q3 2020-2021 – 184)

\* Impacted by COVID-19 restrictions

# GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

*Deliver increased city centre marketing and activation initiatives to support local and regional economic recovery in response to COVID-19*

This quarter saw the City Centre come to life with the delivery of Lovers Lane Music Festival held in in Globe Lane on 13 February. This event was one held in the quarter to support the local creative industry following a challenging two years.

As a prelude to Valentine's Day celebrations, the free live music event saw a line-up of talented artists including Bec Sandridge, Cry Club, Totty, Phebe Starr, Jack R Reilly, and Chelsey Dagger (DJ). The event was attended by over 300 people with the free event tickets snapped up a few days after launch.

Other key events held included Lunar New Year, Mechanical Mayhem performances in Crown Street Mall by Circus Monoxide and ARt at Play exhibition which were promoted to draw both the community and visitors back into the Wollongong CBD. The Creative Wollongong Quick Response Grant projects (CBD Live Music) continue to roll out across CBD venues.

Key activation initiatives undertaken during the quarter included work by the Outdoor Dining Internal Working Group in activating sites The Illawarra Hotel, Globe and Crown Lanes in the CBD. With the Crown Lane road closure piloted and extended until the end September. Precinct planning for both Globe and Crown Lanes continues to progress and key business stakeholder communication groups have been formed for both precincts.



*[Images: Lovers Lane Music Event in Globe Lane. Photo credit: Chris Frape]*

### *Continue to advocate for the upgrade of the Wollongong Entertainment Centre (WEC) as a major regional conference centre*

Council continued to work with key regional stakeholders to advocate for the project, including ongoing discussions between Venues NSW and the NSW Government.

In January, Council released its 'Illawarra Sports and Entertainment Final Report' putting forward a 'fit for purpose' redevelopment option for both the existing WIN Entertainment Centre and Stadium. In presenting this report, Council called on Venues NSW to resource the development of a detailed Masterplan and business case for the Illawarra Sports and Entertainment Precinct, informed by a comprehensive engagement strategy.

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

On 30 March, Wollongong took centre stage at a targeted business event at NSW Parliament House. The event was coordinated by Invest Wollongong - a partnership between Council, the Department of Regional NSW and the University of Wollongong. Along with Destination Wollongong and Wollongong 2022 - the organising committee of the Union Cycliste Internationale (UCI) Road World Championships, Wollongong was highlighted and celebrated as a world class city for work, play and international events.

The two-hour event had over 93 registrations and included an audience of potential investors and key government decision makers such as State Ministers and Members of Parliament. Highlighting the city's ongoing transformation offering a strong business base, close connection to Sydney and the significant opportunity being presented by the Union Cycliste Internationale (UCI) Bike Label status.

Presentations about emerging business and tourism opportunities, showcasing Wollongong as a city and Council's commitment to jobs growth and the ongoing development of a thriving professional services, tech sectors and start up community. A keynote address by Dean Dalla Valle, the Chair of Wollongong 2022 and a panel discussion joined by Council's General Manager Greg Doyle, Destination Wollongong Chair Tania Brown, and University of Wollongong Vice Chancellor Patricia Davidson were one of the many highlights of this event.

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

Other highlights of the quarter included the updated Wollongong Office Market Prospectus launched at the Business Illawarra's Investment and Infrastructure Summit on 18 March 2022. Invest Wollongong was a lunchtime sponsor of this event and presented a new video of the CBD from an office market perspective as part of the Summit. Invest Wollongong facilitated a tour of the CBD for attendees of the Summit in the evening highlighting our night-time economy and A-grade office developments.



*(Images: Lord Mayor Gordon Bradbery AM and attendees at the Parliament House event)*

### Implement strategies from the SMART Regions Strategy

Council has established a Smart Cities and Digital Twins Steering Committee to help deliver Smart Places initiatives across Council. To support this, a Smart Cities Project Roadmap has been created to guide the projects and timeframes planned to deliver on the vision of 'utilising secure digital technologies to support, connect and enhance our communities' living standards and economies.'

The projects on the Roadmap include such things as smart bin sensors, whole of Council emissions monitoring, prescribed dam monitoring, urban heat islanding, road, footpath and signage condition monitoring, Blue Mile pedestrian and cyclist interactions and waterways monitoring. The projects on the Roadmap span over the next two years with over 30 other future ideas and works also listed. The next quarter looks to trial video analytics and artificial intelligence technology to identify defects in road assets.

### Performance Measures Q3 2021-2022

- Number of visitations to the tourism information centres\* | 8,069 (Q3 2020-2021 – 9,486)
- Tourist Park occupancy rate of cabins \* | 75% (Q3 2020-2021 – 73%)
- Occupancy rates of paid on street parking\* | 60% (Q3 2020-2021 – 69%)
- Tourist parks occupancy rate of unpowered sites\* | 30% (Q3 2020-2021 – 33%)
- Tourist parks occupancy rate of powered sites\* | 57% (Q3 2020-2021– 54%)

\*Impacted by COVID-19

# GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

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

Australia Day 2022 was acknowledged this quarter, with the announcement of the Australia Day Award winners, Citizenship ceremony and fireworks at Belmore Basin. While the series of events was again impacted by COVID-19 restrictions, the worthy winners were celebrated and acknowledged in different ways.

Council delivered the Australia Day Community Event under the guidance of the Australia Day Committee.

The event was delivered in a heavily reduced format due to COVID-19 restrictions and within Council's Risk Management Framework. The Australia Day Fireworks were staged in a COVID-19 safe manner featuring COVID-19 safe messaging, an increased viewing area and the reduction of program elements such as performers and stalls which would not support social distancing guidelines. Approximately 10,000 patrons are believed to have viewed the event across numerous locations.

Wollongong's Australia Day Ambassador, Brian Goorjian was selected by Council's Australia Day Committee for his long standing contribution to Australian sport, taking the Boomers Basketball team to their first-ever Olympic medal in Tokyo 2021 and is the current Head Coach of the Illawarra Hawks team. This is an honorary role with the ambassador involved in the Awards ceremony and citizenship ceremony.

Council continued the coordination and planning for community events this quarter with the Wollongong Seniors' Festival underway with the delivery of the program scheduled for late March and early April 2022. A free community event, Pedal in the Park event is planned for delivery on 10 April at Lang Park, Wollongong. Planning for a Cultural Program to be delivered during the 2022 Union Cycliste Internationale (UCI) Road World Championships in September 2022 is well underway.



*[Image: Australia Day fireworks view from North Wollongong Beach]*



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

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

A large and varied array of activities, programs and events were held over the quarter embracing and recognising the cultural diversity of the community.

Several meetings were held to develop a coordinated approach to Council's programming for members of the LGBTQIA+ community. Work has commenced on a Calendar to promote events to the broader community that will take place during Pride Month, June 2022. Further partnership opportunities have also been explored with local LGBTQIA+ community groups.

There were 32 requests for items in 15 different community languages through the State Library Multicultural Bulk Loans Service throughout the quarter as well as refreshing its long-term loans from the State Library in Croatian, Serbian and Macedonian languages.

Harmony Week was celebrated with an animated video campaign on social media. A series of short, engaging videos featuring Library staff (and their children) demonstrating how to count from 1 to 10 in different community languages including Dutch, Sinhalese, German, Japanese, Farsi, Auslan, English, French, Italian and Turkish were created. These videos were posted on Facebook throughout Harmony Week. Staff were also encouraged to wear orange, the colour that represents Harmony Week.

Council celebrated Multicultural March with a speaker event called 'Insights into the Refugee Experience' featuring Sophie-May Kerr from SCARF and Elie Butoto, a former refugee from the Congo Democratic Republic. This event took the form of a question-and-answer style discussion. A display in partnership with Multicultural Communities Illawarra (MCCI) featuring a banner created by local women from different backgrounds united through knitting and crocheting as part of a MCCI wellbeing project.

Work on the Tech Savvy Elders pilot program was planned and promoted throughout the quarter with the first group training sessions commencing at Coomaditchie United Aboriginal Corporation on 30 March, via funding provided by NSW Seniors Card Training (Family and Community Services). Council participated in the Inaugural Aboriginal Art Trail as one of the eight venues to showcase artworks by local Aboriginal artists. The artworks are on display at Wollongong Library from 11-27 March 2022.



*[Image: Speaker event "Insights into the Refugee Experience" featuring Sophie-May Kerr and Elie Butoto]*

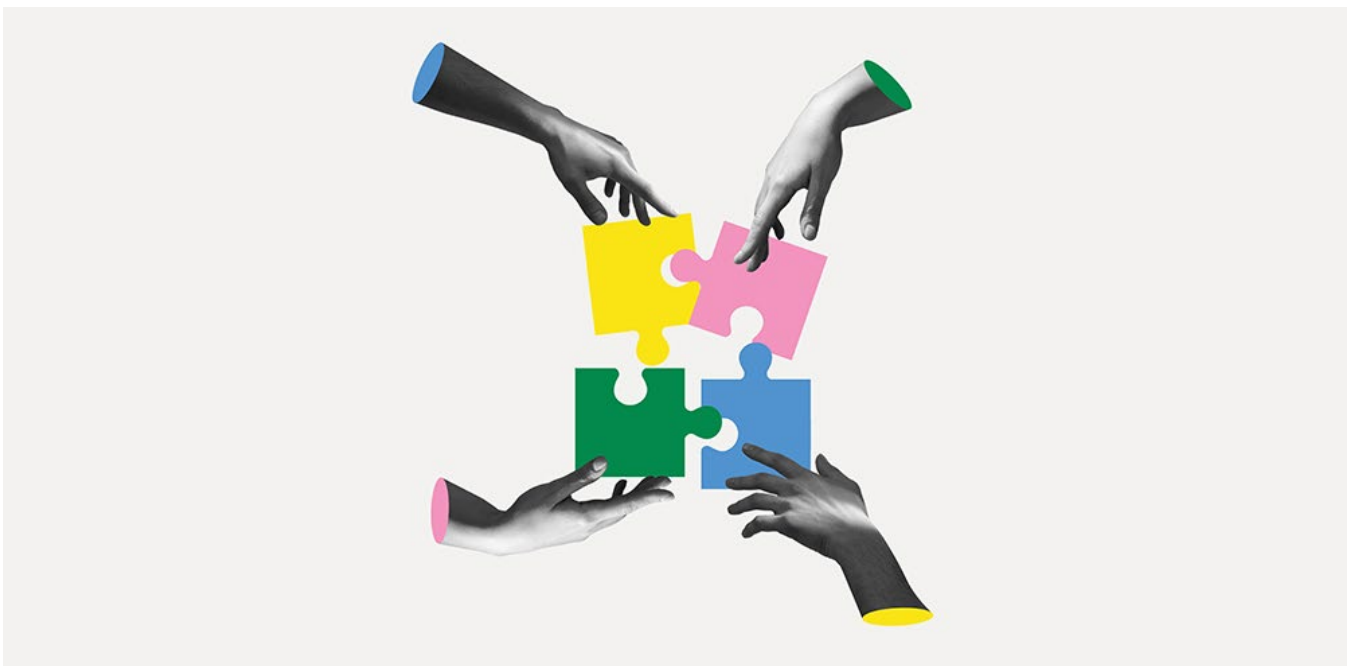
## Manage Cultural Grants Program

The Small Cultural Grants Applications opened in February and closed on 31 March. To support local creatives in the application process, Council hosted an online information session on 24 February as part of the Creative Dialogues program.

The session was held in partnership with Create NSW with Council presenting an overview of the application as well as the types of projects that have the most success in securing grant funding.

Council's Small Cultural Grants program has been running for more than 15 years and seeks to provide a financial boost to activities that enliven the city, build our local creative industries and encourage people to get involved in our creative community.

Council's grant programs are popular and significant effort has been made to reach new audiences and to engage with applicants to provide better information to assist them with their project application. A recent online information session and subsequent podcast in partnership with Create NSW on writing and submitting grant funding applications was well received and will provide a significant asset for applicants in the future.



