

OUR WOLLONGONG 2028

QUARTERLY REVIEW STATEMENT June 2019

From the mountains to the sea



Adopted 2 September 2019





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Message from

THE GENERAL MANAGER, Greg Doyle



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

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

Highlights from this quarter and the 2018-19 year include:

- 1 Successful program of accessible community and major events;
- 2 Wollongong announced as host of the 2022 UCI World Racing Cycling Championships;
- 3 Significant progress achieved on the Fowlers Road extension to Fairwater Drive project;
- 4 Pride month celebrations in June 2019;
- 5 Two National Awards for Local Government: community safety project *I Belong in the Gong* and *Eyes on the Future* school based traineeship program;
- 6 23 new cadets, apprentices and trainees commencing in January.

Organisational performance is also reported by the inclusion of the performance indicators which monitor the status and progress of our Council programs, activities, projects, finances, people and processes. These measures and their comparatives are presented on an annual basis for this review statement.

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

I would like to thank all staff and the community for their contributions to the achievements identified in this Quarterly Review and Budget Review Statement. This Review will inform the Annual Report due in November 2019. On a personal note, I am excited to be leading Council in to the future following my appointment as the new General Manager in May.

Greg Doyle
General Manager

Strategic Priorities

PROGRESS REPORT

Our Councillors have made a commitment to support our organisation and community in making Wollongong a better place to live, work, visit and play. To focus Council's attention to achieve this, Councillors have agreed to five Strategic Priorities. These are outlined in the Delivery Program 2018-21. Progress made in the June 2019 quarter is outlined below:

Activating Our Suburbs

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

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

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

Strategic Priority Progress



On Track

Program Achievements

During the year, a range of initiatives have been undertaken to activate the suburbs.

During the September quarter, the Dapto Square Activation project was completed. This included art murals by young people, a play space for young children and tables, seats and shade for everyone to enjoy. The Creative Container also arrived in Dapto Square, with a range of projects delivered including Yarn Bombing, a tree decoration place making project which consisted of 12 creative textile workshops held with a range of local community members. In the April school holidays, the Container hosted a sensory play space and the Paint the Gong REaD tent. Bright Sparks (child development) 5th birthday was celebrated at Dapto Mall on 2 May. Playing in the Precinct has taken place in the square on Tuesdays, bringing live music to the area. During the June quarter, a community cultural development project was undertaken with Dapto High School students and young people from Kanahooka High School.

The Connecting Neighbours Grant Program was piloted with projects delivered in a range of suburbs across the Local Government Area from July - December 2018. Projects for the second round of the pilot will be delivered in the second half of 2019. To date projects have been funded in Wollongong, West Wollongong, Bulli, Russell Vale, Thirroul, Bellambi, Port Kembla, Warrawong, Tarrawanna, Unanderra, Figtree, Windang, Stanwell Tops, Stanwell Park, Helensburgh, Cringila and Fairy Meadow.

Council officers have been working with the Australian Social Investment Trust (ASIT), Family and Community Services NSW, Bellambi Neighbourhood Centre and residents of Bellambi to implement funded projects and

community led action plans. Council participated in and contributed to the Bellambi Community Action Planning day on 26 October 2018. The planning day acknowledged achievements made by the community and partner organisations over the past three years which have increased the feeling of community connectedness in Bellambi and identified priority actions to be undertaken over the next two years.

The Bellambi Safety Group continues to meet monthly, to clean up areas along the cycle path, creek and further afield into other streets within the social housing boundary. Over the last 12 months, the group have recruited other local residents and attended planning meetings at the Bellambi Neighbourhood Centre. Currently, the group is undertaking a 'rubbish audit' to determine the effectiveness of the group's activities and to document places within Bellambi estate which would benefit from another concerted education campaign regarding rubbish removal.

In July, Council delivered and supported a range of NAIDOC week celebrations and activities, including the NAIDOC awards dinner which celebrated and recognised the achievements of local Aboriginal elders, community members and organisations. Council officers also attended regular monthly meetings of the Wollongong Northern District Aboriginal Community (WNDAC) Network to develop a Bellambi community NAIDOC Week event for 2019. The WNDAC group continues to investigate the development of a two-day a week, Aboriginal specific pre-school within the Bellambi area. Staff also share information on activities, upcoming programs in the area for children and young people with a focus on cultural activities.

Support was provided to Mission Australia to conduct the Saltwater Festival in April 2019, held at Howard Fowles Park, Warrawong with over 300 people attending on the day. Council also supported the South Sea celebration in Bellambi on 19 May 2019. The Wollongong Northern Districts Aboriginal Community (WNDAC) brought together Maori and Puka Puka communities along with the broader Bellambi community in a sharing of cultural traditions across communities and between generations.

Council officers have been working with Family and Community Services NSW, Mission Australia, Barnardos South Coast and the residents of Warrawong, Bundaleer and Illawong Gardens to implement a community developed action plan for each location. As part of this Plan, a community garden was launched in November at Illawong Gardens. The community garden encourages residents to both grow their own food and make connections in their neighbourhood through gardening together.

Coordination of a twice a year 'Clean-Up Bundaleer Day', where residents can place their household rubbish on the street to be collected (similar to any other resident across the local government area) has been undertaken. This has involved many stakeholders including Council, Remondis, Barnardos Australia, Mission Australia, Housing and Family and Community Services NSW. The first clean-up day occurred in January 2019, with over 20 tonnes of rubbish collected and sorted where possible. The second clean-up day is being planned for August 2019. It is anticipated these events will become an ongoing twice-a-year program based on a collaborative approach with the local community towards rubbish removal.

The Neighbourhood Youth Project funded by Council continues to be delivered in Berkeley, Dapto, Helensburgh and Port Kembla and Council Youth Services team provide services, programs and engagement for young people in Wollongong, Bellambi, Corrimal, Cringila, Bundaleer Estate, Warrawong, Koonawarra and Kanahooka. Council officers are providing staff resources and support for the NAIDOC Week family fun days to be held at Warrawong, Bellambi and Koonawarra in early July 2019, organised by Barnardos, WNDAC and Careways respectively.

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

Councils \$400 million four-year Infrastructure Delivery program includes a suite of programs and projects which directly respond to our strategies and priorities to activate and enhance our community centres, public domain and open spaces. During the year, the shop-front façade improvement program was delivered in Port Kembla and Corrimal. These projects have improved the general amenity of the main retail street areas in the suburbs, with the aim, in time, of lifting foot traffic. There have also been streetscape and public domain improvements in Warrawong, Corrimal, Dapto, Thirroul and Helensburgh Town Centres.

Urban Greening

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

Director Infrastructure and Works
Manager Open Space and Environmental Services

Strategic Priority Progress



On Track

Program Achievements

The Urban Greening program has achieved significant success this financial year, with several key highlights. Securing an appropriate and ongoing supply of high quality trees from the market is essential to meet our targets, and Council is close to finalising a procurement agreement to ensure we're able to sustainably plant great trees where needed. Importantly, part of this program will include our expert staff collecting seed from local native species to grow at professional nurseries so advanced local native trees can form part of our future landscape.

Council is rapidly gathering essential knowledge on our existing public trees, facilitated by the TreePlotter inventory system. This manages asset data for individual trees and allows Council to proactively plan and schedule new planting, manage workflows and risks and schedule maintenance. Over 11,000 records have been collected to date, and a further 6,000 trees are expected to be catalogued during 2019/20.

During the year, Council installed 1,300 advanced trees in priority sites across the Local Government Area, replacing those removed at a ratio of 2:1. Over 250 advanced trees were planted in parks and Streetscapes in Corrimal during 2018/19. Parks and playgrounds have been targeted to provide natural shade, while renewal planting has been undertaken to offset future losses of important avenues and individually significant trees. Implementation of tree planting aligned with Council's capital works program continues in projects such as car parks and footpath renewals. Arborists are working across Council teams to improve outcomes for tree protection during construction of roads, private development and footpaths. Pilot plantings have been undertaken in residential streets to trial direct engagement with the community and work is underway to develop new notification protocols for programmed works.

In March, Council entered a discretionary tree removal program with a local energy provider. The program relates to the complete removal of selected Council owned trees (with Council's consent) growing within the power network. Approximately 2,500 Council owned trees growing within the network have been identified for potential removal. As part of this agreement, the provider will fund the purchase, installation and maintenance of an advanced tree specimen for every tree removed as part of the program. Following tree removal notification to residents, any residents who request to retain the tree fronting their property will have the ability to 'opt out' of the program.

West Dapto

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

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

Strategic Priority Progress



On Track

Program Achievements

Council adopted the West Dapto Vision document on 10 December 2018. The Vision will guide future planning decisions for the release area. Staff are progressing implementation of the Vision through a review of the West Dapto Development Contributions Plan and West Dapto Urban Release and Subdivision Chapters of Wollongong Development Control Plan, 2009.

The pace of land development within West Dapto remains strong and Council continues to assess and determine draft Planning Proposal requests, Neighbourhood Plans and Development Applications facilitating urban development.

To date, Neighbourhood Plans have been adopted within stages 1-2 and part of stage 3 for over 4,350 lots. Neighbourhood Plans to support a further 3,623 lots are currently under assessment.

On 24 June 2019, Council adopted a draft revised plan titled the draft West Dapto Development Contributions Plan 2020 for public exhibition from 29 June to 2 August 2019. The biennial review required by the State will be reviewed by the Independent Pricing and Regulatory Tribunal and adopted by Council by the end of June 2020.

The Department of Planning and Environment (DPE) transacted the 1st payment of the Local Infrastructure Growth Scheme to Council during the year. Council continues to make representations to the NSW Government requesting progress on an Illawarra / Shoalhaven Special Infrastructure Contribution determination, to support Council's ongoing commitment to infrastructure funding at West Dapto.

Program Risks

Council staff are progressing the biennial review of the West Dapto Section 7.11 (former Section 94 Plan) to ensure the Contributions Plan continues to reflect local infrastructure requirements within the Urban Release Area.

Active Transport and Connectivity

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

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

Strategic Priority Progress



On Track

Program Achievements

Actions identified within the Wollongong Bike Plan and Wollongong Pedestrian Plan are incorporated into the Infrastructure Delivery Program and operational programs for progressive implementation. A highlight is the significant budget increase for 2018/19 for new footpaths and to implement actions in the Pedestrian Plan. Recruitment is complete for new senior traffic engineers to support planning and community engagement on prioritising footpath and connectivity projects around schools, as well as planning for the next stages of the Grand Pacific Walk. The Bike Plan review commenced during the 2018/19 year with initial scoping discussions held with Councillors and members of the Walking, Cycling and Mobility Reference Group. This group will be actively engaged throughout the plan's review and revision.

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

Council continues to seek grant funding through a range of NSW and Commonwealth initiatives to support active transport and connectivity improvements, including streetscape upgrades in commercial centres such as Warrawong, Corrimal and Helensburgh. Council received funding to undertake an initial feasibility assessment to use the Otford Railway Tunnel as a shared pathway or rail trail. A pre-feasibility study was provided to Transport for NSW in December 2018 to consider and provide further advice back to Council.

Stage 1 of the Grand Pacific Walk was officially completed in December 2018. The 3.5 kilometre link from Stanwell Park to Stoney Creek Bridge, Coalcliff includes a viewing platform with expansive views along the coast and out over the Pacific Ocean.

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

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

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.

Director Community Services
Manager Community Cultural and Economic Development

Strategic Priority Progress

✓ On Track

Program Achievements

The work of Council and Advantage Wollongong during 2018/19 has continued to support Council's business and investment strategic priority.

The success of this work is evident in key employment measures. The unemployment rate in Wollongong LGA (4.6%) dropped below that of NSW (4.8%) for the first time in the September quarter 2018. This contrasts with the historical situation of local employment being up to 2% points above the State average.

As at June 2019, there are nine cranes on Wollongong's skyline including a number of new commercial developments which will result in delivering considerable new A-grade office space in the city centre. This is particularly significant given the low vacancy rate in A-grade office of just 1.4%, according to the Property Council of Australia's annual office market report.

Looking ahead, the ground work laid in 2018/19 leaves Wollongong well placed to continue to grow jobs in 2019/20. In particular, the draft Economic Development Strategy 2019-2029 (once adopted) and the review of Advantage Wollongong's target sectors, unique selling points and brand positioning will provide a solid platform to build further jobs growth in the years ahead.

Destination Wollongong secured 24 major events for the region during 2018/19 across the six priority sectors identified in the Major Events Strategy. These events included:

Australian IRB Championships; Splendour in the Grass sideshows; the Antique Motorcycle Club of America Motorcycle Weekend; Australian Police Rugby Union Championships; sell-out Yours and Owls Festival; Beach Netball Festival; NSW Touch Country Championships; the Ocean 6 Ironman Series (signature event funding); Corona SunSets Festival at North Wollongong Beach; Illawarra Folk Festival; Illawarra Titans Battle of the Countries; Australia Day Aquathon; Shimano Super Criterium; Tribal Clash and Ainsley's [celebrity chef, Ainsley Harriot] Market Menu; Spiegeltent Wollongong; Wollongong Triathlon Festival; Touch NSW Junior State Cup Final; Down Under Crossfit Championships (signature event funding); Hockey Men's Masters Championships and the Dancesport Australia National Championships. These events injected an estimated \$38.83 million into the local economy during the year.

During the year, Council's event concierge service approved 33 event and 77 filming applications. Council also responded to a range of event related enquiries over the year. The support required varied from a quick response for small events, to facilitating stakeholder meetings for proposed larger events and assistance in venue finding. General navigation through Council was also provided to ensure compliance requirements associated with applications were met.

Operational Plan

2018-19 PROGRESS

The following section provides an overview of Council's progress with delivering Our Wollongong 2028. It provides a summary of progress for 2018-19 annual deliverables [Council's programs, projects and activities] and highlights significant progress with annual projects as outlined in the Our Wollongong 2028 Community Goals. This exception based reporting provides an overview of achievements for the June 2019 quarter. The organisation's performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Annual Plan 2018-19 contains 311 annual deliverables across the six Community Goals. Table 1 following outlines how Council is tracking in the June quarter to achieve the annual deliverables for each Community Goal.

1: Annual Deliverable Progress by Community Goal

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
1. We value and protect our natural environment	81.43%	0%	4.29%	11.43%	2.86%
2. We have an innovative and sustainable economy	91.67%	0%	4.17%	2.08%	2.08%
3. Wollongong is a creative, vibrant city	97.22%	0%	0%	0%	2.78%
4. We are a connected and engaged community	92.98%	1.75%	3.51%	1.75%	0%
5. We have a healthy community in a liveable city	85.98%	0.93%	3.74%	0.00%	9.35%
6. We have affordable and accessible transport	84%	4%	4%	0%	8%
Total Annual Deliverable Progress	88.05%	0.87%	3.50%	2.92%	4.66%

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

Overall 3.50% of Annual Deliverables were reported to be delayed, while 3.79% were deferred.

