

## ITEM 5 DRAFT QUARTERLY REVIEW STATEMENT DECEMBER 2020

The Quarterly Review Statement outlines progress towards the achievement of Council's Strategic Planning documents in particular the Delivery Program 2018-2022 and Operational Plan 2020-2021. The statement addresses the financial and operational performance of Council and includes the Budget Review Statement.

### RECOMMENDATION

- 1 The draft Quarterly Review Statement December 2020 be adopted.
- 2 The budget Review Statement as at December 2020 be adopted and revised totals of income and expenditure be approved and voted.

### REPORT AUTHORISATIONS

Report of: Brian Jenkins, Chief Financial Officer

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

### ATTACHMENTS

- 1 Draft Quarterly Review Statement December 2020

### BACKGROUND

Council's draft Quarterly Review Statement December 2020 outlines the operational and financial performance of Council's Strategic Planning documents and, in particular, the Delivery Program 2018-2022 and Operational Plan 2020-2021.

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

In addition, the Review details Council's performance against its budgets with a concise visual summary of Council's financial position for the quarter.

Significant highlights during the quarter include:

- Adoption of the Wollongong Cycling Strategy 2030;
- Refurbishment and reopening of Austinmer Beach Pavilion;
- Completion of Towradgi Rock Pool refurbishment and Helensburgh Toddlers' Pool works;
- Launch of Food Organics Garden Organics (FOGO);
- Adoption of Sustainable Wollongong 2030: A Climate Healthy City Strategy and Climate Mitigation Plan 2020.

### CONSULTATION AND COMMUNICATION

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

### PLANNING AND POLICY IMPACT

This report contributes to the delivery of Our Wollongong 2028 goal 4 "*We are a connected and engaged community*". It specifically delivers on the following:

Community Strategic Plan Strategy	Delivery Program 2018-2022 4 Year Action	Operational Plan 2020-2021 Annual Deliverables
4.3.1 Positive leadership and governance, values and culture are built upon	4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance	Preparation of timely, accurate and relevant quarterly and annual reporting

## FINANCIAL IMPLICATIONS

The December Quarterly review is the second review of the 2020-2021 Operational Plan adopted in June 2020.

This review of financial estimates proposes a range of adjustments that do not impact the forecast Operating Result [pre capital] and have resulted in a relatively minor improvement of \$0.1M in the Funds Result (Available Funds balance). The majority of changes proposed in this review are associated with timing of projects and the introduction of new funded projects.

## CONCLUSION

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

# OUR WOLLONGONG 2028 DRAFT QUARTERLY REVIEW STATEMENT December 2020

*From the mountains to the sea*





## Table of Contents

MESSAGE FROM THE GENERAL MANAGER .....	3
STRATEGIC PRIORITIES PROGRESS SUMMARY.....	4
EMERGENCY RESILIENCE, DISASTER RESPONSE AND RECOVERY .....	11
OPERATIONAL PLAN PROGRESS SUMMARY 2020-21.....	12
GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT .....	21
GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY .....	25
GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY .....	30
GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY.....	36
GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY.....	41
GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT.....	46
HOW WE PERFORMED AGAINST OUR BUDGETS.....	49
REPORT OF CHIEF FINANCIAL OFFICER .....	50
APPENDIX 1: ANNUAL DELIVERABLES PROGRESS BY 4 YEAR ACTION - DELIVERY PROGRAM 2018-22.....	65





This Quarterly Review Statement (October to December 2020) reports on progress towards achieving the five Councillor Strategic Priorities from the Delivery Program 2018-2022 and Annual Deliverables from the Operational Plan 2020-2021.

Highlights and significant progress with key projects from the Operational Plan 2020-2021 are reported by the six Community Goals from the Our Wollongong 2028 Community Strategic Plan.

Highlights from this quarter include:

- 1 Council adoption of the Wollongong Cycling Strategy 2030;
- 2 Refurbishment and reopening of Austinmer Beach Pavilion;
- 3 Completion of Towradgi Rock Pool refurbishment and Helensburgh Toddler's Pool works;
- 4 Adoption of *Sustainable Wollongong 2030: A Climate Healthy City Strategy and Climate Mitigation Plan 2020-2022*;
- 5 Launch of Food Organics Garden Organics (FOGO);
- 6 Adoption of Wollongong City - Wide and West Dapto Development Contributions Plan 2020.

Organisational performance is also reported by the inclusion of performance indicators that monitor the

status and progress of our Council programs, activities, projects, finances, people and processes.

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

We are continuing to deal with the global health and economic challenge of COVID-19. While we have made service modifications and will continue to monitor and respond to updated advice and measures, our workforce remains fully engaged to deliver on our promise and provide important services to our community. Our COVID-19 assistance package, outlined in the Delivery Program 2018-2022, includes a range of measures to assist residential and business ratepayers as well as the broader community.

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 2021.

Greg Doyle  
General Manager

# Strategic Priorities

## PROGRESS REPORT

Our Councillors have made a commitment to support our organisation and community in making Wollongong a better place to live, work, visit and play. To focus Council's attention to achieve this, Councillors have agreed to five Strategic Priorities. These are outlined in the Delivery Program 2018-2022. Progress made in the December 2020 quarter is outlined below:

### Activating Our Suburbs

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

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

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

### Strategic Priority Progress



On Track

### Program Achievements

COVID-19 restrictions on public gatherings have limited Council's ability to provide activation activities, however, a range of activities were delivered in our suburbs to support connected and liveable spaces for our community.

Council has been working with the Australian Social Investment Trust (ASIT), NSW Department of Communities and Justice (DCJ), Bellambi Neighbourhood Centre and residents of Bellambi to implement projects in the Bellambi area and community led action plans. This quarter, the mosaic furniture was completed and a charging station has been installed at the Mews.

Council staff have been working with the NSW Department of Communities and Justice (DCJ), Mission Australia, Barnardos South Coast and the residents of Warrawong, Bundaleer and Illawong Gardens to implement a community developed action plan for each location. Community barbecues were held at Illawong Gardens to discuss health needs and community concerns.

*Carve a Trail* - Harry Graham Park, Figtree was delivered to relocate the activities of a 'homemade' bike trail built along the creek which created environmental damage, to a more appropriate location in the park. The local community, including children, young people and adults helped plan, design and build new trails working with Council staff and a track design expert. The track has proven popular with the local community.

## Strategic Priorities PROGRESS REPORT

### Activating Our Suburbs continued...

The *Teenz Connect* Program at Warrawong Library was reactivated during the quarter. *Teenz Connect* is a weekly program of interactive and skills-based activities providing a safe place for young people to build relationships and connection.

Planning regarding service delivery in 2021 for young people in Bundaleer and Bellambi has commenced with program partners.

Planning commenced for a mural at Thirroul Pool. Workshops will be held with Thirroul Junior Surf Life Saving Club and the South Coast Disabled Surfers' Association to design the artwork. Public Artwork has also been selected for Stage 1 Grand Pacific Walk.

Coledale Community Facility Mural project commenced in partnership with South Coast Writers' Centre. The artist has been selected through an Expression of Interest process.

Planning is underway for the launch of *Sculpture in the Garden* in February 2021. The event has been rescheduled from its original public presentation in April 2020 to February-March 2021 at the Botanic Garden Wollongong.

*Jam n Bread*, an intergenerational music project in Port Kembla commenced. Planning and engagement is being undertaken with performance outcomes for both the suburbs and Viva La Gong 2021.

Council's four-year Infrastructure Delivery Program 2018-2022 includes a suite of projects to enhance recreation, sporting and cultural opportunities. In addition to the many footpaths, cycleways and open space upgrades, these initiatives include streetscape and public domain improvements in Warrawong, Corrimal, Dapto and Helensburgh town centres.

## Strategic Priorities PROGRESS REPORT

### Urban Greening

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

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

### Strategic Priority Progress



On Track

### Program Achievements

The Urban Greening Program continues to exceed the 2:1 tree removal/replacement target with 1,657 trees planted across urban areas during the quarter with 842 trees removed.

Urban Greening for the broader Dapto community was launched in late September with Council receiving more than 250 requests from the community to plant street trees across this high need suburb during Autumn 2021. Council's arborists have identified 2,500 vacant tree sites in high priority streets linking schools to suburbs and commercial precincts to encourage shaded walking.

The verge garden guidelines have been completed and launched in October 2020. Verge areas (Council owned land in front of homes between the adjacent road kerb) provides an opportunity for the community to participate in greening our public spaces. Demonstration verge gardens have been installed in Port Kembla and Helensburgh.

Council's commitment to shade all 55 local park playgrounds stands at 47 completed, with the remainder to be shaded prior to the end of financial year [30 June 2021].



## Strategic Priorities PROGRESS REPORT

### West Dapto

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

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

### Strategic Priority Progress

✓ On Track

### Program Achievements

Council continues to plan and design the next important infrastructure items for West Dapto.

Council continues to assess Planning Proposal requests, Neighbourhood Plans and Development Applications that facilitate urban development. To date, Neighbourhood Plans have been adopted within stages 1, 2 and part of stages 3 & 4 which will combined facilitate land for over 5,107 lots. Neighbourhood Plans to support a further 7,325 lots are currently being assessed. Council has granted Development Consent for 2,196 new lots.

Council received advice from the Minister for Planning and Public Spaces during the last quarter in response to IPART's recommendations following their review of Council's draft West Dapto Development Contributions Plan 2020. This represents a significant milestone and is a result of Council's dedication during 2020 to update the Contributions Plan. Council adopted the Plan on 7 December 2020.

Implementation of the West Dapto Vision 2018 has continued with Council making progress on the suburbs' review which will ensure the size, boundaries and names of suburbs reflect the history and future needs of the growing urban area. Refining the Neighbourhood Planning Process will be a focus for the remainder of the year.

## Strategic Priorities PROGRESS REPORT

### Active Transport and Connectivity

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

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

### Strategic Priority Progress

✓ Track

### Program Achievements

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

Of note, is the significant budget increase for the 2020-2021 financial year for new footpaths and the implementation of actions in the Wollongong Pedestrian Plan and draft Cycling Strategy. Council's record investment in new footpaths continues; with a total of 35 new footpaths programmed to be constructed in 2020-2021. Council is investing \$10M in new cycleways across the next four years (including works on the next stages of the Grand Pacific Walk). Council continues to plan and build momentum towards the 2022 Union Cycliste Internationale (UCI) Road World Championships to stimulate cycling related tourism and community participation.

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

Proposed actions of this Strategy planned to be delivered in 2020-2021 have been included in Council's Delivery Program 2018-2022 and Operational Plan 2020-2021. All actions are proposed to be delivered in 2021-2022 and beyond will be considered in future planning and budgeting processes. The inclusion of 2020-2021 projects will further provide significant funding opportunities for construction ready projects through the ability to identify priorities based on studies.

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

Council received grant funding for pop up cycleways in Wollongong for delivery in 2020-2021. Council will seek grant funding through a range of State and Commonwealth initiatives to support active transport and connectivity improvements.

## Strategic Priorities PROGRESS REPORT

### Business and Investment

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

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

### Strategic Priority Progress



On Track

### Program Achievements

The Wollongong CBD is undergoing a rapid transformation with a significant number of cranes in the sky and several large office developments either under construction or in the pipeline. The Wollongong CBD is seeing an additional 28,000 sqm of A-grade office space under construction or newly completed, representing a 36% uplift on current stock levels. There is also a further \$400M+ in the pipeline, including approximately 25,000 sqm+ of A-grade office space. The Australian Tax Office building set a price record in the City, selling for more than \$57M or \$8,000+ per sqm by Melbourne based Property Fund Castlerock. Mercer, a global financial services firm has also announced it will enter into a 12-year lease and commit to 5,000 sqm of the Lang's Corner building.

On 20 November 2020, Invest Wollongong launched the Wollongong Office Market Prospectus, which highlights the substantial commercial leasing opportunities available in the Wollongong CBD. The prospectus was launched by the Lord Mayor and the event showcased many of the new Invest Wollongong videos showcasing local business owners and executives discussing the benefits of doing business in Wollongong.

Coinciding with the launch, Invest Wollongong commenced a new digital marketing campaign promoting Wollongong to the scaleups and professional services sectors. The aim of the Scaleups campaign is to raise awareness of Wollongong as an option for scaleups and includes advertising on Facebook and LinkedIn using the new video collateral and blogs discussing the benefits of living and working in Wollongong.

The aim of the Professional Services campaign is to raise awareness and consideration of Wollongong as an alternative CBD location. The campaign is designed to drive traffic to the Invest Wollongong website, to download the Wollongong Office Market Prospectus, in a bid to raise awareness and encourage the target to add Wollongong to their consideration set.

The campaign targets relevant professional services employees (eg CEO, CFO, COO) and influencers (eg commercial tenants, leasing agents, tenant reps, etc) in Greater Sydney through a range of channels, including Search Engine Marketing (i.e. Google *Adwords*); social media advertising (LinkedIn and Facebook) and website advertising.

The campaign has led to over 3,000 first time users visiting the Invest Wollongong website in November 2020 (compared to 300 a month prior to the campaign). During this quarter, Invest Wollongong's social media presence continued to organically grow, with over 1,300 LinkedIn followers.

## *Strategic Priorities* PROGRESS REPORT

### *Business and Investment continued...*

The Events Concierge Service continued to review and assess applications to event holders looking to deliver major events across the City. This included reviewing and assessing one event application; received and processed 30 filming applications; received and responded to 53 enquires throughout the events inbox and received and actioned 19 customer requests.



# EMERGENCY RESILIENCE, DISASTER RESPONSE AND RECOVERY

This year continues to respond to significant challenges arising from the global health and economic challenge of the Coronavirus [COVID-19] pandemic. These contributed to what Council has been able to deliver and the way we serve and support the community. The application of a community-orientated, risk-based approach to the delivery of our services as well as responding to advice from government authorities, has meant some services and key facilities were temporarily altered or ceased. In line with public health advice, Council has been able to reopen key facilities such as our supervised swimming pools, library buildings and the Customer Service Centre. However, we need to maintain social distancing and enhanced hygiene measures. As always, our focus is on protecting vulnerable members of our community and protecting the health, safety and wellbeing of our staff and volunteers, their families and our community.

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

On 26 March 2020, Council announced a support package to assist Council lessees and licensees by deferring our tenants' rental payments for a period of 90 days for lessees and licensees who are unable to carry out their normal business under the changes in place to minimise the spread of COVID-19. In addition, rent reviews for Council tenants will be deferred until further notice and outdoor dining licence holders will have their fees waived for 90 days. Council has approximately 170 lessees and licensees who operate from our properties or off our land.

## Rate Relief

Council voted to approve an option for residential and business ratepayers whose finances had been affected by COVID-19 to defer their rates and annual charges until 30 September 2020, with no interest charged until 31 December 2020.

