

ITEM 2 DRAFT QUARTERLY REVIEW STATEMENT - SEPTEMBER 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.

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

RECOMMENDATION

- 1 The draft Quarterly Review Statement September 2020 be adopted.
- 2 The Budget Review Statement as at September 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 September 2020

BACKGROUND

Council's draft Quarterly Review Statement September 2020 outlines the operational and financial performance of Council's Strategic planning documents 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:

- The adoption of the Wollongong Art Gallery Strategic Plan 2020-2025 - Framing our Future.
- The 2020 Illawarra Volunteer Team of the Year award to the Community Transport Health Bus Team.
- The adoption of the Disability Inclusion Action Plan (DIAP) 2020-2025 and the Diversity, Inclusion and Belonging Policy.
- A refurbishment of the basketball courts (former tennis courts) at King George V Oval.
- A spring placemaking project in Crown Street Mall.

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	Delivery Program 2018-2022	Operational Plan 2020-2021
Strategy	4 Year Action	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

This review of financial estimates proposes a range of adjustments that will impact the forecast Operating Result [pre capital] and the Funds Result (Available Funds balance) negatively by \$0.3 million. The deterioration is largely due to a lower Financial Assistance Grant payment for 2020-2021 of \$0.4 million, which will also impact future year’s estimates.

The review also includes the reintroduction of a range of projects that were in progress at 30 June 2020 that will now be completed in the current year. The budget has not been varied based on a proposed position that these will be offset by corresponding adjustment in the current year projections based on capacity and priorities. A centralised provision that recognises this proposal to adjust the timing of project completion in the current year has been added as a negative to contingencies for the September Quarterly Review. Further details of proposed changes and impacts are provided in the attachment to this report

CONCLUSION

This draft Quarterly Review Statement September 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 September 2020

From the mountains to the sea





Table of Contents

MESSAGE FROM THE GENERAL MANAGER	3
STRATEGIC PRIORITIES PROGRESS SUMMARY.....	4
OPERATIONAL PLAN PROGRESS SUMMARY 2020-21.....	11
GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT	19
GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY	22
GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY	26
GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY.....	31
GOAL 5: WE HAVE A HEALTHY COMMUNITY IN A LIVEABLE CITY.....	35
GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT.....	40
HOW WE PERFORMED AGAINST OUR BUDGETS	43
REPORT OF CHIEF FINANCIAL OFFICER.....	44
APPENDIX 1: ANNUAL DELIVERABLES PROGRESS BY 4 YEAR ACTION - DELIVERY PROGRAM 2018-22.....	62



This Quarterly Review Statement (July to September 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 and the 2020-2021 year include:

- 1 Adoption of the Wollongong Art Gallery Strategic Plan 2020-2025 - Framing our Future.
- 2 2020 Illawarra Volunteer Team of the Year award to the Community Transport Health Bus Team.
- 3 Adoption of the Disability Inclusion Action Plan (DIAP) 2020-2025 and the Diversity, Inclusion and Belonging Policy.
- 4 A refurbishment of the basketball courts (former tennis courts) at King George V Oval.
- 5 A spring placemaking project in Crown Street Mall.

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

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

This year has been a challenging time for our community. 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 2018-2022 Delivery Program, 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 September 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 has limited the 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 area and community led action plans. This quarter, concrete furniture has been installed to create a meeting place for residents. The furniture will have mosaic artwork installed with a design informed by the community.

Council has been working with the Department of Communities & Justice, Mission Australia, Barnardos South Coast and the residents of Warrawong, Bundaleer and Illawong Gardens to implement a community developed action plan for each location. This quarter a community barbecue was held at Illawong Gardens to discuss health needs and any community concerns and planning commenced for a mural project with young people in Bundaleer.

Council's RTArt project was launched in July, 20 traffic signal boxes were painted with murals by 20 community artists. Painting the traffic signal boxes with murals assists to reduce the incidents of graffiti on them and improves the amenity of the area. The completed works were showcased via our social media channels.

The design for the Grand Pacific Walk Public Art Project to be located on a viewing platform in Coalcliff has been selected. The sculptural works will comprise of unique tree life forms, reflecting the natural environment - both

Strategic Priorities PROGRESS REPORT

Activating Our Suburbs continued

conceptually and materially. An engagement process will be undertaken to include personal reflections by locals for incorporation into the artwork. Council's four-year Infrastructure Delivery Program includes a suite of projects to enhance recreation, sporting and cultural opportunities. In addition to the many footpaths, cycleways and open space upgrades, these initiatives include streetscape and public domain improvements in Warrawong, Corrimal, Dapto and Helensburgh town centres.

Strategic Priorities PROGRESS REPORT

Urban Greening

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

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

Strategic Priority Progress



On Track

Program Achievements

The Urban Greening Program has continued to progress and deliver stronger environmental outcomes for the community throughout the quarter.

The Urban Greening Program has seen 507 trees planted across urban areas during the quarter with 102 trees removed. Urban Greening for the broader Dapto community was launched in late September. Council will work with the community to plant a minimum 250 street trees across this high need suburb in Autumn of 2021.

Also, throughout the quarter, 500 vacant tree sites in high priority streets that links schools to suburbs and commercial precincts to encourage shaded walking, have been identified. The verge garden guidelines have been completed and will be launched on 16 October at the Botanic Garden Greenplan sale.

Our commitment to shade all 55 of Council's Local Park Playgrounds stands at 47 completed as at September, with the remainder to be shaded prior to end of financial year. During the quarter, Council has engaged a social marketing study to determine behaviours and attitudes towards environmental projects, including Urban Greening to help ensure messaging on trees is aligned with the various views of our community.

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

Following the opening of Karrara Bridge on 28 April 2020, 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, part stages 3 & 4 which will combined facilitate land for over 4,350 lots. Neighbourhood Plans to support 3,950 lots are currently being assessed. Council Development Application approvals are now 2,196 new lots.

During the quarter, Council received advice from the Minister for Planning & Public Spaces on 23 September 2020 in response to the Independent Pricing and Regulatory Tribunal's (IPART) recommendations following their review of Council's draft West Dapto Development Contributions Plan 2020. This is a major milestone and a result of Council's focus during the year to update the Contributions Plan to reflect West Dapto's local infrastructure needs. Council staff are now preparing to report to Council for adoption of the Contribution Plan.

Implementation of the West Dapto Vision 2018 has progressed with progress on the review of suburb boundaries to ensure suburbs reflect the growing urban area.

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 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 (Union Cycliste Internationale) 'Cycling City Pillars'. The new Strategy's priorities and expectations also align with delivery of the anticipated UCI 2022 World Road Cycling Championships legacy infrastructure projects.

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 that 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 28,000sqm 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 25,000sqm+ of A-grade office space.

This quarter has seen some significant announcements in the Wollongong CBD.

- Mercer, a global financial services firm announced it would enter a 12-year lease and commit to 5,000sqm of the Land's Corner building. This will allow the consolidation of operations currently spread over multiple buildings.
- The ATO building set a price record in the City, selling for more than \$57M or \$8,000+ per sqm by Melbourne based Property Fund Castlerock.

As restrictions are eased in Australia, businesses will re-examine their business models to ensure they can survive, including their accommodation needs and business plans. This presents opportunities for Wollongong over the next 6-12 months to market itself as a superior business location and legitimate CBD location. The additional supply of A-grade office space means there is an opportunity to reposition Wollongong as an alternative CBD location.

Despite the impacts of COVID-19, business/investor enquiries have remained strong. Council has facilitated 13 enquiries during the quarter, including several larger projects, with potential for significant employment outcomes.

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 two event applications; received and processed 23 filming applications; received and responded to 37 enquires throughout the events inbox; worked with event operators in accommodating approximately five event postponement requests and facilitated a key stakeholder meeting reviewing current calendar of events that included Police, Ambulance and NSW Health.

EMERGENCY RESILIENCE, DISASTER RESPONSE AND RECOVERY

This year has been one that has responded to significant challenges. A bushfire emergency in January followed by significant rainfall in February and now the global health and economic challenge of the Coronavirus or COVID-19 pandemic. These have all contributed to what we were able to deliver and the way we serve and support the community. The application of a community-orientated, risk-based approach to the delivery of our services as well as responding to advice from government authorities, has meant that some services 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, Council announced a support package to assist Council lessees and licensees by deferring our tenants' rental payments for a period of 90 days for lessees and licensees who are unable to carry out their normal business under the changes that are in place to minimise the spread of 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 has voted to approve an option for residential and business ratepayers whose finances had been affected by coronavirus to have the option to defer their rates and annual charges until 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 September 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 September 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	95.77%	1.41%	1.41%	1.41%	0%
2. We have an innovative and sustainable economy	93.33%	0%	2.22%	2.22%	2.22%
3. Wollongong is a creative, vibrant city	80.56%	2.78%	5.56%	5.56%	5.56%
4. We are a connected and engaged community	96.43%	0%	0%	1.79%	1.79%
5. We have a healthy community in a liveable city	89.57%	4.36%	4.35%	0.87%	0.85%
6. We have sustainable, affordable and accessible transport	85.19%	14.81%	0%	0%	0%
Total Annual Deliverable Progress	91%	3%	3%	2%	1%

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, 3.0% of Annual Deliverables were reported to be delayed and 2.0% were deferred. Table 2 below outlines all Annual Deliverables that were reported as delayed or deferred at the end of September 2020.

Table 2

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
1. We value and protect our natural environment	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions	Y		Council submitted a nomination for State held Voluntary Planning Agreement funds to support the current WCC application for biodiversity certification. Council received a formal letter from DPIE - EES highlighting some shortcomings with the biodiversity certification application and suggested 'that WCC pursues a strategic [biodiversity] project that is not reliant on certification as an outcome'. Council responded to the letter during the current quarter advising that we consider biodiversity certification remains viable. Council is continuing to meet with DPIE - ESS to discuss options to achieve certification as well as potential alternative mechanisms to secure environmental outcomes that will support streamlined development processes.
	Coordinate the Community Service Order program		Y	Due to Covid-19 restrictions, the CSO program remained shut down during the quarter.

Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
2. We have an innovative and sustainable economy	Provide database sessions to years 11 and 12 students and information sessions for customers across a range of library sites		Y	During the past quarter, COVID19 restrictions meant that we were unable to visit schools to present workshops. We continued to promote the service and liaise with schools re future bookings, with some schools indicating interest in engaging with us later in the year. Some schools have specified that we provide the service via a Zoom/Teams meeting, instead of a physical visit. An online presentation to Wollongong High has been booked for November 2020. For comparison, in the July – September 2019 period, we delivered sessions to over 120 students.
	Participate in relevant networks and support opportunities for social enterprise, including the provision of training	Y		This quarter a project commenced to investigate a process for capturing Council's total spend on social enterprises and social outcomes. Due to COVID-19 restrictions other planned support opportunities and activities have been postponed.

Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
3. Wollongong is a creative, vibrant city	Implement the 'Made in Wollongong' concept	Y		A body of work on the 'Made in Wollongong' brand was completed in Dec 2017, with EOI's going out for creative industry participation. Since that time there has been limited take-up of the Made in Wollongong brand and so a strategic review of the concept and promotion is currently in scope. This will include: 1) Assessment of the work already completed on the 'Made in Wollongong' brand to identify successes and gaps and revisit the purpose. 2) Creation of a refreshed project plan and communications strategy and accurate budget scope.
	Host six major events reflecting priority sectors and contribute to the acquisition of signature events in the city	Y		Due to the current State government restrictions on public gatherings due to COVID-19, all major events have either been cancelled or postponed to the first half of 2021. Unless public health orders are changed, then these events are at risk and targets may not be met.
	Deliver the annual Viva La Gong Festival		Y	Due to COVID restrictions the 2020 VIVA la Gong festival has been cancelled. A number of VIVA "engine room" projects are currently being investigated with MCCI, SCARF and WCC Community Development, where cultural projects may be supported to happen in the suburbs and then be presented as part of VIVA 2021.

Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Support newly arrived and refugee communities through the delivery of the Illawarra Refugee Challenge with community partners		Y	The Illawarra Refugee Challenge is currently on hold due to COVID-19 restrictions. An alternative delivery method continues to be investigated and options for refugee cultural awareness programs considered.
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		Y	Due to COVID19, the Friends of Wollongong City Libraries have had to cancel all their planned events until further notice. This has curtailed their ability to raise funds for the libraries. The Friends will resume their fund-raising events (predominantly author talks) when the Public Health Order allows gatherings for events that will attract large numbers of attendees.
5. We have a healthy community in a liveable city	Continue the 'I belong in the Gong' Safety Initiative	Y		The solar light, to be located at the rear of the Wollongong Youth Centre, and the solar phone charging station, to be located near the amphitheatre in Crown Street Mall, were being built during this quarter. There have been delays in their construction as parts were not able to be sourced due to COVID-19 restrictions. It is anticipated that both the light and charging station will be installed during next quarter which will complete the I Belong in the Gong project.

Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
5. We have a healthy community in a liveable city	Assist the NSW Environment Protection Authority (EPA) to undertake the Wollongong Local Government Area land contamination literature review	Y		<p>A final report was received from the University of Queensland (Uniquist) on 29 June 2020.</p> <p>The EPA has provided a copy of this report to NSW Health (as part of the Lead & Other Heavy Metal Contaminants Working Group) to ensure they have had an opportunity to review its contents before the report is finalised.</p> <p>The project continues to experience delays, most recently due to the prioritisation of NSW Health resources on other issues as a result of the COVID-19 pandemic.</p>
	Reinstate Waterfall (Garrawarra) Cemetery	Y		<p>Pre- approvals to allow the submission of a development application continue to be worked through.</p> <p>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.</p>

Operational Plan 2020-2021 Progress continued

Community Goal	Annual Deliverable	Delayed	Deferred	Comment
	Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla	Y		The Conservation Management Plan for the Hill 60 location has been completed and an Aboriginal Heritage Impact Permit has been secured for proposed works. A Section 60 application submitted to the NSW Heritage for consideration was approved in June however it excluded approval for stage 1 works. The exclusion of stage 1 works has significant implications for the majority of works identified under the current delivery program. Therefore, a formal appeal to the exclusion of stage 1 works has been lodged with the Minister for Heritage. Council executive have engaged directly with senior Heritage NSW staff and are working to develop a pathway that will enable Council to secure the required approvals as quickly as possible to minimise further delay to the commencement of works.
	Design and construct a boat storage shed for North Wollongong Surf Life Saving Club		Y	Council is currently evaluating the feasibility of constructing the off-site boat storage shed on flood effected land at Montague Street Fairy Meadow. This will see more detailed design works and construction be undertaken in 2021-22, when clarification on the site suitability will be determined.

Operational Plan 2020-2021 Progress continued

<i>Community Goal</i>	<i>Annual Deliverable</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Comment</i>
	Deliver library infrastructure projects identified in Wollongong City Libraries Supporting Document 2017-2022	Y		Wollongong City Libraries are currently scoping a project to review the functionality of spaces within Wollongong and Dapto libraries. The project will deliver a brief to inform design for more modern, accessible and customer-focused library spaces. This in turn will lead to projects for major/minor refurbishment of these two libraries.

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

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

During the quarter, Council conducted a Term 3 school competition involving odd shaped fresh food items “*Not as Beautiful, Just as Tasty*” for students to write a story about a wonky fruit or vegetable. A Plastic Free July resident competition was held on Instagram which saw six reusable picnic set prizes allocated in July. Staff also developed online workshop formats, to be delivered during COVID-19 restrictions.

The shores of Lake Illawarra provided the backdrop for the launch of Council’s 35th Rise and Shine Campaign. Rise and Shine is Council’s longest running environmental clean-up program, with last year’s community clean-up involving 112 community groups participating in clean-ups around the Wollongong region, with 13.4 tonnes of rubbish collected. The focus of the 2020 Rise and Shine campaign is on Lake Illawarra and plans are in place to allow community members to participate while following NSW Public Health Orders and social distancing guidelines.



[IMAGE: Council’s 35th Rise and Shine campaign launch at Lake Illawarra]

GOAL 1: WE VALUE AND PROTECT OUR NATURAL ENVIRONMENT

Deliver the Heritage Assistance Grant Program

During the quarter, Council finalised funding allocations for the Wollongong Heritage Grants program 2020-2021. The Wollongong Heritage Grants Program is assessed by the Wollongong Heritage Reference Group with 11 successful applicants chosen based on the funding guidelines. The program supports property owners with maintenance and conservation of significant local heritage items.

This year's allocation will support the Berkeley Pioneer Cemetery Group's headstone conservation works, roof repairs on Dobinson's Store at Mt Kembla and the restoration of the entry to Woonona/Bulli School of Arts.

In 2019, Council doubled the funding allocation to the Local Heritage Grant Fund from \$30,000 to \$60,000 which enabled Council to support a larger number of projects and those with a higher value, this year's having a combined value of \$142,000.

The Wollongong Heritage Grants program received an additional \$5,500 in supplementary funding from the State Government Heritage Fund.

Implement and review annual water and energy saving actions

Council continues to integrate water and energy saving actions into its projects as business as usual. A key highlight during the quarter was the opening of the tender process to install solar panels on Council's Stewart Street multi-storey carpark. This is part of a continued focus on sustainability and net-zero emissions targets. The tender opened on 1 August for the design and installation of solar panels on the existing multi-storey carpark. The panels will be supported on new steel frames which also serve as vehicle shade structures. The energy generated by the new solar panels will be used by Council's Administration Building to reduce the maximum electricity demand of the building. Surplus energy will be exported to the grid. The structure once completed mid next year will have the capacity to reduce the Administration Building's emissions foot print by a further 20%.

Other projects progressing include high efficiency pool plant upgrades, several large air conditioning projects and replacement of the Botanic Garden nursery heating system. The Sustainable Building Strategy has undergone a comprehensive review and resulting in the revised Towards Net Zero Buildings Strategy. This document once finalised and adopted will articulate building performance standards for all existing and new buildings.



[IMAGE: Impression of Solar Panels for Council's Stewart Street Carpark]

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

Throughout the quarter, Council endorsed a report that outlined the future implementation of FOGO across the local government area. FOGO roll out is now underway, with collections on track to commence in November 2020. It will include a weekly FOGO collection to all households that currently have a green-lidded garden waste bin.

FOGO is not an opt-in service but will simply be a changeover from the current fortnightly garden organics service to a weekly food organics and garden organics service from November. Red and yellow-lidded bins will continue to be picked up as normal. Throughout the quarter, work has commenced to allow that from November, all households that currently have a green-lidded waste bin will have 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. Once households receive their caddy they can participate with weekly collection starting the following week.

A grant application for a FOGO trial for multi-unit dwellings which don't currently have a green-lidded waste bin has been submitted and is under assessment.

Waste management is a significant issue for the City, with almost 40,000 tonnes of residential waste going 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.



[IMAGE: Preparing to roll out FOGO Information packs]

Performance Measures Q1 2020-2021

- Participation rate in environmental programs* | 2,260 (Q1 2019-2020 – 13,804)
- Number of volunteers for Environmental Programs - Greenhouse Park | 22 (Q1 2019-2020 – 17)
- Plants Propagated | 27,034 (Q1 2019-2020 – 19,513)
- Plants Distributed | 20,347 [Q1 2019-2020 – 17,708]
- Tonnes of Rubbish collected from clean-up activities | 7.84 (Q1 2019-2020 – 8)
- Number of volunteers worked at Bushcare and FIReady sites | 924 (Q1 2019-2020 – 517)

*Impacted by COVID-19

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Implement the Economic Development Strategy 2019-2029

The Economic Development Strategy 2019-2029 was officially endorsed by Council in September 2019 which included a jobs target of 10,500 new jobs over the next 10 years.

A range of key activities were undertaken throughout the quarter, as outlined below:

- On Monday, 21 September 2020, Council endorsed the Wollongong CBD Night Time Economic Council Policy to be placed on public exhibition for 28 days. This policy seeks to provide clarity to local operators regarding operating hours permitted in the CBD and development application requirements for these businesses;
- Despite the impacts of COVID-19, business/investor enquiries have remained strong. Council has facilitated 13 enquiries during the quarter, including several larger projects, with potential for significant employment outcomes;
- Continual tracking and monitoring of commercial and high-rise residential development within the Wollongong CBD. The RLB Crane index for Q3 2020 was also released, which included 11 cranes across the Wollongong LGA, including 10 in the Wollongong CBD;
- Continual monitoring of the impact of COVID-19 on the local economy, through ABS data and the Economy.ID COVID-19 Outlook tool;
- To take advantage of the substantial uplift in new A-grade office development underway, Invest Wollongong has completed the 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 will commence in October 2020, with a strong focus on the professional services and scale-ups sectors. The campaign will promote Wollongong as a superior business location and will feature a range of collateral, including videos, blogs and the Office Market Prospectus;
- This quarter saw the announcement by Mercer that it has committed to a 12-year lease of 5,000sqm in the new Lang's Corner building. This will see Mercer as the anchor tenant at Lang's with construction now underway with completion mid-2022;
- Continued Council representation on local boards, including i3Net, Illawarra First, Economic Development Australia (EDA) and the Night Time Economy Council's Committee (NTECC);
- Work on a 'City Deal for Wollongong' as part of a wider regional approach continued. The prospectus is now finalised and due to be launched in October 2020;
- Continued to advocate for important regional transport infrastructure including SWIRL and Picton Road.

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Plan and deliver staged implementation of Crown Street West improvements

Throughout the quarter, three projects commenced for Crown Street West. Progress of each of these projects include:

- Crown Street West - Railway Parade to Gladstone Street, this project is currently in the design phase with handover anticipated for December 2020;
- Crown Street West - Darling Street to Denison Street: Designs were handed over in the 2019-2020 financial year and construction has commenced and expected to be complete by the end of October. The project between the corner of Denison and Crown Streets is a three-month project to revamp the kerb and guttering along the left lane, install a new paved footpath and add new planter boxes for colour. This continued program of works aims to improve pedestrian safety and provide better access to all members of the community. The project is part of Council's larger landscape program to upgrade and maintain west Crown Street as well as being one of our most important, highly used pedestrian areas.



[Image: Crown Street West improvements]

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Engage in a range of activities that provide opportunities and promote Wollongong City Council as an employer of choice including the Cadet, Apprentice and Trainee and Work Experience programs and in partnership with educational institutions

Applications opened during the quarter for a variety of entry-level employment and education pathways designed to provide employment opportunities for individuals without significant work experience or qualifications. The positions offered represent an important element of Council's contribution to the development of employability skills and entry-level careers in the region.

There are 13 roles available for the February 2021 start, open to people of all ages, background and experience. As a cadet, apprentice or trainee, people are given practical on-the-job training at the same time as studying a relevant industry recognised qualification and earning a wage.

Positions are offered in a range of operational areas including finance, information technology, civil works, environment, engineering, communications.

This represents a commitment made during the 2018-2019 financial year of four year rolling plan for Cadet, Apprentice, Trainee and School Based Trainees (CATS). Year 2 of that plan was reviewed and affirmed with an intake of 18 CATS determined on 25 August. School Based Trainees will commence their program next quarter (7 December 2020) while Cadets, Apprentices and Trainees will commence in the third quarter (1 February 2021).



[Image: Applications open for Cadets, Apprentices and Trainees at Council]

GOAL 2: WE HAVE AN INNOVATIVE AND SUSTAINABLE ECONOMY

Deliver a program of activities and provide services that facilitate learning by community members: Born to Read, History Week workshops, Bookclubs

During the quarter, this program continued to be delivered online. *Tiny Bites* and preschool story videos have been shared with *Paint the Gong Read* to enable further 'reach' into the community. After school programs proved popular, with *STEAM Punks* for ages 5-12 years receiving a positive response. Children's and youth staff explored differing formats for program presentation, finding customers respond enthusiastically to the opportunity to comment on children's story time videos. These videos have provided staff learning opportunities for writing, directing, presenting, videoing, editing, and marketing skills development across the team.