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

Table 2

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
1. We value and protect our natural environment	Support the Illawarra District Weeds Authority to fulfil weed control obligations under the Biosecurity Act 2015, prioritising actions identified under relevant threat abatement plans and high priority natural areas		Y	<p>One management meeting of the Illawarra District Weeds Authority occurred during the 4th quarter, hosted by Wollongong City Council. There were 4 meetings held over the 2018-19 year.</p> <p>Annual aerial spraying was suspended due to community concerns. A review of the options across the natural areas is being undertaken.</p>

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
1. We value and protect our natural environment	Review and implement key priorities from the Integrated Stormwater Management Plan	Y		During the year, construction of 28 drainage and flood projects were completed or nearly completed, 4 projects were under construction at the end of the year and 42 projects had their designs complete to allow future construction. Many key stormwater and floodplain mitigation projects had investigations and designs further progressed including: - Memorial Drive and Gordon Hutton Park debris control structures and West St flood mitigation. Concept designs of Ursula Road Flood mitigation Scheme, Bellambi Gully flood mitigation scheme, Mc Mahon St detention basin. A number of projects are scheduled to be delivered during the Delivery Program.
	Complete the Industrial Lands Review		Y	During the annual strategic planning process (specifically, February 2019), Council decided to defer the Industrial Lands Review to 2019-20
	Engage with the community and carry out the Woonona Village Planning Study		Y	During the annual strategic planning process (specifically, February 2019), Council decided to defer this project until 2022/23.
	Engage with the community and carry out the Mt Kembla Village Centre Planning Study		Y	During the annual strategic planning process (specifically, February 2019), Council decided to defer this project until 2022/23.

Operational Plan 2018-19 Progress continued

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
	Engage with the community and carry out Fairy Meadow Town Centre Planning Study		Y	During the annual strategic planning process (specifically, February 2019), Council decided to defer this project until 2022.
	Engage with the community and carry out Bulli Town Centre Planning Study		Y	During the annual strategic planning process (specifically, February 2019), Council decided to defer the project until 2021-22.
	Engage with the community and carry out the Windang Town Centre Planning Study		Y	During the annual strategic planning process (specifically, February 2019), Council decided to defer this project until 2020/2021.
	Commence city wide LEP review		Y	During the annual strategic planning process (specifically, February 2019), Council decided to defer this project until 2020/2021.

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
1. We value and protect our natural environment	Develop a Heritage Asset Management Study	Y		<p>Council engaged RPS Heritage to prepare a Draft Heritage Asset Management Strategy and Implementation Plan in 2018. The project team and consultants held a series of staff workshops and meetings and undertook site inspections of a broad range of Council's Heritage Assets. Following the completions of this work, a draft Heritage Asset Management Strategy was prepared and provided to Council for review.</p> <p>Council's Heritage Staff are currently working with Council's Infrastructure and Works staff to ensure that the draft plan provides an informed and practical strategic framework that integrates heritage asset management into Council's broader Asset Management Framework. This requires significant internal input and consideration. Following this process, the draft Heritage Asset Management Strategy will be finalised and progressed.</p>
	Complete a Climate Change Vulnerability assessment	Y		<p>This work is required as a component of the Global Covenant of Mayors initiative which consists of a hazard assessment, vulnerability assessment and action plan. Discussions have been held with the neighbouring Councils to undertake the vulnerability assessment on a regional basis.</p>

<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	Develop a cultural tourism strategy which draws on and celebrates aspects of the city's natural and built heritage, social history and cultural attributes through an interdivisional working party	Y		Council has received the final draft Cultural Tourism Strategy from the consultant and it is under review. A range of initiatives have been considered and incorporated in to the draft Economic Development Strategy and the adopted Creative Wollongong Strategy. The draft Cultural Tourism Strategy will be finalised during 2019/20.
	Implement actions of the Cultural Tourism Strategy	Y		The Cultural Tourism Strategy is still in draft. We are continuing to review the proposed actions and time frames in the draft document to determine proposed priorities, responsibilities and a way to progress with relevant stakeholders.
	Undertake a review of the planning controls for Tourism Accommodation		Y	During the annual planning process (specifically, February 2019), Council decided to defer this project to 2019-20.

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
4. We are a connected and engaged community	Conduct a biennial Staff Engagement Survey		Y	A review of Council employee engagement activities within the last five years has been undertaken identifying feedback themes and recommendations and aligning those to actions/ projects to address them. This information has informed a decision to defer any further surveying activity until such time as feedback themes and corresponding actions have been communicated across the organisation. Council will then consider the instrument and platforms to be utilised for future engagement survey activities.
	Investigate options to increase the environmental sustainability of charitable waste disposal practices	Y		Council has engaged a consultant to undertake this review. Meetings with charitable organisations are currently being arranged to review their waste management practices.
	Investigate options for a continuous improvement methodology	Y		Council staff have reviewed a number of different continuous improvement methodologies. This action will be incorporated in to a broader business improvement focus for the organisation that is a simple, self-sustaining approach. An externally supported continuous improvement methodology may be considered to support the business improvement approach.

<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	Reinstate Waterfall (Garrawarra) Cemetery	Y		A licence has been negotiated over Crown Land that surrounds Waterfall Cemetery allowing the progression of a development application. An update of the Statement of Environmental Effects is currently being completed as well as final approvals for access (over Water NSW land) which will progress the submission of the development application and allow the reinstatement of the site as a bush cemetery.
	Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla	Y		Council officers have completed key projects where Office of Environment and Heritage approvals have been obtained. These include the perusal of park infrastructure, car parking interpretative artwork on MM Beach on Gloucester Boulevard. Council Officers are working with Niche consultancy to develop a new Conservation Management Plan for Hill 60, with a goal to see the plan completed in 2019/20.

Operational Plan 2018-19 Progress continued

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
	Finalise land title requirements for the transfer of private land occupied by Russell Vale Golf Course	Y		Further to requirements under the Crown Land Management Act 2016, the Generic Plan of Management is still under review. The Plan of Management will inform permitted uses for the site. Investigations are ongoing with regards to the flooding constraints associated with the upstream basin and potential landform, with final landform being reviewed by ISP (floodplain), Development Engineering and Environment.
5. We have a healthy community in a liveable city	Develop and implement promotional that raise community awareness regarding the revised Companion Animal Control Areas (Dogs on Beaches & Reserves) Policy	Y		This action has been deferred owing to delay in regard the Dogs on Beaches and Park Policy review. The Policy will be reported to Council during the September quarter of 2019/20.
	Develop an updated Landscape Master plan for Stuart & Galvin Parks North Wollongong		Y	An updated landscape plan for Stuart and Galvin Park is on hold, with design to be informed by key issues impacted the precinct. These include further work on the Foreshore Parking Strategy and drainage matters.

Operational Plan 2018-19 Progress continued

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
6. We have affordable and accessible transport	Investigate opportunities to install bike carriers on buses	Y		Council staff have made initial contact with bus operators and the Department of Transport to seek their views and ideas on the feasibility of installing bike carriers/racks onto their buses. Discussions will continue into 2019/20 with options communicated back to Councillors when developed.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Implement and review annual water and energy saving actions

During the year, Council has integrated sustainability outcomes into all building project scopes as a matter of business as usual. These outcomes are being informed by Council's draft Sustainable Buildings Strategy.

A particular highlight of the year has been Council's Administration Building achieving the highest sustainability rating from the Green Building Council of Australia, 6 Star Green Star, representing world leadership. Only 21 buildings in Australia and 10 in NSW have received the rating, and no other building this age (32 years) has achieved a 6 Star Green Star in Australia. It is also the only local government building to achieve this certification.

Electricity consumption across Council's high consumption sites for the 2018/19 financial year has fallen by 505,000 kWh. This reduction equates to an emissions abatement of approximately 465 tonnes of CO₂-e. The savings are generally distributed across the high use sites with the exception of the Administration Building which reduced consumption by a further 55,000 kWh relative to 2017/18.

Since the introduction of smart lighting and water efficient systems, the Administration's Building's annual consumption of electricity has reduced by more than 200,000 kilowatt-hours (184 tonnes of emissions) and water savings of approximately \$30,000 per year. Had Council not reduced electricity consumption below 2007-08 levels, Council would be paying an estimated \$250,000 more each year for electricity. Both these electricity and water savings are significant as they have helped Council to maintain overall financial sustainability and capacity for re-invest into projects and services that benefit the community.



[[IMAGE: Council's Administration Building (centre)]]

Coordinate Council's environmental programs and events including: Bushcare, FiReady, Dunecare and Greenplan to facilitate community participation to improve natural areas

During the year, Natural Areas volunteer programs have continued to be supported and resourced by Council. During 2018-19, there were 54 Bushcare groups comprising over 500 volunteers who contributed 10,004 hours of labour; six Dunecare groups with 24 active volunteers, contributing 596 hours of labour; and The FiReady program supported 10 groups with active volunteers who contributed 277 hours of labour at their respective sites.

The Botanic Garden Greenplan sales for 2018-19 serviced 2,254 customers purchasing 20,595 plants. During the year community members, school students and Council staff planted over 3,000 trees throughout seven local schools.

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

The *Illawarra Remembers* database continues to expand as more records are moderated by Council staff. 140 profiles were added to the database during the June quarter. Accessible from anywhere across the globe, people can view profiles, create new profiles or add new information to a current profile, for example, a comment, image, story, link, or other media. A total of 437 profiles have been added to the collection this year, providing an overall total of 2,157 profiles in the database as at the end of June 2019.

102 images were added to the Illawarra Mercury Photographic Collection during the June quarter. A total of 712 Illawarra Mercury images have been added to the Collection this year.

131 maps were digitised, catalogued and added to the Local Studies collection during the June quarter. A total of 386 digitised maps have been added to the collection throughout 2018/19.

15 new online stories were added to the Illawarra Stories website during the June quarter, bringing the total of new online oral history stories to 44 for 2018/19. Five stories have been fully transcribed by digital volunteers via the Amplify platform, which was launched in October 2018 by the State Library of NSW.

In addition, 141 new titles (monographs, manuscripts, images and indexed articles) were added to the collection during the June quarter. In total the Local Studies collection has grown by 2,270 items during 2018/19.

Monitor and respond to the demands on our foreshore areas, including lifeguarding services, garbage and waste collection and littering

During the year, foreshore areas experienced high visitation throughout the peak summer period associated with exceptionally high temperatures. Council lifeguard patrolling hours were extended on a number of days to deal with crowds and ocean conditions. The Corona Sunsets music event in December was a highlight, with 8,000 people attending the plastic free event and a global live streaming audience across Europe and America. The popularity of the Stuart Park precinct as a preferred location for music events continues with waste management systems now a priority in event delivery. Key beach statistics for the year include: attendance – 1,234,643; preventative actions – 34, 493 and rescues – 406.

Review and implement key priorities from the Integrated Stormwater Management Plan

During the year, construction of 28 drainage and flood projects were completed or nearly completed, four projects were under construction at the end of the year and 42 projects had their designs complete to allow future construction. Many key stormwater and floodplain mitigation projects had investigations and designs further progressed including: Memorial Drive and Gordon Hutton Park debris control structures and West Street flood mitigation. Concept designs were completed for Ursula Road flood mitigation scheme, Bellambi Gully flood mitigation scheme, Mc Mahon Street detention basin. Additionally, Council secured flood management grant funding of \$2.4 million during 2018/19 and four applications have been submitted for the 2019/20 funding program.

Continue to deliver the Heritage Assistance Grant Program

The Wollongong Heritage Grant Fund for 2018/2019 was allocated to nine eligible projects. Eight of these were successfully completed with the ninth not proceeding. The eight funded projects had a total project value of \$149,500 with \$36,500 in funding allocated by Council (including \$6,500 from the NSW State Heritage Fund).

Council has increased the funding of the Wollongong Heritage Grant Fund for the 2019/20 to \$60,000 and 22 applications have been received. Assessment of these applications is currently being finalised by a sub-committee of the Wollongong Heritage Reference Group.

Performance Measures – 2018/19

- Participation rate in environmental programs | 72,142 (2017/18 – 76,937)
- Average number of volunteers for Environmental Programs - Greenhouse Park | 25 (2017/18 – 34)
- Plants Propagated | 62,948 (2017/18 – 55,001)
- Plants Distributed | 53,641 (2017/18 – 55,025)
- Tonnes of Rubbish collected from clean-up activities | 36 (2017/18 – 58)
- Average number of volunteers worked at Bushcare and FIREady sites | 497 (2017/18 – 422)

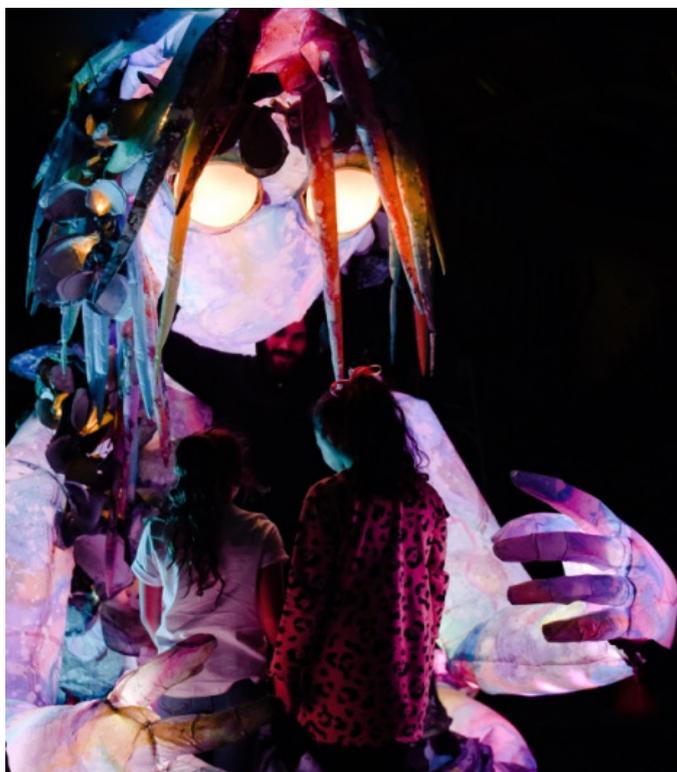
GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Deliver a new and refreshed integrated marketing and activation program that reflects the 'city experience'

The 'Centre of it All' marketing and promotion campaign was developed and implemented in partnership with the GPT Group/Wollongong Central and Council. A number of joint marketing channels were developed and deployed throughout the year to promote the City Centre including: television advertisements, radio advertisements and editorial, signage and collateral. Individually managed channels include: website, social media, digital media and electronic direct mail.

The annual activation program included a variety of Council and third party events, including: school holiday programs; One Day Sale Campaigns; cruise ship welcomes; Easter program including the Bilby sculpture/workshops/Easter egg hunt; Lunar New Year; Playing in the City; Nowruz; Free Style Kings Motocross event; Christmas in the City and Nights on Crown.

Nights on Crown, 'Luminous Land' took place during the June quarter. This event focused on recognising and celebrating Wollongong's local cultural and social identity, and promoting community ownership of Crown Street Mall. A key feature was Marri Dyin (Great Woman in Eora language), symbolising the coming together of people on the land of the world's oldest continual living culture. Marri Dyin was welcomed to Wollongong with a Welcome to Country, Smoking Ceremony, traditional Aboriginal dance performances, and music performances by Kemblawarra Public School. Each night Marri Dyin wove her captivating story through Crown Street Mall and invited children to sit with her and share their hopes and dreams for the future. Over three nights, this free family event offered an immersive landscape of live music, creative performances, art, interactive workshops, botanic landscapes, children's story trees, dance and food, and the sharing of Renew Wollongong creative projects. The event aimed to strengthen relationships with local Aboriginal community leaders and provided the opportunity for the wider community to learn and participate in Aboriginal cultural protocols.



[IMAGE: Marri Dyin, the six-metre tall illuminated puppet]

Implement the Economic Development Strategy 2013-23

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Key activities related to the Economic Development Strategy implemented during 2018/19 include the following:

- Council directly assisting 68 investors in Wollongong during the year, ranging from support for small businesses to a number of large-scale enquiries;
- The Easy to do Business program officially launched in June 2019. Council Officers and Service NSW staff worked extensively to ensure members of the community looking to start a new business will receive the correct advice and a positive outcome from the program. Participants in the program receive personal assistance with a range of matters, from getting a development application right the first time, to applying for outdoor dining and liquor licensing if required;
- Council securing a new economic data provider, Economy.id, to ensure the community has access to up to date information about the local economy;
- Supporting local businesses in Port Kembla and Corrimal through overseeing façade upgrade programs for the two town centres. This resulted in upgrades to 16 properties in Port Kembla and 11 in Corrimal;
- Council advocating for improved transport links to Sydney by supporting further research by SMART Infrastructure Facility into the benefits of building a South West Illawarra Rail Line, linking Wollongong with South Western Sydney;
- Australian Industrial Energy's gas terminal project approved for Port Kembla, which will be Australia's first LNG terminal, one of the 'game-changers' identified in the draft Economic Development Strategy 2019-29.