*[Image: Cultural Grants Program]*

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

### Performance Measures Q3 2021-2022

- Library visitations\*^ | 258,694 (Q3 2020-2021 – 231,553)
- Library – total number of loans\* | 233,031 (Q3 2020-2021 – 223,822)
- Library programs: number of programs\* | 277 (Q3 2020-2021 –210)
- Library programs: number of participants\*^ | 3,320 (Q3 2020-2021 – 3,844)

\* Impacted by COVID-19

^ Includes online participants

# GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

## *Identify additional opportunities for working in partnership with the local Aboriginal community*

In February, Council launched its Children's Acknowledgement of Country Art Competition and called on young local Aboriginal and Torres Strait Islander people to enter. Entries were open to all Aboriginal and Torres Strait Islander people aged between 12 and 18 years to submit original artworks that convey our community's connection to Country. The artwork needed to be hand-drawn or painted on paper or canvas and of A3 size and include a short statement about the meaning of the artwork. The aim was to provide an opportunity for young artists to tap into their love of Country with artwork to be displayed across Wollongong City Libraries. The competition closed on 31 March with a winner to receive a \$500 gift card.

Wollongong City Library Children's Acknowledgement of Country

Here is the land

Here is the sky

Here are my friends

And here am I.

Aboriginal and Torres Strait Islander peoples,

We acknowledge you today.

With kindness and friendship,

Together we learn and play.

Thank you Elders past, present and future

For letting us all share,

The Dharawal Land that you love,

We promise to take care.



*[Image: Children's Acknowledgement of Country Art Competition promotional tile]*

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

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

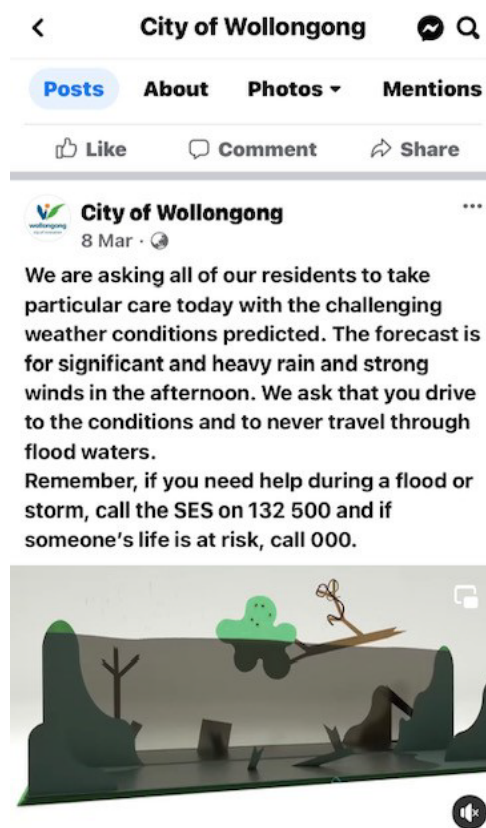
Throughout the quarter, our digital channels continue to be an essential tool to share updated COVID-19 related information as well as updates related to flooding and weather-impacted services which have dominated a lot of Council's proactive messaging, particularly towards the end of February and March.

This was reflected in the most-viewed releases on our website being Roads, Sportsfields and Beaches Updates (2,743) and Sandbag Collection Points Update (1,004).

Council continued to highlight the connection to the upcoming 2022 Union Cycliste Internationale (UCI) Road World Championships. Linking strategic social media posts to Council's website and published media releases continues to be a proactive way to engage with community and provide key information and context for social posts.

This quarter saw the issuing of four e-newsletters, and 64 media releases. Followers on the City of Wollongong Facebook page were 37,387 at the end of the January – March 2022 quarter, an increase of 2% from the previous quarter (36,670). Twitter followers increased by 1% from 6918 to 6987. There were 7,874 Instagram followers at the end of the quarter, up 2% from 7,720 at the end of the previous quarter.

Followers on Council's LinkedIn company page grew 4.2% from 11,451 at the end of the previous quarter to 11,068. There were 1,701,610 page views on Council's website during the January quarter, an increase of 1% from the previous quarter. The most viewed pages were Resident homepage, View an Application, Libraries, Sportsgrounds and Jobs at Council.



*[Image: Facebook posts keeping our residents safe during the flood events]*

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

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

Australia Day 2022 was acknowledged this quarter, with the announcement of the Australia Day Award winners, Citizenship ceremony and fireworks at Belmore Basin. While the series of events was again impacted by COVID-19 restrictions, the worthy winners were celebrated and acknowledged in different ways.

Australia Day winners were announced in an online awards ceremony with Australia's most decorated Olympian Emma McKeon announced as Wollongong's Citizen of the Year. Emma's swimming inspired the country during last year's Tokyo Olympics earning four gold and three bronze medals becoming Australia's most decorated Olympian and Wollongong's own home-grown talent.

Joining Emma on the honours list was Dorothy 'Dot' Hennessy as Senior Citizen of the Year. Dot was recognised for her efforts as a community volunteer, including being the first female President of the Rotary Club Wollongong, and for her role as a key figure in the establishment of Greenhouse Park, Wollongong.

Faith Clark and Alana Todorovski shared the award for the Young Citizen of the Year for their contributions to their local communities in different but equally important ways. Faith with her work in robotics and knowledge sharing in the community and Alana with her tireless efforts in raising money for the NSW Bushfire Relief Campaign, the Indigenous Literacy Foundation, the Salvation Army and many other charities.

Future planning has also commenced on a number of civic activities including the Illawarra Academy of Sport Scholarship Reception and a Lord Mayor Recognition Reception for delivery in May and August 2022. Council has been working closely with Wollongong Returned and Services League (RSL) on the Wollongong ANZAC Day Dawn Service and March 2022. Council has supported several other RSLs across the LGA in the development of Traffic Management Plans for their Dawn Services.



*[Image: Wollongong Australia Day Citizen of the Year Emma McKeon]*

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

### Performance Measures Q3 2021-2022

- Sick Leave | 6.44 Days (Q3 2020-2021 – 6.93 days)
- Carers Leave | 0.46 Days (Q3 2020-2021 – 0.53 days)
- Lost Time Injury Frequency Rate | 13.36 (Q3 2020-2021 – 15.28)
- Workers compensation costs as a percentage of payroll | 1.9% (Q3 2020-2021– 1.25%)
- Number of media releases issued | 64 (Q3 2020-2021– 65)
- Number of Council Facebook page 'likes' | 37,387 (Q3 2020-2021 – 32,511)
- Number of Twitter followers for Council | 6,987 (Q3 2020-2021 – 6,723)
- Telephone calls are answered within 30 seconds | 87% (Q3 2020-2021 – 86%)
- Enquiries made in person are welcomed and attended to within 5 minutes\* | 94% (Q3 2020-2021 – 96%)

\* Impacted by COVID-19

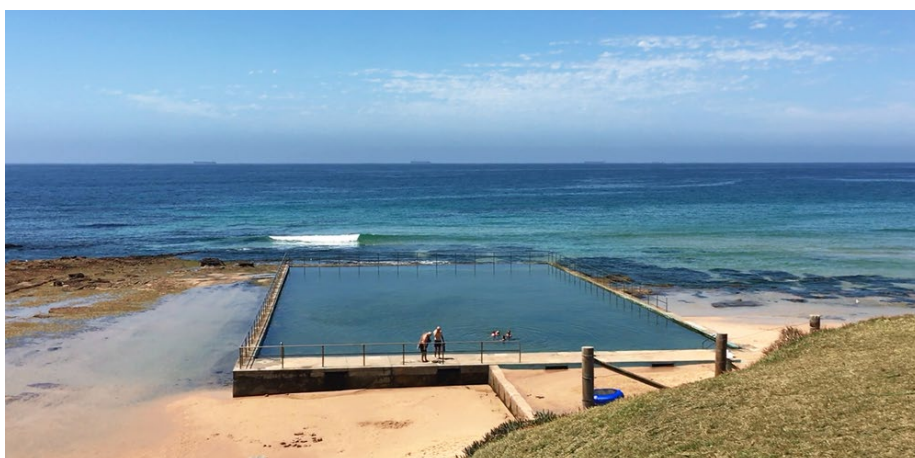
# GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

## *Undertake programmed renewal works at Council's rock pools in accordance with the Infrastructure Delivery Program*

The rock pool maintenance crew took centre stage in a news feature on ABC Illawarra during the quarter. The story focused on the crew and the maintenance work required to keep Wollongong's rock pools to a high standard for our community.

Time lapse video was used to show the efficiency with which the team worked to battle against both tide and inclement weather. It also showed the tools used and the work required to continually clean and maintain these popular assets. With over 878,000 views and over 360 comments, the feature attracted a lot of attention with positive feedback from the community on the work undertaken by the four-person crew.

During the quarter, works at the Austinmer southern rock pool were limited to the repairs to two sections of the concourse between the two pools to not interfere with the busy swim season. The next phase of works includes the replacement of the intake pipeline and raising of the abutment at the eastern end of the pool. These works are scheduled to commence in May subject to tide, sea and swell conditions.



*[Images: Some of our spectacular rock pools]*



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

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

In September last year, the community was devastated by the loss of two Norfolk Island Pines cut down in an act of tree vandalism at Towradgi Park. The pines have since been replaced with more Norfolk Island pine trees as well as protective fencing around them.

Signage, which was created by students from Corrimal East and Tarrawanna Public schools, was installed. The two large signs feature a total of 26 illustrations created by the students and sit along the tree guards surrounding the new trees and allow a creative, positive and constructive channel for the outpouring of love, loss and sadness the students felt following the incident.

The students were invited to create drawings and artworks showing their thoughts on why it was important to have trees in public spaces. The original artworks now feature on tree guards alongside Towradgi Park's bike track.

Throughout the quarter, Towradgi and Dapto Public Schools were invited to be involved in the art competition for the Tiny Forests project. These artworks will form part of the signage to accompany the Tiny Forests in the respective areas. Dapto High School was invited to participate in the planting of the Tiny Forests in the Dapto area. Waniora Public School has been identified to participate in the art and possible poetry that will form the interpretive signage at Bulli Park as part of the Ursula Road Community Greening project. Bulli High School students will also contribute to the planting.

Play Streets Wollongong planning also commenced. Play Streets encourages neighbours to come together and close their street for a period of time to bring children out into their community to play and the residents have the opportunity to get to know each other. Discussions with Play Australia took part throughout the quarter to assist with the planning process. A draft policy, process and guidelines are being developed. The Policy will be reported to Council in the coming months.



*[Images: Some of the artworks created by students and the installed tree guard signage]*

## *Deliver the funded actions of the Ageing Plan 2018-2022*

Wollongong Seniors Festival 2022 was held on 25 March through to 3 April. The theme for 2022 was Reconnect, using experiences following uncertainty and lockdowns over the past two years emphasising the need for relationships and connections more than ever before. The Festival, now in its 36<sup>th</sup> year, was delivered through a mix of both virtual and face-to-face events.

Wollongong Seniors Festival is held annually and is for people over 60, Aboriginal and Torres Strait Islander people over the age of 50 and people over 50 with lifelong disability. The aim in 2022 was to provide an array of events, including art workshops, exercise and movement classes, computer literacy classes and outdoor walks. This year also saw a program of popular events as well as the opportunity to explore new interests with many of the programs offered for free. With the ever-popular Lady Mayoress's Afternoon Tea held on 25 March at the Salvation Army Auditorium.



*[Image: Seniors Festival poster]*

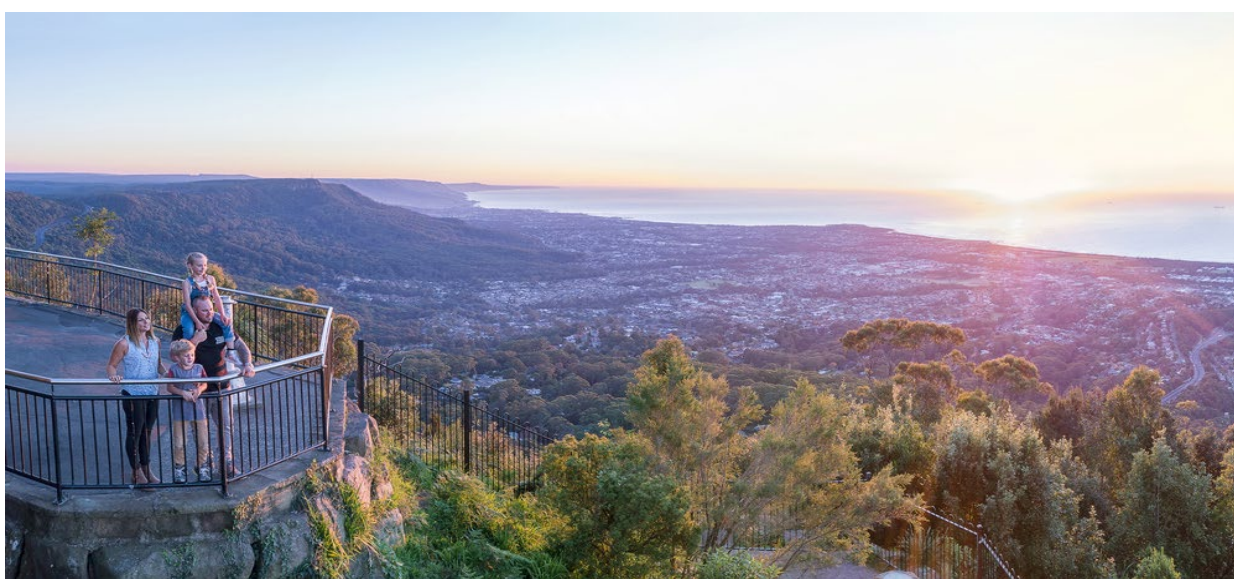
### *Continue to work with the community to review levels of service*

Results from Council's Biennial Community Satisfaction Survey were released during the quarter. Council undertakes a Biennial Survey of the Community's level of satisfaction with Council's services. This survey reviews the community's satisfaction with Council facilities and services. Examples include: the condition of roads, road congestion, parking provision and the provision of playgrounds and recreational facilities. The information is presented in terms of the perceived importance placed on services and facilities by residents and the level of satisfaction with these services and facilities.