Wollongong City Library has liaised with partner organisations regarding the resumption of programs in early October within COVID-19 restrictions. Maintaining relationships has been imperative during the pandemic as has responding and reacting to changes in NSW Health guidelines to ensure the Library is able to recommence staged service delivery in a timely manner.

Videos of online author talks remain popular, with a video of the Shannon Malloy talk being re-posted following the announcement that a movie based on the book is to be made. Council has joined with the NSW State Library collaborative author talks program to provide access to some live Zoom author events. Council has also developed a page on the Libraries' website for Book Week 2020. This contains links to books, activities and information for each Library category, with a competition for a Book Week Prize Pack to be drawn in Book Week in October. This online version of Book Week has been promoted to all schools and preschools in the Illawarra, along with the opportunity to take out an organisational membership of the Library.

Performance Measures Q1 2020-2021

- Number of visitations to the tourism information centres* | 6,269 (Q1 2019-2020 – 12,562)
- Tourist Park occupancy rate of cabins* | 49% (Q1 2019-2020 – 53%)
- Occupancy rates of paid on street parking | 64% (Q1 2019-2020 – 78%)
- Tourist parks occupancy rate of unpowered sites* | 9% (Q1 2019-2020 – 13%)
- Tourist parks occupancy rate of powered sites* | 31% (Q1 2019-2020 – 32%)

*Impacted by COVID-19

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

In conjunction with the Local Organising Committee, prepare for the 2022 UCI Road World Championship

During the quarter a range of activities commenced in preparation for the 2022 UCI Road World Championships. The recruitment, appointment and commencement of the UCI event specialists was finalised.

Planning is progressing regarding finalisation of a Host City Agreement.

A dedicated countdown clock was unveiled in the Crown Street Mall on 25 September, as the City marks two years out from the UCI Road Cycling Championships coming to Wollongong in September 2022.

The digital clock, which was fabricated by a local contractor and uses stylised imagery of Wollongong's lighthouse, will remain in the Crown Street Mall for the next two years as the City prepares for the international event that's second only in profile to the Tour de France.

The UCI event will include a range of men's and women's races across age groups from junior to elite. While the routes are to be determined, it's a major opportunity to showcase the region to the world. The broadcast of the event is expected to have Wollongong on the screens of 250 million people across 150 countries, further emphasising the unprecedented size and scale of this event to be hosted by Wollongong.

The 2022 UCI Road World Championships is supported by Destination NSW, Wollongong City Council and the NSW Government.



[IMAGE: 2022 UCI Road World Championships clock launch]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

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

A key achievement during this quarter was the adoption by Council of the Wollongong Art Gallery Strategic Plan 2020-2025 - *Framing our Future*. This Plan was the culmination of extensive consultation with the community and other key stakeholders over several years. It will guide the Gallery over the next five years to enhance the cultural and creative experience in Wollongong to ensure it remains relevant to our community, the arts and to contemporary life. Framing Our Future identifies 21 strategies that sit under six key focus areas: Place, Program, Collection, Visitor Experience, Profile and Partnerships.

On 1 July 2020, the Wollongong Art Gallery re-opened its doors to the general public with COVID-19 safety measures in place. This enabled visitors to return to the Gallery in limited numbers, the first time since its closure on Tuesday, 24 March.

The Gallery's social media program continued during the period with education and public programs being delivered via social media. The Gallery also participated in an on-line exhibition coordinated by the National Arts School and Newcastle Regional Gallery. Exhibition programs scheduled for the quarter were extended to allow the exhibitions to be viewed by visitors once the Gallery re-opened. These included Pamela Griffith - Wollongong Then and Now, Anita Johnson Larkin - Come to Me without a Word, and Every Body from the Collection.



[Image: Wollongong Art Gallery reopened to the public on 1 July]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Deliver key funded strategies from Creative Wollongong

During the quarter, a range of strategies were delivered from Creative Wollongong including the completion of the Creative Dialogues program. This program, which has historically been presented face to face, was delivered as an audio podcast made available through the Creative Wollongong Facebook page and Council's website. The final of the six Creative Dialogues programs included video and audio.

The Creative Wollongong youth short film competition was also completed throughout the quarter, with 24 entries for ages 8-19. The competition was judged by Council officers and Australian actor Jake Ryan, whose credits include *Home and Away*, *Wentworth*, *Wolf Creek* and *Underbelly Razor* to name a few. Winning Films were presented on the Creative Wollongong Facebook page, WCC website and YouTube.

A call for EOIs has been sent out for the Coledale Community Centre mural. This project will replace an aged previous artwork at the Centre and will include a collaboration between Council and the South Coast Writers' Centre.

The 'I'm Grateful for...' photographic portrait project being developed has received wide attention and interest from media and the community. The project has begun with a call out to the community for photographs and "what I'm grateful for statements". Selected photographs will be displayed on six photographic display cubes arranged around the Crown Street Mall over the festive and holiday season. These cubes will then be distributed to other suburbs around the LGA.



[Image: I'm Grateful for....Photographic Portrait Project display in Crown Street Mall]

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

Council's Aboriginal Reference Group endorsed a proposal for libraries to display a Children's Acknowledgement of Country poster in the children's area across all library sites and to make the acknowledgement at the beginning of every Preschool children's program. The library is also promoting our Aboriginal authors within the Junior Picture Book Collection by adding Aboriginal flags to book covers to make the collection more visible.

The library has presented the *Tiny Bites* children's story time in Spanish, as well as uploading a video for children to learn some French language. The library supported Paint the Gong Read by supplying bilingual books to be read aloud and shared on social media. The community language bulk loans service continues with 22 boxes received for 18 customers in 11 community languages during this period. A new online database called 'LOTE Online for Kids' containing over 400 picture books in 20 community languages was added to the library's digital collection. A social media post was added for 'LOTE Online for Kids'.

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

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

During the quarter, planning and execution of a range of activation initiatives were undertaken to support the local and regional economy in response to COVID-19.

Council is finalising 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 local boutique bars, food, art and culture. It will also provide practical assistance to local businesses with digital marketing to better promote their business offering and the Wollongong CBD experience.

On 21 September, Council's draft Wollongong CBD Night Time Economy Policy was endorsed for public exhibition. The Policy looks at the ways we can work towards building a thriving City and a vibrant bar and restaurant culture and aims to support a shift in the City's night time economy. This is also in line with work by the NSW Government to develop policy around operational hours and practices for small bars and restaurants. The draft Policy also aims to provide clarity and support to local businesses by providing information on operating hours within the CBD and development application requirements. The draft Policy will also contribute towards the recovery of Wollongong's night time economy, given the challenges presented by recent COVID-19 restrictions and closures.

A spring placemaking project in Crown Street Mall saw the delivery of colourful spring-themed décor, additional COVID-19 safe distanced seating, living parklet and plants were delivered to create more welcoming and comfortable public outdoor areas. The artworks and decorations were made with sustainability in mind and were built to be used more than once. The vibrant display will remain in place until late October.



[IMAGE: Spring-themed Crown Street Mall decorations]

GOAL 3: WOLLONGONG IS A CREATIVE, VIBRANT CITY

Review and initiate opportunities and projects to support the Wollongong community specifically in response to COVID-19

Throughout the quarter, COVID-19 restrictions impacted the delivery of numerous planned events and activities. Alternative delivery modes were implemented to ensure services and activities continue to be provided to the community. For example, the 'Family Fun Day' was replaced with an online competition where schools, individuals and early education 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.

NAIDOC Week celebrations have been rescheduled to November and will feature online video and the Annual Reading Day became a virtual reading day, with 42 story readings being filmed. Videos included bilingual, local Aboriginal dreamtime stories and popular children's books. Council staff, local Elders, paramedics and local fire fighters read the stories. A story about COVID-19 was also read by nurses from the local hospital.

COVID-19 has highlighted gaps in communications with Culturally and Linguistically Diverse (CALD) communities. Locally, organisations have shared information on who and how to communicate, including which cultural groups, platforms, frequency and methods. A key gap identified is the lack of audio-visual material for non-literate communities and those whose languages took several weeks to translate. A CALD communications protocol and other ideas are being investigated to improve our communications with CALD communities.

Council coordinated a working group of the Illawarra Refugee Issues Forum (IRIF) to investigate digital access and literacy for CALD communities and explore the needs of refugee communities. While issues identified were present before COVID-19, they have been exacerbated as the online world has become more central to people's lives. For communities with low literacy, including refugees, limited English skills make online access challenging, especially combined with limited or no face to face support. Issues associated with not having access to devices, access to data and IT support have been highlighted during COVID-19. Council continues to work with key organisations to address these issues. COVID-19 has resulted in increased mental health concerns for young people. Youth services have revised the approach to providing information and referral, now offering these services online as well as face to face. The Wollongong Youth Services Facebook page was used to share information about self-care and services available.

Performance Measures Q1 2020-2021

- Library visitations* | 127,733 (Q1 2019-2020 – 423,827)
- Library – total number of loans* | 210,208 (Q1 2019-2020 – 340,649)
- Library programs: number of programs* | 25 (Q1 2019-2020 – 741)
- Library programs: number of participants** | 22,699 (Q1 2019-2020 – 19,851)

* Impacted by COVID-19

^ Change in mode of delivery to include online participants

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

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

Throughout the quarter, engagement was undertaken to seek community input on a diverse range of plans, projects and strategies. These included:

- Pilot cycling routes planned to provide links and safe connections to key destinations in Wollongong, Port Kembla, Thirroul and Towradgi. Signage was installed to encourage those who use the areas to provide feedback;
- City Centre Planning Review presents changes to existing planning controls. Promotional activities were undertaken to encourage the community to provide feedback through an online survey, written submissions, meetings and stakeholder forums;
- Draft Housing and Affordable Housing Options Paper provides options for housing our growing population and creating housing that is affordable. Feedback will inform the draft Housing Strategy and planning controls;
- Coledale Beach Car Park upgrades and Grand Pacific Walk Clifton works to upgrade the path network between Clifton and Austinmer. Feedback from the community will help inform construction;
- Draft Cycling Strategy 2030 aims to increase bike riding participation at all levels for exercise, recreation and transport. The community were asked to share their thoughts through online surveys and using an interactive online mapping tool;
- Draft Diversity, Inclusion and Belonging Policy will guide the services Council provides for the community and how we will shape and support our workplace in the delivery of those services. Information from the community has been used to revise the policy, which is now endorsed;
- The draft Disability Inclusion Action Plan (DIAP) sets out the strategies and actions that Council will deliver to enable people with disability to have greater access to Council information, services and facilities. Information from the community has been used to finalise the plan, which will guide Council's work for the next five years;
- The draft Wollongong CBD Night Time Economy Policy provides clarity regarding operating hours permitted in the CBD and development application requirements. Engagement has been undertaken with businesses, industry groups, government departments, Police and community.
- Port Kembla Pool Amenities upgrade design has been prepared to create an Accessible Adult Change Facility in the Port Kembla Pool Amenities. Community feedback will help inform how we manage construction;
- Draft Community Safety Plan 2021-2025 includes strategies to support people to feel safer, be safe, and reduce crime. Following the period of public exhibition, the Plan will be updated and presented to Council for adoption during the December 2020 quarter;
- Ongoing support was provided for the Wongawilli Access Project to raise community awareness and respond to concerns around impacts of Stage 1 works.

A range of policies were also exhibited this quarter including the draft Revised Waste and Resource Recovery – Fees & Exemptions Policy, draft Planning Agreements Policy, draft Risk Management Framework and draft Electric Vehicle Charging Stations on Public Land Policy.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

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

During the quarter, digital channels continued as a key tool for highlighting our services and activities and engaging with our community. FOGO, cycling and bike-related posts, COVID-19 messaging and Urban Greening were a focus of the channel.

Council continued to use Facebook as a means of highlighting key agenda items and outcomes from Council meetings. Council's Facebook page reached a key milestone at the end of the quarter with the number of likes ticking over the 30,000 mark to reach a total of 30,171 at the end of the quarter. This was an increase of 2.5 per cent on the previous quarter.