# Operational Plan

## 2020-2021 PROGRESS

The following section provides an overview of Council's progress with delivering Our Wollongong 2028. It provides a summary of progress for 2020-2021 Annual Deliverables [Council's programs, projects and activities] and highlights significant progress with annual projects as outlined in Our Wollongong 2028 Community Goals. This exception-based reporting provides an overview of achievements for the December 2020 quarter. The organisation's performance is also reported by the key performance indicators, budget summary information and Budget Review Statement.

The Operational Plan 2020-2021 contains 354 annual deliverables across the six Community Goals. Table 1 below outlines how Council is tracking in the December quarter to achieve the annual deliverables for each Community Goal.

### 1: Annual Deliverable Progress by Community Goal

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1. We value and protect our natural environment	94.37%	0%	2.82%	0%	2.82%
2. We have an innovative and sustainable economy	91.11%	0%	4.44%	4.44%	0%
3. Wollongong is a creative, vibrant city	77.78%	0%	5.56%	8.33%	8.33%
4. We are a connected and engaged community	96.36%	0%	0%	1.82%	1.82%
5. We have a healthy community in a liveable city	90.68%	2.54%	4.24%	0%	1.69%
6. We have sustainable, affordable and accessible transport	77.78%	11.11%	0%	3.7%	7.41%
<b>Total Annual Deliverable Progress</b>	<b>90%</b>	<b>2%</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>

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

## Operational Plan 2020-2021 Progress continued

Overall, 3% of Annual Deliverables were reported to be delayed and 2% were deferred. Table 2 below outlines all Annual Deliverables reported as delayed or deferred at the end of December 2020.

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
1. We value and protect our natural environment	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions	Y		<p>Council has been working through the State government's biodiversity certification process for West Dapto for a number of years. Certification would provide certainty for both biodiversity and development outcomes and would streamline the planning process. The mechanism available to fund the certification requirements is the State's Special Infrastructure Contributions Plan, however until recently, this had not been progressed by the government for a decade.</p> <p>The public consultation draft Illawarra-Shoalhaven Special Infrastructure Contributions was released by Department of Planning, Industry and Environment (DPIE) on 2 November 2020 and includes a 'West Dapto Biodiversity.' Following this NSW Government announcement, Council has met with NSW DPIE on 5 November 20 to commence a revised Application to address the 'technical issues' raised in the letter received in the September 2020 quarter.</p>

## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
1. We value and protect our natural environment	Audit risks at stormwater inlet structures and carry out action where required to improve safety and reduce risk	Y		<p>Inlet structure inspections recommenced during the quarter with 87 structures inspected during this period.</p> <p>Nine Technical Requisitions for inlet hazard protection designs are currently with the Stormwater and Floodplain Design Team. The investigations and designs are at various stages with some being delayed due to a shortage in resources which is currently being addressed.</p>
2. We have an innovative and sustainable economy	Implement a research & development program targeting alternatives to placing waste into landfill in partnership with the University of Wollongong's iAccelerate program.	Y		<p>Limited work undertaken with the University of Wollongong's iAccelerate program during the quarter due to the focus on FOGO, Charitable Waste and Pensioner Concession Waste Projects.</p> <p>Council has continued research with the artificial intelligence work to identify contaminants from commingled recycling bins with SMART Infrastructure Facility at UOW and Remondis.</p>



## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
2. We have an innovative and sustainable economy	Undertake the City Centre Planning Review and Design Review arising from the Wollongong City Centre – Public Spaces Public Life Implementation Plan		Y	On 7 December Council considered a report on the draft Wollongong City Centre Planning Strategy, draft Planning Proposal and draft DCP chapter. Council resolved to defer progress pending the progression of other projects including the Retail Centres Study and Wollongong City Centre Access and Movement Study.
	Participate in relevant networks and support opportunities for social enterprise, including the provision of training	Y		During the quarter a process for capturing Council's total spend on social enterprises and social outcomes has been established and is anticipated to be implemented from early 2021. Due to COVID-19 restrictions, other planned support opportunities and activities have been postponed.
	Support relevant agencies, business and industry to advocate for the establishment of a cruise ship terminal in the port of Port Kembla		Y	The advent of COVID-19 has meant significant repositioning within the cruise industry, with no clear date that the industry will be able to recommence operations. The cruise industry is currently developing a COVID safe plan with aspirations to relaunch regular sailings in mid-2021.

## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
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	Y		All major events are currently on hold or have been rescheduled to 2021 due to COVID-19. However, Destination Wollongong are securing new events, including food & beverage events and music festivals for 2021 and beyond.
	Deliver the annual Viva La Gong Festival		CANCELLED	Due to COVID restrictions the 2020 VIVA la Gong festival was cancelled this November. However, several VIVA "engine room" projects have commenced across the suburbs, developing content for Viva 2021.
	Develop improvements in the Arts Precinct within the context of the Arts Precinct Concept Design	Y		The available space for outdoor seating under the trees on the paved area has been extended to encourage greater use and outdoor dining opportunities for adjacent businesses. This has seen increased foot traffic and utilisation of the area. A feasibility report on the viability of installing a second entrance to Wollongong Art Gallery that interacts with the Arts Precinct has been delayed, with funding for this project now allocated for future years due to COVID-19 impacts.
	Support newly arrived and refugee communities through the delivery of the Illawarra Refugee Challenge with community partners		Y	The Illawarra Refugee Challenge has been on hold due to COVID-19 and the restrictions on public access to school premises. The 2021 Challenge is being planned for Term 3 or Term 4 at Bulli High.

## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
3. Wollongong is a creative, vibrant city	Support Heritage Week and the heritage festival		CANCELLED	The 2020 Heritage Festival was cancelled due to the Covid-19 Pandemic. Council had a range of events scheduled, some of which have gone ahead in other capacities such as the Blue Mile Heritage Tours. Planning for the 2021 Heritage Festival has now commenced with an item on the November 2020 Agenda of the Heritage Reference Group for discussion.
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		CANCELLED	Public Health Order restrictions for group gatherings, due to COVID19, have caused the Friends of Wollongong City Libraries to cancel all planned events until further notice. This has curtailed their ability to raise funds for Wollongong City Libraries.  The Friends Executive will meet in late December 2020 to discuss resuming their fund raising events in 2021 (predominantly author talks/catering/lunches) when the Public Health Order allows gatherings for larger events.

## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
5. We have a healthy community in a liveable city	Continue the 'I belong in the Gong' Safety Initiative	Y		Delays in construction of the solar light and charging station 'I belong in the Gong' safety initiatives continued due to COVID-19 restrictions impacting on the supply of some parts. As a result, construction was only completed towards the end of the quarter. Installation of the solar light behind Wollongong Youth Centre and the charging station in Crown Street Mall is anticipated to occur in the next quarter.
	Assist the NSW Environment Protection Authority (EPA) to undertake the Wollongong Local Government Area land contamination literature review	Y		The EPA advised on 1 December that they have met with NSW Health and the report is nearing finalisation. The engagement of NSW Health with the project continues to be impacted by the COVID-19 pandemic. Council has consistently provided timely input into the review.
	Reinstate Waterfall (Garrawarra) Cemetery	Y		Pre- approvals to allow the submission of a development application continue to be worked through.  Approval from the local Aboriginal Land Council has been requested to allow for land owners consent, required for the submission of the development application for the works.



## Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
5. We have a healthy community in a liveable city	Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla	Y		<p>The Conservation Management Plan for the Hill 60 location has been completed and an Aboriginal Heritage Impact Permit has been secured for proposed works.</p> <p>A formal appeal to the exclusion of stage 1 works was lodged with the Minister for Heritage. Council's Executive have engaged directly with senior Heritage NSW staff and are working collaboratively to assist Council to secure the required approvals as soon as possible.</p> <p>Council has met onsite and progressed discussions with Heritage NSW on the Section 60 permit and they are generally supportive of some proposed changes and Council's approach.</p> <p>It is anticipated a revised section 60 application will be lodged in February 2021.</p>
	Plan for the Southern Suburbs Community Centre and Library, at Warrawong	Y		<p>Three concept plans have been delivered by the architect and one option has been selected to progress. Stakeholder engagement is being planned for 2021.</p>

## Operational Plan 2020-2021 Progress continued

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
6. We have sustainable, affordable and accessible transport	Work with Shellharbour Council and others to extend the Lake Illawarra cycleway		Y	<p>Contact with Shellharbour City Council to continues regarding plans to expand the cycling network around the lake.</p> <p>A project plan and associated engagement strategy are being prepared, with the intent that the scoping meeting will confirm scope, risks, inform the engagement plan and confirm key stakeholders.</p> <p>While initial discussions have been undertaken, Community engagement on the master plan is currently on hold and expected to recommence in March 2021.</p>

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

### *Continue to progress options to implement a Food Organics Garden Organics (FOGO) program across the LGA*

During the quarter, rollout of the Food Organics Garden Organics (FOGO) caddies commenced. The FOGO caddies play an integral role in the collection of household food waste that is able to be placed in green-lidded organics bins as part of Council's new FOGO service.

Throughout November, all households that currently have a green-lidded waste bin received an information pack delivered to their door, along with a kitchen bench caddy and compostable liners which will make taking the food waste from the house to the bin easier. The introduction of FOGO is a changeover from the current fortnightly garden organics service to a weekly service. Red and yellow-lidded bin service remains unchanged.

The introduction of FOGO is expected to divert 6,000 tonnes of food waste from our landfill site at Whytes Gully each year. Wollongong residents currently fill up to 40% of their red general waste bins with food scraps. This equates to around 150 kg of food waste per household going straight to landfill each year. While Council currently deploys a range of landfill diversion strategies (including operating the community recycling centre at Whytes Gully), this was an important step to explore ways of keeping organic matter out of landfill.

A grant application for Council to conduct a FOGO trial for multi-unit dwellings, which do not currently have a green-lidded waste bin, has been submitted and is under assessment.



*[IMAGE: A local young resident with the new FOGO kitchen caddy]*

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

### Review the Environmental Sustainability Strategy

The *Sustainable Wollongong 2030: A Climate Healthy City Strategy* and the *Climate Mitigation Plan 2020-2022* were adopted by Council on 16 November 2020 following an extensive engagement process and public exhibition period of 42 days. These important plans will guide delivery of actions and provide high-level strategic direction for the future.

In 2017, Wollongong City Council became a signatory to the Global Covenant of Mayors for Climate and Energy — an international alliance of cities and local governments with a shared vision of promoting and supporting voluntary action to combat climate change. Two years later, Council adopted targets of net zero emissions by 2050 for the City of Wollongong and net zero emissions by 2030 for Council operations. Earlier this year, Council also committed to five pledges under the Australian initiative, Cities Power Partnership.

The Sustainable Wollongong 2030: A Climate Healthy City Strategy, provides a high-level strategic direction for Council's future activities and programs. This Strategy builds upon the work of the superseded Environmental Sustainability Strategy 2014-2022. The Strategy outlines six of Council's priority areas for action:

- A city whose council shows leadership;
- A city that works together;
- A low emissions City;
- A city in harmony with our environment;
- A low waste City;
- A climate and water resilient City.

The Climate Change Mitigation Plan 2020 will guide Council's delivery actions for the next two years in working towards the emissions targets. This initial plan aims to provide a strong foundation for future activities and plans.

### Complete Helensburgh Town Centre Study

The Helensburgh Town Centre Study was adopted by Council on 26 October 2020. The Helensburgh Streetscaping Masterplan was also adopted and is being progressed to commence implementation. Pedestrian accessibility and safety are the focus of upcoming works in Helensburgh which form the first stage of works under the new Plan.

Together, these plans provide strategic guidance for the future of Helensburgh Town Centre, with a focus placed on wayfinding and ensuring the area is accessible by foot, bicycle and car and strengthening the town's connection to its natural surroundings. The Plan also includes a proposal for an integrated community centre and library facility.



[IMAGE: Aerial view of Helensburgh Town Centre]



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

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

Work continues on the Illawarra Mercury image project with 523 images catalogued this quarter.

The Illawarra Mercury image project aims to rescue images from the 1960s that are affected by 'vinegar syndrome'. This work is progressing well with 235 negatives and 113 maps digitised and prepared for cataloguing.

Seven new online stories are ready and waiting to be added to the Illawarra Stories website. Five oral histories were fully transcribed on the Amplify platform. Nine transcriptions were formatted and added to Illawarra Stories website. In addition, 101 new records (monographs, manuscripts, images and indexed articles) were added to the collection.

During the quarter, the Friends of Wollongong City Libraries Local History Prize was announced by Lord Mayor Gordon Bradbery AM on 19 November 2020. Researcher Andre Brett's paper on the history of railways and the environment in Illawarra between 1870s-1915 took out the top honours. The paper has been added to the Library's Local Studies collection and adds to the documentation of the Illawarra's history.

The Local History Prize is a biennial award funded by the Friends of Wollongong Library and coordinated by Wollongong City Council. Entrants are invited to submit a researched paper and vie for the honour of collecting the first prize of \$5,000.



*[IMAGE: Lord Mayor Gordon Bradbery AM and 2020 Local History Prize winner, Andre Brett]*

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

### Performance Measures Q2 2020-2021

- Participation rate in environmental programs\* | 3,555 (Q2 2019-2020 – 16,815)
- Number of volunteers for Environmental Programs - Greenhouse Park | 23 (Q2 2019-2020 – 21)
- Plants Propagated | 14,908 (Q2 2019-2020 – 16,487)
- Plants Distributed | 17,817 (Q2 2019-2020 – 19,930)
- Tonnes of Rubbish collected from clean-up activities | 9.34 (Q2 2019-2020 – 10.63)
- Number of volunteers worked at Bushcare and FIReady sites\* | 273 (Q2 2019-2020 – 300)

\* Impacted by COVID-19



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

### *Implement the Economic Development Strategy 2019-29*

During the quarter, Council continued to deliver a range of economic development outcomes, including:

- On 16 November 2020, Council adopted the Wollongong CBD Night Time Economy Policy. This Policy provides clarity to local operators regarding operating hours permitted in the CBD and development application requirements for these businesses, including the extension of trading hours;
- In supporting the local business community during COVID-19, Council facilitated 13 investor enquiries during the quarter, including a number of larger projects, with potential for significant employment outcomes;
- On 30 October 2020, Council held an online event: *Doing business with Wollongong Council* which provided an overview of Council's procurement processes, forward capital works program and Council's new 10% local content weighting for tenders and formal quotations. This online event was attended by around 70 people and was well received;
- Continual monitoring of the impact of COVID-19 on the local economy through ABS data and the Economy.id COVID-19 outlook tool;
- To leverage the substantial uplift in new A-grade office development underway, combined with opportunities as major corporates look to on-shore more of their operations, *Invest Wollongong* launched a new Wollongong Office Market Prospectus, which highlights the substantial commercial leasing opportunities in the Wollongong CBD. The key target audience is external professional and financial services firms, Sydney based tenant representatives/leasing agents and government agencies;
- The *Invest Wollongong* digital marketing campaign commenced, with a strong focus on the professional services and scaleups sectors. The campaign will promote Wollongong as a superior business location and features a range of material, including videos, blogs and the Office Market Prospectus. To date, the scaleups campaign has delivered nearly 1.5 million impressions and over 2,800 clicks through to the *Invest Wollongong* website. The professional services campaign has delivered nearly 850,000 impressions and over 2,500 clicks through to the *Invest Wollongong* website;
- Council representation on local boards continued, including i3Net, Illawarra First, Economic Development Australia and representation on the Night-time Economy Council's Committee;
- The Illawarra-Shoalhaven City Deal was launched on 16 October 2020 to support job and economic growth in the Illawarra-Shoalhaven region;
- In November 2020, the Illawarra Business Chamber in conjunction with Wollongong City Council released their updated research undertaken by UOW's SMART Infrastructure Facility on the South West Illawarra Railway Link.