The phone-based survey collected responses from 600 local residents with results showing Council received an overall satisfaction rating of 3.7 out of 5, the highest recorded since the survey commenced in 1997.

Highlights include:

- 65 per cent of residents were satisfied with the overall performance of Council, 28 per cent were neutral, 7 per cent were dissatisfied.
- Council's average satisfaction rating was 3.7 out of 5, an increase on 3.6 out of 5 in 2019. The highest satisfaction score Council has received.
- All services and facilities maintained or improved on the level of satisfaction recorded in 2019.
- Highest used facilities were footpaths, shared use paths and parks, open spaces and sportsfields for passive recreation.
- Highest performing facilities were: Botanic Garden, patrolled beaches and libraries.
- Highest performing direct services were: Green waste including FOGO, red-lidded bin waste collections, yellow-lidded recycling waste collections and waste disposal depot facilities.
- Opportunities for improvements included footpaths, planning controls for city centre and local areas, maintenance of local roads, environmental programs and education.



*[Image: A view of our region from Mt Keira also known as Djeera by the local Aboriginal community]*

### *Deliver customer-driven, evolving library collections*

The quarter saw library loans reach the highest levels since the onset of the COVID-19 pandemic. There were 212,646 physical loans taken during the quarter. This recovery represents a very significant increase upon last quarter's 148,579 loans (October-December 2021), with the progressive return of community attendance and library programs looks set to continue.

Following the 30-50% increase in usage of online collections during library closures from 2020, usage of eBooks, eAudiobook and streaming collections have normalised to levels similar to pre-July 2021. Usage of eAudiobook collections saw a consistent increase. Online collections continued to be prioritised by library staff, with increased budget being allocated and additional content and extra copies of high-demand titles being purchased in e-formats. Online products continued to be marketed to customers, and new products added, most recently iVox audiobooks - a children's talking book collection.

Library customers continued placing Reserves and requesting purchases in high numbers, and additional copies of highly reserved titles continued to be acquired quickly in large quantities, proportional to demand. By prioritising these measures, the Library continued to deliver material in direct response to customer demands, and to encourage customers "back to the library".

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

Throughout the quarter, Council continued the implementation of the companion animal education initiatives and programs. Implementation of the Tiered Beach Patrol Program across the quarter completing 373 beach patrols as part of this Program.

During these Program patrols, 161 educational conversations were had with dog owners, 34 written warnings and 23 fines issued for breaches of the Companion Animals Act and non-compliance with Council's Dogs on Beaches and Parks Policy.

A radio messaging campaign was implemented throughout the quarter with key messages being promoted via radio stations i98FM and Wave FM in the Illawarra and station C981.3 in Campbelltown. The program commenced in December 2021 and will conclude in April 2022. Social media messaging was also utilised with posts reaffirming key policy and responsible dog owner messages.

In March, Council partnered with the RSPCA to deliver the Healthy Pet Day. This day is part of the Companion Animal Welfare Scheme (CAWS) and Council's Deed of Agreement with the RSPCA for animal impounding services. During the Healthy Pet Day the RSPCA facilitated health checks for pets, microchipping and desexing services. During the event Council staff distributed pet registration and Dogs on Beaches and Parks Policy information and handouts.

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

*Continue to work and support the investigation and business case development for formal sport, educational and recreational cycling facilities such as learn to ride facilities, pump tracks and BMX facilities*

This quarter delivered fantastic summer holiday fun for the kids with new bike tracks popping up across the LGA.

In partnership with companies like Dirt Art and Iconic Trails, Council developed and built a number of tracks near existing illegal bike trails, offering young riders the chance to improve their skills in their local community.

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

Local trails and tracks are a key part of our cycling focus as a Union Cycliste Internationale (UCI) Bike City.



*[Image: New Bike Track]*

### Performance Measures Q3 2021-2022

Community Transport trips\* | 7,350 (Q3 2020-2021 –5,006)

Direct-Run District Level Community Facilities visitation\* | 25,287 (Q3 2020-2021 – 23,360)

Utilisation of Direct-Run District Level Community Facilities\* | 4,676 Hours (Q2 2020-2021 – 5,539)

Social Support hours of service\* | 3,530 Hours (Q3 2020-2021 – 1,803)

Total Visits commercial heated pools: Corrimal\* | 46,840 (Q3 2020-2021 –49,172)

Total Visits commercial heated pools: Dapto\* | 23,626 (Q3 2020-2021 – 22,588)

Utilisation/visitation at pools\* | 436,767 (Q3 2020-2021 – 259,092)

Utilisation/visitation at beaches | 549,860 (Q3 2020-2021 – 551,692)

\* Impacted by COVID-19

# GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

## *Develop and implement a best-practice active transport data collection and evaluation program*

During the quarter, Council continued its commitment to improve and support active transport across the city by measuring how some of our key shared pathways are used. Three counters were installed at points along the Blue Mile, Puckey's Reserve and on the foreshore area at Bulli. The data captured shows the number of walkers and bike riders, as well as the direction they're travelling in. This information will be used by Council to plan improvements to our coastal pathways into the future. These counters do not capture personal information.

Fixed counters were installed to measure the use of the trial Pop-up cycleways in Thirroul, Towradgi, Port Kembla and Wollongong. There are existing counters in Smith and Kembla Streets Wollongong, collecting the number of cycling trips, direction travelled and speeds. Recent data shows there were close to 250 trips a week along Kembla Street in the last two weeks of 2021 and the first week of 2022 and more than 600 trips a week on Smith Street in the same period. For the last week of 2021 there were more than 800 trips along the Smith Street cycleway link. The data collected from these counters will help achieve key priorities as outlined in the Wollongong Cycling Strategy 2030 and uphold our prestigious Union Cycliste Internationale (UCI) Bike City Label. They will support the measure of our performance against the targets set in our Cycling Strategy.

A trial for an Artificial Intelligence (AI) driven video survey is continuing on the Blue Mile at the Tramway cutting. Three Smart VMS trailers have been recently purchased and will support the rollout of our VMS and tube count data collection program.



*[Image: Fixed counters installed to measure usage of shared pathways]*

## GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

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

During the quarter, research commenced into ways to promote access to Community Transport services. These included ideas such as paid advertisements, targeting doctor surgeries in the Wollongong and Shellharbour areas and via direct contact with other agencies at meetings. As COVID-19 restrictions have eased, customer confidence in utilising the services on offer increased slightly. This was reflected by the number of new referrals received during the quarter (268 new referrals, accepted 174 eligible customers), compared to the previous quarter (188 new referrals, accepted 93 eligible customers).



*[Image: Community Transport services]*

### *Prepare a range of priority construction ready cycling infrastructure projects to secure external funding as it becomes available*

Council has adopted and continues to roll-out the Wollongong Cycling Strategy 2030. Projects are being delivered and further developed to submit to TfNSW grant funding programs.

Council is working with key interest groups such as Schools and the Cycling Technical Advisory Group, to review and develop targeted programs to promote and provide active transport initiatives to support our most vulnerable users (school children, people with disability and the frail/aged). Council is working collaboratively in the Development Assessment process to ensure Active Transport solutions are incorporated into new developments.

Council has been an active partner with the State Government in the delivery of the Pop-up Cycle Pilot Program. This Program has delivered and is testing non-standard infrastructure and is actively seeking community input and collaboration.



## GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

### Deliver the road resurfacing and reconstruction program

In January, work commenced on the repair of a 150-metre section of damaged road along Cordeaux Road, Cordeaux Heights. The works involved removing the existing pavement and installing a new road base and layer of asphalt. The damaged section upgraded was between Central Road, Unanderra and Booreea Boulevard, Cordeaux Heights.

Throughout March, nightworks were undertaken on the West Dapto Road upgrade at the intersection of Shone Avenue, West Dapto and Wongawilli Roads. This project is part of a larger piece of work already underway to relocate the existing watermain beneath Shone Avenue. Elements of the project were completed at night to reduce the impact on residents and road users and improve the safety for construction workers.

A summary of the status of design and construction projects scheduled for the 2021-2022 financial year in the Roadworks Program of the Infrastructure Delivery Program (IDP) includes:

#### Projects Scheduled for Design in 2021-2022

- Deferred/On Hold = 2
- Design Not Started = 13
- Design Underway = 19
- Design Complete = 11

#### Projects Scheduled for Construction in 2021-2022

- Design Not Started = 0
- Still In Design = 4
- Pending Commencement = 10
- Construction Underway = 2
- Construction Complete = 35
- Carry Over Jobs Now Complete = 10



*[Image: A section of Cordeaux Road before and after repair]*

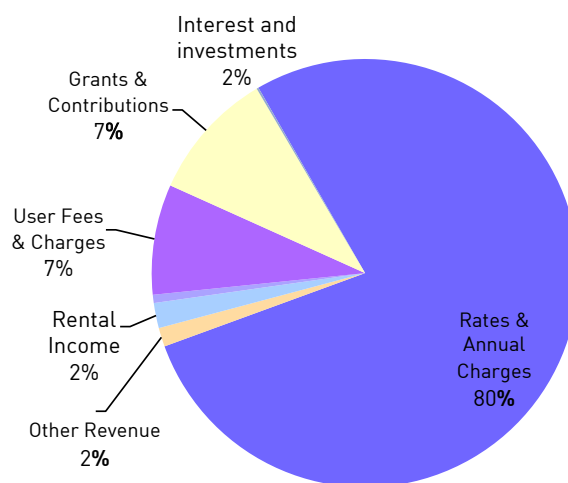
### Performance Measures Q3 2021-2022

- Delivery of Council's Capital Program | 56 % (Q3 2020-2021 – 51%)

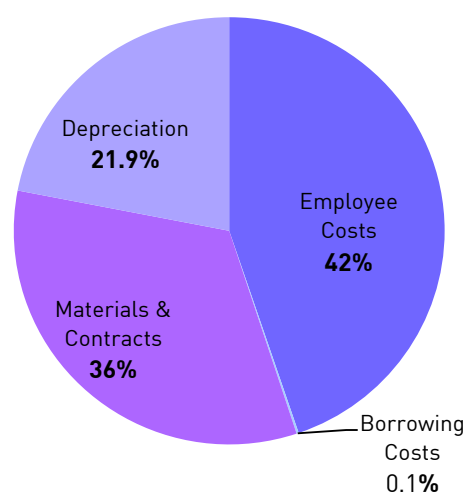
# How we performed against our budgets

## Budget 2021-2022

Income Type (\$M)	YTD Actual	Proposed budget
Rates & Annual Charges	159.3	216.9
Other Revenue	2.9	5.0
Rental Income	3.9	5.6
Profit on disposal of Assets	1.3	0.9
Grants & Contributions	17.1	36.1
User Fees & Charges	20.1	27.7
Interest & Investments	0.3	1.2
<b>Total</b>	<b>204.8</b>	<b>293.4</b>



Expense Type (\$M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	95.4	127.2
Borrowing Costs	0.3	0.4
Materials & Contracts	70.5	110.1
Depreciation	46.8	64.0
Loss on Disposal of Assets		
<b>Total</b>	<b>213.1</b>	<b>301.8</b>



# Report of Chief Financial Officer

The March Quarterly Review is the third review of the 2021-2022 Operational Plan adopted in June 2021. The review of the financial estimates proposes a range of adjustments that impact on the Operating Result [Pre Capital] by \$14.5M and the Funds Result by \$15.3M. Most of this variation relates to the early payment of the Financial Assistance Grant for 2022-2023 resulting in an improvement in the current year results and deterioration in 2022-2023.