[IMAGE: The Easy to do Business program enables small businesses to navigate licensing and approval systems of all three levels of government]

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Seek funding for key iconic tourism infrastructure

In 2018/19 Council applied for funding for the following projects with a tourism benefit:

- Port Kembla Beach Viewing Platform [\$400,000] Port Kembla Community Investment Fund. This was successful and is planned for 2019/20 and 2020-21.
- North Wollongong Beach Sea Wall cost benefit analysis, \$50,000, NSW Coastal and Estuary Grant Program. This was successful.
- Escarpment mountain bike park, Stage 1a, \$2.1M, NSW Resources for Regions Program. Outcome pending.

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

During 2018/19 Paint the Gong REaD continued to grow based on strong local partnerships and is one of the 83 teams forming the National 'Paint the Town REaD'. Throughout the year, a number of activities were undertaken, including: reading tents at 11 community events; annual reading day held in August 2018 and Paint the Gong REaD book boxes delivered to key locations across the Local Government Area.

A particular highlight for 2018/19 was the National Book Relay, beginning in Perth, WA making its way across the country and finishing in Wollongong in May. The event coincided with simultaneous story time and involved 13 community partners who provided a range of activities in Stuart Park for 450 children and their families. The book *Alpacas with Maracas* [by Matt Cosgrove] was parachuted in and read by Lord Mayor Gordon Bradbery, AM. This year's book stopped at dozens of cities and villages, spreading the important message of the vital need to read, talk, sing rhyme and draw with children from birth. The book was then handed over to her Excellency Lady Lynne Cosgrove, wife of Australian Governor-General Sir Peter Cosgrove, as the patron for Paint the Town REaD National.



[IMAGE: Wollongong Lord Mayor Gordon Bradbery AM joins the book reading for the National Book Relay at Stuart Park]

Review the Economic Development Strategy 2013-23

During 2018/19, the Economic Development Strategy 2013-23 was reviewed and a new Economic Development Strategy developed. This process involved extensive consultation with local stakeholders, the business community and internally within Council as well as commissioning independent economic analysis. The outcome is a draft Economic Development Strategy 2019-29 which has three goals:

1. Jobs target – generate 10,500 new jobs in the next decade to reduce the jobs deficit. This will be more than double the 4,998 net new jobs created in the decade to 2018.
2. Lifting median incomes – focus on generating new jobs in industries that are higher-paying, have a greater share of full-time jobs and are expected to grow in the future.
3. Targeted sectors alignment with talent pool – align the target industries with Wollongong's existing talent pool, in particular commuters and graduates of the University of Wollongong, to create more local job opportunities for residents.

The draft Strategy was exhibited during the quarter and will return to Council for adoption in 2019/20 after incorporating feedback from the community consultation period.

Partner with University of Wollongong on the Internet of Things pilot program

On 19th November 2018, the Commonwealth Government announced Council's grant application to the Smart Cities and Suburbs program was successful. The application was for the Smart Illawarra-Shoalhaven Water Management Project; a collaboration between Wollongong City Council, Shellharbour City Council, Kiama Municipal Council, Shoalhaven City Council, developer Lend Lease and the University of Wollongong. The objective of the project is to apply smart technologies and develop data analytics to help improve water quality, flood mitigation and community safety during flood events. The total value of the project is \$1.1 million, with 40% of the value of the project funded through the grant. Work commenced in February 2019 with a Smart Cities Coordinator appointed in March to oversee delivery of the project. The project is progressing to schedule and is anticipated to be finalised by June 2020. Council has also worked with UOW SMART Infrastructure to develop a proposal for smart pedestrian counting and parking surveys.

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

During 2018/19, Council continued to promote its Learning Pathways Program with local high schools, welcoming seven new school based trainees, and a number of internships through the University of Wollongong. Council also welcomed 23 new employees as part of the Cadets, Apprentices and Traineeship program in January, supporting delivery of the regional youth employment action plan.

In June, Council's school based traineeship program won a National Award for Local Government. The program aims to support potential high performing students, who need an alternative to traditional study programs to succeed in their final years of schooling and transition to employment. Participants undertake a school based-traineeship while completing their Higher School Certificate, working in Wollongong City Libraries and undertaking a Certificate II or III qualification. The program also addresses Council's challenge of workforce renewal by encouraging young people to have a career in local libraries. National Awards for Local Government celebrate local government projects that demonstrate leading practice, deliver better outcomes for communities and have potential to be rolled out across the country to make a difference.

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY



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

Manage the Destination Wollongong Funding Agreement 2016-21

Council continues to manage the Destination Wollongong Funding Agreement 2016-21, providing funding for destination marketing, events and business & investment, pending completion of the annual review process.

Major achievements supported by this funding in 2018/19 were:

- Wollongong announced as host for the 2022 UCI World Road Cycling Championships;
- Attracted major events including: Corona SunSets festival; Yours & Owls; Ocean 6; Tribal Clash; and Fed Cup;
- Hosted 15,500 residential business conference bed nights including THETA (The Higher Education Technology Agenda);
- Welcomed a cruise ship in February 2019.

Performance Measures

- Number of visitations to the tourism information centres | 53,399 (2017/18 – 53,305)
- Tourist Park occupancy rate of cabins | 59% (2017/18 – 58%)
- Occupancy rates of paid on street parking | 76% (2017/18 – 77%)
- Tourist parks occupancy rate of unpowered sites | 36% (2017/18 – 44%)
- Tourist parks occupancy rate of powered sites | 50% (2017/18 – 45%)

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Deliver the annual Comic Gong Festival

Comic Gong 2019 was a success, with over 11,500 attendees participating during the day. Comic Gong, now in its seventh year, is organised by Council and has grown into a full day event that attracts comic, anime, and pop culture enthusiasts from all parts of NSW, Canberra and beyond. Economic modelling of the event indicates an economic benefit of approximately \$476,364.

During the year, a project team was formed for Comic Gong 2019 and activities such as negotiating bookings for the Town Hall, Art Gallery and the Arts Precinct were completed as scheduled and budget set. Social media was used to attract artists and vendors to book space in the Town Hall, and the responses exceeded the spaces available. The team formed a standby list in case some artists/vendors remove their Expression of Interest.

Planning for Comic Gong 2020 has commenced.



[IMAGE: Star War's Kylo Ren and Lord Mayor Cr Gordon Bradbery AM prepare for battle while Super Mario's friend, Pauline, helps keep the peace]

Manage and deliver programs at the Wollongong Art Gallery

During 2018/19, the Art Gallery celebrated its 40th anniversary with a number of programs. These were designed to showcase the collection and commemorate its history and role in the community, as well as its ongoing support of art and cultural endeavours in the region.

In 2018/19, the Gallery presented 16 new exhibitions and over 300 education and public programs. These programs encouraged visitation, totalling 87,590 for the year.

The Gallery collection also grew in number and value during 2018/19, with 21 new acquisitions (eight purchased at \$98,180 and 21 gifted worth \$192,050). In total, the collection value grew by \$666,545 and is now worth approximately \$15.77M.



[IMAGE: Wollongong Art Gallery]

Deliver the Living Books Program

A highlight for the year was the 10-year celebration of Living Books held on 25 October 2018. The night provided an opportunity to celebrate and reflect on Council's flagship program for community harmony.

During the year, Living Books events were held at Corrimal High School, Berkeley Youth Project, Illawarra Sports High and Bulli High School with 206 young people participating. An extension of the Living Books Program, Indigenous Conversations were held at Wollongong High School with 16 Year-11 students sharing conversations with two Aboriginal community members. An International Women's Day event was held on 7 March at the Illawarra Women's Health Centre with 60 readers participating. Filming began in April for a new promotional video for Living Books with six "books" being interviewed and filmed. Planning for the next phase of filming at a local high school is underway. In June, an event was held with TAFE Illawarra mental health studies class where three books and 14 students participated.

All Living Books information for the Council website has been updated with current profiles of books added.



[IMAGE: Past and present Living Books Program members celebrate 10 years of Council's flagship community harmony initiative]

Deliver the Public Art Strategy

Council delivers a range of Public Art outcomes throughout the local government area (LGA) each year. Highlights from the 2018/19 year include:

- **Public Art Advisory Committee** - Administration and presentation of a report of proposed ideas for the Public Art Program, including current projects and budget, programming and maintenance schedules.
- **Vernon Collection Management System** - Updating public art collection data by adding new artworks, maintenance assessment reports and photos.
- **Asset Management Plan** - A draft Asset Management Plan has been prepared to enable strategic planning of future funding for Public Art over the next 10 years.
- **Curio Gallery**- 40 local professional and emerging artists presented during the year.
- **Town Hall Laneway Art Panel Renewal Project 2019** - Wollongong Arts Precinct - eight local professional and emerging artists presented dynamic and colourful works in this outdoor gallery space.
- **Ephemeral Art Project 2018** - Artist Abhiruchi Chikkara completed five digital artworks across the LGA, exploring the fusion of art and technology. These projects included: Thirroul street projections; wearable tech fashion show on the mall stage; light installations in the Globe Lane tunnel; entwine an interactive artwork at VIVA; light up the skate park in Berkeley.
- **Sound Art Installation 2018** - Town Hall Laneway -The Sound Art Installation 2018 transforms the laneway into a soundscape of sounds, voices and stories that reference Wollongong's social history and environment.
- **Art Light Projection Project Town Hall Laneway** - This project creates and transforms the city's outdoor public spaces into exciting and evocative creative spaces during the day and night.
- **Recycled Art Panel Projects** - Ribbonwood Community Centre: Heinenger Hall and Corrimal Op Shop wall.
- **Port Kembla Art Panel Project** - Macedonian Welfare Centre;
- **Ward based art work** - Council in conjunction with local artists, has instigated two public artworks on the shores of Lake Illawarra in Holborn Park, Berkeley, and in Haddon Lane, Woonona. The works, a large artwork of the local Mistletoe Bird and an installation that references the "clinker boats" on the lake, are part of the Public Art program which aims to create interesting and evocative spaces in public areas.



[IMAGE: One of the artworks on the shores of Lake Illawarra in Holborn Park, Berkeley, references old style 'clinker' boats.]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

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

Council via Destination Wollongong secured 24 major events this year across priority sectors, injecting an estimated \$38.83M to the local economy. These events included: Australian Inflatable Rescue Boat Championships; Splendour in the Grass sideshows; the Antique Motorcycle Club of America Motorcycle Weekend; Australian Police Rugby Union Championships; sell-out Yours and Owls Festival; Beach Netball Festival; NSW Touch Country Championships; the Ocean 6 Ironman Series (signature event funding); Corona SunSets Festival on North Wollongong Beach; Illawarra Folk Festival; Illawarra Titans Battle of the Countries; Australia Day Aquathon; Shimano Super Criterium; Tribal Clash and Ainsley's [celebrity chef, Ainsley Harriot] Market Menu; Spiegeltent Wollongong; Wollongong Triathlon Festival; Touch NSW Junior State Cup Final; Down Under Crossfit Championships (signature event funding); Hockey Men's Masters Championships and the Dancesport Australia National Championships.

Council's annual community events were also successfully delivered during the year. Key highlights were New Year's Eve and Australia Day celebrations and six summer Moonlight Movies.



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

Deliver the annual Viva La Gong Festival

Viva la Gong was held on Saturday 10 November with between 20,000-25,000 people attending and enjoying a fantastic day of live music, performance and community participatory activities. The event continues to attract local sponsors and community partners to support the festival.

Council ran an intergenerational weaving project with the Aboriginal community and local primary children. Nine workshops were held with over 100 participants. Woven owls were made for festival site decoration and as a link to a large interactive weaving loom - the Archiloom. The Archiloom provided an interactive public art opportunity on the Festival day. A series of short films celebrating Wollongong's film and music scene through the eyes of writers, film makers, music video producers and experimental narrators was presented. The festival included:

- 29 food stalls;
- 9 workshops;

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

- 16 community groups;
- 22 Professional performers;
- 11 market stalls;
- 30 Volunteers.

During the June quarter, expression of interests for Viva la Gong 2019 have been advertised and production and program planning has commenced.



[IMAGE: Children participating in the Nan Tien Temple cultural workshop at Viva la Gong, November 2018]

Develop new Cultural Plan 2019-2024

Engagement in Art and Culture is recognised as an increasingly important part of providing creative, safe and liveable cities. Council understands and supports the need for a Cultural Plan which underpins cultural activity, engagement and enterprise in the region. A rigorous community engagement process was undertaken over a 12-month period to gain insight and obtain community feedback in developing a new Cultural Plan: Creative Wollongong. This process was completed during 2018/19 with a plan developed and adopted by Council on 25 February 2019.

Performance Measures

- Attendance at Australia Day event | 25,000 (2017/18 – 35,000)
- Attendance at Sunset Cinema season | 16,000 (2017/18 – 14,413)
- Library visitations | 1,048,701 (2017/18 – 1,010,579)
- Library – total number of loans | 1,298,671 (2017/18 – 1,367,542)
- Library programs: number of programs | 2,360 (2017/18 – 2,070)
- Library programs: number of participants | 68,996 (2017/18 – 61,998)

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

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

During the year, a revised community engagement policy was adopted. The policy is written in plain English and uses graphics to encourage greater understanding about engaging with Council.

Opportunities were created to engage in conversations with the community across the local government area. Hearing from diverse stakeholder groups has been constructive to Council business.

Extensive engagement was undertaken to develop the vision and principles for Helensburgh Town Centre Plan and Warrawong District Community Centre and Library. Council worked closely with the community to inform key strategic documents such as Mount Keira Summit Park Plan of Management, West Dapto Vision and Structure Plan, Beaton Park Masterplan, Bulli Showground Master Plan, Beach and Foreshore Access Strategy, Public Toilet Strategy and Economic Development Strategy.

Community feedback was sought on a range of key policies, plans and projects including: Keiraville/Gwynneville access and movement strategy; summer shade study; recreational spaces for dogs' policy; red tape reduction, city centre creative wayfinding and environmental sustainability.

Council has demonstrated commitment to working with the community on the topic of flooding. Stakeholders have been engaged about flood studies, mitigation works, concept designs and changes to the Australian Rainfall and Runoff guidelines. A range of communication tools and engagement methods have been introduced to ensure the community are informed and have the opportunity to provide input.

Council also continued to check in with the community on designs for infrastructure such as shared paths, carparks, traffic facilities, rock pools and streetscapes.

A Register of Interest was launched, providing the opportunity to be notified about engagement opportunities related to environment, disability inclusion, heritage, business, flood, culture and arts and red tape reduction.



[IMAGE: Community members participating in a Helensburgh Town Centre engagement session]

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

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

During 2018/19 Council delivered various events to recognise and celebrate the city's people.

In September, Council hosted a reception for the Governor General of Australia with representatives from a range of community groups and organisations.

Council also provided NAIDOC Week grants to assist community groups to provide a range of NAIDOC Week celebrations across the city.

A Lord Mayor's recognition Reception was held in October 2018.

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

In May, Council delivered the Illawarra Academy of Sport scholarship function held at the City Beach Function Centre.