### *Contribute to the promotion of tourism in Wollongong through the management of Council's 3 tourist parks at Bulli, Corrimal and Windang*

During the quarter, visitation to all three tourist parks is well up with the parks welcoming many new customers through the COVID-19 period. A marketing strategy specifically targeting the post COVID-19 shutdown continues to be deployed. Works have also continued in ensuring the amenity provided to customers meet their standards with a refurbished amenity block at Bulli completed as well as a new TAFE cabin also being installed.

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

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

During the quarter, Council continued to finalise a new marketing approach for the Wollongong City Centre designed to promote and attract a greater number of visitors and to extend visitation times. Branded as the Wollongong CBD Marketing Strategy, it will promote Wollongong's local boutique bars, food, art and culture. It will also provide practical assistance to local businesses with digital marketing, to better promote their own business offer and the Wollongong CBD experience.

Christmas was promoted in the CBD through a strong focus on local Australian creative and contemporary decorations. The Crown Street Mall was decorated with blue, yellow, green and the traditional Christmas red colour to reflect our ocean, sand and greenery. Key decorations included the summer-themed Christmas tree, Creative Container wrap, banners, paver decals, planter box wraps and green parklet pole wraps.

The Business Support Hub (B-Hub), situated on the ground floor, 93 Crown Street, is continuing to deliver a holistic, centralised information and learning hub, offering businesses both face-to-face and digital support. The NSW Government funded Southern Region Business Enterprise Centre, Business Connect Program and additional value-added services, are being offered to assist local retailers and other businesses to improve skills and develop solutions for their long-term sustainability as we progress through COVID-19 towards 2021.

Outdoor dining fee waivers and application support continues to encourage further outdoor dining licenses within the Crown Street Mall. The Wollongong CBD Night Time Economy Policy has been adopted by Council allowing for the development of a delivery program. The intention of the Policy is to facilitate the growth of the CBD to ensure it has a diverse, vibrant and inclusive ways that people can socialise at night-time while balancing noise and public safety considerations.

Several live music support initiatives in-line with COVID-19 safe and NSW Public Health Order guidelines are underway. The outcomes of the forum with local music industry professionals conducted during the quarter is being utilised to develop a strategy to futureproof and support the industry. The *CBD Sounds* program commenced during the quarter with a variety of music genres being performed both on the Crown Street Mall stage and in Globe Lane. This created an inviting and ambient community atmosphere which added to the CBD experience in a COVID-19 safe environment. It also provided opportunities for local performers at a time when COVID-19 restrictions have limited opportunities.



*[IMAGE: Community members enjoying Wollongong's Night Time Economy]*

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

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

The Confessions of a Lighthouse Keeper evening event with Greg Appel and Tim Oxley was the Libraries' first face-to-face event which was recorded for a podcast series.

The Lab was set up as a night club, with the audience sitting at individual tables to enjoy their BYO snacks and drinks in a COVID-19 safe environment.

The *Queerstories* event was moved to the Town Hall to ensure social distancing rules were maintained and allowed the Library to have a larger audience than would have been permitted in the Art Gallery. The audience thoroughly enjoyed the poignant and intensely personal LGBTQI stories that were shared by the local speakers. Positive feedback was received, with Speaker Atul Joshi sharing "I was particularly touched by an audience member from Bangladesh, part of a group from the Sydney Asylum Seeker Resource Centre, who introduced himself to say how empowering and uplifting he found the experience, especially after coming out as an adult and the challenges of his cultural background". The Library is planning another *Queerstories* event for Pride Month in June 2021.



*[IMAGE: Queerstories presenters Zephyr DeLuna, Atul Joshi, Joshua Lobb, Neisha Murphy and Belinda Quinn]*



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

### Seek funding for key iconic tourism infrastructure

During the quarter, Council successfully secured \$1.1M of grant funding with four applications under the NSW Resources for Regions fund. These applications were:

- The Cringila Hills mountain bike park;
- Grand Pacific Walk extension in Clifton;
- Snakepit regional sports facility;
- Development of a series of online videos highlighting the region's history.

In November 2020, the Port Kembla viewing platform was completed, thanks to a \$400,000 grant under the Port Kembla Community Investment fund that supported the delivery of the new space. The shade-covered platform is on the eastern side of Port Kembla Surf Life Saving Club's car park and is part of Council's ongoing upgrade works in the beachside precinct. The location is popular with locals and visitors and is designed to be level and accessible, allowing all members of the community to enjoy the view. The new shaded area is approximately 12 meters long and five meters wide, featuring seating and picnic tables. Council also completed improvements in the adjacent car park as part of the project.

The viewing platform is also a key link in Council's ongoing Grand Pacific Walk improvements and provides a meeting point for those walking, running or riding the shared pathway between Helensburgh and Lake Illawarra.



*[IMAGE: Wollongong City Council Lord Mayor Gordon Bradbery AM pictured at the new Port Kembla Beach viewing Platform]*

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

### Performance Measures Q2 2020-2021

- Number of visitations to the tourism information centres\* | 7,922 (Q2 2019-2020 – 13,570)
- Tourist Park occupancy rate of cabins\* | 75% (Q2 2019-2020 – 71%)
- Occupancy rates of paid on street parking | 68% (Q2 2019-2020 – 75%)
- Tourist parks occupancy rate of unpowered sites\* | 33% (Q2 2019-2020 – 39%)
- Tourist parks occupancy rate of powered sites\* | 54% (Q2 2019-2020 – 53%)

\*Impacted by COVID-19

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

### *Deliver key funded strategies from Creative Wollongong*

During the quarter, a range of Creative Wollongong actions were delivered.

The *Grateful Portrait Project* held in Crown Street Mall was an exhibition on gratefulness that showcased the thoughts and experiences of young people across Wollongong and the Illawarra. The images of young people and their grateful statements were captured and shared on eight art cubes or installation blocks throughout the Mall. Earlier in the year, Council asked young people across the Illawarra to reflect on their experiences in 2020 by sharing an image and a few thoughts on what they're grateful for.

The Creative Container remained in Crown Street Mall and was activated by various artists and creatives who have been able to promote their work. Held over four Fridays in November 2020, the *Crown Street Takeover* music program brought bands and musicians to perform in the evenings in the Creative Container.

Six Creative Dialogues were created as podcasts due to COVID-19, then gathered and posted online. The final podcast included video and closed captions for the hearing impaired.

The Coledale Community Facility Mural partnership project between Council and the South Coast Writers' Centre commenced, with an artist selected through an Expression of Interest process. Community workshops will be held in January and the project is scheduled to be completed in April.



*[IMAGE: The Grateful Portrait Project participants Seth, Amelie and Alana]*



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

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

A partial easing of COVID-19 restrictions during the quarter resulted in a number of COVID-19 safe professional and community events, with audiences showing enthusiasm for a return of live performance, and a willingness to adhere to required safety practices.

The Wollongong Town Hall played host to numerous events, most of which sold out at the reduced capacities. The Illawarra drag community held two highly successful events themed around Halloween and Christmas to enthusiastic (yet seated) crowds. Renowned Australian jazz musicians, *Mick Nock & Friends*, gave the Ronald Sharp pipe organ a spin to the delight of hundreds of jazz music fans.

November was Australian Music Month and *The Music Lounge* played host to some of Australia's finest musical acts as part of the state-wide *Great Southern Nights* initiative. Performers included *The Black Sorrows*, Emma Pask, Elana Stone and local First Nations performers Kyarna Rose and Matty Walker.

The 91 storey Treehouse brought the IPAC's IMB Theatre back to life, playing to children and families from across the region. The quarter finished with an exceptional showing from thirteen local dance schools bringing reduced capacity end-of-year performances to their communities.

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

During the quarter, the City of Wollongong Giving Tree Appeal and Bikers' Toy Run was held with COVID-19 safe measures in place. The Giving Tree was organised virtually, with online donations distributed to communities in need via Anglicare and St Vincent de Paul Society to assist in the purchasing of food and gifts.

The Events Committee coordinated six pop up Bikers' Toy run collection points over two weekends. Donations were then quarantined before being handed over to the charities.

Planning is underway for a scaled back Australia Day activation for 2021. While all major events are currently on hold or rescheduled due to COVID-19, Destination Wollongong is securing new events including food and beverage music festivals for 2021 and beyond.



[IMAGE: (L to R) Karl Hofman from South Coast Floor Coverings, Rhonda Maher from St Vincent de Paul, Christie Crowley and Leanne Kennedy from Anglicare Wollongong with a few of the donations collected for the City of Wollongong Giving Tree appeal]

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

#### *Provide opportunities for young people to develop skills, experience and exposure in art, performance, broadcasting and production*

In response to COVID-19, the delivery of youth services has pivoted to a hybrid model of online and face to face delivery. The *Team Ignite* program has continued, providing a platform for young people to undertake live music and production activities and events at Wollongong Youth Centre. COVID-19 has impacted the ability to hold live music events and participants have been involved in *On Stage ON:LINE* providing live recording for musicians. The recordings are showcased via social media. During the quarter, six live recordings featuring nine performers were developed. Music performance videos have been posted to the Wollongong Youth Services Facebook page and viewed 859 times.

*On Air Play Out* youth radio program continued to deliver a one-hour, weekly community radio program by young people for young people. This quarter has seen new presenters being trained to become radio presenters in the program.

The drama program *Acting Up* is a creative theatre and performance program and provides young people the opportunity to gain skills and confidence in the performing arts in a fun environment. New participants have joined and the group is working together to write and develop their own production. The program brings together fun games and social connection with skill development aspects, providing opportunities for young people to work together and showcase their skills.

Two Sound and Lighting 101 workshops were held during the quarter to support young people in building technical skills in production. The workshops were facilitated by an industry professional and the participants have gone on to operate audio visual equipment after the training in other programs.

The online music program for young women and gender diverse young people has offered a positive, safe and encouraging space for musicians to express their experiences and share their creative work.

'Create', a weekly art program, was facilitated exploring a range of mediums and creative activities whilst also providing social wellbeing and connection opportunities.



*[IMAGE: Local folk duo, The Bearded Cat performing as part of Council's On Stage ON:LINE program]*

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

#### Manage and deliver exhibition and collection programs at the Wollongong Art Gallery

Due to changing COVID-19 restrictions, some exhibitions were moved or postponed until later in the year. This quarter saw several exhibitions originally scheduled during the closure period opening to the public. Due to physical distancing and drink and food handling requirements, official openings were cancelled or later modified to sit down events with a maximum 44 people and no food or drink served.

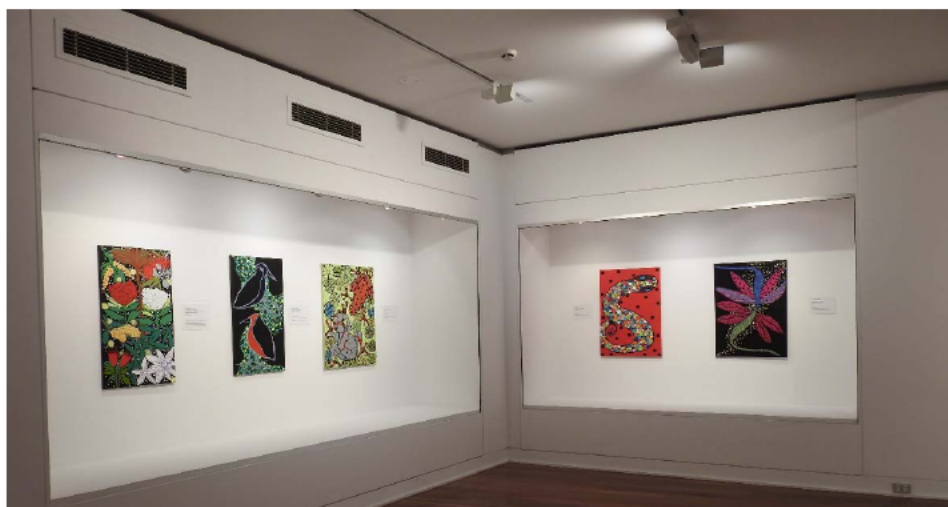
New exhibitions during the quarter include:

- *Here+Now: A Decolonist Visualisation of the Illawarra* – developed by emerging Koori curator Stephanie Beaupark and bringing together artists of both Indigenous and non-Indigenous heritage, interrogating our understanding of the post-colonial world and continued influence and impact of imperialist ideals on contemporary society. Comprised of nine local artists under 30 years of age.
- *Ngalawa: Keeping Culture Alive* – an exhibition celebrating the significant cultural work of the Coomaditchie Corporation and celebrated through the painting of three generations of artists.
- *Pecalba: A Migrant Industrial Landscape* – an exhibition of photographs and prints by local artist Riste Andrievski, exploring the important contribution from migrants to this region and the way they have shaped suburbs and towns such as Cringila and Port Kembla.
- *Just Not Australian* – 20 contemporary Australian artists exploring notions of identity and nationhood through hard hitting visual stories, drawn from their personal and lived experience.

During the quarter, two Community Access Gallery exhibitions were held:

- Catholic Education Office – Christmas stories – children from regional Catholic parishes exhibit selected works examining the Christian meaning of Christmas.
- *Not All Disabilities Are Visible* – a local stories partnership project between Wollongong and Shellharbour City Councils, helping to bring understanding regarding the diversity of disabilities during International Day of Disabilities.

During the quarter, there were 10,038 visitors to the Gallery. 180 visitors attended the Terra Nullius film at IPAC in association with the *Just not Australian* exhibition.