The following table and comments provide a summary view of the proposed variations and forecast for 2021-2022 based on year to date performance and anticipated results to June 2022.

**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	281.9	275.8	293.4	204.8	17.7
Operating Costs	(291.1)	(298.6)	(301.7)	(213.1)	(3.1)
<b>Operating Result [Pre Capital]</b>	<b>(9.2)</b>	<b>(22.8)</b>	<b>(8.3)</b>	<b>(8.4)</b>	<b>14.5</b>
Capital Grants & Contributions	32.1	36.8	38.4	25.1	1.6
<b>Operating Result</b>	<b>22.9</b>	<b>14.0</b>	<b>30.1</b>	<b>16.7</b>	<b>16.1</b>
<b>Funds Available from Operations</b>	<b>59.1</b>	<b>56.5</b>	<b>71.4</b>	<b>42.6</b>	<b>15.0</b>
<b>Capital Works</b>	<b>107.1</b>	<b>106.2</b>	<b>105.9</b>	60.0	<b>(0.3)</b>
<b>Contributed Assets</b>	<b>8.4</b>	<b>8.4</b>	<b>8.4</b>	0.0	0.0
Transfer to Restricted Cash	1.9	2.8	2.8	2.3	0.0
Borrowings Repaid	5.5	5.5	5.5	3.9	0.0
Funded from:					
- Operational Funds	60.9	57.0	56.7	29.8	(0.3)
- Other Funding	54.6	57.5	57.5	30.3	0.0
<b>Total Funds Surplus/(Deficit)</b>	<b>(9.1)</b>	<b>(8.8)</b>	<b>6.4</b>	<b>6.7</b>	<b>15.3</b>

## OPERATING RESULT [pre capital]

The proposed Operating Deficit [pre capital] estimate of \$8.4M represents an improvement of \$14.5M, against a current budgeted deficit of \$22.8M, that is made up of both funded and cash variations. While a deficit budget is not in line with Council's Financial Strategy (to achieve a small surplus budget), it was anticipated due to the impact of Council's COVID-19 relief package which was introduced in August. It does not impact Council's long term financial sustainability.

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

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

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

- Waste Facility Operations improvements (offset by transfer to restricted cash) \$0.9M (F)
- Funded projects deferred to later periods \$0.7M (F)
- New grants introduced \$0.7M (F)
- Domestic Waste costs introduced (offset by transfer to restricted cash) \$2.6M (U)
- Transfer/reclassification from capital to operational \$0.3M (U)
- Other minor variations \$0.1M (U)

## Funds Variations \$15.3M (F)

• Financial Assistance Grant paid in advance	\$15.3M (F)
• Defined Benefits Superannuation Top Up	\$0.5M (F)
• Additional resourcing due to workers' compensation and long term sick leave	\$0.3M (U)
• Regulation & Enforcement Income	\$0.2M (U)
• Investment revenues reduced	\$0.4M (U)
• Rephasing of projects to later years	\$0.3M (F)
• Other minor variations	\$0.1M (F)

## OPERATING RESULT

The proposed Operating Result surplus of \$30.1M indicates an improvement of \$16.1M compared to current budget which includes the adjustments discussed above (\$14.5M) and an increase in capital income from developer contributions \$1.6M.

## CAPITAL PROGRAM

During this Quarter, the capital budget expenditure projections were decreased by \$2.1M through monthly adjustments that were largely associated with wet weather and timing of the delivery of funded projects. These adjustments have been reported and approved by Council through the monthly reporting process. In addition to these changes, through the March Quarterly review \$0.3M of capital related to Information Management & Technology has been transferred to operational to support the OneCouncil implementation.

## FUNDS RESULT

The Funds Result indicates an improvement of \$15.3M which is largely due to the impact of the increase in the Financial Assistance Grant (\$15.3M).

## Project Timing

Progress of individual operational projects has been reviewed during this quarter to better determine expected finalisation and budget requirements. A range of projects were identified that are expected to be in progress at 30 June 2022 that will need to be extended into future periods. These projects have an estimated value of \$1.1M expense and funding from restricted cash of \$0.8M.

## Waste

The current review includes changes related to Domestic Waste and Waste Facility operations. The Domestic Waste budget area has been adjusted to reflect the full operating costs of FOGO that was not included in original budgets of \$2.6M, offset by funds from the Domestic Waste restricted asset. The Waste Facility has an increase in income of \$1.6M which has partially been offset by an increase in expenditure of \$0.7M. The balance of these adjustments (\$0.9M) has is proposed to be offset by an increase in the transfer to the Waste Facility restricted asset to fund future capital works at the facility. The future works required currently exceed cash held over the next four years.

## Cash & Investments

Cash and Investment holdings forecasts have increased by \$19.4M compared to the December Quarterly Review. This is largely due to the early payment of the Financial Assistance Grant of \$15.3M, additional grants & contributions and projects that have been deferred to future periods. The Available Funds forecast has only increased by \$12.1M as changes in grant income and deferred projects are offset by corresponding changes in restricted cash.

The following table shows the movements in the projections of available funds for the 2021-2022 financial year as a result of the proposed changes through the March Quarterly Review.

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS					
	Actual 2020/21	Original Budget 2021/22	December QR 2021/22	March QR 2021/22	Actual YTD March 2022
	\$M	\$M	\$M	\$M	\$M
Total Cash and Investments	170.9	105.5	128.4	147.8	172.7
Less Restrictions:					
External	78.1	59.9	64.1	72.2	76.2
Internal	70.7	41.7	53.4	53.8	63.6
CivicRisk Investment	3.2				3.2
Total Restrictions	152.0	101.6	117.5	126.0	143.1
Available Cash	18.9	3.9	10.9	21.8	29.5
Adjusted for :					
Payables	(26.6)	(26.2)	(26.8)	(27.1)	(30.5)
Receivables	21.9	24.5	24.3	25.8	15.8
Other	9.3	10.9	6.8	6.8	14.7
Net Payables & Receivables	4.5	9.2	4.3	5.5	0.0
<b>Available Funds</b>	<b>23.4</b>	<b>13.1</b>	<b>15.3</b>	<b>27.3</b>	<b>29.5</b>

**COVID-19**

In response to COVID-19, the budget for 2021-2022 includes provisions for planned relief measures approved by Council and operational impacts across Council services.

**Planned Relief Measures**

In August 2021, Council approved a range of relief measures with a total value of \$1.96M for the community that included relief in fees & charges of \$1.02M and various support payments of \$0.94M. The fees & charges relief measures that impact Council’s income have been fully introduced in the 2021-2022 budget.

In terms of financial support measures, \$690K has been introduced into the 2021-2022 budget with \$100K introduced for Events Re-emergence in 2022-2023, \$50K for Cultural Festival in 2022-2023, \$70K in 2021-2022 and \$30K in 2022-2023 for Outdoor Dining Initiatives. Through the March Quarterly Review, it has been proposed that financial support budgets for Arts Mentorship (\$7K), Artist in Residence (\$25K) and Events Re-emergence (\$35K) be transferred to the 2022-2023 financial year. In addition, the financial support budgets for Emergency Food Provisions (\$38K) and Emergency Care Packages (\$47K) are proposed to be reduced as they have been identified as no longer being required.

The table below provides details on progress of the planned relief measures in each of these areas including these changes.

# Report of Chief Financial Officer

COVID-19 2021-22 Financial Year				
Planned Relief Measures		Annual COVID Allowance	Proposed Allowance	Variance
		\$'000s	\$'000s	\$'000s
<b>Income Impacts</b>				
Inspections, Education and Registrations	Fee waiver for Food Premises & Personal Grooming	335	335	0
Car Parks & Boat Ramps	Waiver fees casual off street parking	200	200	0
Parks	Waive training & competition fees	103	103	0
Interest & Investments		150	150	0
Leasing and Licences	Fitness Trainers & Surf Schools	25	25	0
Leasing and Licences	Outdoor Dining (fee waiver)	141	141	0
Leasing and Licences	Leases & Licences (rent waivers & deferrals)	66	66	0
		<b>1,020</b>	<b>1,020</b>	<b>0</b>
<b>Financial Support</b>				
Financial Assistance Community Facilities	Supporting licensees for essential outgoings	100	100	0
Emergency Food & Care Support	Emergency Food Provision	100	62	38
Emergency Food & Care Support	Emergency Care Packages	100	53	47
Buy Local Campaign	Promotion	100	100	0
Supporting Local Creative Industries	Arts Mentorship	53	46	7
Supporting Local Creative Industries	Quick Response Grants	60	60	0
Supporting Local Creative Industries	Artist in Residence	95	70	25
Supporting Local Creative Industries	Events Re-Emergence	50	15	35
		<b>658</b>	<b>506</b>	<b>152</b>
<b>Total Relief Package</b>		<b>1,678</b>	<b>1,526</b>	<b>152</b>

## Operational Area Impacts

An amount of \$7.1M, funded from Strategic Project internally restricted cash, was introduced during the September Quarterly Review as a contingency to offset the anticipated impacts of COVID-19 during the current year on key operational areas. This budget was held centrally. Through the March Quarterly Review, \$3.8M is proposed to be allocated to the Delivery Streams that have had COVID-19 impacts identified through the monthly reporting process. The proposed allocation was based on discussions with Divisional Managers as well as the performance of the delivery stream to the end of March 2022.

The below table shows the COVID-19 impact reported in the March 2022 Monthly Financial Report and the COVID-19 allowance proposed through the March Quarterly Review.

COVID-19 2021-22 Financial Year				
Service	Estimated Revenue Impact	Estimated Expenses Impact	Net Estimated Impact	Proposed Adjustment YTD
	\$M	\$M	\$M	\$M
Tourist Parks	1.5	(0.5)	1.0	1.1
Aquatic Services	0.7	1.1	1.8	0.6
Leisure Services	1.8	(0.3)	1.5	0.9
Transport	0.5	(0.1)	0.4	0.0
Parks & Sportsfields	0.3		0.3	0.0
Property Services	0.5	(0.0)	0.5	0.3
Libraries	0.0	(0.1)	(0.1)	(0.2)
Community Facilities	0.4		0.4	0.0
Integrated Customer Service	0.0	0.2	0.2	0.0
Regulatory Control	0.5	(0.1)	0.4	1.0
Information and Communications Technology	0.0	0.0	0.0	0.1
General Contingency	0.0	0.8	0.8	
<b>Total</b>	<b>6.1</b>	<b>0.9</b>	<b>7.1</b>	<b>3.8</b>

# Report of Chief Financial Officer

While further distribution across Service Budgets will be required during the final quarter, there is a degree of optimism that the funds provided for COVID-19 will exceed requirements in the current year. There are still some services that may continue to be impacted into 2022-2023 and beyond that will need to be reviewed further as we move forward.

## Supporting Documents

The following table shows the proposed Supporting Documents projects budget. Through the March Quarterly Review, a reduction of \$607K in the current year has been proposed due to the re-phasing of projects to the 2022-2023 financial year and the completion of projects during the 2021-2022 financial year.