Council continues to maintain relations with international cities throughout 2018/19, hosting Mayor of Kawasaki City, Mr. Norihiko Fukuda in July 2018 and Deputy Mayor of Longyan, Mr. Wang Jiansheng in May 2019. Mr. Fukuda's visit marked the 30th anniversary of the sister city relationship between Wollongong and Kawasaki. Activities included a tea ceremony, official dinner and visits to Wollongong University, Botanic Garden, the Port of Port Kembla, NEC, and IRT Links Seaside Lifestyle Community. The tours were coordinated as opportunities for cultural exchange and to foster economic links. The relationship was established in 1988 to build stronger ties between Wollongong and Kawasaki. Over the years, there have been regular visits by Japanese delegations to Wollongong. Council also hosted the annual Kawasaki junior culture prize in August 2018.



[IMAGE: Mr Norihiko Fukuda, Mayor of Kawasaki City, with Lord Mayor Gordon Bradbery AM, during the signing of the Memorandum of Understanding.]

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

During the year, Friends of Wollongong City Libraries continued to raise funds supporting a range of library projects through regular author talks, book sales and other fundraising activities. Highlights from 2018/19 include the funding of Comic Gong 2019 (\$10,000) and the Book to Baton II concert event (\$7,500). In recognition of libraries being more than books, Book to Baton II features the Sydney Concert Orchestra (under the direction of Dr Steve Watson) to celebrate great films based on popular books and their soundtracks. The event catered to diverse community interests, bringing together fans of music, films and books and demonstrates how open and inclusive City Libraries' are. The Friends also funded a staff member to attend the Book Council of NSW conference in Canberra.

Lobby government for financial assistance to address infrastructure renewals and provide funding for key regional projects

Throughout 2018/19, Council continued to apply for and expend Commonwealth and state funding on the Fowlers Road extension project. This is the largest civil project ever undertaken by Council. Additionally, Council was successful in securing funding under the NSW Housing Acceleration Fund for Economic Business case studies of the upgrade of West Dapto Road and Wongawilli Road. This compliments the existing Restart NSW \$2.4m funding currently being expended on the Wongawilli Road upgrade project.

During the quarter, Council was successful in securing a \$1.6 million grant for the Helensburgh Town Centre. The funds, from the NSW Government's Restart NSW – Resources for Regions program, will support projects that deliver economic growth in mining affected regions. The successful application includes a suite of current and future projects for the town centre, including:

- upgrade of Rex Jackson Oval car park
- resurfacing of the Charles Harper Park car park
- replacement of the Charles Harper Park playground
- streetscape upgrades on Parkes and Walker Streets
- improvements to pedestrian crossing facilities on Parkes Street near the Walker Street intersection
- construction of the Lilyvale/Walker Streets roundabout

In addition to grant, Council will contribute \$1.36 million for these projects, and Helensburgh Metropolitan Coal will contribute a further \$180,000. This brings total spend of more than \$3 million on projects that will improve road safety and revitalise town centre infrastructure and amenity.

Redesign and launch Wollongong City Council website

During 2018/19, Council undertook significant work on building a new website for the community. The website redevelopment project is nearing completion, with the site launching in the first quarter of 2019/20.

The redesigned site has been developed with a newly acquired cloud based customer experience platform. The new modern design has been informed by extensive community engagement focusing on customer needs, ensuring accessibility and providing a superior mobile experience. During the year, there were 2,501,332 page views on Council's website, with the most visited pages being the homepage, library, jobs, View a Development Application, and Contact Council.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Pilot and evaluate a 'Connecting Neighbours' Grants Program

The Connecting Neighbours Grant program provides grants to community members and groups who have a good idea to make a positive impact in their local area. The program was piloted in mid-2018.

Five Category 1 (up to \$250) and 11 Category 2 (up to \$1,000) projects representing geographical spread, diversity of groups and a broad range of projects ideas were funded as part of the pilot. Approximately \$10,000 was allocated through the grant process with 770 people participating in 16 project activities. Nine of these projects will continue to be delivered beyond the funding. As a result, the city now has additional free book boxes, a walking school bus, a new transition to school playgroup, new and revamped gardens, a singing group, children with improved cooking skills, adults with improved gardening skills and neighbours who know each other and friendships formed. An afternoon tea was held on 6 February 2019 and provided an opportunity for celebration, feedback and further connection. 21 community members representing ten projects attended the afternoon tea. Outcomes from these funded projects include establishing friendships, people getting to know one another, knowledge, skills and talents sharing.

A second round of funding, with projects to be delivered between July 2019 and December 2019 was open for applications from February 4 until 29 March 2019. 40 applications were received, which included 16 Category 1 and 24 Category 2 with funding requests totalling \$26,278.

Total funding of \$9,630 was allocated to 11 Category 1 projects and nine Category 2 projects. Initiatives were funded across a broad range of suburbs including: Wollongong, West Wollongong, Unanderra, Fairy Meadow, Austinmer, Dapto, Berkeley, Lake Heights, Horsley, Farmborough Heights, Haywards Bay, Bundaleer and Warrawong.



[IMAGE: Local residents enjoying a street tea party as part of the Social and Active Ageing through Casual Dining Project. This project was funded through the Connecting Neighbours Grant Program

Performance Measures

- Sick Leave | 7.46 Days (2017/18 – 8.13 days)
- Number of Twitter followers for Council | 5,929 (2017/18 – 5,508)
- Carers Leave | 0.64 Days (2017/18 – 0.64 days)
- Lost Time Injury Frequency Rate | 13.62 (2017/18 – 14.64)
- Number of media releases issued | 182 (2017/18 – 189)
- Number of Council Facebook page 'likes' | 100,945 (2017/18 – 90,944)
- Workers compensation costs as a percentage of payroll | 1.53 % (2017/18 – 1.75%)
- Telephone calls are answered within 30 seconds | 86 % (2017/18 – 83%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 94 % (2017/18 – 94%)

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

Construct synthetic football pitch at Ian McLennan Park, Kembla Grange

During the year, works on the \$2.765M synthetic football field were completed and handed over in March 2019. Council worked closely with Football South Coast and the NSW government to create a year-round venue and is the first Fédération Internationale de Football Association (FIFA) accredited synthetic pitch in the city. The project includes:

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

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



[IMAGE: New synthetic football field at Ian McLennan Park, Kembla Grange.]

Implement, monitor and report on the Disability Inclusion Action Plan 2016-2021.

The Plan is in the third year of delivery with significant achievement in many of the strategies and actions. During the year the following initiatives have been undertaken:

- Adoption of the Public Toilet Strategy and Beach and Foreshore Access Strategy;
- Establishment of a quick links program to inform small infrastructure projects that create an accessible path of travel for people with disability;
- Supporting the work of Briometrix, a mapping project where wheelchair users map the accessibility of an area. This has potential to provide valuable information for wheelchair users and to inform future Council projects;
- Kanahooka High School Enviro Art Pod Project during Term 2, 2019;

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

- Same, Same but Different event on 18 June as part of Pride Month;
- Meeting with Vision Australia regarding braille signage in playgrounds and sensory gardens;
- Inclusion of a quiet space as part of Australia Day and Comic Gong events;
- Social stories, a tool to help people to understand social situations has been developed for the Botanic Garden, Art Gallery, Luke's Place and the Youth Centre;
- Updating of the Access Guide to a hard copy flyer that outlines a number of key Council services and initiatives to support people with disability;
- Tours of Wollongong Youth Centre and Library for groups of young people with disability;
- Involvement in the Paint the Town REaD National Reading Relay with the inclusion of a sensory play session as part of the celebration event at Stuart Park on 22 May;
- Autism awareness training provided by to a number of Council teams with 103 staff completing the training;
- Screening of the 'Wide Angle Film Festival' for Council staff during lunch time. This festival includes films where people with disability share their lived experiences;
- Development of an accessible events checklist to assist with the planning and delivery of events;
- Early discussions held to develop a mobile app that helps users navigate indoor spaces. The potential of trialling beacons in the Administration Building and Wollongong Library is being explored.

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

During 2018/19, Council libraries delivered 2,360 programs to the community, attracting an estimated 68,996 participants, 11,597 of which were attributed to Comic Gong. These programs have included a range of inclusive events such as tactile story time for children on the autism spectrum, catering to members of the deaf community and several events aimed at engaging and supporting our LGBTQI+ community and their families. A particular highlight of the year was the delivery of three successful events celebrating Pride Month in June. The three events were planned to enhance literacy, creativity and inclusion within our local community and included a family-focused Storytime activity, a paid event at Wollongong Art Gallery and a panel discussion in Wollongong Library.

Rainbow Storytime saw the return of local drag queen 'Roxee Horror' sharing stories, rhymes, games and songs with all ages. The second (paid) event welcomed Maeve Marsden's show *Queerstories* to Wollongong. The show has been travelling around Australia for more than two years, with a line up consisting of comedian Annaliese Constable, writer Patrick Lenton, lifelong activist Mystery Carnage, poet Gabrielle Journey Jones and local drag queen James Christie-Murray sharing their stories of pride, prejudice, love, life and humour. The third event, *Same Same but Different* was co-presented by Council and The Disability Trust. The panel discussion featured the lived experiences of people with a disability, parents and carers, and community service providers, sharing their stories about dating, identity, family dynamics, mental health and prejudice.

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



[IMAGE: Maeve Marsden, writer and producer of Queerstories]

Contribute to a range of community safety initiatives in conjunction with community partners

During the year, Council has worked with community partners to deliver a range of safety initiatives in the areas of domestic violence, anti-social behaviour and Community Drug Action Teams (CDAT's).

Council contributes to the Illawarra Committee Against Domestic Violence (ICADV). The committee organises the White Ribbon Day walk, which was hosted by Shellharbour City Council in November 2018. Wollongong is set to host the 2019 walk, with preparation currently underway. In March, Council hosted a meeting facilitated by the Illawarra Women's Health Centre to discuss the economic impact of Domestic Violence in the Illawarra and to garner support for a Domestic Violence Trauma Recovery Centre. Over 60 people attended and there was clear demonstrated support for a proposed Domestic Violence Trauma Recovery Centre (DVTRC). Council participates as a member of the DVTRC working group.

The *I Belong in the Gong* campaign to reduce anti-social behaviour and alcohol fuelled violence in Wollongong's CBD was successful in winning the National Local Government Award in 'Community Safety and Prevention' category. The innovative campaign enters its next phase of development by undertaking a pedestrian pathway lighting audit within the CBD, to be completed early in the 2019/20 year. The audit will be conducted by a Crime Prevention through Environmental Design specialist, and will engage key stakeholders to determine factors that are impacting (positively or negatively) on community safety in the CBD area.

During the June quarter, Council participated at a joint meeting of the three Community Drug Action Teams (CDAT's), which cover the local government areas of Kiama, Shellharbour and Wollongong. The three CDAT's discussed the benefits of joining together as one group to enable a more collaborative and coordinated approach to raising awareness of and reducing alcohol and drug related issues in our community. A decision to merge as one Community Drug Action Team or not will be made early in the new financial year.

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

Throughout the year, Council hosted and provided secretarial support for the Illawarra Refugee Issues Forum (IRIF). For the first time in over six years, IRIF formed sub-committees to collaborate on systemic issues. The Employment and Housing Working Parties have now been established, key focus areas prioritised and are developing strategies.

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

The Working Groups have reported back to the full Forum on their progress, and are now a standing agenda item. The Employment Working Group set up a highly successful Q&A panel with JobActive providers at the June meeting.

Council continued to participate in the local Culturally and Linguistically Diverse (CALD) Water Safety Committee which brings together key stakeholders in water and surf safety programs for CALD communities. Council initiated and supported the establishment of a multicultural committee that is planning a CALD Local Government Water Safety Forum, to be hosted in Wollongong in September. Council also met with the executive of the Sri Venkateswara Temple to discuss a surf safety partnership project for 2019. Council has been an active participant of the CALD Local Drug Action Group which focuses on young people, adults and older people. Council support focused on the engagement with young people and the planning and film/ editing process of the CALD friendly Drug and Alcohol Services YouTube clip.

Council officers liaised with Figtree High School regarding community sector support for newly arrived Burmese students and continued partnership discussions with three key community organisations regarding filling service gaps for refugee communities.

Diversity Awareness training was provided to nine University of Wollongong (UOW) Discovery Space volunteers. Resource and support was provided to UOW to build capacity to deliver "in house" training in the future.

A tour of Council for students of the Adult Migrant English Program was facilitated and support provided to the *Ready Arrive for Work* day for Year 10 English as a second language students.

Refugee Guest speakers provided cultural awareness sessions to 150 Figtree High Year 10 HSIE students, as part of Refugee Week. In collaboration with the Department of Education, a classroom resource was developed for teachers to accompany the short video clips produced by Council last year to highlight the settlement journeys of two young people of refugee background. A primary and high school version was created and distributed across the state to public schools. As part of the 2019 Refugee Week celebrations, Council supported TEAM4R (Team for Refugees) to host a Refugee Week celebration on Wednesday 19 June at the Town Hall. Eleven other community partners supported the event, which showcased the diversity of our community and included Eritrean, Congolese, Burmese, Kurdish, Vietnamese, Afghani, Iranian and Arabic song, dance, poetry and film. Approximately 400 people attended the event.



[IMAGE: Team4R members, hosts of the 2019 Refugee Week celebration]

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

Deliver a range of youth services with a focus on youth participation and community development, targeted programs, music, culture, and sector development and coordination

Council continued to provide a diverse community development based program for young people across the city throughout the year. Some of these programs include Youth Connect 2518, Code the Gong, Rainbow League & Q-community in partnership with Headspace, Acting Up, Teenz Connect at Warrawong Library and Express Yourself Art Workshops in partnership with Australian Community Support Organisation and NSW Health.

The *I Love Wollongong because* program partnered with Bulli High School, Kanahooka High School and Illawarra Sports High School (Aboriginal Support Unit) to produce photography panels to celebrate what young people love about Wollongong. A celebration of works was curated during Youth Week, and the panels displayed within a GPT shop with over 1,800 community members visiting throughout the week. A selection of panels is now on hoardings within the GPT shopping centre to enhance a shop fit and continue to showcase young people's photography skills.

Team Ignite continued to support music events for young people within Wollongong Youth Centre's On Stage program along with Youth Week events.

Council also facilitates the Wollongong Youth Network (WYN), and have recently conducted a review of the network. This involves reviewing best format for meetings, preference around how to communicate/disseminate information along with themes and issues within the sector.

Youth Services staff presented to TAFE NSW classes on community development practices as well to the NSW SES Youth Forum - Building a Strategy Together in May on best practice models of engaging young people.



[IMAGE: Youth Week 2019 event Youthfest at Holborn Park, Berkeley]

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

Undertake programmed renewal works at Council's rock pools in accordance with the capital works program

Upgrade works to the rock pool at Wombarra commenced earlier in the year, including an extension to the sea wall and access ramp to the beach. Works involved the installation of precast concrete wall elements, grout infilling and shotcreting (spray concrete) around the external walls of the rock pool. The construction of the ramp and extended sea wall will protect the existing embankment from damaging sea conditions and provide safe access to the rock pool. Some delays were experienced during the course of construction, mainly due to the inflow of seaweed into the pool. The construction works were completed in December 2018 in time for the busy summer swimming season. Construction works have recently commenced on the upgrade works to the Bellambi rock pool. Works to be undertaken here are similar to the Wombarra rock pool including, the removal and reconstruction of the seawall adjacent to the pool.