[IMAGE: Ngalawa: Keeping Culture Alive exhibition, Coomaditchie Corporation]



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

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

NAIDOC Week was postponed from July to November due to COVID-19. Council undertook the following activities during the revised dates:

- NAIDOC week banners were displayed in the foyer of Council's Administration Building;
- An online event was held, in which local Elders read one of their dreaming stories and ran a virtual art workshop;
- *Bright Spark*, the Paint the GONG REaD mascot visited Mt Keira and went on a bush tucker and bush medicine walk with Aunty May Button, which was filmed and released as four separate videos on the Paint the GONG REaD Facebook page;
- Information and resources were distributed to all children and family services across the region for NAIDOC Week and they were encouraged to participate;
- In partnership with CareWays Community, local Aboriginal Elders were filmed responding to questions about what NAIDOC Week means to them. The video was posted on CareWays Community and other organisations' Facebook pages. Council officers also read a children's book called "Our Home Our Country" and also participated in the filming of a segment for the online NAIDOC Video. Council staff attended the CareWays NAIDOC Committee meetings.



*[IMAGE: Murtadha Al-Shammary interviews Wollongong City Council community development worker, Scott Morgan about what NAIDOC Week means to him, November 2020]*

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

#### Performance Measures Q2 2020-2021

- Library visitations\* | 180,273 (Q2 2019-2020 – 300,781)
- Library – total number of loans\* | 228,986 (Q2 2019-2020 – 293,330)
- Library programs: number of programs\* | 44 (Q2 2019-2020 – 556)
- Library programs: number of participants\*^ | 430 (Q2 2019-2020 – 12,348)

\* Impacted by COVID-19

^Change in mode of delivery to include online participants

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

### *Actively engage people with disability and carers in the delivery, evaluation and monitoring of the Disability Inclusion Action Plan 2020-2025*

In partnership with Shellharbour City Council, a short film and story board project was launched on 3 December 2020, *Celebration of Ability Short Film Festival* to celebrate International Day of People with Disability. For over 20 years, Shellharbour and Wollongong City Councils have worked with services across the Illawarra and Shoalhaven to provide a range of activities to promote the day. Due to COVID-19, the 2020 event involved a series of short films focusing on the theme 'not all disabilities are visible.' The collaborative project featured residents across the two local government areas telling their stories about the impact their less visible disabilities have on their lives. Less visible disabilities include mental illness, chronic pain or fatigue, sight or hearing impairments, diabetes, brain injuries, neurological and cognitive disorders, learning difficulties and more. The short film festival was launched at Shellharbour Civic Centre on 3 December 2020 and storyboards were displayed at the Botanic Garden and Wollongong Art Gallery. The short films were also promoted on social media.

Council also engaged young people with a disability to inform the design of an All Ages and Abilities Playspace at Stuart Park.



*[IMAGE: Participants of the Celebration of Ability Short Film Festival, December 2020]*



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

### *Develop alternate and new methods to engage and connect with our communities, considering limitations imposed on social interactions in response to COVID-19*

During the quarter, a range of alternate ways to connect and engage with the community were undertaken.

Zoom engagement sessions occurred with local primary schools regarding the King George V Oval Master Plan. Visitors were not allowed on school grounds, therefore, holding the engagement online allowed students to provide input into the King George V Oval Master Plan.

A variety of strategies were introduced to engage children and young people in a COVID-19 safe way regarding a pop-up bike track at Harry Graham Park, Figtree. Online registration and information sessions were held to gather and share information with larger groups. The NSW Health guidelines were used to plan face-to-face outdoor activities to co-design and build the trails. These activities were able to proceed by ensuring COVID-19 safe practices were in place, such as physical distancing, QR code sign-in, non-contact temperature checks and provision of hand sanitiser.

In lieu of face-to-face communication, new ways to keep the community up to date throughout the construction of Wongawilli Access Project were introduced. A project page on Council's engagement website allows people to sign up for email updates, view regular news feed articles and find background information and documents.

A direct mail-out to all Kembla Grange, Avondale and Huntley residents was undertaken, regarding West Dapto Suburb Naming, recognising residents from these suburbs may not have access to technology. Information about the project was provided, with a survey and reply-paid envelope.



*[IMAGE: King George V Oval, Port Kembla]*

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

### *Publish business papers to Council's website and continue webcasting of Council meetings*

Business papers were published to the website according to schedule and all Council meetings for the quarter were successfully webcast. During the December 2020 quarter, Council continued to remotely conduct Council meetings due to COVID-19 and meetings were successfully webcast to the public, ensuring continuity of Council business during the pandemic.

### *Provide information updates via the quarterly community newsletters*

Two community newsletters were delivered to all households in the local government area during the quarter. The December newsletter was delivered in late November to coincide with the rollout of Food Organics Garden Organics [FOGO] caddies and had a strong FOGO focus. The newsletter's stories supported the materials provided with the FOGO caddies and provided advice and information on how to FOGO.

The October Community Newsletter meanwhile captured key information and messaging around the cycling strategy and UCI Road World Championships in 2022, COVID-19 safe changes to the pool and beach season.

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

During the quarter, a number of community facilities have undergone maintenance and refurbishment works to better serve community needs. The kitchen at Bellambi Neighbourhood Centre has been refurbished and is better able to provide breakfast and lunch services to the community. Stanwell Park Centre is being repainted and works have commenced at Bulli Community Centre to include accessible amenities.



*[IMAGE: The newly refurbished kitchen at Bellambi Neighbourhood Centre]*

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

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

Council is seeking funding for a range of projects under the NSW Government's Port Kembla Community investment fund.

During the quarter, Council continued to deliver \$1.54M of Commonwealth 'Local Roads and Community Infrastructure Fund' on three projects: new shared path in Bulli; Accessible Amenities at Port Kembla Pool and an all ages and abilities playground in Stuart Park.

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

During the quarter, Council convened the Children and Families Services Interagency meeting where four guest speakers presented on domestic violence, local carer services, Aboriginal experiences in education and the Living Books program. The Children and Family Services Champions also met in September.

Council convened the *Paint the GONG REaD* Network in July and attended the National Coordinators' meetings, contributing to the South Coast Child Wellbeing Network Child Protection Week activities.

Due to COVID-19 restrictions, the 'Family Fun Day' was cancelled and replaced with an online competition where schools, individuals and early education and care services were encouraged to do a drawing, make a video, write a story or a poem that responded to five questions which focused on community and child safety.

Throughout the quarter, Council convened the Illawarra Refugees Issues Forum (IRIF) in August, the IRIF Housing Working Group meeting in July and the IRIF Employment Working Group in September. Council staff participated in the Local Government Multicultural Network Anti-Racism Working Group in July, August and September. This group focuses on anti-racism initiatives with bi-stander support being one of the priority areas.

Council participated in the Office of Sport Water Safety Forum in August and convened the NSW Culturally and Linguistically Diverse (CALD) Water Safety Network in September. Meetings of the Illawarra Aboriginal Community Based Working Group (IACBWG) were not held during the quarter due to COVID-19 restrictions, however, recommenced during the December 2020 quarter. Council staff participated in the Prevention of Abuse of Older People Network meeting in July.

This quarter, a presentation was made to the Local Youth Development Network about our approach to 'Child Safe' reforms. A presentation was also made at the Local Government Child Safe Forum which included 440 attendees from 60 local government areas. Support continues for the Wollongong Youth Network and the Local Drug Action Team meeting was attended. Council staff participated in Illawarra Committee Against Domestic Violence (ICADV) meetings and *Reclaim the Night* organising committee.

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

### Performance Measures Q2 2020-2021

- Sick Leave | 7.21 Days (Q2 2019-2020 – 7.72 days)
- Number of Twitter followers for Council | 6,577 (Q2 2019-2020 – 6,080)
- Carers Leave | 0.56 Days (Q2 2019-2020 – 0.64 days)
- Lost Time Injury Frequency Rate | 17.39 (Q2 2019-2020 – 15.12)
- Number of media releases issued | 84 (Q2 2019-2020 – 47)
- Number of Council Facebook page 'likes' | 30,705 (Q2 2019-2020 – 27,688)
- Workers compensation costs as a percentage of payroll | 1.80% (Q2 2019-2020 – 0.00%)
- Telephone calls are answered within 30 seconds | 88 % (Q2 2019-2020 – 88%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 93 % (Q2 2019-2020 – 95%)



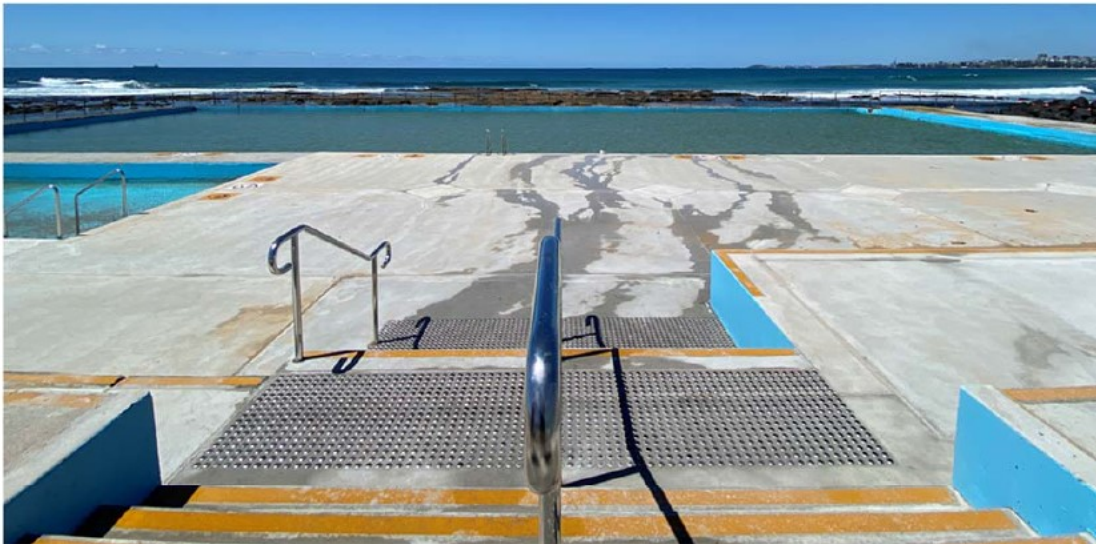
## GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY

### *Implement the key recommendations of the Strategic Plan for Council's swimming pools in accordance with Council's capital program*

During the quarter, two key projects were completed at Towradgi Rock Pool and Helensburgh Toddlers' Pool.

At Towradgi, extensive refurbishment works were completed in November 2020. The project included, replacing the main concourse slabs, replacing the lower concourse slabs and walls, repairs to the toddlers' pool, new handrails, the addition of a new stairway to deck level, widening the entry stairs to increase accessibility and a fresh coat of paint. In addition to the works to the pool, a new valve and piping was also installed to assist with the ongoing cleaning schedule and future maintenance requirements for the pool.

The Helensburgh Toddlers' pool reopened in December 2020 following a series of essential improvements. Works included separating the operation of the main pool and toddlers' pool to meet NSW Department of Health guidelines allowing children and parents the opportunity to cool off over the summer months. Other works included installation of a new cartridge filter, pumps and equipment servicing the toddlers' pool; new pipework, fittings and fixtures; a separate 5,000 litre balance tank and solar heating controller with controls and sensors. With separate filtration systems, any issues affecting one pool will no longer require both the main and toddlers' pool to be closed.



*[IMAGE: Newly refurbished Towradgi Rock Pool]*

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

### *Continue to engage children and young people in planning and design processes*

During the quarter, information sessions and workshops were held with children, young people and families to co-design a bike track for Harry Graham Park, Figtree. This was followed by a build day in November, resulting in a finished product ready to ride. Council continues to engage with young people on a regular basis at the site to work together to support the success of the track.

Young people with disability were also engaged as part of the all ages all abilities play space at Stuart Park.

Engagement was undertaken with young people and services who work with young people, relating to how young people use space. The findings will be used to inform the revamp of Wollongong Youth Centre's drop-in program.



*IMAGE: Young people participating in co-designing the bike trails at Harry Graham Park*

### *Deliver tailored library programs to facilitate access and participation of people with a disability*

Throughout the quarter, Council delivered a range of library programs catering to people with disability. Home Library Service continues to take on new individual and aged care facility customers. Current home library customer membership is 390. An advertisement was placed in the Illawarra Mercury on 3 October 2020 to promote this service.

New Home Library delivery bags were received in late December and changeover from old to new delivery bags will commence in January 2020.

The Visually Impaired Knitting program resumed, facilitated by an occupational therapist from Guide Dogs NSW, meeting monthly with their carer and/or dog.



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

The International Day of People with a Disability was celebrated with a Gingerbread House decorating workshop. Members of the Deaf Community were assisted by an AUSLAN interpreter and are already asking about the event again next year. Many had previously attended this event last year and had brought their friends along this year.

### *Deliver Community Transport Services across Wollongong and Shellharbour Local Government Areas to connect older people to social and recreational activities.*

During the quarter, Council continued to provide Community Transport services in a COVID-19 safe manner ensuring vulnerable customers received essential services needed to remain living independently in the community. Services include transport to medical appointments, shopping and nursing service visits. While group activities were paused during October, some activities commenced in November under strict COVID-19 safe procedures. Highlights from the December quarter include:

- volunteers' recognition to thank their efforts during a very different and challenging year. In light of COVID-19 restrictions, a gift pack with local products was organised and delivered to each volunteer;
- two morning tea sessions were arranged to acknowledge volunteers who had reached a milestone of 5, 10, 15 and 20 years of service with community transport and to congratulate the Individual Transport Health Bus Volunteers, winners of the 2020 Illawarra Volunteer Team of the Year Award held by the NSW Centre for Volunteering. Both sessions were held at reduced capacity and complied with the current Public Health Order.

In December, Council accepted an extension of funding to continue the Community Transport service until 30 June 2022, from Transport for NSW.



*[IMAGE: Community Transport volunteer Teresa Urbanski celebrating 5 years of service with Lord Mayor Gordon Bradbery AM, Manager Library and Community Services, Jenny Thompson and Coordinator Community Services – Service Development & Improvement, Natasha Holdem]*

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

### *Review West Dapto recreation needs in line with the bi-annual review of the West Dapto Development Contribution Plan*

Council collects contributions from developers to help fund public infrastructure that is required as a direct or indirect result of development. On 23 September 2020, Council received advice from the Minister for Planning and Public Spaces to adopt the West Dapto Development Contributions Plan 2020. This followed the Independent Pricing and Regulatory Tribunal (IPART) May 2020 recommendations. Council subsequently adopted the Contributions Plan on 7 December. This is a significant achievement for the community and is a culmination of significant effort and preparation over the past 18 months. Funds from the Contributions Plan will assist in delivering major infrastructure projects including the West Dapto Road-Wongawilli Road bridge upgrade, Cleveland Road upgrade and the Northcliffe Drive extension project.