Twitter, Instagram and LinkedIn followings also continued to grow. Twitter followers increased by 1.7% from 6,349 to 6,459. We had 6,792 Instagram followers at the end of the quarter, up 3.8% from 6,545 at the end of the previous quarter. Followers on Council's LinkedIn company page grew 9.8% from 8,430 at the end of the previous quarter to 9,259.

Following the launch of Council's e-newsletter at the end of last quarter, Council has now published a total of five e-newsletters reaching 3,244 recipients. The e-newsletters will be promoted via social media and the hardcopy community newsletter over the next quarter to increase the number of subscribers.



City of Wollongong
Public & government
service



[IMAGE: Wollongong Council's Facebook Page]

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Review and maintain an effective risk management system; including risk appetite statements, risk registers and treatment plans

The Enterprise-wide Risk Management Committee meet regularly to monitor corporate risks as well as consider significant risk events and emerging risks. The Audit, Risk & Improvement Committee received a quarterly report of Council's Topmost Risks and other risk management initiatives and activities, as well as a presentation in relation to key risk activities.

Following the endorsement of Risk Appetite Statements for Council in August 2020, Council's Risk Management Policy was adopted. This further enhances risk management in Council. The risk team continuously review and maintain the corporate risk registers and treatment plans and update for any changing or emerging risks.

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 in August 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.

Staff 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, will recommence 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 participate in Illawarra Committee Against Domestic Violence (ICADV) meetings and *Reclaim the Night* organising committee.

GOAL 4: WE ARE A CONNECTED AND ENGAGED COMMUNITY

Deliver Council's Workforce Diversity Policy

Council's Workforce Diversity Policy has been replaced by the Diversity, Inclusion and Belonging Policy. The draft Policy went to Council meeting on 29 June. The draft Policy was placed on public exhibition from 1 July to 5 August. The feedback was presented back to Council meeting on 31 August where it was unanimously endorsed.

Work on developing an integrated approach between the Diversity Inclusion and Belonging Policy and the various other action plans - Diversity Inclusion Action Plan, Reconciliation Action Plan will continue throughout the 2021-2022 financial year.

Performance Measures Q1 2020-2021

- Sick Leave | 7.10 Days (Q1 2019-2020 – 7.87 days)
- Number of Twitter followers for Council | 6,459 (Q1 2019-2020 – 6,013)
- Carers Leave | 0.56 Days (Q1 2019-2020 – 0.64 days)
- Lost Time Injury Frequency Rate | 13.91 (Q1 2019-2020 – 15.12)
- Number of media releases issued | 62 (Q1 2019-2020 – 42)
- Number of Council Facebook page 'likes' | 30,171 (Q1 2019-2020 – 26,630)
- Workers compensation costs as a percentage of payroll | 1.25% (Q1 2019-2020 – 1.51%)
- Telephone calls are answered within 30 seconds | 88 % (Q1 2019-2020 – 89%)
- Enquiries made in person are welcomed and attended to within 5 minutes | 97 % (Q1 2019-2020 – 95%)

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

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

Community Transport services continued to operate within the constraints of COVID-19 restrictions throughout the quarter, while ensuring frail older customers receive the essential services they need to remain living independently in the community. While group activities remained on hold, essential services such as transport to medical appointments, shopping and nursing service visits continued in line with the Public Health Order, to ensure social interaction and to maintain health and wellbeing.

A key highlight during the quarter was the awarding of the 2020 Illawarra Volunteer Team of the Year award to the Community Transport Health Bus Team. This team was a joint winner of the Illawarra Volunteer Team of the Year award, along with The Multicultural Communities Council of Illawarra Bus Drivers. The winning volunteers will now participate at the State Ceremony in December, to compete for the NSW Volunteers of the Year Award.



[IMAGE: Joint Illawarra Volunteer Team of The Year Award Winners – Community Transport Health Bus Team]

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

Implement, monitor and report on the Disability Inclusion Action Plan 2020- 2025

On 31 August, Council adopted the Disability Inclusion Action Plan (DIAP) 2020-2025 and the Diversity, Inclusion and Belonging Policy. These documents included valuable insights and recommendations from community feedback that was submitted throughout the engagement period.

The DIAP 2020-2025 outlines Council's actions to promote the inclusion of people with disability across our community by improving access to Council services and facilities. The previous DIAP supported improvements, such as the installation of new accessible footpaths across the LGA, access upgrades to parks and playgrounds, more accessible events and wayfinding throughout the City.

The Diversity, Inclusion and Belonging Policy is an overarching document that directs Council's ongoing commitment and leadership in creating a City where diversity is valued and where all residents feel they belong. By exploring and developing services, delivering infrastructure and implementing Council processes, these documents work together to create this future by outlining practical strategies that can be enacted by Council.

A detailed implementation plan has been developed to guide the delivery of this Plan. An easy to read version of the Plan has also been drafted.



[IMAGE: Beach goer utilising accessible beach matting]

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

Implement actions from the Port Kembla 2505 Revitalisation Strategy in accordance with the strategy implementation plan

During the quarter a transformative project was completed as part of the Port Kembla Revitalisation Plan with a makeover of the basketball courts (former tennis courts) at King George V Oval. The design for the space was created through a collaborative process with the community and resulted in a well-used area for the local community. With the tennis court due for an upgrade, Council met with students from Port Kembla Primary School and Warrawong High School, as well as the Port Kembla Youth Project, to include their ideas in the planning process. The final design and colour palette were chosen by the local community creating a greater sense of ownership of the space. Seating and a water bubbler and refill station were also installed.

Works have commenced on the Allan Street Carpark Upgrade (corner of Allan + Military Road) and the construction of the Grand Pacific Walk Observation Deck (Cowper Street) overlooking Port Kembla Beach is underway. Delivery of the Urban Greening Strategy has seen over 280 trees planted along streets, parks, playgrounds and open spaces working towards increasing the canopy cover and diversity of trees in Port Kembla.



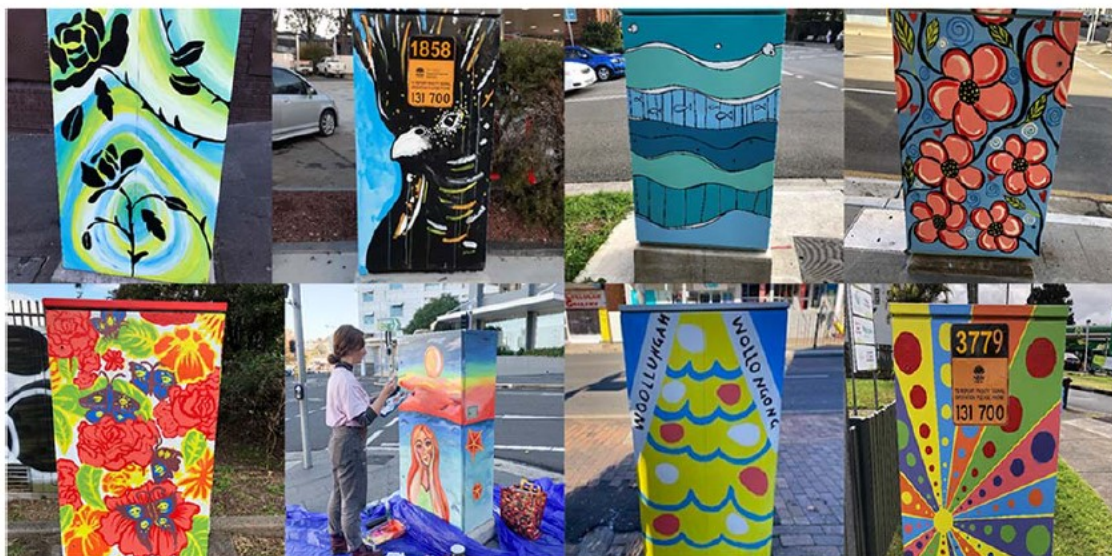
[IMAGE: Newly refurbished basketball courts at King George V Oval, Port Kembla,]

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

Coordinate and undertake Graffiti Prevention actions on Council assets and deliver the Community Partnership program to remove graffiti from non-Council assets

Throughout the quarter, Council's RTArt project was launched. Twenty traffic signal boxes were painted with murals by 20 community creatives in the Dapto, Wollongong, Woonona and Corrimal areas. The painting project was funded by Council as part of a graffiti prevention management strategy.

The program has been successful in minimising graffiti on plain signal boxes which are owned by TfNSW and are often a target for graffiti in the Wollongong area. The program has run periodically over several decades. The project also provides creatives and community groups with access to a small financial payment for their work during this difficult time. The completed works were showcased via our social media channels.



[IMAGE: Traffic signal box murals]

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

Performance Measures Q1 2020-2021

- Community Transport trips* | 4,304 (Q1 2019-2020 -32,695)
- Direct-Run District Level Community Facilities visitation* | 11,759 (Q1 2019-2020 -60,865)
- Utilisation of Direct-Run District Level Community Facilities* | 3,132 Hours (Q1 2019-2020 -10,436)
- Social Support hours of service* | 1,204 Hours (Q1 2019-2020 -10,365)
- Total Visits commercial heated pools: Corrimal* | 13,323 (Q1 2019-2020 -13,677)
- Total Visits commercial heated pools: Dapto* | 5,943 (Q1 2019-2020 -11,357)
- Utilisation/visitation at pools* | 20,060 (Q1 2019-2020 - 55,157)
- Utilisation/visitation at beaches | 37,060 (Q1 2019-2020 -20,398)

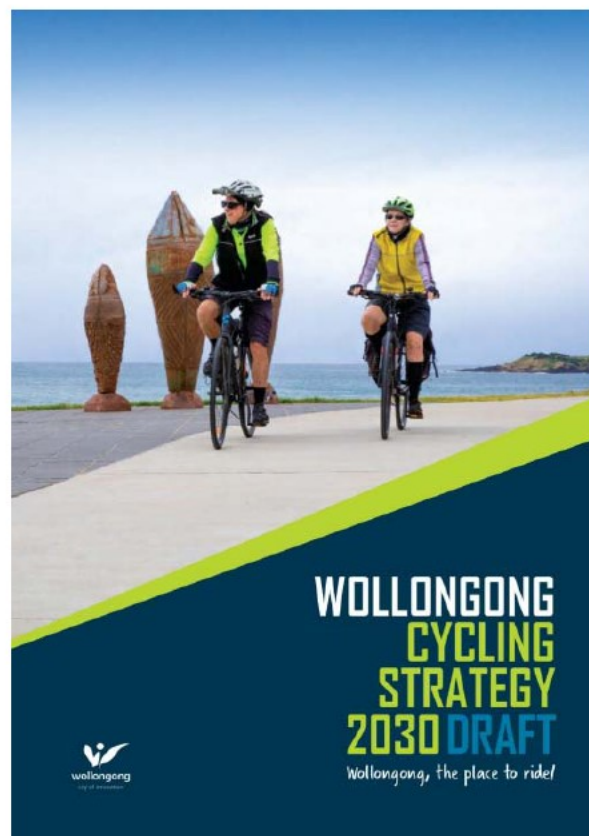
* Impacted by COVID-19

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Finalise and deliver priority actions in the draft Cycling Strategy 2030

On 17 August 2020, the public exhibition period on the draft Wollongong Cycling Strategy 2030 closed. Over 900 comments were marked on the interactive online map identifying the community's current cycling experience across the City. The draft Wollongong Cycling Strategy 2030 is a strategic document that aims to increase bike riding participation at all levels of ability. The draft Cycling Strategy will be supported by an accompanying implementation plan and aligns to the UCI (Union Cycliste Internationale) 'Cycling City Pillars.' The draft Strategy's priorities and expectations also align with delivery of the anticipated UCI 2022 World Road Cycling Championships legacy infrastructure projects.

The draft strategy is being updated following public exhibition. It is expected to be presented to Council on 16 November 2020 for adoption.