Performance Measures

- Community Transport trips | 126,008 (2017/18 – 140,504)
- Direct-Run District Level Community Facilities visitation | 286,880 (2017/18 – 254,692)
- Utilisation of Direct-Run District Level Community Facilities | 37,862 Hours (2017/18 – 40,695 hours)
- Social Support hours of service | 39,609 Hours (2017/18 – 59,562 hours)
- Total Visits commercial heated pools: Corrimal | 116,666 (2017/18 – 130,130)
- Total Visits commercial heated pools: Dapto | 76,045 (2017/18 – 72,545)
- Utilisation/visitation at pools | 1,282,194 (2017/18 – 1,190,063)
- Utilisation/visitation at beaches | 1,234,643 (2017/18 – 1,322,540)

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Undertake an audit of accessible car parking and bus stops to be included on access map and in capital works program

Contracts commenced during 2018/19 for the audit of all bus stops and car parks for accessibility. Audit data for the bus stops was finalised and is being reviewed by the Walking, Cycling and Mobility Reference Group, including preparation of a prioritised schedule of works to upgrade some bus stops. The audit for car parks commenced in late 2018/19, with results due in 2019/20.

Complete the construction of the Fowlers Road extension to Fairwater Drive

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

The Stage 2 works comprise the construction of the 198-metre-long bridge over the railway and Mullet Creek floodplain, construction of embankments and roadway from the floodway bridge to the Princes Hwy, realignment of Marshall Street under the new bridge, excavation of flood channels and improvements at the Fairwater Drive/Daisy Bank Drive intersection. Construction has progressed to schedule with many elements associated with the above activities completed, including the realignment of Marshall Street.

During these construction activities, Council has been negotiating the acquisition of relevant properties along the Princes Highway to facilitate improvement works to the Princes Highway/Fowlers Road intersection. Acquisition of these properties is nearing completion and has facilitated commencement of Stage 3 of the works. Stage 3 includes relocation of services, intersection widening, adjustment to traffic signals and associated line marking. Works are scheduled to be completed in early 2020.



[IMAGE: Construction of Stage 2 works progressing over the railway line]

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Promote access to community transport

The service requires very minimal promotion, as the demand for service continues to grow. During 2018/19 the community transport project provided 53,225 direct trips and 64,180 taxi vouchers across the Wollongong and Shellharbour Local Government Areas. The service receives an average of 120 new referrals each month and on a number of occasions has received 140 referrals in a month. Staff continue to promote the service, in particular the travel training program at sector meetings within the region, such as the Community Care Forum and a variety of community events (e.g. Senior Expo). All marketing and promotional materials have been updated in accordance with funding source requirements.

Deliver the road resurfacing and reconstruction program

The scheduled 2018/19 program was fully delivered by early 2019. This early completion enabled approximately \$3M of works to be accelerated from future years and all project scopes have been submitted for 2019/20 projects. A highlight of the year was the completion of the Marshall Street deviation project and realignment works. The project was complex and offered some unexpected challenges with the original designs requiring modification. Changes were required to the new underground draining line to thread a pipeline between a complex array of existing electrical, water, gas and telecommunications services, located at varying below ground depths. These challenges were successfully overcome and the road reopened on 23 February. This significant, essential infrastructure project will provide flood-reliable access to the growing West Dapto community and improve traffic congestion throughout the area.



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

Develop a city wide foreshore parking strategy

A draft report was finalised during 2018/19 identifying initial results of usage rates at all foreshore parking areas between Stanwell Park and Port Kembla. The draft information was discussed with Councillors, including potential short and medium term options to improve parking availability, visibility and access. Additional data collection will be carried out during August 2019 to inform proposed actions. The proposed actions for foreshore parking improvements along the Blue Mile will be included as a chapter in the Wollongong City Centre Access and Movement Strategy.

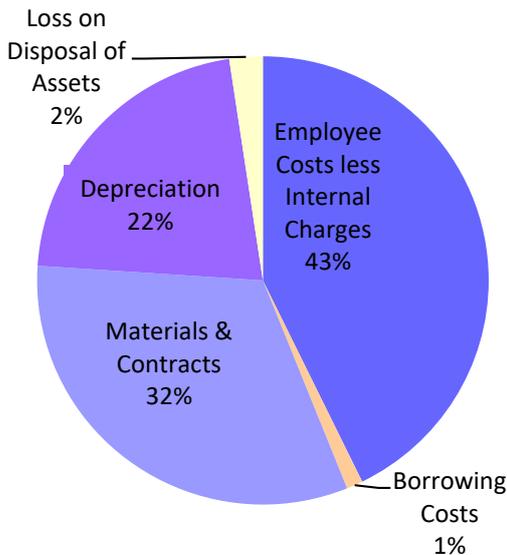
Performance Measures

- Delivery of Council's Capital Program | 98% (2017/18 – 101%)

How we performed against our budgets

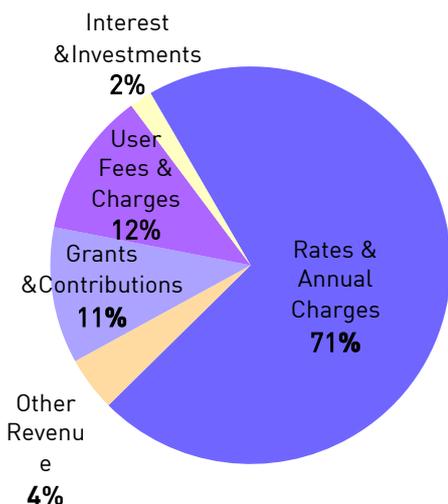
Budget 2018-19

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



Expense Type (\$'M)	Current Budget	Pre Audit Actuals 30 June 2019
Employee Costs less Internal Charges	115.1	122.4
Borrowing Costs	3.3	3.3
Materials & Contracts	94.7	92.0
Depreciation	63.1	61.8
Loss on Disposal of Assets		6.8
Total	276.2	286.4

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



Income Type (\$'M)	Current Budget	Pre Audit Actuals 30 June 2019
Rates & Annual Charges	197.3	197.5
Other Revenue	11.4	12.3
Profit on disposal of Assets		
Grants & Contributions	30.7	30.9
User Fees & Charges	33.6	32.8
Interest & Investments	4.9	5.1
Share of Interest in Joint Venture	0.0	0.3
Total	277.9	278.9

Preliminary End of Year Report of Chief Financial Officer

The results presented in this Quarterly Review are as yet unaudited. The overall result for the year ending 30 June 2019 is positive compared to budget and is in line with the longer term direction established through the Securing Our Future program.

The preliminary pre audit result for 30 June 2019 shows that Council has achieved positive variations compared to budget for both the Funds Available from Operations and the Total Funds results of \$0.9M and \$4.7M respectively. The Operating Result (deficit) [pre capital] has been impacted by a number of large abnormal transactions primarily related to accounting treatment and valuation of employee liabilities. Large variations in this result are associated with the application of revised discount factors reflecting current interest expectations that have contributed to an increase in valuation of employee leave liabilities, the reassessment of prior year workers' compensation claims to reflect broader community valuation trends, the reclassification of capital expenditure as operational and asset disposal costs relating to the replacement of infrastructure assets. These variations don't impact on the Funds results and generally do not change the underlying capacity of the organisation over a period of time.

OPERATING RESULT [pre capital]

The Operating Deficit [pre capital] of \$7.5 million represents deterioration against budget of \$9.1 million that is made up of both cash and non cash variations. The major variations are summarised broadly below with further details provided through this report. Favourable variations are identified as (F) and Unfavourable as (U):

Non Cash Variations (no Fund impact)

- Loss on disposal of assets **\$6.8M (U)**
- Revaluation of employee leave entitlements **\$5.2 (U)**
- Revaluation of Workers' compensation provisions **\$2.0M (U)**
- Reclassification of prior year WIP as operational **\$1.7M (U)**
- Revaluation of other provisions **\$0.1M (U)**
- Depreciation expense **\$1.4M (F)**
- Non cash employee expenses **\$0.8 (F)**
- Joint Venture - Insurance Pool revaluation **\$0.3M (F)**

Funded Variations (no Fund impact)

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

- Projects funded from restricted cash in progress at end of year (net) **\$2.3M (F)**
- Land sale proceeds (transferred to restricted cash) **\$0.6M (F)**
- Interest on investments (transferred to restricted cash) **\$0.2M (F)**
- Reclassification of current year expenditure from capital to operational **\$0.7M (U)**

Preliminary End of Year Report of Chief Financial Officer

Cash Improvements

- Net operational improvements **\$1.6M (F)**
- Financial Assistance Grant **\$0.3M (F)**
- Employee leave payments **\$0.1M (U)**

OPERATING RESULT

The Operating Result shows a deterioration of \$9.9 million compared to budget that includes the above variations as well as impact of the timing of contributed assets, grants and developer contributions. These do not impact on the Fund Result.

CAPITAL PROGRAM

Council commenced the year with a Capital Program budget of \$98.0 million that was increased through the year to \$118.4 million. The total value of Capital Works delivered was \$116.4 million with the lower expenditure partly due to the re-classification of capital expenditure as operational maintenance. A higher proportion of works completed that were supported by grant or funding from restricted cash has contributed to a further improvement of \$1.9 million.

FUNDS RESULT

The Total Funds Result (annual movement in Available Funds) indicates an improvement of \$4.7 million that includes the Funds Available from Operations of \$0.9 million and the net improvement of the capital program. Consistent with the practise in recent years of improvements beyond planned targets, the improved Funds Result provides an opportunity to transfer funds to Strategic Projects internally restricted cash to be allocated through Council's planning process. The full Fund Result improvement of \$4.7 million is not proposed to be transferred as there are a number of revenue funded projects that were in progress at the end of this financial year that will require reintroduction into the 2019-2020 year.

The following table and comments provide a summary view of the result. Full financial performance details and implications on Council's financial position are contained within the attached Budget Review Statement.

TABLE 1

FORECAST POSITION	Original Budget	Adopted Budget	YTD Actual	Variation
	\$M	\$M	\$M	\$M
KEY MOVEMENTS	1-Jul	30-Jun	30-Jun	30-Jun
Operating Revenue	267.1	277.9	278.9	1.0
Operating Costs	(273.9)	(276.2)	(286.4)	(10.1)
Operating Result [Pre Capital]	(6.8)	1.6	(7.5)	(9.1)
Capital Grants & Contributions	53.8	60.4	59.7	(0.7)
Operating Result	46.9	62.0	52.1	(9.9)
Funds Available from Operations	56.2	64.3	65.2	0.9
Capital Works	98.0	118.4	116.4	2.0
Contributed Assets	10.2	20.9	7.4	13.5
Transfer to Restricted Cash	1.5	1.4	1.4	(0.0)
Borrowings Repaid	7.7	7.7	7.7	(0.0)
Funded from:				
- Operational Funds	56.2	64.3	65.2	0.9
- Other Funding	53.4	85.3	73.7	(11.6)
Total Funds Surplus/(Deficit)	(7.7)	1.2	5.9	4.7

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

1 Income & Expense

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

- Rates & Annual Charges \$0.2M (F). This variance is mainly due to residential rates.
- User Charges and Fees \$0.8M (U). This variation is due to lower commercial tipping fees (\$0.3 million), development assessment/building income (\$0.2 million), cemeteries (\$0.1 million) and other more minor variations.
- Interest and Investment Revenues \$0.2M (F). Positive variation is attributed to higher cash holdings related to restricted assets and has largely been offset by corresponding increased transfers to restricted cash.
- Other Revenue \$0.9M (F). This favourable variance is due to land sales relating to a closed road (\$0.6 million), increased development compliance income (\$0.1 million), and other more minor variations partially offset by lower parking infringement income (\$0.1 million). As the result includes a proposed transfer of the proceeds from the land sale to internally restricted cash for Strategic Projects, this income does not impact on the Funds Result.
- Grants and Contributions – Operating \$0.2M (F). This variation is largely due to the timing of payments for the Financial Assistance Grant (\$0.3 million) offset by timing of other operational grant payments (\$0.2 million). The larger payment of the Financial Assistance Grant in 2018-2019 will potentially mean a corresponding reduction in income in 2019-2020.
- Grants and Contributions – Capital \$0.7M (U). This variation is due to delayed timing of contributed assets for West Dapto (\$13.5 million) that is partially offset by additional grant income associated with accelerated capital works (\$7.1 million) and increased developer contributions (\$5.7 million).
- Share of Interest in Joint Venture – \$0.3M (F). This variation is due to the revaluation of Council's interest in the Civic West and Civic Risk insurance pools. It is a non-cash item and does not impact the fund result.
- Employee Costs \$5.3M (U). This favourable variance is mainly due to non cash variations that are associated with the valuation of employee leave (\$5.2 million) and workers' compensation liabilities (\$2.0 million) that have been partially offset by net vacancy and other savings including training (\$1.6 million) and reduction in workers' compensation related expenditure (\$0.4 million). The increase in the employee leave entitlements is predominantly the result of the application of revised discount factors at 30 June 2019 that Council has no control over. Accounting standards require that the liability for employee long service payments be measured as the present value of estimated future cash outflows. These cashflows are discounted based on the prevailing long term government bond rates. The higher the expected bond rate, the lower the net present value of the future liability. The average discount factors at June 2019 are 1.2% compared to 2.6% at June 2018. The increase in valuation of the worker's compensation liability is attributed mainly to the reassessment of the potential final cost of existing cases by an external actuary based on settlement value trends in the broader community.
- Materials, Contracts and Other Expenses \$2.3M (F). The favourable variance is mainly attributable to continuing projects at 30 June that may require reintroduction into future years (net value \$2.3 million), waste facility operations including EPA (\$0.5 million), projects/services delivered with internal resources (\$0.6 million) and various other variations (\$1.3 million) that are not individually as significant. These improvements are partially offset by the reclassification of works in progress from capital to operating for prior year works in progress (\$1.7 million) and current year (\$0.7 million).

- Depreciation \$1.4M (F). This variation is attributed largely to timing of capitalisations.
- Internal Charges \$1.7M (U). This unfavourable variance represents lower level of internal labour applied to capital (\$2.2 million) that is offset by increased internal plant applied for capital delivery (\$0.6 million). The overall variance is partially offset by vacancies in Project Delivery (\$0.5 million) and other areas and use of internal labour to deliver operational projects/services (\$0.6 million).
- Loss on Disposal of Assets \$6.8M (U). This variation is due to the replacement of infrastructure assets with remaining residual values at time of replacement that is partially offset by net gain on disposal of plant and vehicles.

2 Capital Budget

Council commenced the year with a Capital Program budget of \$98.0 million that was increased through the year to \$118.4million. The total value of Capital Works delivered was \$116.4 million with the lower expenditure partly due to the re-classification of \$0.7 million of capital expenditure as operational maintenance. Prior to the reclassification, Council had achieved 98.9% of the revised capital program. Details of the variations are provided in the Capital Project Report and commentary (Table 8).

3 Cash & Investments

Council's actual cash and investments show an increase of \$17.4 million compared to the March Quarter projections that have been impacted by increased developer contributions and grant receipts, the timing of supplier payments and debtor receipts and favourable Funds Result compared to budget.

The Available Funds forecast shown below excludes movement in externally and internally restricted cash such as timing of special purpose grants and contributions and progress of funded projects and revised forecast is largely due to the improvement in the Funds Result.