Council is continuing to plan for specific recreation sites at West Dapto, including planning for a future community leisure and recreation centre and progressing consultant work on a concept plan for Darkes Road town centre playing fields and co-location of community facilities with sporting amenities during the quarter.

### *Complete and finalise Safety Audits and relevant reports*

Community Safety Audits use Crime Prevention through Environmental Design (CPTED) principles that focus on the planning, design and structure of cities and neighbourhoods to reduce opportunities for the likelihood of crime by using design and place management practices. Each community safety audit contains recommendations/actions that may be undertaken by Council, NSW Police, businesses and the community

During the quarter, four Community Safety Audits were conducted at the following locations:

- Town Hall laneway [Wollongong];
- Stanwell Park Tennis Courts [Stanwell Park];
- MacCabe Park and surrounding streets [Wollongong];
- Bulli Showground and racing track [Bulli].

Council has also recruited two new community partners to remove graffiti from private houses and businesses one day per week. To assist, Council developed a graffiti removal training video as a flexible resource partners can use at a time that is convenient for them.

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

### Performance Measures Q2 2020-2021

- Community Transport trips\* | 5,527 (Q2 2019-2020 -28,240)
- Direct-Run District Level Community Facilities visitation\* | 15,658 (Q2 2019-2020 -59,494)
- Utilisation of Direct-Run District Level Community Facilities\* | 4,028 Hours (Q2 2019-2020 -9,841)
- Social Support hours of service\* | 1,492 Hours (Q2 2019-2020 -9,871)
- Total Visits commercial heated pools: Corrimal\* | 38,963 (Q2 2019-2020 -49,171)
- Total Visits commercial heated pools: Dapto\* | 16,731 (Q2 2019-2020 -26,489)
- Utilisation/visitation at pools\* | 172,658 (Q2 2019-2020 - 397,510)
- Utilisation/visitation at beaches | 435,526 (Q2 2019-2020 -432,258)

\* Impacted by COVID-19

## GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

### *Advocate to the NSW Government to continue the Gong Shuttle as an affordable service beyond 2021*

Following negotiations, Transport for NSW, the University of Wollongong and Council, in late December 2020 an offer was received to extend the Gong Shuttle Bus. A funding agreement has since been executed between Council and Transport for NSW to provide the popular service until 2024. The Gong Shuttle is an important piece of Wollongong's infrastructure system and provides an affordable option of travelling around the City while reducing the demand for parking. The frequent and free service is unique to Wollongong, with no other CBD in the region providing such a service. Accessibility is a key focus of Council and the free shuttle service plays a significant role in this effort.



*[IMAGE: Gong Shuttle at the Burelli Street stop, Wollongong CBD]*

### *Grand Pacific Walk review of priorities and design of identified sections*

During the quarter, Council has been successful for two NSW Government applications for stage 2 of the Clifton footpath: \$800,000 from the *Active Transport Program* and \$400,000 from the *Resources for Regions* program. Construction is planned to commence in 2020-2021. Stage 2 investigations are continuing to identify missing links and possible treatments.



## GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

### *Finalise and deliver priority actions in the draft Cycling Strategy 2030*

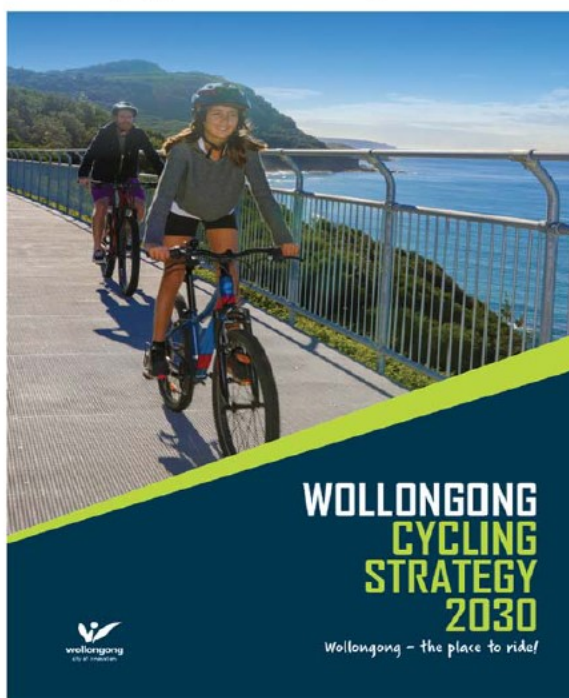
Following extensive community engagement, the Cycling Strategy 2030 was adopted by Council on 16 November 2020. During the engagement period, 198 surveys were completed, 1,200 pins were dropped on an interactive cycling network map and a further 56 extended written responses were received by Council. This feedback was considered in the finalisation of the Strategy.

The Strategy is focussed on delivering an improved riding experience for all users and sets what actions Council will pursue over the next decade to ensure Wollongong is the place to ride. Some of the key aims for the Strategy include increasing cycle participation across the City, increasing people's level of comfort with riding and boosting the cycling network length from 130 km to 215 km. The targets are focussed on five pillars: safe; convenient; planned; business, tourism and events and innovation.

The COVID-19 pandemic has seen a dramatic increase in cycling participation rates, presenting an opportunity for Council to build upon this momentum. Further, Wollongong is set to host the Union Cycliste Internationale (UCI) Road World Cycling Championships in 2022. This presents a significant opportunity for our community and has further promoted local and external interest in Wollongong being the place to ride.

Key projects scheduled in Council's four-year Infrastructure Delivery Program 2018-2022 include:

- construction of a new Regional Pump Track at Cringila Hills [2021-2022];
- construction of a new Multi-Use Criterium Track [2021-2022];
- introduction of 15 new cycleway projects, utilising \$1.865M of Commonwealth and NSW Government funding and;
- introduction of nine new road safety upgrades [\$1.6M] during 2020-2021 and 2021-22.



*[IMAGE: Wollongong Cycling Strategy 2030]*

## GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

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

Community Transport (Wollongong – Shellharbour) provides a range of services to support frail older people and those who are transport disadvantaged to continue living independent, active members of the community and to access essential services. Although the service has been operating at reduced capacity due to COVID-19 Public Health Order restrictions, demand for the service has remained steady. During the quarter, Community Transport accepted 180 referrals to the service. Council continues to promote the service at sector meetings within the region where possible. Plans are underway to develop a marketing campaign to promote the service to the community.

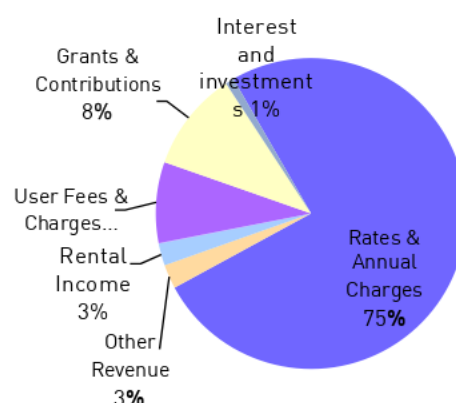
### *Performance Measures Q2 2020-2021*

- Delivery of Council's Capital Program | 34% (Q2 2019-2020 – 43%)

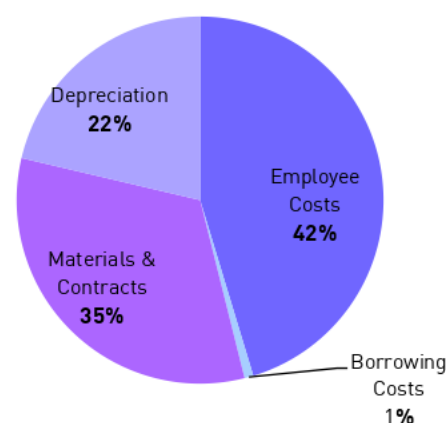
# How we performed against our budgets

## Budget 2020-2021

Income Type (\$M)	YTD Actual	Proposed budget
Rates & Annual Charges	101.8	208.8
Other Revenue	3.4	2.2
Rental Income	3.1	6.2
Profit on disposal of Assets	0.1	
Grants & Contributions	11.4	22.0
User Fees & Charges	14.1	30.2
Interest & Investments	1.2	2.3
<b>Total</b>	<b>135.1</b>	<b>271.8</b>



Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	62.7	124.3
Borrowing Costs	1.1	2.1
Materials & Contracts	45.1	103.5
Depreciation	29.5	63.7
Loss on Disposal of Assets		
<b>Total</b>	<b>138.4</b>	<b>293.6</b>



# Report of Chief Financial Officer

The December Quarterly review is the second review of the 2020-2021 Operational Plan adopted in June 2020.

This review of financial estimates proposes a range of adjustments that do not impact the forecast Operating Result [pre capital] and have resulted in a relatively minor improvement of \$0.1M in the Funds Result (Available Funds balance). The majority of changes proposed in this review are associated with timing of projects and the introduction of new funded projects.

The following table and comments provide a summary view of the proposed variations and forecast for 2020-2021 based on year to date performance, and anticipated results to June 2021.

**Table 1**

FORECAST POSITION	Original Budget	Current Budget	Proposed Budget	YTD Actual	Proposed Variation
	\$M	\$M	\$M	\$M	\$M
KEY MOVEMENTS	July	September	December	December	Proposed Variation
Operating Revenue	269.0	271.6	271.8	135.1	0.2
Operating Costs	(291.0)	(293.4)	(293.6)	(138.4)	(0.2)
<b>Operating Result [Pre Capital]</b>	<b>(22.0)</b>	<b>(21.8)</b>	<b>(21.8)</b>	<b>(3.3)</b>	<b>0.0</b>
Capital Grants & Contributions	35.5	35.7	29.2	10.2	(6.5)
<b>Operating Result</b>	<b>13.4</b>	<b>13.8</b>	<b>7.4</b>	<b>6.9</b>	<b>(6.5)</b>
<b>Funds Available from Operations</b>	<b>56.9</b>	<b>56.6</b>	<b>56.7</b>	<b>30.0</b>	<b>0.1</b>
<b>Capital Works</b>	<b>93.4</b>	<b>95.2</b>	<b>95.2</b>	<b>32.1</b>	-
<b>Contributed Assets</b>	<b>11.6</b>	<b>11.6</b>	<b>11.6</b>	<b>0.0</b>	-
Transfer to Restricted Cash	1.4	3.9	3.9	3.2	-
Borrowings Repaid	5.2	5.2	5.2	2.4	-
Funded from:					
- Operational Funds	59.3	59.3	59.3	20.3	-
- Other Funding	45.6	47.5	47.5	11.8	-
<b>Total Funds Surplus/(Deficit)</b>	<b>(9.1)</b>	<b>(11.8)</b>	<b>(11.7)</b>	<b>4.0</b>	<b>0.1</b>

## OPERATING RESULT [pre-capital]

The proposed Operating Deficit [pre-capital] of \$21.8M remains unchanged from the approved September 2020 budget. Within this, there are a range of adjustments that are made up of both funded and cash variations that offset each other.

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



## Report of Chief Financial Officer

### Non-Funds Variations (no Fund impact) \$0.0M (Neutral)

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

• Introduction of new projects funded from grants	\$0.3M (U)
• Operational Grants	\$0.1M (U)
• Domestic Waste net improvement (offset by transfer to restricted cash)	\$0.2M (F)
• Interest on waste facility remediation (non cash)	\$0.3M (F)
• Asset refurbishment reclassified as operational & WIP	\$0.1M (U)

### Funds Variations \$0.1 (F)

• Various Other	\$0.1M (F)
-----------------	------------

### OPERATING RESULT

The revised Operating Result surplus of \$7.4M presents a deterioration of \$6.5M compared to September projections. This is mainly due to a reduction in anticipated developer contributions from West Dapto of \$7.8M that is partially offset by an increase in city wide contribution of \$0.3M and additional capital grant of \$1.0 M. These do not impact the Funds Result as they are offset by transfers to restricted cash.

### CAPITAL PROGRAM

The capital budget expenditure projections were decreased by \$0.5M during this quarter and were fully offset by a corresponding reduction funding from restricted cash. These adjustments were approved by Council through the monthly reporting process.

### FUNDS RESULT

The revised Total Funds Result (annual movement in Available Funds) of \$11.7M presents a minor improvement of \$0.1M compared to current budget.

### Project Timing

Progress of individual operational projects has been reviewed during this quarter to better determine expected finalisation and budget requirements. A range of projects were identified that are expected to be in progress at 30 June 2021 that will need to be extended into future periods. These projects have an estimated value of \$1.6M expense and funding from restricted cash of \$1.2M. The proposed change does not impact on the Funds Available from Operations or the total Funds Result as this has been offset by the provision for works in progress that was created at September 2020 Quarterly Review when projects in progress at 30 June 2020 were introduced into the 2020-2021 Budget. The provision was created as a potential 'saving' in acknowledgment that there would be movements between years. Included in the revised timing are a number of projects that relate to Supporting Documents and details of these are provided late in this report.

### COVID-19

The current budget includes assumptions for COVID-19 impacts that were developed at the time of adoption of the Operational Plan 2020-2021. These assumptions generally reflected the COVID-19 response measures implemented by Council or other levels of Government and income adjustments as services were closed. The estimated loss of net revenue over the 2020-2021 financial year was estimated to be in the order of \$9.1 M.

Trends for COVID-19 impacted revenue streams in the first and second quarter indicate that there are significant improvements in revenue estimates against the COVID-19 provision that should continue through the year assuming that virus transmission rates and government restrictions remain at current

## Report of Chief Financial Officer

levels. The most significant variations to assumption are related to leases and licences, tourist parks, development applications, golf course, and parking enforcement.

The assumptions for COVID-19 retain a high level of risk, as it is still difficult to assess future incidents, their impact, and potential periods of impact. It has become evident that there are, and will be, some of Council's services that require risk mitigation and tracing actions that impact costs. While services have recommenced ahead of our assumptions and some business activities have remained resilient, the cost of providing some services under the current health risks and regulations has increased substantially.

It is currently anticipated that these COVID-19 related issues and operating requirements can be accommodated within the existing overall COVID-19 provisions for 2020-2021 unless there is a significant deterioration in the current position. This position will be carefully monitored, assessed and reported throughout the remainder of the year to confirm the adequacy of the current provision for COVID-19.