**Table 3**

Supporting Documents - Planning Studies & Investigations								
Service & Project	2021/22			2022/23			2023/24	2024/25
	Current Budget \$'000	Proposed Budget \$'000	Variance \$'000	Current Budget \$'000	Proposed Budget \$'000	Variance \$'000	Proposed Budget \$'000	Proposed Budget \$'000
<b>Corporate Strategy</b>	<b>65</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57</b>	<b>111</b>
Centralised Studies & Plans	0	0	0	0	0	0	57	34
Community Strategic Plan Review	65	65	0	0	0	0	0	77
<b>Infrastructure Strategy &amp; Support</b>	<b>156</b>	<b>78</b>	<b>(78)</b>	<b>233</b>	<b>233</b>	<b>(0)</b>	<b>0</b>	<b>0</b>
Management of Councils Water Supply & Waterwaste Infrastructure	156	78	(78)	233	233	(0)	0	0
<b>Land Use Planning</b>	<b>1,054</b>	<b>612</b>	<b>(443)</b>	<b>702</b>	<b>816</b>	<b>114</b>	<b>575</b>	<b>334</b>
West Dapto Flood Risk Review	100	93	(8)	0	27	27	0	0
West Dapto Review Structure Plan	4	4	0	0	0	0	0	0
West Dapto Review WaterCycle Masterplan	0	0	0	75	75	0	0	0
Housing Study	0	25	25	0	0	0	0	0
Tourism Accommodation Review Planning Controls	30	5	(25)	0	0	0	0	0
Industrial Land Planning Controls Review	30	10	(20)	30	50	20	0	0
Heritage Asset Management Strategy	18	18	0	0	0	0	0	0
City Centre Planning Review	40	0	(40)	40	40	0	0	0
City Wide Local Environment Plan Review	0	0	0	0	0	0	100	100
Development of Crown Land Plans of Management	123	95	(28)	90	118	28	0	0
Landscape development plan for West Dapto - for riparian corridors	50	20	(30)	100	100	0	0	0
Sandon Point Interpretive Signage & Indigenous Art Consultant	29	12	(17)	0	0	0	0	0
Battery Park, Smiths Hill & Flagstaff Hill Forts Heritage Co	0	0	0	0	0	0	120	0
LGA Wide Retail Centres Study	130	80	(50)	50	50	0	0	0
Review Riparian Corridor Management Study & Policy	50	20	(30)	82	82	0	0	0
West Dapto Open Space and Community Facilities Needs Assessment	150	90	(60)	90	90	0	0	0
Western Sydney Development Impacts Study	150	30	(120)	70	70	0	0	0
Review Planning Controls - Wilga St, Corrimal	150	110	(40)	0	40	40	0	0
Planning Controls for South Wollongong	0	0	0	0	0	0	103	105
Undertake Built Form Testing to inform te town centres updates to Development Controls Plan Chapter B4 Development in Business Zones	0	0	0	0	0	0	150	103
Thirroul Village - Character and Heritage Study	0	0	0	75	75	0	77	0
West Dapto Vision Implementation - Infrastructure and Development Strategy, including Performance Indicators	0	0	0	0	0	0	25	26
<b>Stormwater Services</b>	<b>575</b>	<b>398</b>	<b>(177)</b>	<b>674</b>	<b>674</b>	<b>(0)</b>	<b>265</b>	<b>389</b>
Floodplain Management Studies	0	0	0	0	0	0	0	120
Review of Towradgi Creek Floodplain Risk Management Study	43	18	(25)	25	25	0	0	0
Review of Hewitts Creek Floodplain Risk Management Study	32	17	(15)	15	15	0	0	0
Flood Risk Management Studies Best Practice	108	137	29	75	75	0	75	219
Review of Allans Creek Floodplain Risk Management Study	61	61	0	60	60	0	60	0
Review of Fairy Cabbage Creeks Floodplain Risk Management Study	50	0	(50)	100	100	(0)	50	0
Investigation of Flood Mitigation Options	35	0	(35)	0	0	0	0	0
Community Education	25	25	0	0	0	0	0	0
Development Controls Plan Review	6	6	0	24	24	0	0	0
Flood Level Information Advice Automation	43	0	(43)	50	50	0	0	0
Review of Duck Creek Floodplain Risk Management Study	52	15	(37)	55	55	0	0	0
Review of Collins Creek Floodplain Risk Management Study	50	50	0	50	50	0	0	0
Review of Wollongong City Floodplain Risk Management Study	44	44	0	50	50	0	30	0
Review of Brooks Creek Floodplain Risk Management Study	0	0	0	120	120	0	0	0
Review of Minnegang Creek FRFloodplain Risk Management StudyMS	25	25	0	50	50	0	50	50
<b>Environmental Services</b>	<b>265</b>	<b>210</b>	<b>(55)</b>	<b>630</b>	<b>685</b>	<b>55</b>	<b>471</b>	<b>158</b>
Biodiversity Strategy	29	29	0	61	61	(0)	0	0
City Beach Dune Contamination Management	25	25	(0)	0	0	0	0	0
Climate Change Risk Assessment & Adaptation Plan	30	30	0	0	0	0	0	0
Climate Change Mitigation Plan Implementation	7	7	0	0	0	0	0	0
Coastal Management Program for the Open Coast	99	99	0	464	464	0	471	0
Prepare Subsequent Climate Change Mitigation Plan	75	20	(55)	26	81	55	0	0
Climate Change Adaptation Plan - Assessment of Heat Impact	0	0	0	80	80	0	0	0
Develop design guidelines for green roofs, green walls and facades, rain gardens and other structural vegetation	0	0	0	0	0	0	0	158

# Report of Chief Financial Officer

**Table 3 (con't)**

Supporting Documents - Planning Studies & Investigations								
Service & Project	Current	2021/22	Variance	Current	2022/23	Variance	2023/24	2024/25
	Budget	Proposed		Budget	Proposed		Budget	Proposed
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Natural Area Management</b>	<b>25</b>	<b>0</b>	<b>(25)</b>	<b>32</b>	<b>32</b>	<b>(0)</b>	<b>33</b>	<b>33</b>
Vegetation Management Plans for High Priority Natural Areas	25	0	(25)	32	32	(0)	33	33
<b>Transport Services</b>	<b>333</b>	<b>60</b>	<b>(273)</b>	<b>470</b>	<b>470</b>	<b>0</b>	<b>220</b>	<b>15</b>
Accessible Car Parking and Bus Stops audit	22	22	0	0	0	0	0	0
Access and Movement Strategy Review	75	25	(50)	175	175	0	0	0
City Centre Parking Surveys - EMS Report	0	0	0	69	69	0	0	0
Foreshore Parking Strategy	4	0	(4)	0	0	0	0	0
Integrated Transport Strategy	25	0	(25)	80	80	0	79	0
City Centre Parking Strategy	54	0	(54)	0	0	0	0	0
Wollongong LGA Feasibility Studies	8	8	0	15	15	0	15	15
Lake Illawarra Shared Path Masterplan	95	5	(90)	55	55	0	55	0
Towradgi Creek Shared Path Feasibility Investigations	30	0	(30)	56	56	0	0	0
Bald Hill to Stanwell Park Pathway Feasibility	10	0	(10)	0	0	0	0	0
Pedestrian Bridge Thurston Av - Feasibility Study	10	0	(10)	0	0	0	30	0
Implement Keiraville Gwynneville Access & Movement Strategy	0	0	0	20	20	0	41	0
<b>Community Facilities</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>100</b>	<b>0</b>
Facilities Planning Development	16	16	0	0	0	0	0	0
Social Infrastructure Planning Framework	0	0	0	50	50	0	100	0
<b>Aquatic Services</b>	<b>100</b>	<b>56</b>	<b>(44)</b>	<b>0</b>	<b>44</b>	<b>44</b>	<b>0</b>	<b>100</b>
Community Recreation & Aquatic Centre Concept Plan West Dapto	80	48	(32)	0	32	32	0	0
Coalcliff Surf Club Proposed Refurbishment Works - Feasibility	20	8	(12)	0	12	12	0	0
Surf Club Strategy	0	0	0	0	0	0	0	100
<b>Botanic Garden and Annexes</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>
Mt Keira Summit Park	9	9	0	0	0	0	0	0
Botanic Gardens Design Investigation for Asset Improvement	0	0	0	0	0	0	0	60
<b>Parks and Sportsfields</b>	<b>512</b>	<b>81</b>	<b>(431)</b>	<b>435</b>	<b>470</b>	<b>35</b>	<b>253</b>	<b>0</b>
Bellambi Foreshore Precinct Plan	211	20	(191)	140	140	0	51	0
Blue Mile Masterplan - update	46	46	0	0	0	0	0	0
Hill 60 Tunnels Reopening - Detailed Concept Plans	150	0	(150)	25	25	0	125	0
Illawarra Sports Stadium Extension - Arboriculture Impact A	15	0	(15)	0	0	0	0	0
Feasibility Study Synthetic Football Pitch in Planning Area	50	15	(35)	0	35	35	0	0
Barina Park Oval Investigative Studies	40	0	(40)	0	0	0	0	0
Stuart Park Masterplan	0	0	0	145	145	0	77	0
Fred Finch Park Lighting Feasibility	0	0	0	40	40	0	0	0
Synthetic Football Pitch in Planning Area 1 (North) - Site Investigations	0	0	0	50	50	0	0	0
<b>Financial Services</b>	<b>(918)</b>	<b>0</b>	<b>918</b>	<b>(711)</b>	<b>(711)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Projects in Progress	(918)	0	918	(711)	(711)	0	0	0
<b>Property Services</b>	<b>52</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>103</b>	<b>0</b>
Bulli Showground Masterplan	30	52	22	0	0	0	0	0
Bulli Showground Master Plan Stage 2	22	0	(22)	0	0	0	0	0
<b>Total Expenditure *</b>	<b>2,245</b>	<b>1,637</b>	<b>(607)</b>	<b>2,515</b>	<b>2,763</b>	<b>248</b>	<b>2,076</b>	<b>1,200</b>

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

## Long Term Financial Projections

Council has a continuous budget process that revises the long term forecasts in line with quarterly changes and resets assumptions and indices annually or where new information leads to an immediate requirement to change the indices. The long term forecasts presented below are indicative of our existing position. The long term projections are currently being reviewed through the annual planning process in line with the Financial Strategy targets to reflect current information from both external sources and internal analysis as part of the 2022-2023 annual Strategic Planning Cycle. As a result, the long term projections will change moving forward as we reset our underlying assumptions and change future estimates through the preparation of a new Community Strategic Plan, Delivery Plan and Resource Strategy, including the Long Term Financial Plan. The projected long term indicators are primarily based on exiting assumptions and indices from current plans.

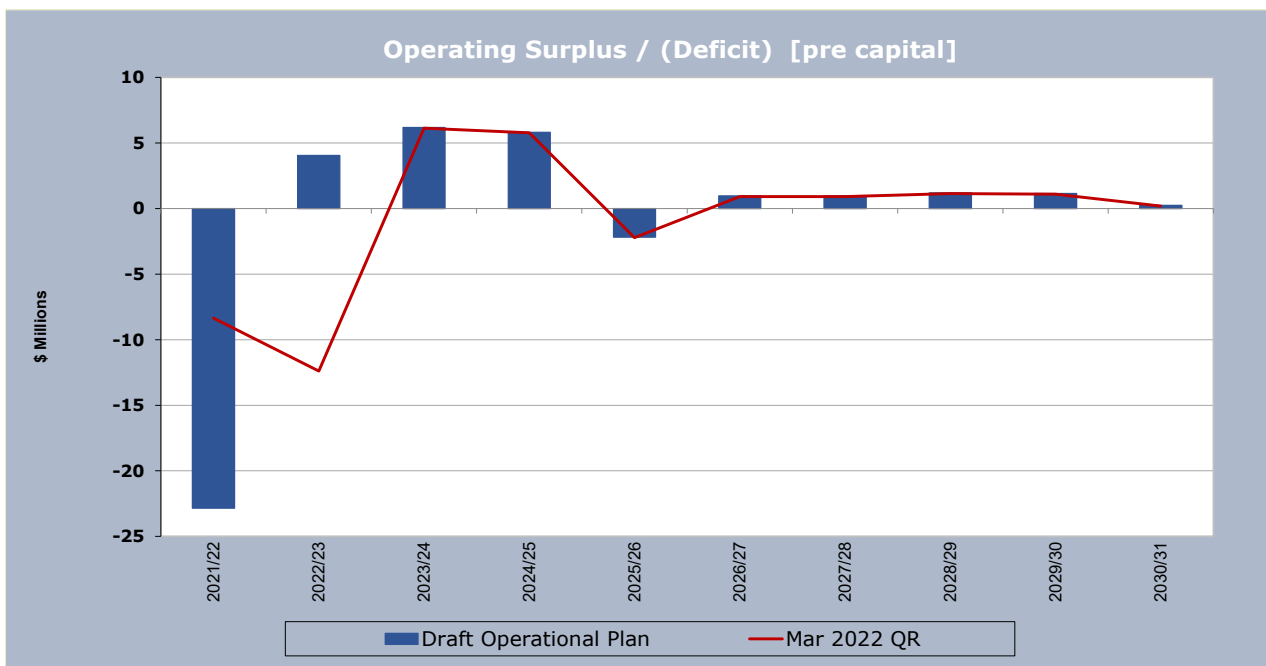


## Long Term Operating Surplus/(Deficit) [pre capital]

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

The deterioration in the 2022-2023 result has been discussed throughout this report, with the main impact being the early payment of the Financial Assistance Grant for 2022-2023 in the current financial year.