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS				
	Actual 2017/18	Original Budget 2018/19	March QR 2018/19	Actual Ytd June 2019
	\$M	\$M	\$M	\$M
Total Cash and Investments	157.8	148.5	137.4	154.8
Attributed to:				
External Restrictions				
Developer Contributions	19.0	43.1	31.5	36.8
Specific Purpose Unexpended Grants	2.7	3.6	(4.8)	3.4
Special Rates Levy City Centre	0.1	0.1	0.1	0.2
Unexpended Loans	21.7	11.3	7.0	5.3
Domestic Waste Management	12.8	12.9	13.8	13.8
Private Subsidies	5.0	4.5	5.9	5.8
Housing Affordability Program	10.5	10.8	10.8	10.8
Stormwater Management Charge	1.3	1.5	1.4	1.7
Total External Restrictions	73.1	87.7	65.7	77.7
Internal Restrictions				
Property Investment Fund	8.3	8.2	8.3	8.4
Strategic Projects	53.3	42.5	42.0	44.0
Sports Priority Program	0.4	0.7	0.5	0.6
City Parking Strategy	1.1	1.0	1.7	1.6
MacCabe Park Development	1.1	1.3	1.3	1.3
Darcy Wentworth Park	0.2	0.2	0.2	0.2
Waste Disposal Facility	2.2	(1.7)	0.0	(0.6)
Telecommunications Revenue	0.2	0.0	0.0	0.0
West Dapto Additional Rates	0.8	4.6	4.6	5.1
Natural Areas	0.3	0.2	0.2	0.3
Lake Illawarra Management Fund	0.2	0.2	0.2	0.3
Total Internal Restrictions	68.1	57.3	59.0	61.2
Available Cash	16.5	3.5	12.7	16.0
Net Payable & Receivables				
Payables	7.0	11.6	12.5	13.5
Receivables	(30.8)	(24.7)	(24.9)	(35.0)
Other	27.2	25.0	26.4	36.6
Available Funds	10.6	11.3	11.0	11.9
Available Funds	23.5	15.1	25.2	29.4

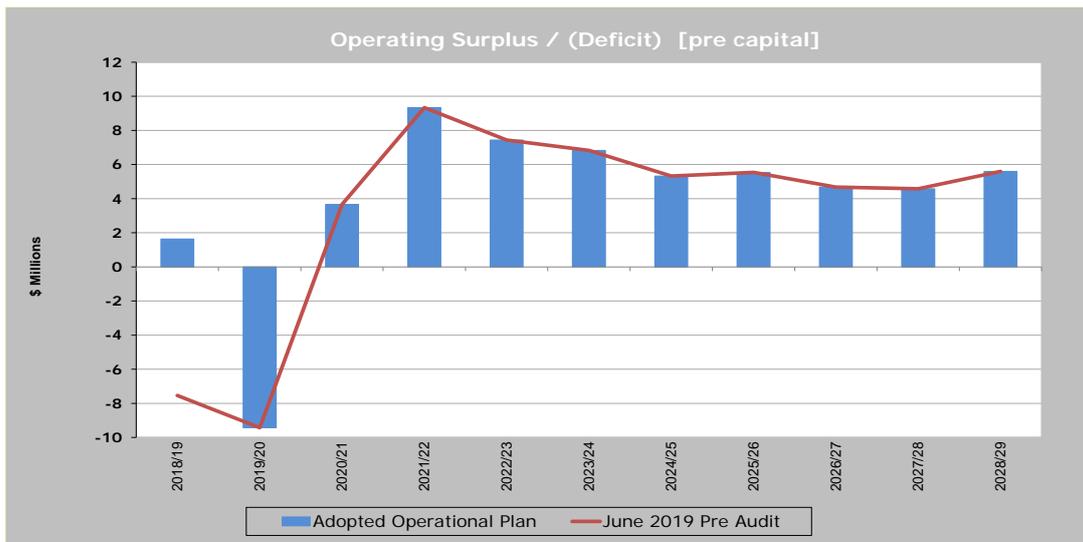
4 Long Term Financial Projections

The Long Term Forecast charts shown below include the pre audit result for 2018-2019. Forecasts for future years are those contained in the Adopted Operational Plan and Delivery Program 2019-2022. The forecast for years 2019-2020 and beyond have not been adjusted, at this stage, to reflect any timing issues that may impact on the future year's operating result forecasts such as the introduction of budget for the finalisation of projects that were in progress at the end of the year. It is proposed that any adjustments necessary will be considered as part of the September Quarterly Review for 2019-2020.

LONG TERM OPERATING SURPLUS/(DEFICIT) [PRE CAPITAL]

The Operating Result [pre capital] provides an indication of the long term viability of Council. In broad terms, a deficit from operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and continue to renew existing assets. The 2018-2019 result has been impacted heavily by a range of negative non cash adjustments that have included revaluation of employee related liabilities, reclassification of capital expenditure as operational and asset disposal costs relating to the replacement of infrastructure assets. These adjustments do not impact the Funds results or future years. The forecast deficit for 2019-2020 is due to the early payment of the first two instalments of the 2019-2020 Financial Assistance Grant in 2018-2019. The following table does not include the potential future impact of operational projects that were in progress at 30 June that will be introduced into future periods. It is proposed that any adjustments necessary will be considered as part of the September Quarterly Review for 2019-2020.

TABLE 3

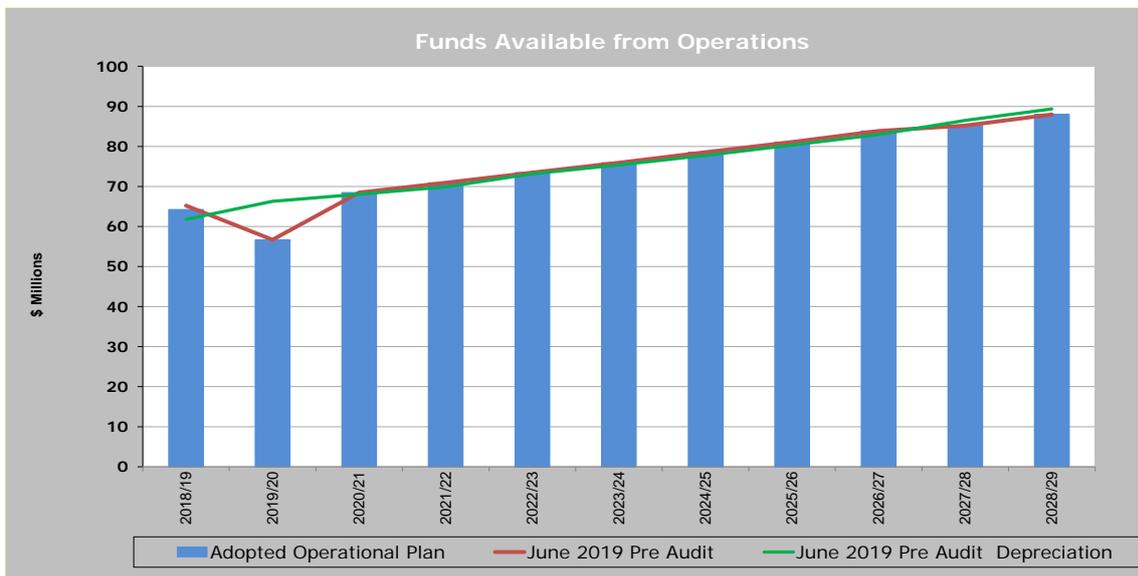


FUNDS AVAILABLE FROM OPERATIONS

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

The following graph also shows forecast depreciation expenses compared to Funds available from Operations. This is an important indicator as it demonstrates the capacity to generate sufficient funds from operations to meet asset renewal requirements. The graphs generally show Council achieving its target of providing funds from operations equal to depreciation.

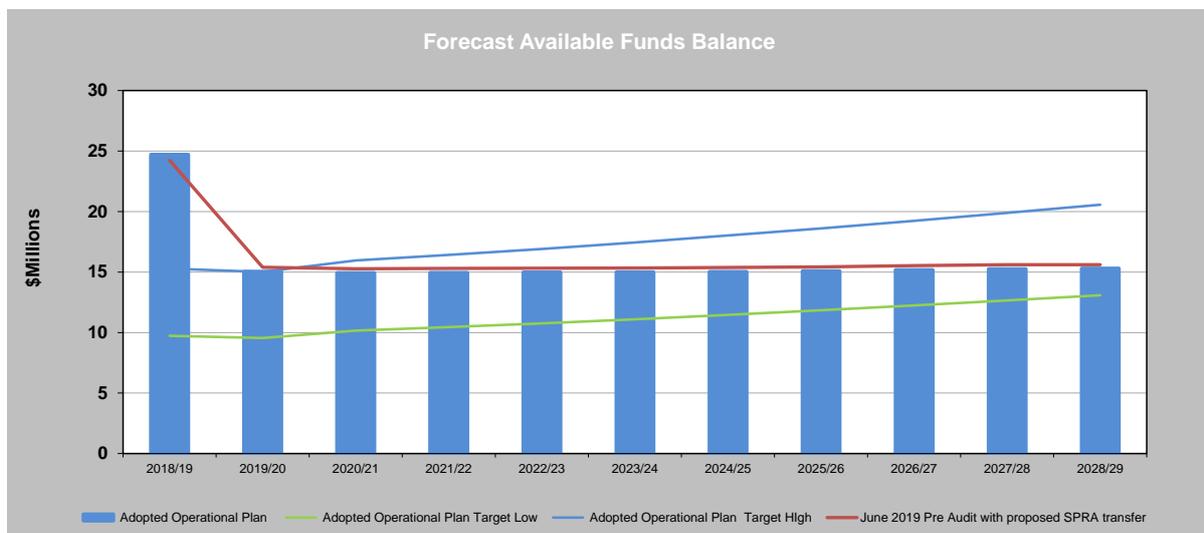
TABLE 4



AVAILABLE FUNDS

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue and provide flexibility to take advantage of opportunities that may arise from time to time. Council’s Financial Strategy has a target to achieve and maintain an Available Funds position between 3.5% and 5.5% of operational revenue [pre capital]. Based on the Adopted Operational Plan and Delivery Program 2019-2022, the target range for Available Funds is between \$9.6 million and \$13.1 million (lower range) and \$15.07 million and \$20.6 million (upper range) over the life of the Long Term Financial Plan. The result for the year ended 30 June 2019 indicates an improvement of \$4.7 million in Available Funds that provides an opportunity for a transfer to the Strategic Projects Restricted Asset. This is consistent with the approach that has been used in past financial years where windfalls or improvements in financial results beyond those planned are held centrally to be allocated through Council’s planning process. Table 5 below shows a forecast result including a transfer of \$4 million (adjusted improvement to allow for timing impacts of projects that require reintroduction in future years and proportionally higher payment of Financial Assistance Grant in 2018-2019 that will likely be offset by a reduction in the amount to be received in 2019-2020).

TABLE 5



STRATEGIC PROJECTS INTERNALLY RESTRICTED CASH

The Adopted Operational Plan and Delivery Program 2019-2022 indicates a forecast unallocated balance at 1 July 2019 of \$3.6 million that will increase to \$4.2 million with the transfer of proceeds from the road reserve sale made during June 2019. Additional transfer of the surplus result beyond planned budget for 2018-2019 will bring this to \$8.2 million.

5 Supporting Documents

Substantial progress has been made in the delivery of the wide range of studies and supporting documents that were included in the 2018-2019 Budget. A number of projects were in progress at 30 June that will require reintroduction of remaining budget to allow completion in future periods. It was recognised at the March Quarterly Review that there would be a significant challenge organisationally for these projects to be delivered in full in the current reporting period. The table below shows current year expenditure along with projects that are included in future year forecasts. The addition of projects in progress to the 2019-2020 forecasts will create an ambitious target that will need to be monitored on an ongoing basis and, where required, budget changes may be considered through the 2019-2020 Quarterly Review process.

TABLE 6

Supporting Documents - Planning Studies & Investigations						
Service & Project	2018/19 Adopted Budget	2018/19 Actual	Variance	2019/20 Original Budget	2020/21 Forecast	2021/22 Forecast
Corporate Strategy	0	0	0	0	0	228
Centralised Studies & Plans						228
Economic Development	50	54	(4)	0	0	0
Review Economic Development Strategy	50	54	(4)			
Land Use Planning	1,583	1,006	578	527	730	567
West Dapto Review	606	585	21 *	262	271	281
West Dapto Review Demographic and Economic Plan	140	21	119 *			
West Dapto Review Flood Consultant	150	37	113 *			
West Dapto Review Structure Plan	50	15	35 *			
West Dapto Review WaterCycle Masterplan	75		75 *			
West Dapto Review Specialist Consultants	80	7	73 *			
West Dapto Review Advisor	45		45 *			
West Dapto DCP Review 2019	20	1	19 *			
City Centre Revitalisation		2	(2)			
Housing Study	90	128	(38)			
Sandon Point Aboriginal Heritage Impact Permit		7	(7)			
Port Kembla 2505 Study	62	1	61 *			
Tourism Accommodation Review Planning Controls			0	25	25	
Industrial Land Planning Controls Review	10		10 *		50	
Heritage Asset Management Strategy	45	25	20 *			
Windang Town Centre Planning Study			0		10	
Helensburgh Town Centre Planning Study	30	14	16 *	10		
Fairy Meadow Town Centre Planning Study			0		0	61
Bulli Town Centre Planning Study			0	10	30	
City Centre Planning Review	180	160	20 *	100		
City Wide LEP Review			0		100	100
Mt Keira Masterplan & Plan of Mgmt.		1	(1)			
Development of Crown Land Plans of Management			0	120	124	126
Landscape development plan for West Dapto - for riparian cor			0	0	120	
Communications, Engagement, Events and Signage	0	0	0	70	0	0
Generic Event DA various sites				70		
Stormwater Services	690	502	188	1,179	707	588
Floodplain Management Studies	35		35 *	200	350	350
Review of Towradgi Creek FRMS	25	5	20 *	150		
Review of Hewitts Creek FRMS	25	5	20 *	155		
Lower Gurungaty Causeway Detailed Design + REF	18	15	3 *			
JJ Kelly Park Land Form Modification	84	72	12 *			
Review of Flood Studies & Floodplain Risk Mgmt Plan	65	62	3 *	101		
Duck Creek Flood Study	75	59	16			
Review of Collins Creek Flood Study	62	36	26			
Review of Allans Creek Flood Study	79	68	11	6		
Review of Wollongong City Flood Study	42	35	6			
Review of Fairy Cabbage Tree Creek Flood Study	50	40	10	70		
Kully Bay Flood Study	55	47	8	10		
Minnegang Creek Flood Study Review	75	57	18			
Flood Risk Management Studies Best Practice				487	357	238
Environmental Services	13	0	13	0	0	0
Biocertification for West Dapto	13		13 *			
Transport Services	499	340	160	444	335	135
Corrimal Traffic Study and Access Movement	27	11	16 *			
Accessible Car Parking and Bus Stops audit	100	83	17 *	50		
Access and Movement Strategy Review	176	138	38 *			
City Centre Parking Surveys - EMS Report				67		69
Foreshore Parking Strategy	81	38	43 *			
Integrated Transport Strategy					50	51
City Centre Parking Strategy				40	40	0
Bellambi Foreshore Precinct Plan	50	8	42 *	150	100	0
Wollongong LGA Feasibility Studies	15	14	1	15	15	15
Gwynneville/Keiraville Access & Movement Study		37	(37)			
Real Time Parking Information Signage	50	12	38 *			
Lake Illawarra Shared Path Masterplan				40	80	
Towradgi Creek Shared Path Feasibility Investigations				20	50	
Suburb/Place Name Signage Strategy				62		

TABLE 6 (CONT)