### Cash & Investments

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS				
	Actual 2019/20	September QR 2020/21	December QR 2020/21	Actual Ytd December 2020
	\$M	\$M	\$M	\$M
<b>Total Cash and Investments</b>	<b>157.5</b>	<b>122.9</b>	<b>122.7</b>	<b>171.9</b>
Attributed to:				
External Restrictions				
Developer Contributions	35.1	40.7	40.7	40.0
Specific Purpose Unexpended Grants	3.2	3.3	3.3	6.0
Special Rates Levy City Centre	0.3	0.2	0.2	0.1
Unexpended Loans	3.0	0.9	0.9	1.4
Domestic Waste Management	14.2	11.9	11.9	14.0
Private Subsidies	6.2	5.9	5.9	5.9
Housing Affordability	11.0	11.1	11.1	11.1
Stormwater Management Charge	1.9	1.4	1.4	2.0
<b>Total External Restrictions</b>	<b>74.7</b>	<b>75.4</b>	<b>75.4</b>	<b>80.5</b>
Internal Restrictions				
Property Investment Fund	7.9	4.2	4.2	6.2
Strategic Projects	42.9	28.0	27.8	39.4
Sports Priority program	0.9	0.7	0.7	1.1
City Parking strategy	2.2	0.5	0.5	1.5
MacCabe Park Development	1.4	1.6	1.6	1.5
Darcy Wentworth Park	0.2	0.2	0.2	0.2
Waste Disposal Facility	0.6	2.0	2.0	1.7
West Dapto additional rates	6.1	6.8	6.8	6.5
Natural Areas	0.2	0.2	0.2	0.2
Lake Illawarra Management Fund	0.3	0.3	0.3	0.5
<b>Total Internal Restrictions</b>	<b>62.7</b>	<b>44.5</b>	<b>44.3</b>	<b>58.9</b>
<b>Available Cash</b>	<b>20.1</b>	<b>3.0</b>	<b>3.0</b>	<b>32.6</b>
Net Payable & Receivables	5.3	8.4	8.4	(3.1)
Payables	(30.6)	(26.4)	(26.4)	(36.1)
Receivables	21.7	23.9	23.9	21.7
Other	14.2	10.9	10.9	11.3
<b>Available Funds</b>	<b>25.4</b>	<b>11.4</b>	<b>11.4</b>	<b>29.4</b>

## Report of Chief Financial Officer

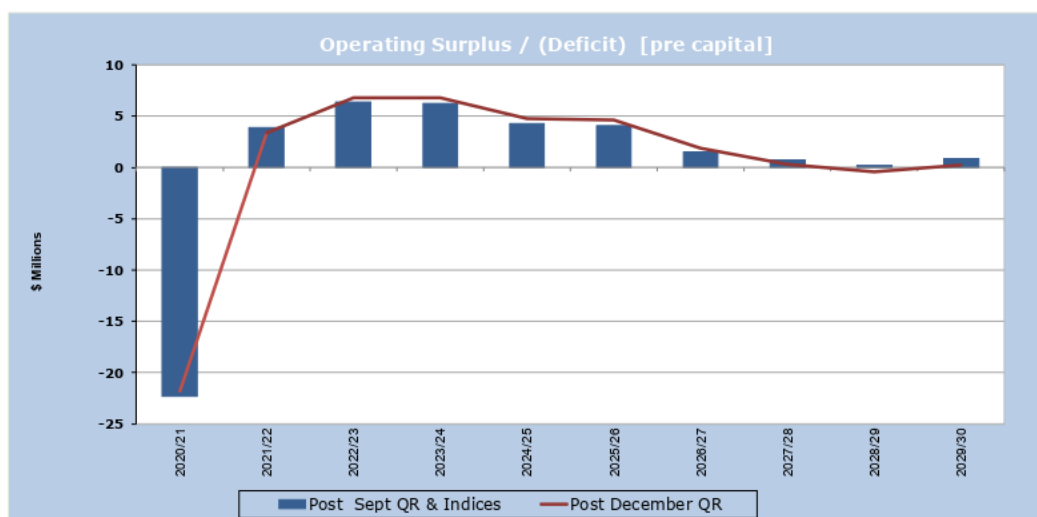
### Long Term Financial Projections

Council has a continuous budget process that revises the long-term forecasts in line with quarterly changes and resets assumptions and indices annually or where new information leads to an immediate requirement to change the indices. The long-term projections have been reviewed through the annual planning process in line with the Financial Strategy targets to reflect current information from both external sources and internal analysis as part of the 2020-2021 annual planning process.

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

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

Table 3



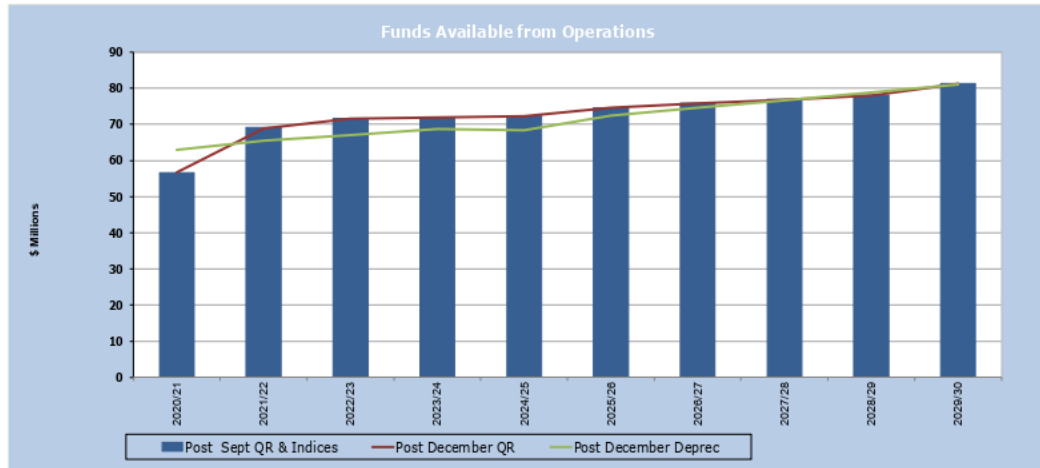
### Funds Available from Operations

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

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

## Report of Chief Financial Officer

**Table 4**

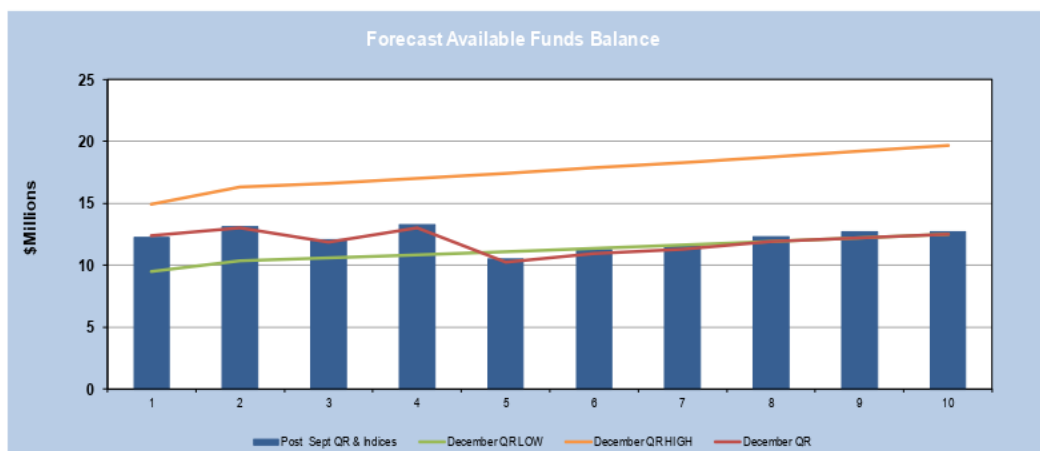


### Available Funds

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue and provide flexibility to take advantage of opportunities that may arise from time to time. Council's Financial Strategy has a target to achieve and maintain an Available Funds position between 3.5% and 5.5% of operational revenue [pre capital]. The target range for Available Funds at December 2020 is between \$9.5M and \$12.5M (lower range) and between \$14.9M and \$19.7M (upper range) over the life of the Long Term Financial Plan.

The forecast position at September Quarterly Review remains largely unchanged as most variations proposed through the December Quarterly Review were not considered to be of a recurrent nature. Forecasts indicate that Council will be within the targets outlined in the Financial Strategy albeit at the lower level. As recognised in the September Review, this is partly attributed to the impact of the revised indices implemented at that time to reflect current economic conditions, the cumulative impact of the decrease in the Financial Assistance Grant and increase in the Emergency Service Levy. This was increased by approximately \$0.7M (recurrent and indexed) from 2020-2021. While this was offset by a corresponding grant from the State Government in 2020-2021 to alleviate COVID-19 impacts, at this stage there has not been any confirmation that the grant will continue. It should be noted that this is an indicative position at a point in time.

**Table 5**





## Report of Chief Financial Officer

Table 6

WOLLONGONG CITY COUNCIL					
1 July 2020 to 25 December 2020					
	21GLBUD Original Budget \$'000	21GLBUD Current Budget \$'000	21GLACT Actual YTD \$'000	Working v Current Variance \$'000	21GLBUDW Working Budget \$'000
<b>Income Statement</b>					
<b>Income From Continuing Operations</b>					
<b>Revenue:</b>					
Rates and Annual Charges	208,445	208,512	101,849	262	208,774
User Charges and Fees	27,034	30,135	14,067	94	30,228
Interest and Investment Revenues	2,343	2,343	1,208	(0)	2,343
Other Revenues	9,498	2,208	3,397	19	2,227
Rental Income	0	6,256	3,101	(64)	6,192
Grants & Contributions provided for Operating Purposes	21,679	22,100	11,365	(96)	22,003
Grants & Contributions provided for Capital Purposes	35,460	35,679	10,247	(6,456)	29,223
Profit/Loss on Disposal of Assets	0	0	67	0	0
<b>Total Income from Continuing Operations</b>	<b>304,459</b>	<b>307,232</b>	<b>145,302</b>	<b>(6,241)</b>	<b>300,990</b>
<b>Expenses From Continuing Operations</b>					
Employee Costs	140,635	143,050	70,233	(231)	142,819
Borrowing Costs	2,374	2,374	1,082	(243)	2,131
Materials, Contracts & Other Expenses	104,493	104,439	45,938	771	105,210
Depreciation, Amortisation + Impairment	63,702	63,702	29,490	(0)	63,702
Internal Charges (labour)	(18,432)	(18,432)	(7,523)	(77)	(18,509)
Internal Charges (not labour)	(1,733)	(1,733)	(830)	(6)	(1,740)
<b>Total Expenses From Continuing Operations</b>	<b>291,038</b>	<b>293,399</b>	<b>138,391</b>	<b>213</b>	<b>293,613</b>
<b>Operating Result</b>	<b>13,421</b>	<b>13,832</b>	<b>6,911</b>	<b>(6,455)</b>	<b>7,378</b>
<b>Operating Result [pre capital]</b>	<b>(22,039)</b>	<b>(21,847)</b>	<b>(3,336)</b>	<b>1</b>	<b>(21,846)</b>
<b>NET SURPLUS (DEFICIT) [Pre capital] %</b>	<b>4.4%</b>	<b>4.5%</b>	<b>4.8%</b>	<b>103.4%</b>	<b>2.5%</b>
<b>Funding Statement</b>					
<b>Net Operating Result for the Year</b>	<b>13,421</b>	<b>13,832</b>	<b>6,911</b>	<b>(6,455)</b>	<b>7,378</b>
<b>Add back :</b>					
- Non-cash Operating Transactions	82,363	82,474	38,572	(75)	82,399
- Restricted cash used for operations	29,815	29,453	11,929	85	29,538
- Income transferred to Restricted Cash	(54,169)	(54,605)	(21,594)	6,588	(48,017)
- Payment of Right of Use Leases	0	0	0	0	0
- Payment of Accrued Leave Entitlements	(14,533)	(14,533)	(5,805)	(0)	(14,533)
- Payment of Carbon Contributions	0	0	0	0	0
Net Share Joint Venture using Equity Method	0	0	0	0	0
<b>Funds Available from Operations</b>	<b>56,897</b>	<b>56,622</b>	<b>30,012</b>	<b>144</b>	<b>56,765</b>
Borrowings repaid	(5,242)	(5,242)	(2,425)	0	(5,242)
Advances (made by) / repaid to Council	0	0	0	0	0
<b>Operational Funds Available for Capital Budget</b>	<b>51,655</b>	<b>51,380</b>	<b>27,586</b>	<b>144</b>	<b>51,523</b>
<b>CAPITAL BUDGET</b>					
Assets Acquired	(93,359)	(95,198)	(32,073)	0	(95,198)
Contributed Assets	(11,562)	(11,562)	(16)	0	(11,562)
Transfers to Restricted Cash	(1,447)	(3,947)	(3,224)	0	(3,947)
<b>Funded From :-</b>					
- Operational Funds	51,655	51,380	27,586	143	51,523
- Sale of Assets	1,801	1,801	785	(0)	1,801
- Internally Restricted Cash	13,371	11,496	3,433	0	11,496
- Borrowings	0	0	0	0	0
- Capital Grants	4,762	5,373	1,375	0	5,373
- Developer Contributions (Section 94)	11,931	13,556	3,725	(0)	13,556
- Other Externally Restricted Cash	1,170	2,666	1,705	0	2,666
- Other Capital Contributions	12,559	12,572	730	0	12,572
<b>TOTAL FUNDS SURPLUS / (DEFICIT)</b>	<b>(9,119)</b>	<b>(11,864)</b>	<b>4,027</b>	<b>144</b>	<b>(11,721)</b>

## Report of Chief Financial Officer

Table 7

MAJOR VARIATIONS PROPOSED	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>REVENUES FROM ORDINARY ACTIVITIES</b>					
<b>Rates &amp; Annual Charges</b>					
Additional Domestic Waste Services	262				<b>262</b>
<b>User Charges &amp; Fees</b>					
Development Assessment - Design Review Panel	63				
Tourist Park Cabins and Tourist Sites	38				
Other				(7)	<b>94</b>
<b>Other Revenue</b>					
New Years FEVER				(35)	
Australia Day	(38)				
Other	24		68		<b>19</b>
<b>Rental Income</b>					
Balgownie Village CC	(30)				
Other	(24)			(10)	<b>(64)</b>
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>					
<b>Employee Costs</b>					
Our Safety Our Way Project	206				
City Centre & Crown St Mall	(180)				
Urban Greening Program	(108)				
Desk Cover	(50)				
Tourist Parks	(38)				
Funded Projects Adjustments					
OneCouncil Solution Phase 3	576				
Management of Councils Watersafe Infrastructure	78				
Illegal Dumping	(36)				
Community Transport	(27)				
Other	(20)				
Domestic Waste	(2)				
Internal Labour pools	(77)				
Other	4			(95)	<b>231</b>
<b>Borrowing Costs</b>					
Waste Facility Remediation Discount			243		<b>243</b>
<b>Materials, Contracts &amp; Other Expenses</b>					
Domestic Waste	(91)				
City Centre & Crown St Mall	180				
CBD Maintenance Crew	55				
Our Safety Our Way Project	(206)				
Urban Greening	78				
Design Review Panel	(63)				
Signature & Major Events	284				
Australia Day	38				
Mini Review Savings Cover Desk Cover	50				
Balgownie Village CC	30				
Funded Projects Adjustments					
Projects Postponed Offset	(1,599)				
One Council Solution Phase 2	(502)				
Sports Priority Reserve Funded Projects	(215)				
Community Transport	240				
Floodplain management	679				
West Dapto Review	136				
Sandon Point Signage	103				
Signage Strategy	57				
Strategic Museum Planner				(40)	
Lake Illawarra Framework	(39)				
Other	(4)			(46)	
Other			104		<b>(771)</b>