**Table 4**

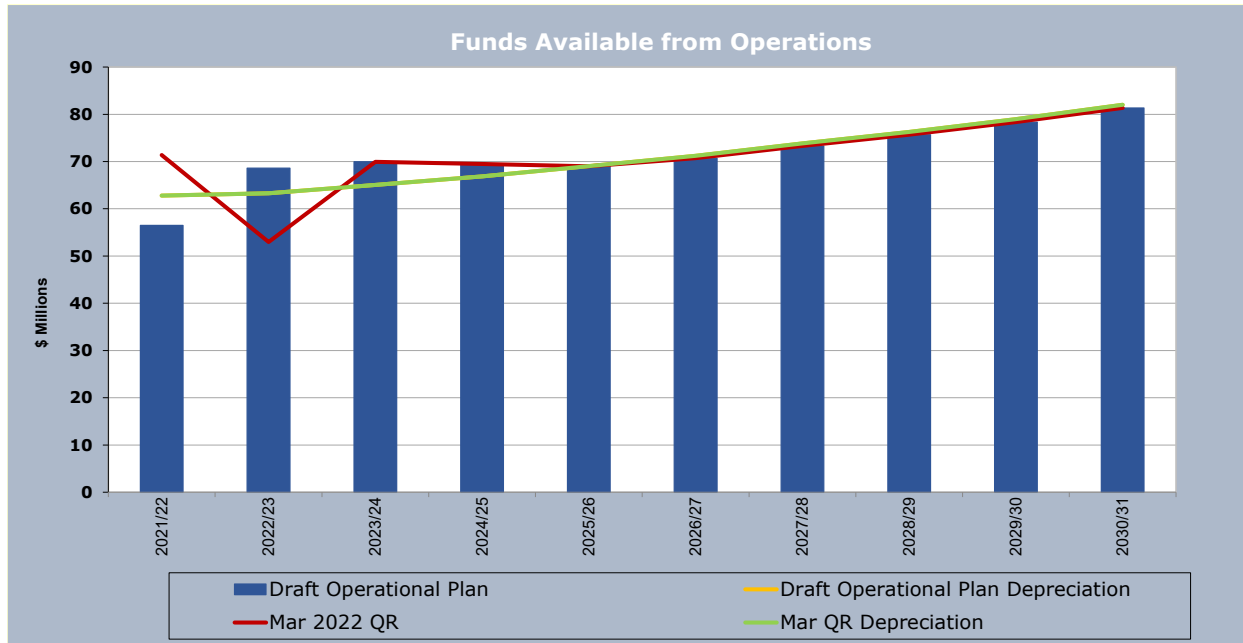


## Funds Available from Operations

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 financial forecast includes an increase in funding to capital beyond the depreciation target over the next four years to accommodate future Infrastructure Delivery Plan commitments.

**Table 5**

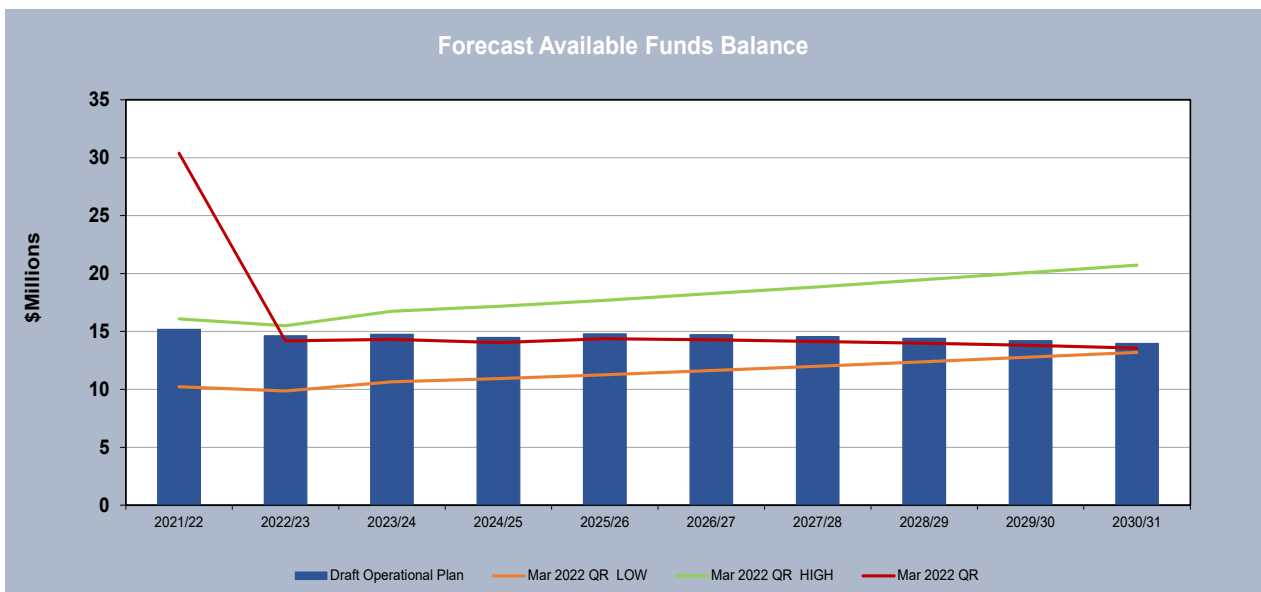


**Note:** The depreciation figures in the diagram above exclude the depreciation on Waste Remediation, SES & RFS vehicles, right-of-use assets and HACC vehicles that do not require funding from Council.

## Available Funds

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue and provide flexibility to take advantage of opportunities that may arise from time to time. Council's Financial Strategy has a target to achieve and maintain an Available Funds position between 3.5% and 5.5% of operational revenue [pre capital]. The target range for Available Funds at March 2022 is between \$9.8M and \$13.2M (lower range) and between \$15.4M and \$20.8M (upper range) over the life of the Long Term Financial Plan. The revised forecast indicates that Council remains within the target range. The current financial year has been impacted by the early payment of part of the Financial Assistance Grant for 2022-2023 but does not impact on future years.

**Table 6**



## Table 7

<b>WOLLONGONG CITY COUNCIL</b>					
March 2022 Quarterly Review					
	2021/22 Original Budget \$'000	2021/22 Current Budget \$'000	2021/22 Actual YTD \$'000	Proposed v Current Variance \$'000	2021/22 Proposed \$'000
<b>Income Statement</b>					
<b>Income From Continuing Operations</b>					
<b>Revenue:</b>					
Rates and Annual Charges	215,858	216,927	159,250	5	216,932
User Charges and Fees	31,493	24,865	20,088	2,818	27,683
Interest and Investment Revenues	3,167	1,562	294	(357)	1,205
Other Revenues	5,737	5,827	2,919	(817)	5,010
Rental Income	6,326	5,652	3,885	(13)	5,639
Grants & Contributions provided for Operating Purposes	19,325	20,054	17,057	16,019	36,073
Grants & Contributions provided for Capital Purposes	32,091	36,838	25,057	1,586	38,424
Profit/Loss on Disposal of Assets	0	878	1,269	0	878
<b>Total Income from Continuing Operations</b>	<b>313,998</b>	<b>312,605</b>	<b>229,817</b>	<b>19,240</b>	<b>331,845</b>
<b>Expenses From Continuing Operations</b>					
Employee Costs	144,255	145,377	107,259	885	146,262
Borrowing Costs	1,954	432	344	(0)	432
Materials, Contracts & Other Expenses	101,873	110,460	71,890	1,972	112,432
Depreciation, Amortisation + Impairment	64,652	64,021	46,843	(0)	64,021
Internal Charges (labour)	(19,309)	(19,337)	(11,830)	254	(19,083)
Internal Charges (not labour)	(2,339)	(2,339)	(1,362)	(0)	(2,339)
<b>Total Expenses From Continuing Operations</b>	<b>291,087</b>	<b>298,614</b>	<b>213,143</b>	<b>3,111</b>	<b>301,725</b>
<b>Operating Result</b>	<b>22,911</b>	<b>13,991</b>	<b>16,674</b>	<b>16,129</b>	<b>30,120</b>
<b>Operating Result [pre capital]</b>	<b>(9,180)</b>	<b>(22,847)</b>	<b>(8,383)</b>	<b>14,543</b>	<b>(8,304)</b>
<b>Funding Statement</b>					
<b>Net Operating Result for the Year</b>	<b>22,911</b>	<b>13,991</b>	<b>16,674</b>	<b>16,129</b>	<b>30,120</b>
Add back :					
- Non-cash Operating Transactions	82,509	79,760	57,930	212	79,972
- Restricted cash used for operations	15,807	28,948	17,511	1,720	30,668
- Income transferred to Restricted Cash	(48,130)	(51,731)	(38,151)	(3,107)	(54,837)
- Payment of Right of Use Leases	0	(399)	(327)	0	(399)
- Payment of Accrued Leave Entitlements	(14,018)	(14,099)	(11,021)	0	(14,099)
<b>Funds Available from Operations</b>	<b>59,079</b>	<b>56,471</b>	<b>42,617</b>	<b>14,955</b>	<b>71,425</b>
Borrowings repaid	(5,482)	(5,482)	(3,921)	0	(5,482)
Advances (made by) / repaid to Council	0	0	0	0	0
<b>Operational Funds Available for Capital Budget</b>	<b>53,597</b>	<b>50,989</b>	<b>38,696</b>	<b>14,955</b>	<b>65,943</b>
<b>CAPITAL BUDGET</b>					
Assets Acquired	(107,093)	(106,196)	(60,045)	315	(105,881)
Contributed Assets	(8,358)	(8,358)	(48)	0	(8,358)
Transfers to Restricted Cash	(1,854)	(2,779)	(2,286)	0	(2,779)
Funded From :-					
- Operational Funds	53,597	50,989	38,696	14,955	65,943
- Sale of Assets	1,854	2,779	1,683	0	2,779
- Internally Restricted Cash	8,675	9,365	3,588	0	9,365
- Borrowings	0	0	0	0	0
- Capital Grants	20,069	20,047	13,367	0	20,047
- Developer Contributions (Section 94)	13,035	14,619	10,701	0	14,619
- Other Externally Restricted Cash	0	0	309	0	0
- Other Capital Contributions	10,958	10,698	688	0	10,698
<b>TOTAL FUNDS SURPLUS / (DEFICIT)</b>	<b>(9,118)</b>	<b>(8,836)</b>	<b>6,654</b>	<b>15,270</b>	<b>6,434</b>

**Table 8**

MAJOR VARIATIONS PROPOSED \$'000s	Offsetting Items for Fund	Surplus		Deficit	Net by type
		Surplus	Deficit		
<b>REVENUES FROM ORDINARY ACTIVITIES</b>					
<b>Rates &amp; Annual Charges</b>					
Domestic Waste - Greenwaste		5			<b>5</b>
<b>User Charges &amp; Fees</b>					
Waste Facility Operations	1,658				
Development Assessment & Certification	239				
COVID-19 Financial Support, Operational Impacts & Relief Measures	986				
Other minor variances	(31)			(35)	<b>2,817</b>
<b>Investment Revenue</b>					
				(357)	<b>(357)</b>
<b>Other Revenue</b>					
COVID-19 Financial Support, Operational Impacts & Relief Measures	(986)				
Animal Control				(82)	
Environment Development, Compliance & Education				(71)	
Wollongong Waste & Resource Recovery Park	200				
Development Assessment income	41				
Other minor variances	87			(6)	<b>(817)</b>
<b>Rental Income</b>					
Reduction in Private Rent Council Vehicles	(13)				<b>(13)</b>
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>					
<b>Employee Costs</b>					
Defined Benefits Superannuation top-up		479			
Additional resourcing due to Workers Comp & Long Term Sick Leave				(304)	
Supporting Documents	78				
COVID-19 Financial Support, Operational Impacts & Relief Measures	(253)				
Employee Costs transferred to/from Materials & Contracts	(571)				
Development Assessment resourcing offset by income	(280)				
OneCouncil	(360)				
Other	135	36			<b>(885)</b>
<b>Materials, Contracts &amp; Other Expenses</b>					
Supporting Documents	440	72			
Adjustment to Funded Projects	(265)				
COVID-19 Financial Support, Operational Impacts & Relief Measures	334				
Materials & Contracts transferred to/from Employee Costs	571				
OneCouncil	45				
Funded projects rephased to 2022/23	497				
Projects rephased to 2022/23		180			
New Projects Introduced				(218)	
Waste Facility Operations	(992)				
Domestic Waste	(2,583)			(5)	
Natural Area Management	(96)			(20)	
Other	93			(25)	<b>(1,972)</b>
<b>Internal Charges</b>					
Internal Labour recovery	(254)				<b>(254)</b>
<b>Grants &amp; Contribution - Operating</b>					
Financial Assistance Grant brought forward from 2022/23		15,341			
New grants	844				
Grant income re-phased to 2022/23	(200)				
Other minor contribution variations	36			(2)	<b>16,019</b>
<b>Operating Variation [pre capital]</b>	<b>(474)</b>	<b>16,141</b>	<b>(1,125)</b>		<b>14,543</b>