Supporting Documents - Planning Studies & Investigations (cont'd)						
Service & Project	2018/19 Adopted Budget	2018/19 Actual	Variance	2019/20 Original Budget	2020/21 Forecast	2021/22 Forecast
Community Facilities	0	0	0	73	0	0
Social Infrastructure Supporting Document				30		
Integrated Facilities Planning				9		
Facilities Planning Development				34		
Community Programs	63	62	0	0	0	0
Dapto Pilot Project	63	62	0			
Cultural Services	6	6	0	120	0	0
Cultural Tourism Strategy	6	6	0			
Art Gallery 2nd Entrance Design				120		
Aquatic Services	41	42	(1)	0	0	0
West Dapto Aquatic Facility Investigations	13	17	(3)			
Corrimal Pool Masterplan	28	25	2			
Botanic Garden and Annexes	35	14	21	0	0	0
Botanic Garden Masterplan/Asset Mgmt. Plan	13	12	1			
Mt Keira Summit Park	22	2	20			
Leisure Services	3	3	0	97	0	0
Beaton Park Precinct Masterplan	3	3		97		
Parks and Sportsfields	139	131	8	316	0	0
Cringila Hills Site Assessment	37	22	16 *			
Hill 60 CMP and Aboriginal HIL	98	93	5	50		
Blue Mile Masterplan - update	4	4	0	46		
Fairy Creek Corridor Recreation Masterplan		13	(13)			
Fred Finch Park - Landscape Masterplan				35		
Cringila Park Playground Design and Consultation				185		
Governance and Administration	0	2	(2)	0	0	0
West Dapto DCP Review 2019		2	(2)			
Property Services	44	33	11	44	0	0
Bulli Showground Masterplan	44	33	11 *	22		
Bulli Showground Master Plan Stage 2			0	22		
TOTAL EXPENDITURE	3,166	2,195	971	2,871	1,772	1,519

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

** Projects in progress that require full/partial reintroduction of remaining budgets into future periods*

Budget Review Statement Report of Chief Financial Officer

TABLE 7

WOLLONGONG CITY COUNCIL				
1 July 2018 to 30 June 2019				
	2019/2020 Original Budget \$'000	2019/2020 Current Budget \$'000	2019/2020 Actual YTD \$'000	2019/2020 Variance \$'000
Income Statement				
Income From Continuing Operations				
Revenue:				
Rates and Annual Charges	197,686	197,273	197,490	217
User Charges and Fees	34,967	33,630	32,794	(836)
Interest and Investment Revenues	4,572	4,853	5,069	217
Other Revenues	10,062	11,397	12,345	947
Grants & Contributions provided for Operating Purposes	19,837	30,731	30,890	159
Grants & Contributions provided for Capital Purposes	53,752	60,368	59,656	(713)
Share of Interest in Joint Venture	0	0	294	294
Total Income from Continuing Operations	320,876	338,253	338,538	285
Expenses From Continuing Operations				
Employee Costs	129,419	132,180	137,434	(5,254)
Borrowing Costs	3,310	3,330	3,337	(7)
Materials, Contracts & Other Expenses	94,926	96,282	94,028	2,254
Depreciation, Amortisation + Impairment	64,508	63,132	61,781	1,351
Internal Charges (labour)	(16,581)	(17,052)	(14,988)	(2,064)
Internal Charges (not labour)	(1,653)	(1,626)	(2,025)	399
Profit/Loss on Disposal of Assets	0	0	6,847	6,847
Total Expenses From Continuing Operations	273,929	276,246	286,414	(10,168)
Operating Results From Continuing Operations	46,947	62,007	52,124	(9,883)
Net Operating Result for the Year	46,947	62,007	52,124	(9,883)
Net Operating Result for the Year before Grants & Contributions provided for Capital Purposes	(6,805)	1,638	(7,532)	(9,171)
NET SURPLUS (DEFICIT) [Pre capital] %	14.6%	18.3%	15.4%	(3468.7%)
Funding Statement				
Net Operating Result for the Year	46,947	62,007	52,124	(9,883)
Add back :				
- Non-cash Operating Transactions	82,076	81,171	94,585	13,414
- Restricted cash used for operations	12,960	18,756	16,072	(2,684)
- Income transferred to Restricted Cash	(72,658)	(84,193)	(84,013)	180
- Payment of Accrued Leave Entitlements	(13,146)	(13,485)	(13,565)	(80)
Net Share Joint Venture using Equity Method				
Funds Available from Operations	56,178	64,256	65,203	947
Borrowings repaid	(7,692)	(7,692)	(7,716)	(24)
Operational Funds Available for Capital Budget	48,486	56,564	57,487	923
CAPITAL BUDGET				
Assets Acquired	(97,962)	(118,386)	(116,424)	1,962
Contributed Assets	(10,169)	(20,851)	(7,396)	13,455
Transfers to Restricted Cash	(1,497)	(1,395)	(1,442)	(48)
Funded From :-				
- Operational Funds	48,486	56,564	57,487	923
- Sale of Assets	1,795	1,795	1,920	125
- Internally Restricted Cash	11,310	11,644	12,842	1,198
- Borrowings	0	0	0	0
- Capital Grants	12,210	26,533	25,769	(764)
- Developer Contributions (Section 94)	8,195	7,011	5,995	(1,017)
- Other Externally Restricted Cash	9,230	16,628	16,775	147
- Other Capital Contributions	10,689	21,679	10,421	(11,258)
TOTAL FUNDS SURPLUS / (DEFICIT)	(7,713)	1,222	5,946	4,724

Budget Review Statement Report of Chief Financial Officer

TABLE 8

MAJOR VARIATIONS YTD compared to Budget \$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
REVENUES FROM ORDINARY ACTIVITIES				
Rates & Annual Charges				
Residential Rates		182		
Domestic Waste Charges	35			217
User Charges & Fees				
Commercial Tipping Income	(27)		(244)	
Cemeteries	(109)		(39)	
Assessment & Building Approval Income			(185)	
City Centre Parking			(83)	
Golf Course			(80)	
Vehicle Leaseback Fees	(72)			
Domestic Waste Additional Charges	(33)			
Other		36		(836)
Interest and Investment Income				
Outstanding Rates		53		
Investment Income	194		(30)	217
Other Revenue				
Land Sale - closed road	630			
Parking Infringements			(143)	
Development Compliance		148		
Community Facility Income		96		
Leave balances for staff joining from other Councils		63		
Leisure Centres		59		
Development Assessment		35		
Domestic Waste Additional Charges	(28)			
Other	1	86		947
EXPENSES FROM ORDINARY ACTIVITIES				
Employee Costs				
Revaluation of employee leave entitlements liability	(5,178)			
Revaluation of Workers Compensation liability	(1,965)			
Other training		476		
Structural review		300		
Cadets & trainees early completion		201		
Workers Compensation Expense		346		
Project Delivery	531			
Domestic Waste	41			
On-costs including workers compensation and Super Recovery	809			
Other			(815)	(5,254)
Materials, Contracts & Other Expenses				
Waste Facility Operations				
EPA Levy Cover material		523		
EPA Levy landfill	27	221		
Other Waste facility operations costs			(314)	
Project Timing				
Projects in progress at 30 June to be completed in future periods	1,751	184		
Supporting documents projects in progress to be completed in 2019/20	809	148		
Other funded projects in progress	967			
Provision for continuing projects to be completed in future periods	(1,227)	(434)		
Reclassification of capital to operational				
Reclassification of prior year Works in Progress	(1,946)			
Reclassification of current year capital to operating	(680)			
Projects/activities completed with internal labour	634			
Pools Maintenance				
City Centre/Crown St Mall Maintenance		114		
Urban Greening		283		
Administration Building Operations				
Project Delivery		158		
Project Delivery		217		
Pools & Beaches Operations		129		
PI & PI Insurance settlements below excess			(176)	
Cemeteries	109			
Domestic Waste	(29)			
Other variations	348	135		2,254

Budget Review Statement Report of Chief Financial Officer

Table 8 (cont)

MAJOR VARIATIONS YTD compared to Budget \$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
Borrowing Costs			(7)	(7)
Depreciation	1,351			1,351
Internal Charges				
Project Delivery Recovery to Capital	(531)			
Internal/Day Labour Recovery to Capital	(634)		(630)	
IT Procurement/Support			(236)	
Marketing and Printing Charges			(269)	
Vehicle Recovery	72			
Plant Hire Charges Capital Recovery		563		
Other				(1,665)
Share of Joint Venture				
Valuation at 30 June 2019	294			294
Profit & Loss on Disposal of Assets				
Replacement of Assets with residual book value	(6,847)			(6,847)
Grants & contribution - Operating				
Financial Assistance		336		
Timing of Grant Payments	(192)	15		159
Operating Variation [pre capital]	(10,895)	4,976	(3,251)	(9,171)
Capital Grants & Contributions				
West Dapto Works Acceleration	6,204			
Developer Contributions				
City Wide	675			
Other	343			
West Dapto	4,648			
Contributed Assets	(13,494)			
Other Capital Works	911			(713)
Operating Variation [post capital]	(11,608)	4,976	(3,251)	(9,883)
FUNDING STATEMENT				
Non Cash Expenses				
Workers Compensation Provision	1,965			
Depreciation	(1,351)			
Leave Liability including Provision Adjustment	5,178			
Loss on Disposal of Assets	6,847			
Kembla Terraces Fair Value	(41)			
prior year WIP Expensed	1,946			
Employee On-costs	(809)			
Share of Joint Venture valuation	(294)			
Insurance Provision Adjustment	(26)			13,414
Restricted Cash Used for Operations				
Continuing & funded projects including offset projects	(2,300)			
Domestic Waste	(39)			
Other	(345)			(2,684)
Income Transferred to Restricted Cash				
Contributed Assets	13,582			
Domestic Waste	53			
Other Contributions & Grants	(12,601)			
Interest on Restricted Assets Transferred to Reserves	(194)			
Land Sales	(630)			
City Centre Parking	63			
Other	(76)		(17)	180
Payment of Accrued Leave Entitlements			(80)	(80)
Borrowings Repaid			(24)	(24)
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL	(680)	4,976	(3,372)	923
CAPITAL BUDGET				
Capital Transfer to Reserve			(48)	
Reclassification of current year capital to operating	680			
Capital Program Lower Expenditure		1,283		
Capital Program Increased Funding		1,886		
Contributed Assets	13,495			
Contributed Assets Income Recognised	(13,495)			
				3,801
TOTAL FUNDS SURPLUS/(DEFICIT)	-	8,145	(3,420)	4,724

Budget Review Statement Report of Chief Financial Officer

TABLE 9

CAPITAL PROJECT REPORT

as at the period ended 30 June 2019

ASSET CLASS PROGRAMME	\$'000				\$'000	
	CURRENT BUDGET		ACTUAL EXPENDITURE		VARIATION	
	EXPENDITURE	OTHER FUNDING	YTD EXPENDITURE	YTD FUNDING	EXPENDITURE	OTHER FUNDING
Roads And Related Assets						
Traffic Facilities	3,854	(1,346)	3,236	(1,188)	618	158
Public Transport Facilities	246	(2)	208	(2)	38	(0)
Roadworks	16,623	(2,338)	17,050	(2,338)	(427)	(0)
Bridges, Boardwalks and Jetties	674	(34)	488	(52)	185	(18)
TOTAL Roads And Related Assets	21,397	(3,720)	20,983	(3,581)	414	140
West Dapto						
West Dapto Infrastructure Expansion	35,838	(35,838)	37,239	(37,008)	(1,402)	(1,170)
TOTAL West Dapto	35,838	(35,838)	37,239	(37,008)	(1,402)	(1,170)
Footpaths And Cycleways						
Footpaths	5,857	(629)	5,363	(701)	494	(72)
Cycle/Shared Paths	2,321	(432)	2,392	(424)	(71)	8
Commercial Centre Upgrades - Footpaths and Cycleways	3,696	(0)	3,519	(0)	177	0
TOTAL Footpaths And Cycleways	11,874	(1,061)	11,273	(1,125)	600	(64)
Carparks						
Carpark Construction/Formalising	562	0	528	0	34	0
Carpark Reconstruction or Upgrading	1,492	0	1,366	0	126	0
TOTAL Carparks	2,053	0	1,894	0	160	0
Stormwater And Floodplain Management						
Floodplain Management	4,376	(2,583)	4,155	(2,433)	221	150
Stormwater Management	4,167	(570)	3,760	(556)	407	13
Stormwater Treatment Devices	317	0	289	0	28	0
TOTAL Stormwater And Floodplain Management	8,860	(3,153)	8,204	(2,990)	655	163
Buildings						
Cultural Centres (IPAC, Gallery, Townhall)	1,184	0	1,122	0	62	0
Administration Buildings	825	(6)	803	(7)	22	(1)
Community Buildings	6,698	(284)	6,567	(259)	131	25
Public Facilities (Shelters, Toilets etc.)	1,056	0	1,309	0	(253)	0
Carbon Abatement	10	0	7	0	4	0
TOTAL Buildings	9,773	(290)	9,808	(266)	(34)	24
Commercial Operations						
Tourist Park - Upgrades and Renewal	741	0	764	0	(23)	0
Crematorium/Cemetery - Upgrades and Renewal	431	0	438	0	(8)	0
Leisure Centres & RVGC	101	0	103	0	(2)	0
TOTAL Commercial Operations	1,273	0	1,305	0	(33)	0
Parks Gardens And Sportfields						
Play Facilities	710	0	589	0	120	0
Recreation Facilities	131	(108)	131	(116)	0	(8)
Sporting Facilities	3,753	(3,340)	3,469	(3,082)	283	258
TOTAL Parks Gardens And Sportfields	4,593	(3,448)	4,190	(3,198)	404	250
Beaches And Pools						
Beach Facilities	434	0	377	0	57	0
Rock/Tidal Pools	1,729	0	1,828	0	(99)	0
Treated Water Pools	397	0	260	0	137	0
TOTAL Beaches And Pools	2,560	0	2,465	0	95	0

Budget Review Statement Report of Chief Financial Officer

TABLE 9 (CONT)

CAPITAL PROJECT REPORT

as at the period ended 30 June 2019

ASSET CLASS PROGRAMME	\$'000				\$'000	
	CURRENT BUDGET		ACTUAL EXPENDITURE		VARIATION	
	EXPENDITURE	OTHER FUNDING	YTD EXPENDITURE	YTD FUNDING	EXPENDITURE	OTHER FUNDING
Natural Areas						
Natural Area Management and Rehabilitation	45	0	56	0	(11)	0
TOTAL Natural Areas	45	0	56	0	(11)	0
Waste Facilities						
Whytes Gully New Cells	6,952	(6,952)	7,154	(7,154)	(202)	(202)
Whytes Gully Renewal Works	85	(85)	62	(62)	23	23
Helensburgh Rehabilitation	198	(198)	188	(188)	10	10
TOTAL Waste Facilities	7,235	(7,235)	7,404	(7,404)	(169)	(169)
Fleet						
Motor Vehicles	1,550	(1,108)	1,339	(648)	211	460
TOTAL Fleet	1,550	(1,108)	1,339	(648)	211	460
Plant And Equipment						
Portable Equipment (Mowers etc.)	100	(38)	102	0	(2)	38
Mobile Plant (trucks, backhoes etc.)	3,850	(650)	3,639	(1,242)	211	(592)
Fixed Equipment	0	0	0	0	0	0
TOTAL Plant And Equipment	3,950	(688)	3,741	(1,242)	209	(555)
Information Technology						
Information Technology	781	0	803	0	(22)	0
TOTAL Information Technology	781	0	803	0	(22)	0
Library Books						
Library Books	1,191	0	1,207	0	(16)	0
TOTAL Library Books	1,191	0	1,207	0	(16)	0
Public Art						
Public Art Works	0	0	0	0	0	0
Art Gallery Acquisitions	100	0	99	0	1	0
TOTAL Public Art	100	0	99	0	1	0
Emergency Services						
Emergency Services Plant and Equipment	1,300	(771)	1,280	(771)	20	(0)
TOTAL Emergency Services	1,300	(771)	1,280	(771)	20	(0)
Land Acquisitions						
Land Acquisitions	2,447	(2,085)	3,134	(3,005)	(687)	(920)
TOTAL Land Acquisitions	2,447	(2,085)	3,134	(3,005)	(687)	(920)
Non-Project Allocations						
Capital Project Contingency	1,546	0	0	0	1,546	0
Capital Project Plan	20	0	0	0	20	0
TOTAL Non-Project Allocations	1,566	0	0	0	1,566	0
GRAND TOTAL	118,386	(59,396)	116,424	(61,237)	1,963	(1,841)

Budget Review Statement Report of Chief Financial Officer

Manager Project Delivery Division

Commentary on June 2019 Capital Budget Report

On 25 June 2018, Council approved a Capital budget for 2018-2019 of \$98.0 million. At the end of June 2019, the approved Capital Budget had increased to \$118.4 million due predominantly to the additional funding allocated to the Fowlers Road project and the acquisition of land for the future Warrawong Community Centre project. Council achieved an expenditure at the end of the financial year of \$116.4 million which is the highest figure ever achieved by this Council. The shortfall in expenditure is approximately 1% of the approved Capital Budget and is mainly due to delays experienced on a number of challenging projects within the City.