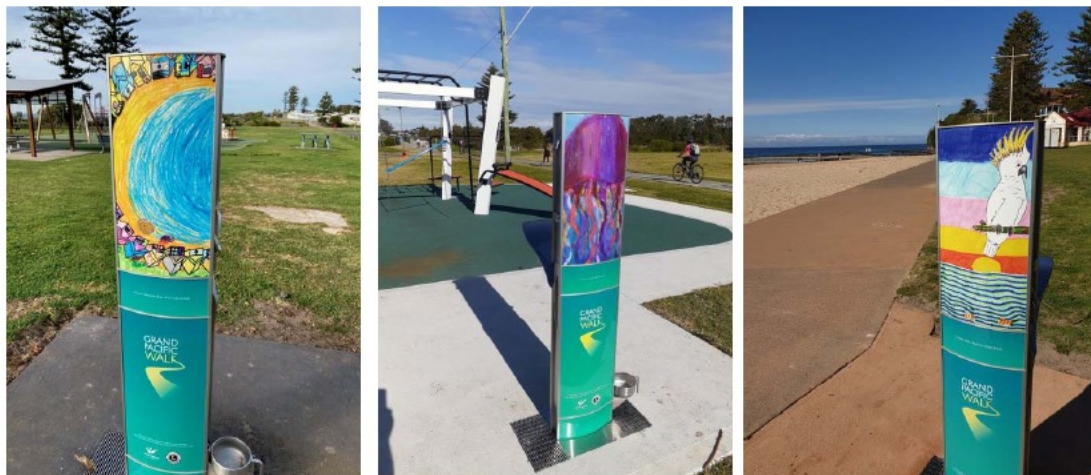
[Image: Draft Wollongong Cycling Strategy 2030]

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Grand Pacific Walk review of priorities and design of identified sections

Throughout the quarter, Council continued to identify and investigate missing links and possible treatments under Stage 2 of the Grand Pacific Walk. Key actions included the completion of concept plans for Austinmer with detailed design work to commence throughout the year. The completion of detailed plans for stage 2 Clifton footpaths with a submission made for funding under NSW Government Walking Program with construction planned to commence this year.

During the quarter, sections of the Grand Pacific Walk received new water stations. Nine stations were installed between Pinecourt Reserve in Austinmer and East Corrimal Beach. Each new water refilling station along the Walk was decorated with an original artwork created by students from local primary schools. The children's artwork design selection was facilitated by the Austinmer/Thirroul Lions Club who worked with local schools to run a design competition. While providing an asset along the walk, it further enhances environmental sustainability by eliminating a need for users to carry single use plastic water bottles.



[Image: New water stations on Grand Pacific Walk]

Work with the NSW Government on the implementation of priority actions within the Illawarra Regional Transport Plan

Council continues to work with Transport for NSW (TfNSW) on implementing the Illawarra-Shoalhaven Regional Transport Plan. TfNSW have commenced a review the Illawarra-Shoalhaven Regional Transport Plan and are likely to create a 'Greater Wollongong' type transport strategy at a lower level than the Regional Plan to establish local priorities between Shellharbour and Thirroul. TfNSW will review the Illawarra Regional Transport Plan in conjunction with the review of the Illawarra/Shoalhaven Regional Plan. Council staff will provide input into the review during meetings with TfNSW.

GOAL 6: WE HAVE AFFORDABLE AND ACCESSIBLE TRANSPORT

Implement footpath and cycleway improvement programs

Throughout the quarter, significant works were planned, commenced and constructed to deliver continual improvements in Council's footpath and cycleway networks. While details of specific locations are provided in Council's Infrastructure Delivery Program, work commenced in July on revamping cycle access across Mullet Creek Bridge. A new kerb, gutter and section of a new shared cycleway was constructed as part of the ongoing Bong Bong Road Cycleway Connection project.



[Image: Prior to work commencing on Mullet Creek Bridge]

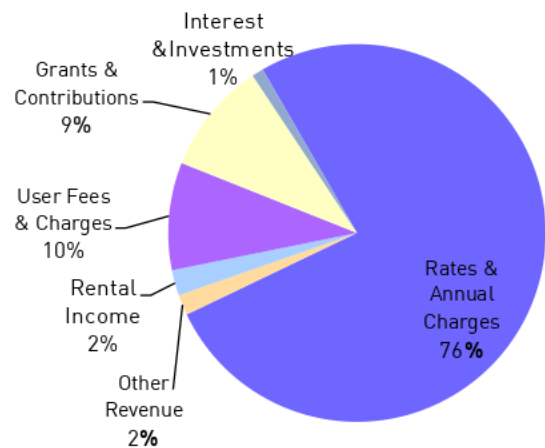
Performance Measures Q1 2020-2021

- Delivery of Council's Capital Program | 18% (Q1 2019-2020 – 22%)

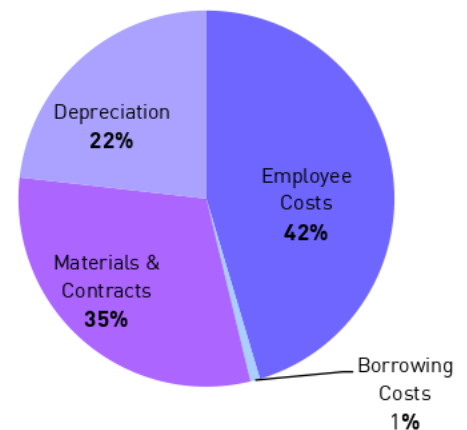
How we performed against our budgets

Budget 2020-2021

Income Type (\$M)	YTD Actual	Proposed budget
Rates & Annual Charges	49.7	208.5
Other Revenue	1.1	10.3
Rental Income	1.4	
Profit on disposal of Assets	0.0	
Grants & Contributions	6.0	22.1
User Fees & Charges	6.3	27.3
Interest & Investments	0.6	2.3
Total	65.2	270.6



Expense Type (\$'M)	YTD Actual	Proposed budget
Employee Costs less Internal Charges	29.8	123.7
Borrowing Costs	0.5	2.4
Materials & Contracts	20.1	103.1
Depreciation	15.2	63.7
Loss on Disposal of Assets		0.0
Total	65.7	292.9



Report of Chief Financial Officer

The September Quarterly review is the first review of 2020-21 Operational Plan adopted in June 2020. The first review is impacted by last year's results that were finalised after that adoption. At the end of 2019-20, Council had achieved an improvement in its Funds Result of \$4.7 million that was partly due to an improvement against provision for COVID-19 impacts in the last quarter of 2019-2020 of \$2.5 million and improvements across a range of centrally held budgets. The improvement in the end of year result relating to COVID-19 was endorsed to be transferred to Strategic Projects Restricted Asset (SPRA) to provide additional restricted capacity for future impacts of COVID-19 or to be considered for future projects. The remaining improvement has partially restored the Available Funds that have been negatively impacted by COVID-19.

This review of financial estimates proposes a range of adjustments that will impact the forecast Operating Result [pre capital] and the Funds Result [Available Funds balance] negatively by \$0.3 million. The deterioration is largely due to a lower Financial Assistance Grant payment for 2020-2021 of \$0.4 million, which will also impact future year's estimates.

The review also includes the reintroduction of a range of projects that were in progress at 30 June 2020 that will now be completed in the current year. The budget has not been varied based on a proposed position that these will be offset by corresponding adjustment in the current year projections based on capacity and priorities. Finalisation of variances at a project level will be considered through the Strategic Management Cycle Process and be reported at the December Quarterly Review. A centralised provision that recognises this proposal to adjust the timing of project completion in the current year has been added as a negative to contingencies for the September Quarterly Review.

The following table and comments provide a summary view of the proposed variations and forecast for 2020-21 based on adjustments required from the prior year, 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	September	September	Proposed Variation
Operating Revenue	269.0	269.0	270.6	65.2	1.6
Operating Costs	(291.0)	(291.0)	(292.9)	(65.7)	(1.9)
Operating Result [Pre Capital]	(22.0)	(22.0)	(22.3)	(0.5)	(0.3)
Capital Grants & Contributions	35.5	35.5	35.7	3.5	0.2
Operating Result	13.4	13.4	13.3	3.0	(0.1)
Funds Available from Operations	56.9	56.9	56.6	15.6	(0.3)
Capital Works	93.4	95.7	95.7	17.6	-
Contributed Assets	11.6	11.6	11.6	-	-
Transfer to Restricted Cash	1.4	3.9	3.9	0.4	0.0
Borrowings Repaid	5.2	5.2	5.2	1.1	-
Funded from:					
- Operational Funds	59.3	59.3	59.3	11.7	0.0
- Other Funding	45.6	47.9	47.9	5.9	-
Total Funds Surplus/(Deficit)	(9.1)	(11.6)	(11.9)	2.4	(0.3)

Report of Chief Financial Officer

OPERATING RESULT [pre capital]

The proposed Operating Deficit [pre capital] of \$22.3 million represents a deterioration of \$0.3 million against an original budget of \$22.0 million that is made up of both funded and cash variations.

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

Non-Funds Variations (no Fund impact) \$0.1M (F)

• Introduction of new projects funded from grants	\$0.3M (U)
• Water Quality project brought forward	\$0.1M (U)
• Additional/new grants received	\$0.2M (F)
• Domestic waste activity improvement, transferred to restricted cash	\$0.3M (F)

Funds Variations \$0.4 (U)

• Financial Assistance Grant	\$0.4M (U)
• Correction prior year budget error	\$0.1M (U)
• Insurance proceeds	\$0.2M (F)
• Various other	\$0.1M (U)

Reintroduction of Projects in progress

There were a range of operational projects (including Supporting Document Projects) in progress at 30 June 2020 that require to be reintroduced into 2020-21 financial forecasts to allow completion. The proposed additional operational expenditure of \$3.3 million is offset by \$2.1 million of funding from restricted cash (Grants, Contributions and Internally Restricted Assets). While the progress of individual projects is assessed each quarter and adjustments made to reflect the expected completion period and cost, there is always a degree of variation due to external factors that impact on the ability to fully complete all these projects. To recognise this issue from a budget perspective, this review as in prior years, includes a provision (negative expenditure and income budget) at a similar level for works that may remain in progress at the end of this financial year. A more detailed review at project level will be carried out through the Strategic Planning Cycle process that will be highlighted in the December Quarterly review.

OPERATING RESULT

The surplus Operating Result \$13.4 million is a deterioration of \$0.1 million compared to budget that includes the above variations and is partially offset by additional grant income.

CAPITAL PROGRAM

During this quarter, the capital budget expenditure projections were increased by \$2.3 million, through monthly adjustments that were fully offset by funding from restricted cash and have been reported and approved by Council through the monthly reporting process.

FUNDS RESULT

The Original Budget deficit for Total Funds Result (annual movement in Available Funds) of \$9.1 million has been revised to \$11.6 million in the Current Budget to include the transfer of part of the 2019-20 surplus (\$2.5 million) attributed to COVID-19 savings as resolved by Council at the August meeting. The slight deterioration in the Fund Result recognised during the September Quarterly Review includes \$0.4 million for the Financial Assistance Grant that is partially offset by proceeds of an insurance claim.

Report of Chief Financial Officer

COVID-19

The Adopted Operational Plan 2020-21 included assumptions for COVID-19 impacts estimated at that time. 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 last quarter of 2019-20 and 2020-21 financial year was estimated to be in the order of \$16 million with \$10 million attributed to 2020-21.

The result at the end of 2019-20 indicated an improvement of \$2.5 million against the provision for COVID-19. Trends for COVID-19 impacted revenue streams in the first quarter indicate these improvements are likely to continue into 2020-21, assuming virus transmission rates and government restrictions remain at current levels. The most significant variations to assumption are leases and licences, waste facilities, tourist parks, development applications, golf course, and parking enforcement.

The assumptions for COVID-19 remain extremely volatile as it is still difficult to assess future impacts, period of impact, and it is becoming increasingly evident there are, and will be, a number of services that have increased 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.

At this stage, it has been recognised assistance for licensees of Council community facilities and sporting grounds will add \$0.2 million lost revenue during 2020-21 and additional resourcing at Council's pools will have a potential cost up to \$1.3 million for the current season. There is a proposed extension to legislation outlining support to lessors from 24 October 2020 to 31 December 2020. In addition, there are a number of emerging service requirements related to COVID-19 arrangements that are being reviewed that may need to be considered moving forward. These include ranger services, city cleansing, and outdoor dining arrangements.