Table 8 (cont'd)

MAJOR VARIATIONS PROPOSED \$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>Capital Grants &amp; Contributions</b>				
Developer Contributions - City Centre	234			
Planning Agreements	629			
New Grants & Contributions	724			
Other				<b>1,586</b>
<b>Operating Variation [post capital]</b>	<b>1,112</b>	<b>16,141</b>	<b>(1,125)</b>	<b>16,129</b>
<b>FUNDING STATEMENT</b>				
<b>Non Cash Items</b>				
Employee Entitlements		212		<b>212</b>
<b>Restricted Cash Used for Operations</b>				
Supporting Documents	(988)			
Community Transport	(330)			
COVID-19 Financial Support, Operational Impacts & Relief Measures	(81)			
Funded projects rephased to 2022/23	(622)			
Reduction in contingency for projects in progress	470			
Laneways Festival	694			
Domestic Waste Services Charge	2,583			
Other	(3)		(3)	<b>1,720</b>
<b>Income Transferred to Restricted Cash</b>				
Developer Contributions - City Centre	(234)			
Planning Agreements	(629)			
City Centre Parking		12		
Community Transport		31		
Waste Facility Operations	(884)			
New grants & adjustments	(1,404)			<b>(3,106)</b>
<b>OPERATIONAL FUNDS AVAILABLE FOR CAPITAL</b>	<b>(315)</b>	<b>16,396</b>	<b>(1,128)</b>	<b>14,954</b>
<b>CAPITAL BUDGET</b>				
Capital transferred to Operating - OneCouncil	315			<b>315</b>
<b>TOTAL FUNDS SURPLUS/(DEFICIT)</b>	<b>(0)</b>	<b>16,396</b>	<b>(1,128)</b>	<b>15,269</b>

**Table 9**

CAPITAL PROJECT REPORT							
March 2022 Quarterly Review							
ASSET CLASS PROGRAMME	\$'000		\$'000		YTD EXPENDITURE	\$'000	
	CURRENT BUDGET		WORKING BUDGET			VARIATION	
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING		EXPENDITURE	OTHER FUNDING
<b>Roads And Related Assets</b>							
Traffic Facilities	2,948	(2,373)	2,361	(1,886)	1,068	(588)	488
Public Transport Facilities	315	0	255	0	108	(60)	0
Roadworks	16,306	(5,791)	17,482	(4,667)	9,567	1,175	1,125
Bridges, Boardwalks and Jetties	1,722	(217)	1,412	(157)	742	(310)	60
<b>TOTAL Roads And Related Assets</b>	<b>21,292</b>	<b>(8,382)</b>	<b>21,509</b>	<b>(6,710)</b>	<b>11,484</b>	<b>218</b>	<b>1,672</b>
<b>West Dapto</b>							
West Dapto Infrastructure Expansion	6,656	(6,656)	6,548	(6,548)	4,903	(108)	108
<b>TOTAL West Dapto</b>	<b>6,656</b>	<b>(6,656)</b>	<b>6,548</b>	<b>(6,548)</b>	<b>4,903</b>	<b>(108)</b>	<b>108</b>
<b>Footpaths And Cycleways</b>							
Footpaths	13,275	(7,968)	12,349	(7,962)	6,118	(926)	60
Cycle/Shared Paths	5,279	(2,989)	4,771	(2,781)	3,372	(508)	206
Commercial Centre Upgrades - Footpaths and Cycleways	4,089	(829)	4,809	(829)	3,023	720	0
<b>TOTAL Footpaths And Cycleways</b>	<b>22,643</b>	<b>(11,786)</b>	<b>21,929</b>	<b>(11,572)</b>	<b>12,514</b>	<b>(714)</b>	<b>214</b>
<b>Carparks</b>							
Carpark Construction/Formalising	735	(450)	735	(450)	239	(0)	0
Carpark Reconstruction or Upgrading	1,712	(187)	1,812	(187)	1,560	100	(0)
<b>TOTAL Carparks</b>	<b>2,447</b>	<b>(637)</b>	<b>2,547</b>	<b>(637)</b>	<b>1,800</b>	<b>100</b>	<b>(0)</b>
<b>Stormwater And Floodplain Management</b>							
Floodplain Management	1,715	(240)	475	(40)	238	(1,240)	200
Stormwater Management	6,849	0	6,493	0	3,346	(356)	0
Stormwater Treatment Devices	55	0	11	0	4	(44)	0
<b>TOTAL Stormwater And Floodplain Management</b>	<b>8,619</b>	<b>(240)</b>	<b>6,979</b>	<b>(40)</b>	<b>3,588</b>	<b>(1,640)</b>	<b>200</b>
<b>Buildings</b>							
Cultural Centres (IPAC, Gallery, Townhall)	700	0	750	0	487	50	0
Administration Buildings	1,635	0	1,335	0	832	(300)	0
Community Buildings	13,485	(2,822)	12,390	(2,277)	8,907	(1,095)	545
Public Facilities (Shelters, Toilets etc.)	490	(30)	590	(30)	299	100	0
<b>TOTAL Buildings</b>	<b>16,310</b>	<b>(2,852)</b>	<b>15,065</b>	<b>(2,307)</b>	<b>10,525</b>	<b>(1,245)</b>	<b>545</b>
<b>Commercial Operations</b>							
Tourist Park - Upgrades and Renewal	899	0	899	0	170	(0)	0
Crematorium/Cemetery - Upgrades and Renewal	136	0	136	0	63	(0)	0
Leisure Centres & RVGC	180	0	180	0	54	0	0
<b>TOTAL Commercial Operations</b>	<b>1,215</b>	<b>0</b>	<b>1,215</b>	<b>0</b>	<b>286</b>	<b>(0)</b>	<b>0</b>

**Table 9 (cont'd)**

CAPITAL PROJECT REPORT							
March 2022 Quarterly Review							
ASSET CLASS PROGRAMME	\$'000		\$'000		YTD EXPENDITURE	\$'000	
	CURRENT BUDGET		WORKING BUDGET			VARIATION	
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING		EXPENDITURE	OTHER FUNDING
<b>Parks Gardens And Sportfields</b>							
Play Facilities	1,517	(472)	1,523	(438)	246	6	34
Recreation Facilities	5,982	(5,240)	5,526	(4,734)	3,390	(456)	506
Sporting Facilities	6,333	(3,741)	5,088	(3,546)	2,482	(1,245)	195
<b>TOTAL Parks Gardens And Sportfield</b>	<b>13,832</b>	<b>(9,453)</b>	<b>12,137</b>	<b>(8,718)</b>	<b>6,118</b>	<b>(1,695)</b>	<b>735</b>
<b>Beaches And Pools</b>							
Beach Facilities	550	(500)	60	(50)	43	(490)	450
Rock/Tidal Pools	350	0	270	0	142	(80)	0
Treated Water Pools	2,002	(32)	1,032	(32)	443	(970)	0
<b>TOTAL Beaches And Pools</b>	<b>2,902</b>	<b>(532)</b>	<b>1,362</b>	<b>(82)</b>	<b>628</b>	<b>(1,540)</b>	<b>450</b>
<b>Natural Areas</b>							
Natural Area Management and Rehabilitation	0	0	0	0	0	0	0
<b>TOTAL Natural Areas</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Waste Facilities</b>							
Whytes Gully New Cells	1,425	(1,425)	1,466	(1,467)	920	42	(42)
<b>TOTAL Waste Facilities</b>	<b>1,425</b>	<b>(1,425)</b>	<b>1,466</b>	<b>(1,467)</b>	<b>920</b>	<b>42</b>	<b>(42)</b>
<b>Fleet</b>							
Motor Vehicles	1,830	(979)	1,830	(979)	793	(0)	0
<b>TOTAL Fleet</b>	<b>1,830</b>	<b>(979)</b>	<b>1,830</b>	<b>(979)</b>	<b>793</b>	<b>(0)</b>	<b>0</b>
<b>Plant And Equipment</b>							
Mobile Plant (trucks, backhoes etc.)	4,200	(905)	4,200	(905)	1,184	(0)	0
<b>TOTAL Plant And Equipment</b>	<b>4,200</b>	<b>(905)</b>	<b>4,200</b>	<b>(905)</b>	<b>1,184</b>	<b>(0)</b>	<b>0</b>
<b>Information Technology</b>							
Information Technology	1,050	0	735	0	450	(315)	0
<b>TOTAL Information Technology</b>	<b>1,050</b>	<b>0</b>	<b>735</b>	<b>0</b>	<b>450</b>	<b>(315)</b>	<b>0</b>
<b>Library Books</b>							
Library Books	1,283	0	1,283	0	883	(0)	0
<b>TOTAL Library Books</b>	<b>1,283</b>	<b>0</b>	<b>1,283</b>	<b>0</b>	<b>883</b>	<b>(0)</b>	<b>0</b>
<b>Public Art</b>							
Art Gallery Acquisitions	137	0	137	0	76	(0)	0
<b>TOTAL Public Art</b>	<b>137</b>	<b>0</b>	<b>137</b>	<b>0</b>	<b>76</b>	<b>(0)</b>	<b>0</b>
<b>Land Acquisitions</b>							
Land Acquisitions	4,191	(4,041)	6,174	(5,874)	3,896	1,984	(1,834)
<b>TOTAL Land Acquisitions</b>	<b>4,191</b>	<b>(4,041)</b>	<b>6,174</b>	<b>(5,874)</b>	<b>3,896</b>	<b>1,984</b>	<b>(1,834)</b>
<b>Non-Project Allocations</b>							
Capital Project Contingency	(1,726)	0	764	0	0	2,490	0
<b>TOTAL Non-Project Allocations</b>	<b>(1,726)</b>	<b>0</b>	<b>764</b>	<b>0</b>	<b>0</b>	<b>2,490</b>	<b>0</b>
<b>GRAND TOTAL</b>	<b>108,305</b>	<b>(47,887)</b>	<b>105,880</b>	<b>(45,838)</b>	<b>60,046</b>	<b>(2,424)</b>	<b>2,049</b>

Table 10

<b>WOLLONGONG CITY COUNCIL</b>		
as at 25 March 2022		
	YTD Actual 2021/22 \$'000	Actual 2020/21 \$'000
<b>Statement of Financial Position</b>		
<b>Current Assets</b>		
Cash Assets	49,701	52,320
Investment Securities	82,553	103,334
Receivables	15,771	21,859
Inventories	492	463
Current Contract Assets	11,000	4,707
Other	8,008	6,682
Assets classified as held for sale	65	111
<b>Total Current Assets</b>	<b>167,591</b>	<b>189,477</b>
<b>Non-Current Assets</b>		
Non Current Cash Assets	37,200	12,000
Non Current Investment Securities	3,199	3,199
Non-Current Inventories	5,972	5,972
Property, Plant and Equipment	2,703,146	2,690,088
Investment Properties	4,600	4,600
Intangible Assets	96	152
Right-Of-Use Assets	1,194	1,471
<b>Total Non-Current Assets</b>	<b>2,755,407</b>	<b>2,717,482</b>
<b>TOTAL ASSETS</b>	<b>2,922,998</b>	<b>2,906,958</b>
<b>Current Liabilities</b>		
Current Payables	30,476	26,622
Current Contract Liabilities	6,699	8,177
Current Lease Liabilities	84	377
Current Provisions payable < 12 months	15,250	14,015
Current Provisions payable > 12 months	45,373	45,373
Current Interest Bearing Liabilities	5,497	5,497
<b>Total Current Liabilities</b>	<b>103,379</b>	<b>100,062</b>
<b>Non-Current Liabilities</b>		
Non Current Payables	0	0
Non Current Interest Bearing Liabilities	3,022	6,942
N/C Lease Liabilities	1,194	1,194
Non Current Provisions	39,310	39,314
<b>Total Non-Current Liabilities</b>	<b>43,526</b>	<b>47,451</b>
<b>TOTAL LIABILITIES</b>	<b>146,906</b>	<b>147,513</b>
<b>NET ASSETS</b>	<b>2,776,092</b>	<b>2,759,445</b>
<b>Equity</b>		
Accumulated Surplus	1,414,877	1,392,527
Asset Revaluation Reserve	1,223,770	1,223,744
Restricted Assets	137,445	143,174
<b>TOTAL EQUITY</b>	<b>2,776,092</b>	<b>2,759,445</b>



# Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 25 March 2022		
	YTD Actual 2021/22 \$ '000	Actual 2020/21 \$ '000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Receipts:</b>		
Rates & Annual Charges	169,230	214,468
User Charges & Fees	28,197	30,198
Interest & Interest Received	(493)	2,269
Grants & Contributions	34,047	58,978
Bonds, deposits and retention amounts received	512	755
Other	13,022	24,061
<b>Payments:</b>		
Employee Benefits & On-costs	(94,528)	(125,163)
Materials & Contracts	(66,751)	(87,653)
Borrowing Costs	(348)	(691)
Bonds, deposits and retention amounts refunded	-	(2,637)
Other	(9,727)	(20,275)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>73,160</b>	<b>94,309</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Receipts:</b>		
Sale of Investments	44,236	56,040
Sale of Infrastructure, Property, Plant & Equipment	1,683	1,531
<b>Payments:</b>		
Purchase of Investments	(47,870)	(69,745)
Purchase of Infrastructure, Property, Plant & Equipment	(69,614)	(78,658)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(71,565)</b>	<b>(90,832)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Payments:</b>		
Repayment of Borrowings & Advances	(3,920)	(5,260)
Repayment of Finance Lease Liabilities	(292)	(348)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(4,213)</b>	<b>(5,608)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(2,618)</b>	<b>(2,131)</b>
plus: Cash & Cash Equivalents - beginning of year	52,320	56,051
plus: Investments on hand - end of year	122,952	118,533
<b>Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>172,653</b>	<b>172,453</b>

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 25 March 2022		
	YTD Actual 2021/22 \$ '000	Actual 2020/21 \$ '000
<b>Total Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>172,653</b>	<b>172,453</b>
<b>Attributable to:</b>		
External Restrictions (refer below)	76,222	78,088
Internal Restrictions (refer below)	63,613	70,676
Unrestricted	32,818	23,689
	<b>172,653</b>	<b>172,453</b>
<b>External Restrictions</b>		
Developer Contributions	38,560	38,719
RMS Contributions	1,136	115
Specific Purpose Unexpended Grants	9,081	9,687
Special Rates Levy Wollongong Mall	398	282
Special Rates Levy Wollongong City Centre	43	59
Local Infrastructure Renewal Scheme	-	277
Unexpended Loans	933	965
Domestic Waste Management	7,926	10,746
Private Subsidies	5,572	5,420
Housing Affordability	9,626	9,640
Stormwater Management Service Charge	2,947	2,178
<b>Total External Restrictions</b>	<b>76,222</b>	<b>78,088</b>
<b>Internal Restrictions</b>		
Property Investment Fund	9,389	9,388
Strategic Projects	37,300	46,558
Sports Priority Program	786	943
Car Parking Strategy	1,181	1,051
MacCabe Park Development	1,700	1,590
Darcy Wentworth Park	171	171
Garbage Disposal Facility	4,529	3,415
West Dapto Development Additional Rates	7,871	6,951
Southern Phone Natural Areas	173	173
Lake Illawarra Estuary Management Fund	513	436
<b>Total Internal Restrictions</b>	<b>63,613</b>	<b>70,676</b>

## Report of Chief Financial Officer

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

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

Contract Listing					
Budget Review for Quarter ended March 2022					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
A J Grant Building Pty Ltd Repairs & Maintenance Services	Port Kembla Sailing Club re-roofing and floor replacement	255	22-Feb-2022	2021/22-2022/23	Y
Cadifern Pty Ltd	Fraternity Club embankment stabilisation	669	02-Feb-2022	2021/22-2022/23	Y
Dynamic Civil Pty Ltd	Lindsay Maynes Park Criterium Track and associated works	1,725	10-Jan-2022	2021/22-2022/23	Y
Trane Thermo King Pty Ltd	Building Management and Control System (BMCS) Preventative Maintenance at the Art Gallery, Thirroul Community Centre, Town Hall, Integral Building and Corimal Community Centre	68	30-Mar-2022	2021/22-2025/26	Y
Conductive Technologies Pty Ltd	Supply of 2 Variable Message Signs (VMS) Trailers with Camera, Supply of 2 VMS Trailers - Standard	147	15-Feb-2022	2021/22	Y
Alluvium Consulting Australia Pty Ltd	Develop a Bank Management Strategy for Lake Illawarra	77	07-Feb-2022	2021/22-2022/23	Y
Salients Pty Ltd	Scoping Study for Coastal Management Study	83	02-Feb-2022	2021/22-2022/23	Y
Waples Marketing Group	Invest Wollongong digital advertising campaign 2022	72	12-Jan-2022	2021/22	Y
Glory Marble & Granite	Paver supply for Wollongong Central Business District (CBD)	195	31-Jan-2022	2021/22	Y
PileTest Pty Ltd	Pile testing at North Wollongong Surf Life Saving Club	78	17-Feb-2022	2021/22	Y
Efficiency Leaders (Australia) Pty Ltd	Optical Character Recognition (OCR) and invoicing support for Years 1 and 2 and OCR and invoicing project initiation	150	02-Feb-2022	2021/22-2023/24	Y
People Parkers Pty Ltd	Mobile parklet	61	30-Mar-2022	2021/22	Y
Marsh Pty Ltd	Review of Council's insurance arrangement	88	25-Feb-2022	2021/22-2022/23	Y

The following tenders were approved by the General Manager during the March Quarter of 2021-2022:

- T1000038 – Port Kembla Sailing Club – re-roofing and floor replacement
- T1000046 - Jim Allen Oval Sports field Lighting
- T1000042 - Denison Street Road Safety Upgrades

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

Consultancy and Legal Expenses		
Budget Review for Quarter ended March 2022		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	1,571	YES
Legal Fees	554	YES

### STATEMENT OF CHIEF FINANCIAL OFFICER

All investments held at 25 March 2022 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 25 March 2022.

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

BRIAN JENKINS  
CHIEF FINANCIAL OFFICER

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<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	50%	0%	50%	0%	0%
1.1.1.2 Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented	100%	0%	0%	0%	0%
1.1.2.1 Protect and conserve the health and biodiversity of our waterways and coast	100%	0%	0%	0%	0%
1.1.2.2 The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively	100%	0%	0%	0%	0%
1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	100%	0%	0%	0%	0%
1.1.3.2 Establish effective urban stormwater and floodplain management programs	100%	0%	0%	0%	0%
1.2.1.1 Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint	100%	0%	0%	0%	0%
1.2.1.2 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
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%
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	100%	0%	0%	0%	0%
1.3.2.1 Carry out best practise assessment for urban development proposals and applications	100%	0%	0%	0%	0%
1.3.2.2 Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas	100%	0%	0%	0%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	100%	0%	0%	0%	0%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	100%	0%	0%	0%	0%
2.1.1.1 Build on partnerships which enable the retention of local talent	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive for business expansion, establishment and relocation.	100%	0%	0%	0%	0%
2.1.2.2 Progress implementation of the City for People and its accompanying Implementation Plan	67%	0%	0%	33%	0%
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%

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
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	75%	0%	0%	25%	0%
2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure	67%	0%	0%	33%	0%
2.3.2.1 Market and promote events in the city centre	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%

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
2.4.1.2 Implement a range of programs that incorporate learning and development	100%	0%	0%	0%	0%
2.4.2.1 Implement programs to ensure Wollongong becomes a Smart City	100%	0%	0%	0%	0%
3.1.1.1 Promote Made in Wollongong to become a well-known brand	100%	0%	0%	0%	0%
3.1.1.2 The visibility of our cultural diversity is increased	100%	0%	0%	0%	0%
3.1.1.3 Encourage the integration of urban design and public art	100%	0%	0%	0%	0%
3.1.1.4 Deliver sustainable and successful events and festivals through Council investment and delivery of the Events Strategy	67%	0%	33%	0%	0%
3.1.1.5 Encourage Sports Associations to conduct regional, state and national events in the city	100%	0%	0%	0%	0%
3.1.2.1 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	60%	0%	0%	20%	20%
3.2.1.1 Provide support to existing and emerging artists and performers	100%	0%	0%	0%	0%

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

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



# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	100%	0%	0%	0%	0%
4.2.2.1 Continue to participate and contribute to an integrated community service network	100%	0%	0%	0%	0%
4.2.3.1 Support a range of projects and programs in the city	100%	0%	0%	0%	0%
4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance	93%	0%	0%	0%	7%
4.3.1.2 Build a workplace culture that is safe, engaged, responsive and professional	100%	0%	0%	0%	0%
4.3.2.1 Effective and transparent financial management systems are in place	100%	0%	0%	0%	0%
4.3.2.2 Continue to pursue alternative funding options to deliver financially sustainable services and facilities	80%	0%	20%	0%	0%
4.3.2.4 Deliver the Asset Management Strategy and Improvement Plan 2012-17	100%	0%	0%	0%	0%
4.3.3.1 Coordinate a service review program with a focus on business development and improvement	100%	0%	0%	0%	0%

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<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	67%	0%	33%	0%	0%
5.1.4.1 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	94%	0%	6%	0%	0%
5.1.4.2 Review planning controls for priority locations	100%	0%	0%	0%	0%
5.1.4.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	100%	0%	0%	0%	0%

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
5.1.4.4 Develop and implement public health, amenity and safety regulatory programs and reviews that assist in improving compliance with legislative requirements	80%	0%	20%	0%	0%
5.1.5.1 Increase opportunities to enhance library multimedia and online services	100%	0%	0%	0%	0%
5.1.5.2 Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	100%	0%	0%	0%	0%
5.2.1.1 Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	100%	0%	0%	0%	0%
5.2.1.2 Investigate the future provision of Aquatic Services across the local government area and implement improvements	100%	0%	0%	0%	0%
5.2.1.3 Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet community needs	90%	0%	0%	0%	10%
5.2.1.4 Develop a Regional Botanic Garden of Excellence	75%	0%	0%	25%	0%

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
5.2.1.5 Provide statutory services to appropriately manage and maintain our public spaces	100%	0%	0%	0%	0%
5.2.1.6 Implement Council's Planning, People, Places Strategy	100%	0%	0%	0%	0%
5.2.2.1 Deliver a range of programs and recreational pursuits for older people	100%	0%	0%	0%	0%
5.3.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues	100%	0%	0%	0%	0%
5.3.2.1 In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality enhanced access to services	100%	0%	0%	0%	0%
5.4.1.1 Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools	100%	0%	0%	0%	0%
5.4.1.2 Facilitate a range of partnerships and networks to develop community safety initiatives	100%	0%	0%	0%	0%
5.4.2.1 Delivery projects and programs to reduce crime in the Wollongong Local Government Area	100%	0%	0%	0%	0%
5.5.1.1 Well maintained assets are provided that meet the needs of the current and future communities	92%	0%	8%	0%	0%

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
5.5.1.2 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	100%	0%	0%	0%	0%
6.1.3.1 Plan and implement an integrated and sustainable transport network	100%	0%	0%	0%	0%
6.1.4.1 Facilitate the integration of public amenities and transport with local communities	100%	0%	0%	0%	0%
6.2.1.1 Work with partners to reduce travel time between Sydney and Western Sydney with Wollongong	100%	0%	0%	0%	0%
6.3.1.1 Plan and implement projects to improve connectivity	100%	0%	0%	0%	0%
6.3.2.1 Deliver sustainable transport asset renewal programs and projects	100%	0%	0%	0%	0%

# APPENDIX 1: Annual Deliverables Progress by 4 Year Action Delivery Program 2018-2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
6.3.3.1 Investigate the option for disruptive transport technologies and the impact on the future transport network	100%	0%	0%	0%	0%
6.3.4.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%
6.3.5.1 Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation	100%	0%	0%	0%	0%
SP_L4_862 Establish and maintain research programs to reduce environmental risks	100%	0%	0%	0%	0%
<i>Total Annual Deliverable Progress</i>	<i>94%</i>	<i>0%</i>	<i>3%</i>	<i>2%</i>	<i>1%</i>