Program	Major Points of change to Capital Budget
Traffic Facilities	A number of traffic signal and intersection upgrade projects were delayed due to the regulatory approval requirements applying to these projects.
Roadworks	A number of the 2019-2020 reconstruction and resurfacing projects were brought forward into the 2018-2019 financial year.
West Dapto Infrastructure Expansion	Expenditure on a number of projects exceeded budget due to better progress than originally programmed.
Footpaths	A number of construction projects, although substantially underway, were not able to be completed by the end of the financial year due to wet weather in June.
Car park – Reconstruction/Upgrade	A refurbishment of a carpark was delayed due to a late construction start date then originally programmed.
Stormwater management	One multiyear project achieved better progress than originally programmed while another project was deferred pending further environmental investigation.
Public Facilities (Shelters, Toilets etc)	Completion of a multiyear shelter refurbishment project was completed prior to the end of the financial year.
Play Facilities	A new playground was delayed as the requirement to add additional facilities required Council to tender the works resulting in delays to the program.
Sporting Facilities	Progress on a future sporting facility development was delayed due to the complexity of the flood studies being undertaken.
Beach facilities	A dunal reshaping project was delayed due to the planning approvals required.
Rock and Tidal Pools	Progress on the Bellambi Rock Pool is progressing approximately one month ahead of schedule.
Treated Water Pools	The construction of a filter enclosure is approximately one month behind scheduled however there is no impact on the users of the facility.
Natural Area Management and Rehabilitation	A signage project was completed in July 2019 rather than by the end of the financial year.
Whytes Gully Renewal Works	A number of minor projects were not finalised by the end of the financial year.
Motor vehicles	Delivery of five motor vehicles was not achieved by the supplier before the 30 June.
Mobile Plant (trucks, backhoes etc)	Several items of major plant were not delivered by the end of financial year.
Land Acquisitions	A major property purchase in Warrawong was settled prior to the end of the financial year.
Contingency	At the end of the financial year, contingency funds remained and these funds will be directed towards the future Capital Program.

WOLLONGONG CITY COUNCIL		
	Actual 2018/19 \$'000	Actual 2017/18 \$'000
Balance Sheet		
Current Assets		
Cash Assets	25,187	26,491
Investment Securities	114,579	109,162
Receivables	36,620	27,037
Inventories	337	306
Other	11,879	10,666
Total Current Assets	188,602	173,662
Non-Current Assets		
Non Current Cash Assets	15,000	22,115
Non Current Investment Securities	56	0
Non-Current Receivables	0	0
Non-Current Inventories	5,948	5,835
Property, Plant and Equipment	2,568,592	2,321,161
Investment Properties	5,000	4,780
Westpool Equity Contribution	2,931	2,637
Intangible Assets	440	388
Total Non-Current Assets	2,597,967	2,356,916
TOTAL ASSETS	2,786,569	2,530,578
Current Liabilities		
Current Payables	35,020	30,010
Current Provisions payable < 12 months	14,697	12,667
Current Provisions payable > 12 months	43,517	37,710
Current Interest Bearing Liabilities	7,934	7,716
Total Current Liabilities	101,168	88,103
Non-Current Liabilities		
Non Current Payables	385	700
Non Current Interest Bearing Liabilities	17,497	25,039
Non Current Provisions	47,054	44,567
Total Non-Current Liabilities	64,936	70,306
TOTAL LIABILITIES	166,104	158,409
NET ASSETS	2,620,465	2,372,169
Equity		
Accumulated Surplus	1,329,077	1,274,142
Asset Revaluation Reserve	1,152,532	956,752
Restricted Assets	138,856	141,274
TOTAL EQUITY	2,620,465	2,372,168

Budget Review Statement Report of Chief Financial Officer

The following tables provide details of contracts (other than contractors that are on Council's preferred supplier list that have a value equivalent of 1% of estimated income from continuing operations or \$50 thousand, whichever is the lesser) and amounts expended on consultancies and legal fees for financial year. Consultants are defined as a person or organisation that is engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally, it is the advisory nature of the work that differentiates a consultant from other.

Contract Listing

Budget Review for Quarter ended June 2019

Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Panel	Provision of Facade Cleaning Services	500	1/04/2019	2019/22	Y
Panel	Brokerage Nursing Service-Community Services/Social Support Services	450	1/04/2019	2019/20	Y
John Megias	Provision of transport via taxi vouchers and/or any other type of subsidised transport to council	600	1/04/2019	2019/20	Y
Origin Capital Pty Ltd	Development of a cost-benefit analysis and distributional analysis of a number of coastal management options at North Wollongong Beach	77	2/04/2019	2019/20	Y
Total Drain Cleaning Services Pty Ltd	Stormwater CCTV inspections - Package # 2019-3	96	15/04/2019	2019/20	Y
Dynamic Civil Pty Ltd	Bellambi Rock Pool and Seawall	3,188	16/04/2019	2019/20	Y
Western Earthmoving Pty Ltd	Design and construct carpark at Matron Dunster Park, Reef Ave Wombarra	167	29/04/2019	2019/20	Y
Interflow Pty Ltd	10 Colgong Cres Pipe Relining	126	1/05/2019	2019/20	Y
Interflow Pty Ltd	71 Beatus Street Unanderra Pipe Relining	201	1/05/2019	2019/20	Y
Hillington Close (Trading - Holmwood Group)	Provision of Replacement of Fuel Truck	226	2/05/2019	2019/20	Y
Stefanutti Constructions Pty Ltd	Port Kembla Beach – Dunal Reshaping	126	2/05/2019	2019/20	Y
Balmoral Group	Prepare a Detailed Business Case for the West Dapto Road Upgrade Project	39	3/05/2019	2019/20	Y
M & A Lukin	Beaton Park Leisure Centre Leisure Centre Filter Enclosure	186	17/05/2019	2019/20	Y
Stabilised Pavements Australia	Shone Ave Horsley stabilisation as per design GT18.054-D2	95	20/05/2019	2019/20	Y
Select Civil Pty Ltd	Porter Street Shareway Upgrade	502	27/05/2019	2019/20	Y
Dynamic Civil Pty Ltd	Thirroul Pool Saltwater Intake Pipes Replacement	964	30/05/2019	2019/20	Y
Western Earthmoving Pty Ltd	Dry Stacked Stone Retaining Wall Replacement - The Grove, Austinmer	168	7/06/2019	2019/20	Y
Downer	Tucker Avenue Balgownie between Frost Parade and Cole Street as defined in GT15.360-D2	66	8/06/2019	2019/20	Y
Stabilised Pavements Australia	Farrell Rd Bulli stabilisation as per design GT18.316 -D2	98	17/06/2019	2019/20	Y
Stabilised Pavements Australia	Vista Ave F'bg'h Hts stabilisation as per design GT18.318 -D1	55	17/06/2019	2019/20	Y
Stabilised Pavements Australia	Eloura Cr stabilisation as per design GT18.024 - D2	1,451	24/06/2019	2019/20	Y
Donnelley Civil Pty Ltd	Blackman Parade Culvert Refurbishment	289	26/06/2019	2019/20	Y
Stabilised Pavements Australia	Toorak Ave Mangerton stabilisation as per design GT18.317-D2	55	28/06/2019	2019/20	Y

Consultancy and Legal Expenses

Budget Review for Quarter ended June 2019

Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	4,642	YES
Legal Fees	929	YES

STATEMENT OF RESPONSIBLE ACCOUNTING OFFICER

All investments held at 30 June 2019 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 30 June 2019.

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

BRIAN JENKINS
RESPONSIBLE ACCOUNTING OFFICER

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

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
1.1.1.1 Implement programs and events which facilitate community participation to improve natural areas	100%	0%	0%	0%	0%
1.1.1.2 Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented	86%	0%	0%	14%	0%
1.1.2.2 Protect and conserve the health and biodiversity of our waterways and coast	100%	0%	0%	0%	0%
1.1.2.2 The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively	100%	0%	0%	0%	0%
1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	100%	0%	0%	0%	0%
1.1.3.2 Establish effective urban stormwater and floodplain management programs	80%	0%	20%	0%	0%
1.2.1.1 Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint	86%	0%	0%	0%	14%
1.2.1.2 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%
1.2.1.3 Methods to reduce emissions are investigated and utilised	100%	0%	0%	0%	0%
1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	100%	0%	0%	0%	0%

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

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
1.3.1.1 Impacts from development on the environment are assessed, monitored and mitigated	100%	0%	0%	0%	0%
1.3.1.2 Develop planning controls and Town Centre and Neighbourhood Plans with regard to the economic, social and environmental impacts	30%	0%	0%	60%	10%
1.3.2.1 Carry out best practise assessment for urban development proposals and applications	100%	0%	0%	0%	0%
1.3.2.2 Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas	50%	0%	0%	50%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	80%	0%	20%	0%	0%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%
1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	50%	0%	50%	0%	0%
2.1.1.1 Build on partnerships which enable the retention of local talent	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive for business expansion, establishment and relocation.	100%	0%	0%	0%	0%
2.1.2.2 Progress implementation of the City for People and its accompanying Implementation Plan	100%	0%	0%	0%	0%

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

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
2.1.3.1 Support regional activities and partnerships that promote business investment and jobs growth	100%	0%	0%	0%	0%
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	100%	0%	0%	0%	0%
2.1.5.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release Area	100%	0%	0%	0%	0%
2.2.1.2 Partnership opportunities in research and development are expanded	100%	0%	0%	0%	0%
2.2.2.1 In conjunction with partner organisations support the development of innovative industries	100%	0%	0%	0%	0%
2.2.3.1 Undertake major refurbishment works in the city centre	100%	0%	0%	0%	0%
2.3.1.1 Pursue initiatives that promote the region as a place to holiday to domestic and international markets	50%	0%	33%	17%	0%
2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure	80%	0%	0%	0%	20%
2.3.2.1 Market and promote events in the city centre	100%	0%	0%	0%	0%
2.3.2.2 Provide a diverse range of activities in the city centre that target and engage a broad community	100%	0%	0%	0%	0%

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

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
2.3.2.3 Improve policies and systems to support the revitalisation of the city centre	100%	0%	0%	0%	0%
2.3.3.1 Continue to grow Wollongong’s attractiveness to attract signature events and festivals	100%	0%	0%	0%	0%
2.4.1.1 Ensure Wollongong is attractive to research and development companies and organisations	100%	0%	0%	0%	0%
2.4.1.2 Implement a range of programs that incorporate learning and development	100%	0%	0%	0%	0%
3.1.1.1 Promote Made in Wollongong to become a well-known brand	100%	0%	0%	0%	0%
3.1.1.2 The visibility of our cultural diversity is increased	100%	0%	0%	0%	0%
3.1.1.3 Encourage the integration of urban design and public art	75%	0%	0%	0%	25%
3.1.1.4 Deliver sustainable and successful events and festivals through Council investment and delivery of the Events Strategy	100%	0%	0%	0%	0%
3.1.1.5 Encourage Sports Associations to conduct regional, state and national events in the city	100%	0%	0%	0%	0%
3.1.2.1 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	100%	0%	0%	0%	0%

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

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
3.2.1.1 Provide support to existing and emerging artists and performers	100%	0%	0%	0%	0%
3.2.1.2 Seek funding for the promotion of heritage sites, museums and galleries to the community and visitors	100%	0%	0%	0%	0%
3.2.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct	100%	0%	0%	0%	0%
3.2.3.1 Support the coordination of an externally funded calendar of activities delivered across the City	100%	0%	0%	0%	0%
3.3.1.1 Deliver a program of activities in local communities	100%	0%	0%	0%	0%
3.3.2.1 Deliver and support a range of projects and programs which build harmony, understanding and cultural awareness	100%	0%	0%	0%	0%
4.1.1.1 Ensure an effective community engagement framework that connects the community to Council decision making	100%	0%	0%	0%	0%
4.1.1.2 Improve community understanding and awareness of Council decisions	100%	0%	0%	0%	0%
4.1.2.1 Ensure the NBN is rolled out across the Wollongong LGA	100%	0%	0%	0%	0%
4.1.3.1 Council continue to partner with our local Aboriginal community	100%	0%	0%	0%	0%

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

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4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	100%	0%	0%	0%	0%
4.2.1.2 Support community participation in community activities	100%	0%	0%	0%	0%
4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers	100%	0%	0%	0%	0%
4.2.2.1 Continue to participate and contribute to an integrated community service network	100%	0%	0%	0%	0%
4.2.3.1 Support a range of projects and programs in the city	100%	0%	0%	0%	0%
4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance	100%	0%	0%	0%	0%
4.3.1.2 Build a workplace culture that is safe, engaged, responsive and professional	78%	11%	0%	11%	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	75%	0%	25%	0%	0%
4.3.2.3 Improve the efficiency of supply management in order to achieve operational efficiencies	100%	0%	0%	0%	0%

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

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
4.3.2.4 Deliver the Asset Management Strategy and Improvement Plan 2012-17	100%	0%	0%	0%	0%
4.3.3.1 Coordinate a service review program with a focus on business development and improvement	100%	0%	0%	0%	0%
4.3.3.2 Working together, levels of service are established and service continuously improve and offer best value for money	50%	0%	50%	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	75%	0%	25%	0%	0%
5.1.4.1 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	45%	0%	0%	0%	55%
5.1.4.2 Review planning controls for priority locations	100%	0%	0%	0%	0%

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

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5.1.4.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	100%	0%	0%	0%	0%
5.1.4.4 Develop and implement public health, amenity and safety regulatory programs and reviews that assist in improving compliance with legislative requirements	67%	0%	0%	0%	33%
5.1.5.1 Increase opportunities to enhance library multimedia and online services	100%	0%	0%	0%	0%
5.1.5.2 Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	100%	0%	0%	0%	0%
5.1.6.1 Facilitate a range of programs and activities which improve food security and support local food systems	100%	0%	0%	0%	0%
5.2.1.1 Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	50%	0%	0%	0%	50%
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	88%	0%	13%	0%	0%
5.2.1.4 Develop a Regional Botanic Garden of Excellence	100%	0%	0%	0%	0%

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

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5.2.1.5 Provide statutory services to appropriately manage and maintain our public spaces	25%	0%	50%	0%	25%
5.2.1.6 Implement Council's Planning, People, Places Strategy	50%	0%	0%	0%	50%
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	89%	11%	0%	0%	0%
5.5.1.2 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%

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

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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	67%	0%	0%	0%	33%
6.1.2.1 Implement a variety of projects and programs to encourage sustainable transport throughout the LGA	67%	0%	17%	0%	17%
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%
6.3.3.1 Investigate the option for disruptive transport technologies and the impact on the future transport network	0%	100%	0%	0%	0%
6.3.4.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%

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

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6.3.5.1 Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation	100%	0%	0%	0%	0%
Total Annual Deliverable Progress	88%	1%	3%	3%	5%