## Report of Chief Financial Officer

Table 7 (cont'd)

MAJOR VARIATIONS PROPOSED \$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
<b>Depreciation</b>				-
<b>Internal Charges</b>				
Funded Projects Adjustments	6			
Labour Increased Costs offset by recovery	77			
Other				83
<b>Grants &amp; contribution - Operating</b>				
Financial Assistance Grant				
Community Transport	(80)			
Other	(16)			(96)
<b>Operating Variation [pre capital]</b>	<b>(181)</b>	<b>415</b>	<b>(233)</b>	<b>1</b>
<b>Capital Grants &amp; Contributions</b>				
Developer Contributions - West Dapto	(7,754)			
Developer Contributions - City Wide & City Centre	320			
On Road Cycleways Streets as Shared Spaces	580			
Bulli Showground Fencing Upgrade	299			
Other	71	28		(6,455)
<b>Operating Variation [post capital]</b>	<b>(6,665)</b>	<b>443</b>	<b>(233)</b>	<b>(6,455)</b>
<b>FUNDING STATEMENT</b>				
<b>Non Cash Items</b>				
Employee Entitlements			(75)	(75)
<b>Payment of Leave Entitlements</b>				-
<b>Restricted Cash Used for Operations</b>				
Projects Postponed Funding Offset	1,067			
Adjustment Funded Projects	(809)			
Domestic Waste	(169)			
Other	(4)			85
<b>Income Transferred to Restricted Cash</b>				
Grants & contributions - Capital	6,484			
Grants & contributions - Operational	96			
Other		8		6,588
<b>Advances (made by)/repaid to Council</b>				-
<b>OPERATIONAL FUNDS AVAILABLE FOR CAPITAL</b>	<b>-</b>	<b>451</b>	<b>(308)</b>	<b>144</b>
<b>CAPITAL BUDGET</b>				
				-
<b>TOTAL FUNDS SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>451</b>	<b>(308)</b>	<b>144</b>

## Report of Chief Financial Officer

Table 8

CAPITAL PROJECT REPORT							
December 2020 Quarterly Review							
ASSET CLASS PROGRAMME	\$'000		\$'000		YTD EXPENDITURE	\$'000	
	CURRENT BUDGET		WORKING BUDGET			VARIATION	
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING		EXPENDITURE	OTHER FUNDING
Roads And Related Assets							
Traffic Facilities	2,084	(1,023)	2,189	(1,307)	708	85	(285)
Public Transport Facilities	335	0	335	0	41	0	0
Roadworks	11,433	(1,556)	11,427	(2,072)	5,023	(6)	(516)
Bridges, Boardwalks and Jetties	1,980	0	1,980	0	457	0	0
TOTAL Roads And Related Assets	15,832	(2,578)	15,912	(3,380)	6,226	79	(801)
West Dapto							
West Dapto Infrastructure Expansion	8,031	(8,031)	7,931	(7,931)	3,029	(100)	100
TOTAL West Dapto	8,031	(8,031)	7,931	(7,931)	3,029	(100)	100
Footpaths And Cycleways							
Footpaths	7,330	(2,800)	8,217	(2,800)	3,708	887	0
Cycle/Shared Paths	4,065	(2,025)	5,777	(3,342)	1,586	1,712	(1,317)
Commercial Centre Upgrades - Footpaths and Cycleway	5,547	(2,082)	4,337	(1,432)	1,560	(1,210)	650
TOTAL Footpaths And Cycleways	16,942	(6,907)	18,331	(7,573)	6,853	1,389	(667)
Carparks							
Carpark Construction/Formalising	915	(200)	1,115	(400)	252	200	(200)
Carpark Reconstruction or Upgrading	1,565	(280)	1,565	(280)	606	(0)	0
TOTAL Carparks	2,480	(480)	2,680	(680)	858	200	(200)
Stormwater And Floodplain Management							
Floodplain Management	1,971	(261)	1,793	(283)	290	(178)	(22)
Stormwater Management	2,754	(335)	2,954	(335)	1,526	200	0
Stormwater Treatment Devices	185	(185)	85	(85)	4	(100)	100
TOTAL Stormwater And Floodplain Mar	4,911	(781)	4,832	(703)	1,820	(78)	78
Buildings							
Cultural Centres (IPAC, Gallery, Townhall)	1,090	0	1,400	0	398	310	0
Administration Buildings	1,935	0	1,835	0	284	(100)	0
Community Buildings	13,128	(1,775)	13,127	(1,815)	4,690	(1)	(40)
Public Facilities (Shelters, Toilets etc.)	230	0	230	0	1	(0)	0
TOTAL Buildings	16,383	(1,775)	16,592	(1,815)	5,371	209	(40)
Commercial Operations							
Tourist Park - Upgrades and Renewal	870	0	870	0	606	(0)	0
Crematorium/Cemetery - Upgrades and Renewal	285	0	285	0	115	(0)	0
Leisure Centres & RV/GC	170	0	170	0	4	(0)	0
TOTAL Commercial Operations	1,305	0	1,305	0	725	(0)	0
Parks Gardens And Sportfields							
Play Facilities	2,510	(670)	2,050	(210)	48	(460)	460
Recreation Facilities	2,661	(1,861)	2,400	(1,662)	179	(261)	179
Sporting Facilities	2,243	(850)	2,425	(850)	444	182	0
Lake Illawarra Foreshore	100	0	100	0	0	(0)	0
TOTAL Parks Gardens And Sportfields	7,514	(3,381)	6,975	(2,742)	672	(539)	539



## Report of Chief Financial Officer

Table 8 (cont'd)

CAPITAL PROJECT REPORT							
December 2020 Quarterly Review							
ASSET CLASS PROGRAMME	\$'000		\$'000		YTD EXPENDITURE	\$'000	
	CURRENT BUDGET		WORKING BUDGET			VARIATION	
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING		EXPENDITURE	OTHER FUNDING
Beaches And Pools							
Beach Facilities	827	0	828	0	84	0	0
Rock/Tidal Pools	970	0	1,120	0	963	150	0
Treated Water Pools	1,480	0	1,130	0	388	(350)	0
TOTAL Beaches And Pools	3,277	0	3,077	0	1,435	(200)	0
Waste Facilities							
Whytes Gully New Cells	3,710	(3,710)	3,057	(3,057)	1,296	(653)	653
TOTAL Waste Facilities	3,710	(3,710)	3,057	(3,057)	1,296	(653)	653
Fleet							
Motor Vehicles	1,800	(949)	1,800	(949)	232	(0)	0
TOTAL Fleet	1,800	(949)	1,800	(949)	232	(0)	0
Plant And Equipment							
Mobile Plant (trucks, backhoes etc.)	4,380	(853)	4,380	(853)	952	0	(0)
TOTAL Plant And Equipment	4,380	(853)	4,380	(853)	952	0	(0)
Information Technology							
Information Technology	2,134	0	2,134	0	172	0	0
TOTAL Information Technology	2,134	0	2,134	0	172	0	0
Library Books							
Library Books	1,251	0	1,251	0	691	(0)	0
TOTAL Library Books	1,251	0	1,251	0	691	(0)	0
Public Art							
Art Gallery Acquisitions	100	0	100	0	53	0	0
TOTAL Public Art	100	0	100	0	53	0	0
Emergency Services							
Emergency Services Plant and Equipment	20	0	20	0	4	(0)	0
TOTAL Emergency Services	20	0	20	0	4	(0)	0
Land Acquisitions							
Land Acquisitions	4,720	(4,670)	3,966	(3,916)	1,618	(754)	754
TOTAL Land Acquisitions	4,720	(4,670)	3,966	(3,916)	1,618	(754)	754
Non-Project Allocations							
Capital Project Contingency	954	0	828	0	0	(126)	0
Capital Project Plan	0	0	26	0	24	26	0
TOTAL Non-Project Allocations	954	0	854	0	24	(100)	0
GRAND TOTAL	95,746	(34,115)	95,198	(33,599)	32,031	(547)	516

## Report of Chief Financial Officer

### Supporting Documents

The table below shows the proposed revision of delivery timeframes for these projects. Supporting documents progress is reviewed through the planning process.

Service & Project	2020/21 Current Budget \$'000	2020/21 Proposed Budget \$'000	2020/21 Proposed Change \$'000
<b>Corporate Strategy</b>	<b>20</b>	<b>5</b>	<b>(15)</b>
Community Strategic Plan Review	20	5	(15)
<b>Infrastructure Planning &amp; Support</b>	<b>156</b>	<b>78</b>	<b>(78)</b>
Management of Councils Water Supply & Waterwaste Infrastruct	156	78	(78)
<b>Land Use Planning</b>	<b>553</b>	<b>418</b>	<b>(135)</b>
West Dapto Flood Risk Review	117	80	(37)
West Dapto Review Precinct Plan	73		(73)
West Dapto Review Structure Plan	5	5	
West Dapto Review WaterCycle Masterplan	25	0	(25)
Port Kembla 2505 Study	18	18	
Tourism Accommodation Review Planning Controls	40	40	
Heritage Asset Management Strategy	18	18	
Helensburgh Town Centre Planning Study	5	5	
City Centre Planning Review	54	54	
Development of Crown Land Plans of Management	123	123	
LGA Wide Retail Centres Study	75	75	
<b>Communications, Engagement, Events and Signage</b>	<b>62</b>	<b>62</b>	<b>0</b>
Suburb/Place Name Signage Strategy	62	62	
<b>Stormwater Services</b>	<b>1,427</b>	<b>807</b>	<b>(621)</b>
Floodplain Management Studies	560	276	(284)
Review of Towradgi Creek FRMS	140	100	(40)
Review of Hewitts Creek FRMS	143	100	(43)
Review of Fairy Cabbage Tree Creek Flood Study		19	19
Minnegang Creek Flood Study Review	17		(17)
Review of Allans Creek FRMS	112	80	(32)
Review of Fairy Cabbage Creeks FRMS	139	70	(69)
Investigation of Flood Mitigation Options	40	20	(20)
ARR Testing	17	17	
Community Education	40	15	(25)
DCP Review	40	10	(30)
FLIA Automation	50	10	(40)
Review of Duck Creek FRMS	40	20	(20)
Review of Collins Creek FRMS	50	30	(20)
Review of Wollongong City FRMS	40	40	
<b>Environmental Services</b>	<b>178</b>	<b>223</b>	<b>45</b>
City Beach Dune Contamination Management	30	30	
Environment & Climate Change Community Education	0	45	45
Climate Change Risk Assessment & Adaption Plan	58	98	40
Climate Change Mitigation Plan Implementation	90	50	(40)
<b>Natural Area Management</b>	<b>25</b>	<b>25</b>	<b>0</b>
Vegetation Management Plans for High Priority Natural Areas	25	25	

## Report of Chief Financial Officer

### Supporting Documents (cont'd)

Service & Project	2020/21 Current Budget \$'000	2020/21 Proposed Budget \$'000	2020/21 Proposed Change \$'000
<b>Transport Services</b>	<b>404</b>	<b>411</b>	<b>7</b>
Corrimal Traffic Study and Access Movement	5	5	
Accessible Car Parking and Bus Stops audit	22	22	
Foreshore Parking Strategy	4	4	
City Centre Parking Strategy	54	54	
Bellambi Foreshore Precinct Plan	138	138	
Wollongong LGA Feasibility Studies	15	22	7
Lake Illawarra Shared Path Masterplan	110	110	
Towradgi Creek Shared Path Feasibility Investigations	56	56	
<b>Community Facilities</b>	<b>62</b>	<b>62</b>	<b>0</b>
Social Infrastructure Supporting Document	28	28	
Facilities Planning Development	34	34	
<b>Botanic Garden and Annexes</b>	<b>10</b>	<b>21</b>	<b>10</b>
Botanic Garden Masterplan/Asset Mgmt. Plan	1	11	10
Mt Keira Summit Park	9	9	
<b>Parks and Sportsfields</b>	<b>74</b>	<b>74</b>	<b>0</b>
Cringila Hills Site Assessment	3	3	
Cringila Park Playground Design and Consultation	36	36	0
King George V Oval Landscape Masterplan	35	35	0
<b>Property Services</b>	<b>55</b>	<b>55</b>	<b>0</b>
Bulli Showground Masterplan	55	55	0
<b>Total Expenditure *</b>	<b>3,026</b>	<b>2,240</b>	<b>(787)</b>

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

## Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL		
	Actual 2020/21 \$'000	Actual 2019/20 \$'000
<b>Balance Sheet</b>		
<b>Current Assets</b>		
Cash Assets	60,881	56,050
Investment Securities	91,020	97,422
Receivables	21,671	21,668
Inventories	475	381
Current Contract Assets	3,688	5,669
Other	8,894	10,572
<b>Total Current Assets</b>	<b>186,630</b>	<b>191,761</b>
<b>Non-Current Assets</b>		
Non Current Cash Assets	20,000	4,000
Non-Current Inventories	5,972	5,972
Property, Plant and Equipment	2,657,489	2,655,487
Investment Properties	5,000	5,000
Westpool Equity Contribution	3,484	3,484
Intangible Assets	205	254
Right-Of-Use Assets	1,790	1,790
<b>Total Non-Current Assets</b>	<b>2,693,939</b>	<b>2,675,987</b>
<b>TOTAL ASSETS</b>	<b>2,880,569</b>	<b>2,867,748</b>
<b>Current Liabilities</b>		
Current Payables	36,110	30,592
Current Contract Liabilities	2,980	3,571
Current Lease Liabilities	341	341
Current Provisions payable < 12 months	15,819	13,272
Current Provisions payable > 12 months	47,811	47,811
Current Interest Bearing Liabilities	5,260	5,260
<b>Total Current Liabilities</b>	<b>108,321</b>	<b>100,848</b>
<b>Non-Current Liabilities</b>		
Non Current Interest Bearing Liabilities	10,014	12,439
N/C Lease Liabilities	1,519	1,519
Non Current Provisions	40,519	39,775
<b>Total Non-Current Liabilities</b>	<b>52,053</b>	<b>53,734</b>
<b>TOTAL LIABILITIES</b>	<b>160,374</b>	<b>154,582</b>
<b>NET ASSETS</b>	<b>2,720,195</b>	<b>2,713,166</b>
<b>Equity</b>		
Accumulated Surplus	1,366,091	1,360,922
Asset Revaluation Reserve	1,214,797	1,214,858
Restricted Assets	139,307	137,386
<b>TOTAL EQUITY</b>	<b>2,720,195</b>	<b>2,713,166</b>



## Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 25 December 2020		
	YTD Actual 2020/21 \$ '000	Actual 2019/20 \$ '000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Receipts:</b>		
Rates & Annual Charges	116,373	203,414
User Charges & Fees	12,753	29,485
Interest & Interest Received	1,802	4,130
Grants & Contributions	25,484	68,993
Other	6,394	25,886
<b>Payments:</b>		
Employee Benefits & On-costs	(67,316)	(118,396)
Materials & Contracts	(23,246)	(73,390)
Borrowing Costs	(338)	(910)
Other	(15,650)	(46,162)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>56,256</b>	<b>93,050</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Receipts:</b>		
Sale of Infrastructure, Property, Plant & Equipment	785	958
<b>Payments:</b>		
Purchase of Infrastructure, Property, Plant & Equipment	(40,189)	(83,558)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(39,404)</b>	<b>(82,600)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Receipts:</b>		
Proceeds from Borrowings & Advances	-	-
<b>Payments:</b>		
Repayment of Borrowings & Advances	-	(7,935)
Repayment of Finance Lease Liabilities	-	(312)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>-</b>	<b>(8,247)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>16,852</b>	<b>30,865</b>
plus: Cash & Cash Equivalents and Investments - beginning of year	157,475	126,610
<b>Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>174,327</b>	<b>157,475</b>

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT		
as at 25 December 2020		
	YTD Actual 2020/21 \$ '000	Actual 2019/20 \$ '000
<b>Total Cash &amp; Cash Equivalents and Investments - year to date</b>	<b>174,327</b>	<b>157,475</b>
<b>Attributable to:</b>		
External Restrictions (refer below)	80,906	75,470
Internal Restrictions (refer below)	58,862	62,675
Unrestricted	34,559	19,330
<b>Total External Restrictions</b>	<b>80,906</b>	<b>75,470</b>
<b>External Restrictions</b>		
Developer Contributions	39,971	35,099
RMS Contributions	330	350
Specific Purpose Unexpended Grants	6,096	3,568
Special Rates Levy Wollongong Mall	121	214
Special Rates Levy Wollongong City Centre	20	49
Local Infrastructure Renewal Scheme	277	274
Unexpended Loans	1,151	2,686
Domestic Waste Management	13,990	14,216
Private Subsidies	5,892	6,167
West Dapto Home Deposit Assistance Program	11,083	10,987
Stormwater Management Service Charge	1,975	1,860
<b>Total External Restrictions</b>	<b>80,906</b>	<b>75,470</b>
<b>Internal Restrictions</b>		
Property Investment Fund	6,212	7,889
Strategic Projects	39,433	42,900
Sports Priority Program	1,088	938
Car Parking Strategy	1,540	2,195
MacCabe Park Development	1,515	1,440
Darcy Wentworth Park	171	171
Garbage Disposal Facility	1,748	561
West Dapto Development Additional Rates	6,513	6,067
Southern Phone Natural Areas	173	173
Lake Illawarra Estuary Management Fund	469	341
<b>Total Internal Restrictions</b>	<b>58,862</b>	<b>62,675</b>

## Report of Chief Financial Officer

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

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

Contract Listing					
Budget Review for Quarter ended December 2020					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Batmac Constructions Pty Ltd	Refurbishment of Amenities - Guest Park, Fairy Meadow	507	03-Nov-2020	2020/21	Y
Trinity Quality Interiors Pty Ltd	Heininger Hall Men's and Ladies Amenities Upgrades	208	19-Nov-2020	2020/21	Y
Dynamic Civil Pty Ltd	Sandon Point Beach Access Stairs and Erosion Control	399	02-Nov-2020	2020/21	Y
Joss Facility Management	Wollongong Town Hall Truss and Rigging Upgrades	357	23-Nov-2020	2020/21	Y
Batmac Constructions Pty Ltd	Roof replacement - Elizabeth Park, Bellambi Soccer Clubhouse and Ocean Park Woonona	489	04-Nov-2020	2020/21	Y
Donnelley Civil Pty Ltd	Darby Road - Port Kembla - Retaining Wall Construction	137	14-Oct-2020	2020/21	Y
Dirt Art Pty Ltd	Detailed design and construction of mountain bike and walking trails at Cringila Hills	1,409	23-Nov-2020	2020/21	Y
Cadifem Pty Ltd	Puckey's Estate Boardwalks and Bridge Repairs	791	02-Nov-2020	2020/21	Y
Batmac Constructions Pty Ltd	Bull Community Centre Accessible Toilet, Ramp, Internal and External	372	03-Nov-2020	2020/21	Y
Autonomous Energy Pty Ltd	Painting Works	1,017	10-Nov-2020	2020/22	Y
MCW Environmental Consulting Pty Ltd	Administration Building Solar Carpark	51	11-Dec-2020	2020/21	Y
Renew Initiatives Australia Ltd	Independent Environmental Audit	58	02-Oct-2020	2020/21	Y
Turf Drain Australia	Renew Wollongong Project - 1 July 2020	66	02-Nov-2020	2020/21	Y
Aquatic One Pty Ltd	Webb Park Clarification	91	10-Dec-2020	2020/21	Y
Artisan Products Pty Ltd	Helensburgh Pool Upgrade - Detailed Design Services	99	10-Dec-2020	2020/21	Y
Aspel Cleaning Equipment Pty Ltd	Supply/Install glass as per Q20119	117	15-Dec-2020	2020/21	Y
Diverse Civil Contracting Pty Ltd	Karher HDS 1320 Trailers (option 2), Karher HDS 1320 Trailers (option 2)	117	30-Oct-2020	2020/21	Y
Peter D G Jewkes Pty Ltd	Port Kembla Pool Inlet Pipeline	121	27-Aug-2020	2020/21	Y
Tafe NSW Illawarra Institute	Technical equipment (Service) - Organ	122	13-Oct-2020	2020/21	Y
	Supply & Installation of one Tafe Cabin				

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

Consultancy and Legal Expenses		
Budget Review for Quarter ended December 2020		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	1,918	YES
Legal Fees	363	YES

### STATEMENT OF CHIEF FINANCIAL OFFICER

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

Bank reconciliations have been completed as at 31 December 2020.

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

BRIAN JENKINS  
CHIEF FINANCIAL OFFICER

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
1.1.1.1 Implement programs and events which facilitate community participation to improve natural areas	100%	0%	0%	0%	0%
1.1.1.2 Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented	88%	0%	13%	0%	0%
1.1.2.1 Protect and conserve the health and biodiversity of our waterways and coast	100%	0%	0%	0%	0%
1.1.2.2 The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively	100%	0%	0%	0%	0%
1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control	100%	0%	0%	0%	0%
1.1.3.2 Establish effective urban stormwater and floodplain management programs	83%	0%	17%	0%	0%
1.2.1.1 Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint	100%	0%	0%	0%	0%
1.2.1.2 Promote and enforce compliance with litter reduction	100%	0%	0%	0%	0%
1.2.1.3 Methods to reduce emissions are investigated and utilised	100%	0%	0%	0%	0%
1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	75%	0%	0%	0%	25%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
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	75%	0%	0%	0%	25%
1.3.2.1 Carry out best practise assessment for urban development proposals and applications	100%	0%	0%	0%	0%
1.3.2.2 Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas	100%	0%	0%	0%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	100%	0%	0%	0%	0%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%
1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	100%	0%	0%	0%	0%
2.1.1.1 Build on partnerships which enable the retention of local talent	100%	0%	0%	0%	0%
2.1.2.1 Ensure that Wollongong is attractive for business expansion, establishment and relocation.	100%	0%	0%	0%	0%
2.1.2.2 Progress implementation of the City for People and its accompanying Implementation Plan	67%	0%	0%	33%	0%



## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.1.3.1 Support regional activities and partnerships that promote business investment and jobs growth	100%	0%	0%	0%	0%
2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities	0%	0%	100%	0%	0%
2.1.5.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release Area	100%	0%	0%	0%	0%
2.2.1.1 The development of renewable energy products and services is supported	100%	0%	0%	0%	0%
2.2.1.2 Partnership opportunities in research and development are expanded	0%	0%	100%	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	100%	0%	0%	0%	0%
2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure	75%	0%	0%	25%	0%
2.3.2.1 Market and promote events in the city centre	100%	0%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
2.3.2.3 Improve policies and systems to support the revitalisation of the city centre	100%	0%	0%	0%	0%
2.3.3.1 Continue to grow Wollongong's attractiveness to attract signature events and festivals	100%	0%	0%	0%	0%
2.4.1.1 Ensure Wollongong is attractive to research and development companies and organisations	100%	0%	0%	0%	0%
2.4.1.2 Implement a range of programs that incorporate learning and development	100%	0%	0%	0%	0%
2.4.2.1 Implement programs to ensure Wollongong becomes a Smart City	100%	0%	0%	0%	0%
3.1.1.1 Promote Made in Wollongong to become a well-known brand	100%	0%	0%	0%	0%
3.1.1.2 The visibility of our cultural diversity is increased	100%	0%	0%	0%	0%
3.1.1.3 Encourage the integration of urban design and public art	100%	0%	0%	0%	0%
3.1.1.4 Deliver sustainable and successful events and festivals through Council investment and delivery of the Events Strategy	63%	0%	13%	0%	25%
3.1.1.5 Encourage Sports Associations to conduct regional, state and national events in the city	100%	0%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
3.1.2.1 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events	80%	0%	0%	20%	0%
3.2.1.1 Provide support to existing and emerging artists and performers	50%	0%	0%	0%	50%
3.2.1.2 Seek funding for the promotion of heritage sites, museums and galleries to the community and visitors	67%	0%	0%	33%	0%
3.2.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct	67%	0%	33%	0%	0%
3.2.3.1 Support the coordination of an externally funded calendar of activities delivered across the City	100%	0%	0%	0%	0%
3.3.2.1 Deliver and support a range of projects and programs which build harmony, understanding and cultural awareness	67%	0%	0%	33%	0%
4.1.1.1 Ensure an effective community engagement framework that connects the community to Council decision making	100%	0%	0%	0%	0%
4.1.1.2 Improve community understanding and awareness of Council decisions	100%	0%	0%	0%	0%
4.1.3.1 Council continue to partner with our local Aboriginal community	100%	0%	0%	0%	0%
4.2.1.1 Increase opportunities for the community to connect with volunteering organisations	100%	0%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
4.2.1.2 Support community participation in community activities	67%	0%	0%	33%	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	93%	0%	0%	0%	7%
4.3.1.2 Build a workplace culture that is safe, engaged, responsive and professional	100%	0%	0%	0%	0%
4.3.2.1 Effective and transparent financial management systems are in place	100%	0%	0%	0%	0%
4.3.2.2 Continue to pursue alternative funding options to deliver financially sustainable services and facilities	100%	0%	0%	0%	0%
4.3.2.4 Deliver the Asset Management Strategy and Improvement Plan 2012-17	100%	0%	0%	0%	0%
4.3.3.1 Coordinate a service review program with a focus on business development and improvement	100%	0%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
4.3.3.2 Working together, levels of service are established and service continuously improve and offer best value for money	100%	0%	0%	0%	0%
5.1.1.1 Partner with community based organisations in the provision of services	100%	0%	0%	0%	0%
5.1.1.2 Continue to undertake social, land use and environmental planning activities that assists in service planning	83%	0%	17%	0%	0%
5.1.2.1 Partner with agencies and health authorities to support improvements to the region's medical services	100%	0%	0%	0%	0%
5.1.3.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation	100%	0%	0%	0%	0%
5.1.3.2 Carry out commercial business management of Council's operational lands	67%	0%	33%	0%	0%
5.1.4.1 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities	100%	0%	0%	0%	0%
5.1.4.2 Review planning controls for priority locations	100%	0%	0%	0%	0%
5.1.4.3 Policies and plans are developed, reviewed and implemented to encourage physical activity	100%	0%	0%	0%	0%
5.1.4.4 Develop and implement public health, amenity and safety regulatory programs and reviews that assist in improving compliance with legislative requirements	100%	0%	0%	0%	0%



## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
5.1.5.1 Increase opportunities to enhance library multimedia and online services	50%	0%	0%	0%	50%
5.1.5.2 Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	75%	0%	25%	0%	0%
5.1.6.1 Facilitate a range of programs and activities which improve food security and support local food systems	100%	0%	0%	0%	0%
5.2.1.1 Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	100%	0%	0%	0%	0%
5.2.1.2 Investigate the future provision of Aquatic Services across the local government area and implement improvements	100%	0%	0%	0%	0%
5.2.1.3 Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet community needs	90%	0%	10%	0%	0%
5.2.1.4 Develop a Regional Botanic Garden of Excellence	50%	50%	0%	0%	0%
5.2.1.5 Provide statutory services to appropriately manage and maintain our public spaces	67%	0%	0%	0%	33%
5.2.1.6 Implement Council's Planning, People, Places Strategy	67%	33%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

Goal	On track	Not Scheduled to Commence	Delayed	Deferred	Ongoing / Complete
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	86%	0%	14%	0%	0%
5.4.2.1 Delivery projects and programs to reduce crime in the Wollongong Local Government Area	100%	0%	0%	0%	0%
5.5.1.1 Well maintained assets are provided that meet the needs of the current and future communities	100%	0%	0%	0%	0%
5.5.1.2 Manage and maintain community infrastructure portfolio with a focus on asset renewal	100%	0%	0%	0%	0%
5.5.1.3 Coordinate an access improvement program through pre-planning and renewal activities	100%	0%	0%	0%	0%
6.1.1.1 Support the delivery of the Gong Shuttle Bus as an affordable transport option	100%	0%	0%	0%	0%

## APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program 2018 – 2022

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
6.1.2.1 Implement a variety of projects and programs to encourage sustainable transport throughout the LGA	43%	43%	0%	0%	14%
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	71%	0%	0%	14%	14%
6.3.2.1 Deliver sustainable transport asset renewal programs and projects	100%	0%	0%	0%	0%
6.3.3.1 Investigate the option for disruptive transport technologies and the impact on the future transport network	100%	0%	0%	0%	0%
6.3.4.1 Work with key agencies and partners to continue and improve late night transport options	100%	0%	0%	0%	0%
6.3.5.1 Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation	100%	0%	0%	0%	0%
SP_L4_862 Establish and maintain research programs to reduce environmental risks	100%	0%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 4 Year Action – Delivery Program  
2018 – 2022**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
<i>Total Annual Deliverable Progress</i>	<i>90%</i>	<i>2%</i>	<i>3%</i>	<i>2%</i>	<i>3%</i>