The underlying assumption in developing Council's provision for COVID-19 was the expectation there would be a substantial impact for a short period, followed by a sustained period of recovery throughout the remainder year. While expectations have been exceeded from a service perspective, it is now more likely current arrangements will be in place for at least the remainder of the financial year and potentially longer.

It is currently anticipated these emerging requirements and timing issues can be accommodated within the existing overall COVID-19 provisions. This position will need to be carefully monitored, assessed and reported throughout the year to confirm the adequacy of the current provision for COVID-19.

Report of Chief Financial Officer

Table 2

CASH, INVESTMENTS & AVAILABLE FUNDS				
	Actual 2019/20	Original Budget 2020/21	September QR 2020/21	Actual Ytd September 2020
	\$M	\$M	\$M	\$M
Total Cash and Investments	157.5	114.2	122.9	144.9
Attributed to:				
External Restrictions				
Developer Contributions	35.1	34.7	40.7	36.8
Specific Purpose Unexpended Grants	3.2	6.2	3.3	5.2
Special Rates Levy City Centre	0.3	0.1	0.2	0.5
Unexpended Loans	3.0	2.7	0.9	1.4
Domestic Waste Management	14.2	11.3	11.9	14.3
Private Subsidies	6.2	6.2	5.9	6.1
Housing Affordability	11.0	11.2	11.1	11.0
Stormwater Management Charge	1.9	1.2	1.4	2.1
Total External Restrictions	74.7	73.7	75.4	77.5
Internal Restrictions				
Property Investment Fund	7.9	4.2	4.2	7.1
Strategic Projects	42.9	22.0	28.0	40.3
Sports Priority program	0.9	0.5	0.7	1.0
City Parking strategy	2.2	0.5	0.5	1.6
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	2.2	2.0	1.0
West Dapto additional rates	6.1	6.5	6.8	6.3
Natural Areas	0.2	1.1	0.2	0.2
Lake Illawarra Management Fund	0.3	0.3	0.3	0.3
Total Internal Restrictions	62.7	39.0	44.5	59.5
Available Cash	20.1	1.6	3.0	7.8
Net Payable & Receivables	5.3	10.1	8.4	19.6
Payables	(30.6)	(26.2)	(26.4)	(32.0)
Receivables	21.7	23.7	23.9	35.9
Other	14.2	12.5	10.9	15.7
Available Funds	25.4	11.6	11.4	27.5

Report of Chief Financial Officer

Long Term Financial Projections

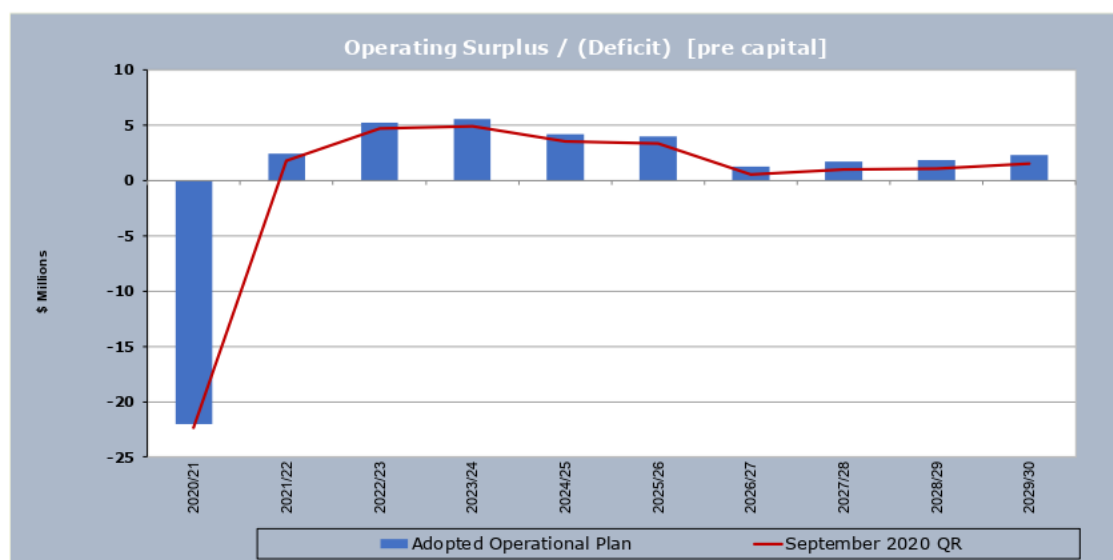
Council has a continuous budget process that revises the long term forecasts in line with quarterly changes and resets assumptions and indices annually or where new information leads to an immediate requirement to change the indices. The long term projections will be reviewed through the annual planning process in line with Financial Strategy targets to reflect current information from both external sources and internal analysis as part of the commencement of the 2020-21 annual planning process during the second quarter.

The revised long term projections have been impacted by the reduction in the Financial Assistance Grant (\$433K in 2020-21) and other more minor adjustments associated with a budget correction and the return of management of a community facility to Council as these are of a recurrent nature. There are a number of areas currently under review including the provision of animal control services and the potential impact of the recent rate cut announced by the Reserve Bank on investment revenues. No adjustment has been made for these at this stage and it is intended these, and any emerging trends related to COVID-19, will be considered more holistically during the December quarter along with the review of indices, other relevant new economic data and the underlying assumptions that support the long term forecasts contained in the Adopted Operational Plan 2020-2021 and Delivery Program 2018-22.

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

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

Table 3



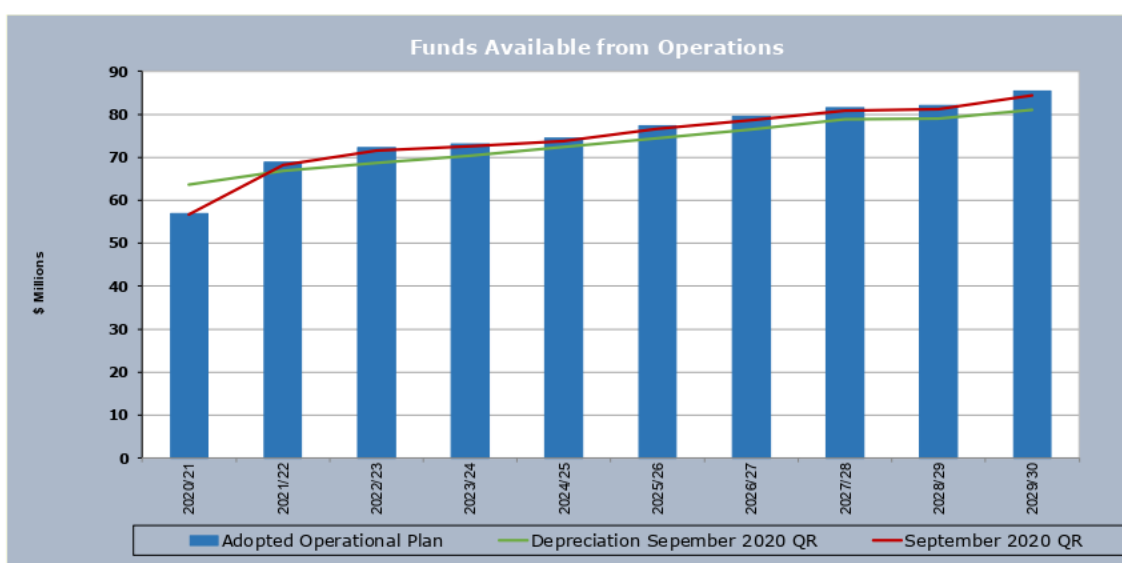
Report of Chief Financial Officer

Funds Available from Operations

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

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

Table 4



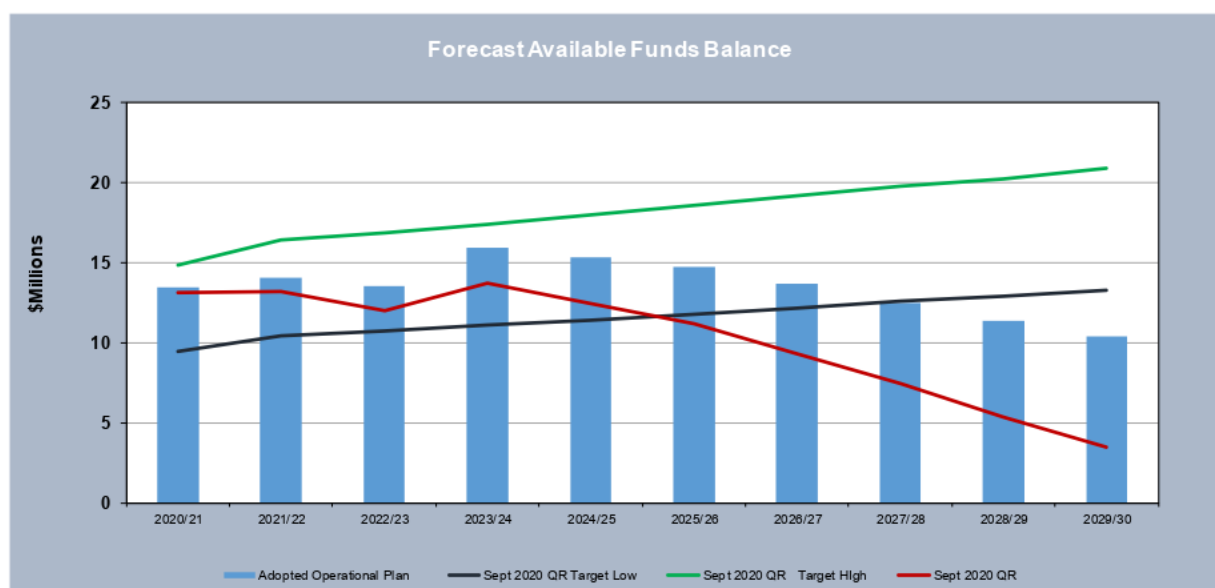
Report of Chief Financial Officer

Available Funds

Available Funds are the uncommitted funds of an organisation that assist in meeting the short term cash requirements, provide contingency for unexpected costs or loss of revenue and provide flexibility to take advantage of opportunities that may arise from time to time. Council's Financial Strategy has a target to achieve and maintain an Available Funds position between 3.5% and 5.5% of operational revenue [pre capital]. The target range for Available Funds at September 2020 is between \$9.5M and \$13.3M (lower range) and between \$14.9M and \$20.9M (upper range) over the life of the Long Term Financial Plan.

The Adopted budget indicated forecast Available Funds at that time were outside the guidelines of the Financial Strategy. This was largely due to the increase in the emergency services levy. This was increased by approximately \$0.7million (recurrent and indexed) from 2020-21. While this was offset by a corresponding grant from the State Government in 2020-21 to alleviate COVID-19 impacts, at this stage there has not been any confirmation the grant will continue. Forecasts have been further eroded in the latter years with cumulative impact of the decrease in the Financial Assistance Grant and other less material recurrent expenditure increases discussed earlier in this report. It should be noted, this is an indicative position at a point in time and will be impacted by the review of the indices and underlying assumptions during the December quarter.

Table 5



Report of Chief Financial Officer

Table 6

WOLLONGONG CITY COUNCIL					
SEPTEMBER 2020 QUARTERLY REVIEW					
	Original Budget \$'000	Current Budget \$'000	Actual YTD \$'000	Proposed Variance \$'000	Proposed Budget \$'000
Income Statement					
Income From Continuing Operations					
Revenue:					
Rates and Annual Charges	208,445	208,445	49,725	67	208,512
User Charges and Fees	27,034	27,034	6,289	294	27,329
Interest and Investment Revenues	2,343	2,343	644	(0)	2,343
Other Revenues	9,498	9,498	1,157	783	10,282
Rental Income	0	0	1,403	0	0
Grants & Contributions provided for Operating Purposes	21,679	21,679	6,007	420	22,100
Grants & Contributions provided for Capital Purposes	35,480	35,480	3,560	220	35,679
Profit/Loss on Disposal of Assets	0	0	(14)	0	0
Total Income from Continuing Operations	304,459	304,459	68,772	1,785	306,244
Expenses From Continuing Operations					
Employee Costs	140,835	140,835	33,550	1,505	142,140
Borrowing Costs	2,374	2,374	544	0	2,374
Materials, Contracts & Other Expenses	104,493	104,493	20,579	355	104,847
Depreciation, Amortisation + Impairment	63,702	63,702	15,246	(0)	63,702
Internal Charges (labour)	(18,432)	(18,432)	(3,721)	(0)	(18,432)
Internal Charges (not labour)	(1,733)	(1,733)	(497)	(0)	(1,733)
Total Expenses From Continuing Operations	291,038	291,038	65,699	1,859	292,898
Operating Result	13,421	13,421	3,072	(75)	13,346
Operating Result [pre capital]	(22,039)	(22,039)	(488)	(294)	(22,333)
NET SURPLUS (DEFICIT) [Pre capital] %	4.4%	4.4%	4.5%	(4.2%)	4.4%
Funding Statement					
Net Operating Result for the Year	13,421	13,421	3,072	(75)	13,346
Add back :					
- Non-cash Operating Transactions	82,363	82,363	19,666	112	82,474
- Restricted cash used for operations	29,815	29,815	4,742	124	29,939
- Income transferred to Restricted Cash	(54,169)	(54,169)	(9,161)	(436)	(54,605)
- Payment of Right of Use Leases	0	0	0	0	0
- Payment of Accrued Leave Entitlements	(14,533)	(14,533)	(2,739)	0	(14,533)
Net Share Joint Venture using Equity Method	0	0	0	0	0
Funds Available from Operations	56,897	56,897	15,581	(275)	56,622
Borrowings repaid	(5,242)	(5,242)	(1,121)	0	(5,242)
Advances (made by) / repaid to Council	0	0	0	0	0
Operational Funds Available for Capital Budget	51,655	51,655	14,460	(275)	51,380
CAPITAL BUDGET					
Assets Acquired	(93,359)	(95,659)	(17,576)	0	(95,659)
Contributed Assets	(11,562)	(11,562)	0	0	(11,562)
Transfers to Restricted Cash	(1,447)	(3,947)	(362)	0	(3,947)
Funded From :-					
- Operational Funds	51,655	51,655	14,460	(275)	51,380
- Sale of Assets	1,801	1,801	345	0	1,801
- Internally Restricted Cash	13,371	13,349	2,020	(0)	13,349
- Borrowings	0	0	0	0	0
- Capital Grants	4,762	4,753	314	0	4,753
- Developer Contributions (Section 94)	11,931	12,802	1,171	(0)	12,802
- Other Externally Restricted Cash	1,170	2,620	1,672	(0)	2,620
- Other Capital Contributions	12,559	12,569	388	0	12,569
TOTAL FUNDS SURPLUS / (DEFICIT)	(9,119)	(11,619)	2,432	(275)	(11,894)

Report of Chief Financial Officer

Table 7

MAJOR VARIATIONS PROPOSED	\$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
REVENUES FROM ORDINARY ACTIVITIES					
Rates & Annual Charges					
Additional Domestic Waste Services	67				67
User Charges & Fees					
Household Drop Off Waste Income			100		
Commercial Waste Income	66				
Airspace Leasing offset Other Revenue	167				
Other				(39)	294
Other Revenue					
Domestic Waste	(23)				
Workers Compensation Insurance Claim	794				
Plant Insurance Claim applied to Asset Replacement			181		
Airspace Leasing offset Other Revenue	(167)				
Domestic Waste				(2)	
Other					783
EXPENSES FROM ORDINARY ACTIVITIES					
Employee Costs					
Workers Compensation Settlement	(794)				
Lake Illawarra Estuary Management tfr from M&C	(114)				
Commercial Properties Reinstatement				(105)	
Marketing City Centre	(83)				
Strategic Business Analyst	(66)				
Cemeteries	(57)				
Viva La Gong	(32)				
Smart Cities	(28)				
Domestic Waste	(26)				
Other	(200)				(1,505)
Materials, Contracts & Other Expenses					
Recognition Voluntary Lifeguards	(611)				
Domestic Waste	292				
City Centre	83				
Lake Illawarra Estuary Management tfr to Salaries	114				
Community Pools				(63)	
Information Technology Library				(58)	
Community Facilities				(53)	
Tourist Parks			45		
Cemeteries	57				
Funded Projects Adjustments					
Community Transport	172				
Bulli Showground Stimulus Program	(179)				
Natural Area & APZ	(147)				
Environmental Programs	(69)				
Water Supply Management	(56)				
City Gallery	(47)				
Smart Cities	(45)				
Home Library Service Bags	(28)				
Other	(10)				
Other	232		16		(355)
Depreciation					-

Report of Chief Financial Officer

Table 7 (cont'd)

MAJOR VARIATIONS PROPOSED \$'000s	Offsetting Items for Fund	Surplus	Deficit	Net by type
Internal Charges				
Current Year Capital expenditure reclassified as operational				
Other	3		(3)	-
Profit on Asset disposal				
Prior Year Capital Works in Progress reclassified as operational				-
Grants & contribution - Operating				
Recognition Voluntary Lifeguards	611			
Financial Assistance Grant			(433)	
Smart Cities Grant	311			
Saluting their Services	100			
Community Transport	(138)			
Other	(31)			420
Operating Variation [pre capital]	118	342	(756)	(294)
Capital Grants & Contributions				
Roads to Recovery	(407)			
Resources for Regions	578			
Other	49			220
Operating Variation [post capital]	338	342	(756)	(75)
FUNDING STATEMENT				
Non Cash Items				
Depreciation				
Employee Entitlements		112		112
Payment of Leave Entitlements				-
Restricted Cash Used for Operations				
Introduction Funded Projects	437			
Domestic Waste	(313)			
Other				124
Income Transferred to Restricted Cash				
Grants & contributions - Capital	(220)			
Grants & contributions - Operational	(242)			
Other		25		(436)
Advances (made by)/repaid to Council				-
OPERATIONAL FUNDS AVAILABLE FOR CAPITAL	-	479	(756)	(275)
CAPITAL BUDGET				
Prior Year Result tfr to Strategic Projects RA				-
Purchase Plant				-
TOTAL FUNDS SURPLUS/(DEFICIT)	-	479	(756)	(275)

Report of Chief Financial Officer

Table 8

CAPITAL PROJECT REPORT							
September 2020 Quarterly Review							
ASSET CLASS PROGRAMME	\$'000		\$'000		YTD EXPENDITURE	\$'000	
	ORIGINAL BUDGET		CURRENT BUDGET			VARIATION	
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING		EXPENDITURE	OTHER FUNDING
Roads And Related Assets							
Traffic Facilities	2,375	(1,313)	2,098	(1,036)	385	(276)	276
Public Transport Facilities	335	0	335	0	14	(0)	0
Roadworks	10,316	(1,154)	11,433	(1,556)	2,846	1,117	(402)
Bridges, Boardwalks and Jetties	2,010	0	1,980	0	325	(30)	0
TOTAL Roads And Related Assets	15,035	(2,467)	15,846	(2,592)	3,570	811	(126)
West Dapto							
West Dapto Infrastructure Expansion	7,695	(7,695)	8,031	(8,031)	833	336	(336)
TOTAL West Dapto	7,695	(7,695)	8,031	(8,031)	833	336	(336)
Footpaths And Cycleways							
Footpaths	7,214	(2,684)	7,330	(2,800)	1,591	116	(116)
Cycle/Shared Paths	4,065	(2,025)	4,065	(2,025)	816	(0)	0
Commercial Centre Upgrades - Footpaths and Cycleway	5,547	(2,082)	5,547	(2,082)	1,223	0	0
TOTAL Footpaths And Cycleways	16,826	(6,791)	16,942	(6,907)	3,630	116	(116)
Carparks							
Carpark Construction/Formalising	915	(200)	915	(200)	42	0	0
Carpark Reconstruction or Upgrading	1,565	(280)	1,565	(280)	145	(0)	0
TOTAL Carparks	2,480	(480)	2,480	(480)	188	0	0
Stormwater And Floodplain Management							
Floodplain Management	1,980	(270)	1,771	(261)	125	(209)	9
Stormwater Management	2,290	(335)	2,954	(335)	1,117	664	0
Stormwater Treatment Devices	185	(185)	85	(85)	0	(100)	100
TOTAL Stormwater And Floodplain Mar	4,455	(790)	4,811	(681)	1,241	356	109
Buildings							
Cultural Centres (IPAC, Gallery, Townhall)	1,010	0	1,090	0	199	80	0
Administration Buildings	1,935	0	1,935	0	227	(0)	0
Community Buildings	13,247	(1,814)	13,128	(1,775)	2,911	(119)	39
Public Facilities (Shelters, Toilets etc.)	230	0	230	0	0	(0)	0
TOTAL Buildings	16,422	(1,814)	16,383	(1,775)	3,337	(39)	39
Commercial Operations							
Tourist Park - Upgrades and Renewal	870	0	870	0	580	(0)	0
Crematorium/Cemetery - Upgrades and Renewal	265	0	265	0	69	(0)	0
Leisure Centres & RV/GC	170	0	170	0	4	(0)	0
TOTAL Commercial Operations	1,305	0	1,305	0	653	(0)	0
Parks Gardens And Sportfields							
Play Facilities	2,610	(770)	2,510	(670)	9	(100)	100
Recreation Facilities	2,661	(1,761)	2,599	(1,861)	58	(62)	(100)
Sporting Facilities	2,143	(850)	2,305	(850)	219	162	0
Lake Illawarra Foreshore	100	0	100	0	0	0	0
TOTAL Parks Gardens And Sportfields	7,514	(3,381)	7,514	(3,381)	287	(0)	0

Report of Chief Financial Officer

Table 8 (cont'd)

CAPITAL PROJECT REPORT							
September 2020 Quarterly Review							
ASSET CLASS PROGRAMME	\$'000		\$'000		YTD EXPENDITURE	\$'000	
	ORIGINAL BUDGET		CURRENT BUDGET			VARIATION	
	EXPENDITURE	OTHER FUNDING	EXPENDITURE	OTHER FUNDING		EXPENDITURE	OTHER FUNDING
Beaches And Pools							
Beach Facilities	828	0	827	0	19	(0)	0
Rock/Tidal Pools	970	0	970	0	732	0	0
Treated Water Pools	1,480	0	1,480	0	142	(0)	0
TOTAL Beaches And Pools	3,278	0	3,277	0	893	(0)	0
Waste Facilities							
Whytes Gully New Cells	2,690	(2,690)	2,690	(2,690)	635	(0)	0
Whytes Gully Renewal Works	620	(620)	620	(620)	14	0	(0)
Helensburgh Rehabilitation	500	(500)	400	(400)	163	(100)	100
TOTAL Waste Facilities	3,810	(3,810)	3,710	(3,710)	811	(100)	100
Fleet							
Motor Vehicles	1,800	(949)	1,800	(949)	(0)	(0)	0
TOTAL Fleet	1,800	(949)	1,800	(949)	(0)	(0)	0
Plant And Equipment							
Portable Equipment (Mowers etc.)	100	(27)	100	(27)	12	(0)	0
Mobile Plant (trucks, backhoes etc.)	4,280	(826)	4,280	(826)	66	0	(0)
TOTAL Plant And Equipment	4,380	(853)	4,380	(853)	78	0	(0)
Information Technology							
Information Technology	2,134	0	2,134	0	61	(0)	0
TOTAL Information Technology	2,134	0	2,134	0	61	(0)	0
Library Books							
Library Books	1,251	0	1,251	0	429	(0)	0
TOTAL Library Books	1,251	0	1,251	0	429	(0)	0
Public Art							
Art Gallery Acquisitions	100	0	100	0	3	0	0
TOTAL Public Art	100	0	100	0	3	0	0
Emergency Services							
Emergency Services Plant and Equipment	20	0	20	0	3	(0)	0
TOTAL Emergency Services	20	0	20	0	3	(0)	0
Land Acquisitions							
Land Acquisitions	2,750	(2,700)	4,720	(4,670)	1,557	1,970	(1,970)
TOTAL Land Acquisitions	2,750	(2,700)	4,720	(4,670)	1,557	1,970	(1,970)
Non-Project Allocations							
Capital Project Contingency	2,103	0	944	0	0	(1,159)	0
Capital Project Plan	0	0	10	0	0	10	0
TOTAL Non-Project Allocations	2,103	0	954	0	0	(1,149)	0
GRAND TOTAL	93,359	(31,729)	95,659	(34,029)	17,576	2,300	(2,300)

Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL		
as at 25 September 2020		
	Actual 2020/21 \$'000	Actual 2019/20 \$'000
Balance Sheet		
Current Assets		
Cash Assets	56,376	56,050
Investment Securities	81,658	97,422
Receivables	41,352	21,668
Inventories	464	381
Current Contract Assets	5,613	5,669
Other	10,299	10,572
Assets classified as held for sale	0	0
Total Current Assets	195,762	191,761
Non-Current Assets		
Non Current Cash Assets	8,000	4,000
Non-Current Receivables	0	0
Non-Current Inventories	5,972	5,972
Property, Plant and Equipment	2,657,044	2,655,487
Investment Properties	5,000	5,000
Westpool Equity Contribution	3,484	3,484
Intangible Assets	229	254
Right-Of-Use Assets	1,790	1,790
Total Non-Current Assets	2,681,518	2,675,987
TOTAL ASSETS	2,877,280	2,867,748
Current Liabilities		
Current Payables	38,285	30,592
Current Contract Liabilities	1,792	3,571
Current Lease Liabilities	341	341
Current Provisions payable < 12 months	14,568	13,272
Current Provisions payable > 12 months	47,811	47,811
Current Interest Bearing Liabilities	5,260	5,260
Total Current Liabilities	108,057	100,848
Non-Current Liabilities		
Non Current Payables	0	0
Non Current Interest Bearing Liabilities	11,318	12,439
N/C Lease Liabilities	1,519	1,519
Non Current Provisions	40,147	39,775
Total Non-Current Liabilities	52,985	53,734
TOTAL LIABILITIES	161,042	154,582
NET ASSETS	2,716,238	2,713,166
Equity		
Accumulated Surplus	1,364,779	1,360,922
Asset Revaluation Reserve	1,214,858	1,214,858
Restricted Assets	136,601	137,386
TOTAL EQUITY	2,716,238	2,713,165

Report of Chief Financial Officer

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT as at 25 September 2020		
	YTD Actual 2020/21 \$ '000	Actual 2019/20 \$ '000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Rates & Annual Charges	45,478	203,414
User Charges & Fees	5,525	29,485
Interest & Interest Received	1,080	4,130
Grants & Contributions	10,326	68,993
Other	1,972	25,886
Payments:		
Employee Benefits & On-costs	(28,598)	(118,396)
Materials & Contracts	(14,984)	(73,390)
Borrowing Costs	(172)	(910)
Other	(8,772)	(46,162)
Net Cash provided (or used in) Operating Activities	11,855	93,050
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts:		
Sale of Investments	-	-
Sale of Infrastructure, Property, Plant & Equipment	345	958
Deferred Debtors Receipts	-	-
Payments:		
Purchase of Infrastructure, Property, Plant & Equipment	(22,518)	(83,558)
Purchase of Interests in Joint Ventures & Associates	-	-
Net Cash provided (or used in) Investing Activities	(22,174)	(82,600)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Proceeds from Borrowings & Advances	-	-
Payments:		
Repayment of Borrowings & Advances	-	(7,935)
Repayment of Finance Lease Liabilities	-	(312)
Net Cash Flow provided (used in) Financing Activities	-	(8,247)
Net Increase/(Decrease) in Cash & Cash Equivalents	(10,319)	30,865
plus: Cash & Cash Equivalents and Investments - beginning of year	157,475	126,610
Cash & Cash Equivalents and Investments - year to date	147,156	157,475

WOLLONGONG CITY COUNCIL		
CASH FLOW STATEMENT as at 25 September 2020		
	YTD Actual 2020/21 \$ '000	Actual 2019/20 \$ '000
Total Cash & Cash Equivalents and Investments - year to date	147,156	157,475
Attributable to:		
External Restrictions (refer below)	77,651	75,470
Internal Restrictions (refer below)	59,535	62,675
Unrestricted	9,970	19,330
	147,156	157,475
External Restrictions		
Developer Contributions	36,799	35,099
RMS Contributions	887	350
Specific Purpose Unexpended Grants	4,351	3,568
Special Rates Levy Wollongong Mall	398	214
Special Rates Levy Wollongong City Centre	149	49
Local Infrastructure Renewal Scheme	276	274
Unexpended Loans	1,146	2,686
Domestic Waste Management	14,432	14,216
Private Subsidies	6,070	6,167
West Dapto Home Deposit Assistance Program	11,037	10,987
Stormwater Management Service Charge	2,106	1,860
Total External Restrictions	77,651	75,470
Internal Restrictions		
Property Investment Fund	7,072	7,889
Strategic Projects	40,306	42,900
Sports Priority Program	1,013	938
Car Parking Strategy	1,671	2,195
MacCabe Park Development	1,478	1,440
Darcy Wentworth Park	171	171
Garbage Disposal Facility	992	561
West Dapto Development Additional Rates	6,318	6,067
Southern Phone Natural Areas	173	173
Lake Illawarra Estuary Management Fund	341	341
Total Internal Restrictions	59,535	62,675

Report of Chief Financial Officer

The Quarterly Budget Review Statement (QBRs) requirements issued by the Office of Local Government in December 2010 requires 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 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 September 2020					
Contractor	Contract Detail & Purpose	Contract Value \$000's	Commencement Date	Duration of Contract	Budgeted Y/N
Liebherr Australia Pty Ltd	Supply of Landfill Traxcavator	582	6/07/2020	2020/21	Y
Exeloo Pty Ltd	Corrimal Tennis Courts and Gilmore Park Amenities	296	18/09/2020	2020/21	Y
Batmac Constructions Pty Ltd	Woonona Surf Lifesaving Club Male Amenities and Roof Refurbishments	457	22/07/2020	2020/21	Y
Australian Road Research Board	Level 2 Structural Condition Inspections for Council's Bridge, Boardwalk and Jetty Assets to Council	183	3/08/2020	2020/21	Y
Project Coordination Pty Ltd	Towradgi SLSC Amenities Refurbishment	316	13/07/2020	2020/21	Y
Advisian Pty Ltd	Fairy and Cabbage Tree Creeks Floodplain Risk Management Study	176	24/07/2020	2020/21	Y
Interflow Pty Ltd	Pipe Relining - Bellevue, Lake Heights and Nimbin	164	1/08/2020	2020/21	Y
M & A Lukin	Bellambi Neighbourhood Kitchen Refurbishment	173	1/07/2020	2020/21	Y
M & A Lukin	Corrimal Pool Winter Works	187	6/07/2020	2020/21	Y
Lanluas Consulting Pty Ltd	Data Migration - Property, Rating, Document Management	377	20/08/2020	2020/22	Y
Project Coordination (Australia) Pty Ltd	Bellambi Surf Life Saving Club Male Amenities	547	1/07/2020	2020/21	Y
Batmac Constructions Pty Ltd	Woonona Surf Life Saving Club Male Amenities Refurbishment	457	22/07/2020	2020/21	Y
Total Ventilation Hygiene Pty Ltd	Art Gallery - HVAC Repair Work	167	15/07/2020	2020/21	Y
Beswick Golf Pty Ltd	Licence to operate the Pro Shop at Russell Vale Golf Course and provision of associated services	99	2/07/2020	2020/26	Y
Pelaton Constructions Pty Ltd	Coledale SLSC Roof Replacement Works	199	24/07/2020	2020/21	Y
Cadifern	Watermain Installation - Darks Forest	79	26/08/2020	2020/21	Y
AS and ME Landscapes	Crown St Paving	51	1/08/2020	2020/21	Y

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

Consultancy and Legal Expenses		
Budget Review for Quarter ended September 2020		
Expense	Expenditure YTD \$000's	Budgeted (Y/N)
Consultancies	1,156	YES
Legal Fees	213	YES

STATEMENT OF CHIEF FINANCIAL OFFICER

All investments held at 30 September 2020 were invested in accordance with Council's Investment Policy.

Bank reconciliations have been completed as at 30 September 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 3 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	100%	0%	0%	0%	0%
1.2.1.1 Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint	100%	0%	0%	0%	0%
1.2.1.2 Promote and enforce compliance with litter reduction	67%	0%	0%	33%	0%
1.2.1.3 Methods to reduce emissions are investigated and utilised	100%	0%	0%	0%	0%
1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018 – 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%	25%	0%	0%	0%
1.3.2.1 Carry out best practise assessment for urban development proposals and applications	100%	0%	0%	0%	0%
1.3.2.2 Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas	100%	0%	0%	0%	0%
1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs	100%	0%	0%	0%	0%
1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage	100%	0%	0%	0%	0%
1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors	100%	0%	0%	0%	0%
2.1.1.1 Build on partnerships which enable the retention of local talent	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%	0%	33%

APPENDIX 1: Annual Deliverables Progress By 3 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	100%	0%	0%	0%	0%
2.2.2.1 In conjunction with partner organisations support the development of innovative industries	100%	0%	0%	0%	0%
2.2.3.1 Undertake major refurbishment works in the city centre	100%	0%	0%	0%	0%
2.3.1.1 Pursue initiatives that promote the region as a place to holiday to domestic and international markets	100%	0%	0%	0%	0%
2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure	100%	0%	0%	0%	0%
2.3.2.1 Market and promote events in the city centre	100%	0%	0%	0%	0%

**APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program
2018 – 2022**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
2.3.2.3 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	86%	0%	0%	14%	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	0%	0%	100%	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%	13%	13%	0%	13%
3.1.1.5 Encourage Sports Associations to conduct regional, state and national events in the city	100%	0%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 Year Action – Delivery Program 2018 – 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	100%	0%	0%	0%	0%
3.2.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct	100%	0%	0%	0%	0%
3.2.3.1 Support the coordination of an externally funded calendar of activities delivered across the City	100%	0%	0%	0%	0%
3.3.2.1 Deliver and support a range of projects and programs which build harmony, understanding and cultural awareness	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 3 Year Action – Delivery Program
2018 – 2022**

<i>Goal</i>	<i>On track</i>	<i>Not Scheduled to Commence</i>	<i>Delayed</i>	<i>Deferred</i>	<i>Ongoing / Complete</i>
4.2.1.2 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	100%	0%	0%	0%	0%
4.3.1.2 Build a workplace culture that is safe, engaged, responsive and professional	83%	0%	0%	0%	17%
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 3 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	80%	20%	0%	0%	0%

APPENDIX 1: Annual Deliverables Progress By 3 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	100%	0%	0%	0%	0%
5.1.5.2 Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need	100%	0%	0%	0%	0%
5.1.6.1 Facilitate a range of programs and activities which improve food security and support local food systems	100%	0%	0%	0%	0%
5.2.1.1 Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market	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	80%	0%	20%	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 3 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	92%	0%	0%	8%	0%
5.5.1.2 Manage and maintain community infrastructure portfolio with a focus on asset renewal	67%	33%	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 3 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	57%	43%	0%	0%	0%
6.1.3.1 Plan and implement an integrated and sustainable transport network	100%	0%	0%	0%	0%
6.1.4.1 Facilitate the integration of public amenities and transport with local communities	100%	0%	0%	0%	0%
6.2.1.1 Work with partners to reduce travel time between Sydney and Western Sydney with Wollongong	100%	0%	0%	0%	0%
6.3.1.1 Plan and implement projects to improve connectivity	86%	14%	0%	0%	0%
6.3.2.1 Deliver sustainable transport asset renewal programs and projects	100%	0%	0%	0%	0%
6.3.3.1 Investigate the option for disruptive transport technologies and the impact on the future transport network	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 3 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>91%</i>	<i>3%</i>	<i>3%</i>	<i>2%</i>	<i>1%</i>